



## SRINIVASAN COLLEGE OF ARTS & SCIENCE

(Affiliated to Bharathidasan University, Trichy)

PERAMBALUR – 621 212.



### DEPARTMENT OF COMPUTER APPLICATIONS

Degree: **MCA**

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#### LECTURE NOTES ON: **MANAGERIAL SKILLS**

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### COURSE SYLLABUS

**Learning Objective:** The learning objective of this course is to enable the students to learn the art of getting things done in the modern business world by learning topics like lateral thinking, decision making, balancing work and life, corporate social responsibility and work ethics.

#### **UNIT-I: THINKING STRATEGIES:**

Strategic thinking – meaning – questions- things included in Strategic thinking – Process consideration in Strategic thinking – Strategic thinking competencies – importance of Strategic thinking – characteristics of Strategic Thinkers – Points to be kept in mind in Strategic thinking.

Lateral Thinking – meaning – why Lateral Thinking – when to use Lateral Thinking – Benefits of Lateral Thinking – Techniques used in Lateral Thinking – Who needs Lateral Thinking – How to use Lateral Thinking? – Conventional Vs Lateral Leaders – Questions asked by Lateral Leaders – becoming a Lateral Leader.

#### **UNIT-II: INTERPERSONAL STRATEGIES:**

Conflict Resolution – meaning – points to be understood before studying conflict resolution – sources of conflict – common reactions to conflict – role of perception in conflict – steps for Conflict Resolution – Conflict handling matrix – Functional and Dysfunctional outcome of conflict.

Negotiation skills – process – styles – outcome – principles involved – negotiation model – being a negotiator – qualities of a negotiator.

#### **UNIT-III: IMPLEMENTATION STRATEGIES:**

Facing changes – meaning – characteristics –why changes – pace of changes – impact of resistance – Reasons for resistance – types of people in facing changes – introducing change. Facing challenges – meaning – importance – path to facing challenges – benefits of facing challenges.

#### **UNIT-IV: ACTION BASED STRATEGIES:**

Risk taking - meaning – factors determining Risk Taking – Risk management – users of Risk Management – Steps in Risk Management.

Effective decision making – meaning – approaches – methods – steps – Decision making at the work place.

## UNIT-V: BEHAVIOURAL STRATEGIES:

Motivation and Staying motivated – meaning – finding reason for being motivated – staying motivated at work place – staying motivated in negative work environment – staying motivated during crisis.

Balancing work and life – meaning – work satisfaction – gender differences – responsibility of the employers and employees – ways of balancing work and life – handling professional and personal demands – organizing your desk.

### TEXT BOOK:

Alex K. (2012) Soft Skills – Know Yourself & Know the World, S.Chand & Company LTD, Ram Nagar, New Delhi - 110 055. Mobile No.: 94425 14814, (Dr.K. Alex).

### REFERENCE BOOKS:

1. Meena.K and V.Ayothi (2013) A Book on Development of Soft Skills (Soft Skills : A Road Map to Success), P.R. Publishers & Distributors, No, B-20 & 21, V.M.M. Complex, Chatiram Bus Stand, Tiruchirappalli- 620 002. (Phone: 0431-2702824; Mobile : 94433-70597, 98430-74472).
2. Emotional Quotient – Daniel Goleman.
3. Power of the Plus factor – Norman Vincent Peale.
4. The Seven Habits of Highly Effective people – Stephen Covey.

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## MANAGERIAL SKILLS

### UNIT I THINKING STRATEGIES

#### STRATEGIC THINKING

##### Q. What is meant by Strategic thinking?

According to John Maxwell, Strategic thinking means, "Strategic thinking is the bridge that links where you are to where you want to be". It is innovative way of thinking regularly about the overall goals of one's job, team and organisation. It gives importance to finding and developing specific opportunities to create value among the people who affect a company's direction.

##### Q. Why Strategic thinking? What are the things included in strategic thinking?

**1. Competencies and Skills:** Strategic thinking can be applied by taking into account the company's strength, the competitive edge and its weaknesses.

**2. Products and Offerings:** Application of strategic thinking depends on the products offered, service rendered, the prices prevailing in the market and the image of the company as a whole.

**3. Environment and Industry:** Strategic thinking is applied depending on the economic context in which the company is right now in, the kind of government and its policies, the structure of the industry and how the company connects with its customers.

**4. Market and customers:** Factors like the target customers, their needs, and preparedness of the company in meeting, their requirements decide the area of application of strategic thinking.



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**5. Competitors and Substitutes:** Application of strategic thinking depends on the nature of competition in the industry, the offers made by the competitors, and the counter strategies adopted by them.

**6. Suppliers and Buyers:** Application of strategic thinking also depends on the companies one has to work with, their strength and weaknesses and the relative power compared to one's business.

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**Q. Discuss the process consideration in Strategic Thinking.**

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**1. Aligned:** A company's strategies must fit with its vision, mission, objectives, competitive strength and operating strength.

**2. Goal-oriented:** Strategies are the means by which a company sets out to achieve its goals. Hence, the strategies should be goal oriented.

**3. Fact-based:** The strategies should be based on and support by a real data. Strategic thinking by its very nature is based on assumptions about the future, but these assumptions must be based on educated guesses.

**4. Based on Broad Thinking:** Companies that are strategically quick and strong should consider multiple alternatives at a given situation.

**5. Focused:** Companies adopting strategic thinking should be clear with what the company wants and does not want. The companies are expected to priorities the plans and act accordingly.

**6. Agreed upon:** While adopting various strategies the company has to ensure that the stakeholders are taken into confidence and aim at getting their fullest support and cooperation.

**7. Engaging:** While drafting strategies ensure that the people are educated about the programmes and ensure that the resources are available to them to implement the plans.

**8. Adaptable:** Strategies should design to be adjusted based on the results, experimentation, errors and new information available.

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**Q. Explain the Strategic thinking competencies.**

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The strategic thinking needs the following competencies and that is required to make smart strategic thinking.

**1. A system perspective:** In order to implement strategic thinking the people concerned should understand the system as a whole and its implication. A complete understanding of end-to-end system, the role within and the skills that is required.

**2. Focused:** While implementing strategic thinking, there must be more focus and determination than one's rivals. Focus helps in leveraging one's energy and resist distraction.

**3. Timely:** Thinking in time will help in understanding past, present and future. Such understanding helps in making better and quick decisions.

**4. Being creative as well as critical:** A strategic thinking should ensure creative as well as critical thinking because it leads to establishing a scientific method.

**5. Prudent opportunism:** This refers to being open to good opportunities and avenues. Strategies must be developed to suit a changing environment.



### Q. What is the importance of strategic thinking?

1. **Drafting Group Action:** When drafting a course of action for the groups, it is essential to make strategic thinking.
2. **Smart Long-term Decision:** Whenever making the smart long-term decisions, the strategic thinking process is required.
3. **Support of employee:** Strategic thinking is needed for gaining the employees' commitment to support the decisions.
4. **To Maximize Business Results:** The strategic thinking is essential for enhancing group's performance and maximizes business results.
5. **To embraces Strategic Initiatives:** It fosters a culture that supports fresh thinking and embraces strategic initiative.
6. **Save time and effort:** Strategic thinking save the time and give the fullest effort.
7. **Make the most of limited resources:** The effective utilisation of the effort and make use of the limited resources in the better way.
8. **Attract funding:** Strategic thinking enables to attract the funds from the financial institution and banks because it makes the viable projects.
9. **Get people on board:** It attract the knowledge people to the board and they find a right to place to work.
10. **Enhance chances of success:** Strategic thinking provides more chances of success in the project and endeavour.
11. **Increase job satisfaction:** It increases the job satisfaction to the works and employees because their views are taken into consideration in the right spirit.

**12. Try to take over world:** It is possible to win over the competition and get success in the business endeavour.

### Q. What are the Characteristics features of Strategic Thinkers?

1. **Curiosity:** These are the people who are genuinely interested in what is going on in the business.
2. **Flexibility:** These are the people who are able to adapt approaches and shift ideas when new information suggests the need to do so.
3. **Future Focus:** These are the people who constantly consider how the conditions in which the business operates change in the coming days, months and years.
4. **Positive Outlook:** these are the people who view challenges as opportunities, and believe that success is possible.
5. **Openness:** There are the people who welcome new ideas from supervisors, peers, employees, and outside stakeholders, such as customers, suppliers and business partners.
6. **Breadth:** These are the people who are continually works to broaden the knowledge and experience, so that they see the connections and patterns among unrelated fields of knowledge.

### Q. What are the points to be kept in mind while making strategic thinking?

1. **Have a vision:** One should be clear with where he wants to go. If the destination is clear reaching it should not be a problem.



**2. Make a time:** in a busy business, making the time is vital. Make time for both thinking and relaxing. Set aside sufficient time both for planning and entertainment as they are equally important.

**3. Not being Haste:** One need to keep track of the future at the same time he need not be on a hasted. One needs to carefully design the tomorrows by taking sufficient time.

**4. Absorb:** In any business it is the question of remaining awake and aware. Every business gives everyone sufficient clues as to what is in store for tomorrow. Of course those clues are often subtle and hidden. Those who are aware and awake are the ones to notice them.

**5. Review often:** Smart thinkers always check and validate their plans. Plans that are not reviewed often run into difficulties.

**6. Learn from Experience:** It is said whenever you fail don't fail to take the lessons. A smart thinker uses his experience to think better on vital issues.

**7. Use a Team:** Two minds put together achieve more. By utilising others one gets not only great ideas but also a great deal of involvement by the members.

**8. Be Realistic:** One has to be clear with what is achievable given the strengths of the business. Being realistic does not mean holding back but to deliver success.

**9. Have check posts:** It is always good to create check posts to that one has a chance to change if needed. Check posts helps in spotting the twists.

**10. Don't write off:** One should not jump into any conclusion when things go wrong because successful future is not bounded by judging their thinking.

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## LATERAL THINKING

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### Q. Define Lateral thinking.

Lateral thinking is solving problems through an indirect and creative approach, using reasoning that is not immediately obvious and involving ideas that may not be obtainable by using only traditional step-by-step logic. The term was coined in 1967 by Edward de Bono. According to de Bono, lateral thinking deliberately distances itself from standard perceptions of creativity as either "vertical" logic (the classic method for problem solving: working out the solution step-by-step from the given data) or "horizontal" imagination (having a thousand ideas but being unconcerned with the detailed implementation of them). Thus, as per the view of Edward de Bono, "Lateral thinking is concerned not with playing with the existing pieces but with seeking to change those very pieces."

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### Q. Why Lateral thinking is advocated to Managers?

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**1. Competition and Trends:** Business opportunities involve fierce competition and fast changing trends.

**2. Changing business situation:** To keep pace with these situations, a disciplined process of innovation, idea formulation, concept development, creative problem solving and the strategy to challenge these concepts is required.

**3. Nurturing natural thinking:** Lateral thinking provides unconventional techniques which help you nature your usual thinking to produce enhanced results.

**4. New way of Solving Problem:** The managers solving the business problems in totally a new way.



Q. When to use lateral thinking by the managers? What are the benefits of lateral thinking?

1. **Bring Creative thinking:** To bring creative thinking into sharp focus, there is a need to use the lateral thinking by managers.
2. **Enhance Productivity:** When there is need to create new ideas to enhance productivity it is essential to use the lateral thinking by managers.
3. **Challenges current thinking:** Sometime challenges current thinking arises in an organisation in that case there is a need to use the lateral thinking.
4. **Increase number of Creative Ideas:** In circumstance sometimes warranted to increases the number of creative ideas to meet the fierce competition in that case there is a need to use lateral thinking by the managers.
5. **Innovation in problem solving skills:** Innovation in problem solving is often required to meet the challenges in area of operations in that circumstances there is a need to make lateral thinking by managers.

Q. Explain the technique used in Lateral thinking.

**Methods or Technique used in lateral thinking:**

Critical thinking is primarily concerned with judging the true value of statements and seeking errors. Lateral thinking is more concerned with the movement value of statements and ideas. A person uses lateral thinking to move from one known idea to creating new ideas.

**Edward de Bono defines four types of thinking tools:**

1. **Idea generating tools** that are designed to break current thinking patterns—routine patterns, the status quo.

2. **Focus tools** that are designed to broaden where to search for new ideas.
3. **Harvest tools** that are designed to ensure more value is received from idea generating output.
4. **Treatment tools** that are designed to consider real-world constraints, resources, and support.

**Random Entry Idea Generating Tool:** The thinker chooses an object at random, or a noun from a dictionary, and associates it with the area they are thinking about. For example, if they are thinking about how to improve a website, an object chosen at random from the environment around them might be a fax machine. A fax machine transmits images over the phone to paper. Fax machines are becoming rare. People send faxes directly to phone numbers. Perhaps this could suggest a new way to embed the website's content in emails and other sites.

**Provocation Idea Generating Tool:** The use any of the provocation techniques—wishful thinking, exaggeration, reversal, escape, distortion, or arising. The thinker creates a list of provocations and then uses the most outlandish ones to move their thinking forward to new ideas.

**Movement Techniques:** The thinker develops provocation operations by the following methods: extract a principle, focus on the difference, moment to moment, positive aspects, special circumstances.

**Challenge Idea Generating Tool:** A tool which is designed to ask the question "Why?" in a non-threatening way: why something exists, why it is done the way it is. The result is a very clear understanding of "Why?" which naturally leads to fresh new ideas. The goal is to be able to challenge anything at all, not just items which are problems. For example, one



could challenge the handles on coffee cups. The reason for the handle seems to be that the cup is often too hot to hold directly. Perhaps coffee cups could be made with insulated finger grips, or there could be separate coffee cup holders similar to beer holders.

**Concept Fan Idea Generating Tool:** Ideas carry out concepts. This tool systematically expands the range and number of concepts in order to end up with a very broad range of ideas to consider.

**Disproving:** Based on the idea that the majority is always wrong (as suggested by Henrik Ibsen and John Kenneth Galbraith), take anything that is obvious and generally accepted as "goes without saying", question it, take an opposite view, and try to convincingly disprove it. This technique is similar to de Bono's "Black Hat" of the Six Thinking Hats, which looks at the ways in which something will not work.

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#### Q. Who needs lateral thinking?

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- a. **Strategist:** People who devise strategies.
- b. **Experimenter:** People who work in Research and Development
- c. **Innovator:** People holding position which require innovation
- d. **Idea Generator:** Idea generation, concept development creative problem solving.
- e. **Challenger:** Fast changing trends
- f. **Competitor:** Fierce competition and
- g. **Agiler:** Fields where strategies are developed to challenge the status quos can benefit from lateral thinking.

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#### Q. How to use lateral thinking? (Or) What are questions generally asked by lateral leaders?

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**Problem Solving:** When something creates a problem, the performance or the status quo of the situation drops. Problem solving deals with finding out what caused the problem? And then figuring out ways to fix the problem? The objective is to get the situation to where it should be.

For example, a production line has an established run rate of 1000 items per hour. Suddenly, the run rate drops to 800 items per hour. Ideas as to why this happened and solutions to repair the production line must be thought of, such as giving the worker a pay raise.

**Creative Problem Solving:** Using creativity, one must solve a problem in an indirect and unconventional manner. For example, if a production line produced 1000 books per hour, creative problem solving could find ways to produce more books per hour, use the production line, or reduce the cost to run the production line.

**Creative Problem Identification:** Many of the greatest non-technological innovations are identified while realizing an improved process or design in everyday objects and tasks either by accidental chance or by studying and documenting real world experience.

**Lateral Thinking puzzles:** These are puzzles that are supposed to demonstrate what lateral thinking is about. However any puzzle that has only one solution is not Lateral. While lateral thinking may help you construct such puzzles, the lateral thinking tools will seldom help you solve puzzles.

**Lateral Problem "Solving":** Lateral thinking will often produce solutions whereby the problem appears as "obvious" in hindsight. That lateral thinking will often lead to problems that you never knew you had, or it will solve simple problems that have a huge potential. For example, if a production line



produced 1000 books per hour, lateral thinking may suggest that a drop in output to 800 would lead to higher quality, more motivated workers etc. etc. This contra-logical approach has become a well established part of most, if not all, of today's creative thinking methods and approaches.

**Description:** Lateral Thinking is a deliberate, systematic creative-thinking process that deliberately looks at challenges from completely different angles. By introducing specific unconventional thinking techniques, lateral thinking enables thinkers to find novel solutions that would otherwise remain uncovered. Lateral thinking focuses on what could be rather than what is possible and centers around four directives:

- # Recognize the dominant ideas that polarize the perception of a problem.
- # Search for different ways of looking at things.
- # Relax rigid control of thinking.
- # Use chance to encourage other ideas

Seven techniques or mental tools help carry out these directives with the goal of eliciting unpredictable ideas, which may turn out to be novel and useful solutions to the problem being addressed.

- # **Alternatives:** Use concepts to breed new ideas.
- # **Focus:** Sharpen or change your focus to improve your creative efforts.
- # **Challenge:** Break free from the limits of accepted ways of operating.
- # **Random Entry:** Use unconnected input to open new lines of thinking.

**Provocation:** Move from a provocative statement to useful ideas.

**Harvesting:** Select the best of early ideas and shape them into useable approaches.

**Treatment of Ideas:** Develop ideas and shape them to fit an organization or situation.

An interesting aspect of de Bono's lateral thinking method is its relationship to humor. Essentially, jumping to laterally related ideas is exactly what makes a joke funny - the delight in the unexpectedly discovered relationships between seemingly unrelated elements.

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#### Q. Who is becoming a lateral leader?

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The following characteristics are essential for a lateral leader.

**Problem solving ability:** Leader's ability to solve problems by using unorthodox and illogical ways is becoming the lateral leader.

**Generation of New Perceptions:** Leader's ability to generate new perceptions and new ideas is becoming the lateral leader.

**Think out of the box:** Leader's ability to think out of the box or the framework by expanding one's horizons can become the lateral leader.

**Challenge the Status quo:** Leader can constructively challenge the status quo to enable new ideas to surface and become lateral leader.



### Q. Distinguish between Conventional and Lateral leaders.

Conventional Leader	Lateral Leader
1. He is solving problems by using traditional step by step logic.	1. He is solving problems by using unorthodox and illogical ways
2. He is thinking within the frame work and try to go outside the horizons.	2. He is thinking out of the box by expanding the horizons
3. He is approaching the problems not a systematic way of thinking.	3. He is approaching the problems in a systematic way of thinking.
4. He is thinking about what is.	4. He is thinking about what can be.
5. He is more concerned with multiplicity of alternatives.	5. He is more concerned with the processes.
6. He is tried to find out the solutions.	6. He is turn the problems into opportunities

## UNIT II INTERPERSONAL STRATEGIES

### CONFLICT RESOLUTION

#### Q. What is meant by Conflict resolution?

Conflict Resolution is a process of ending a disagreement between two or more people in a constructive fashion for all parties involved. It involves the reduction or elimination or termination of all forms and types of conflict.

#### Q. What are the points to be understood before studying conflict resolution?

1. A Conflict is more than a mere disagreement.
2. Perceptions play a bigger role than the reality.
3. Involvement of substantive, procedural, and psychological dimensions.
4. Conflicts are normal experiences with the work environment.
5. Creative problem-solving strategies are essential to conflict management.

#### Q. Discuss the source of conflict.

**a. Poor Communication:** This leads to misunderstandings between the employees.

**b. Different Values:** Conflict arises when people do not accept and understand the individual differences and values.

**c. Differing Interests:** The individual goals and organisational goals are not matching and it leads to conflict.



**d. Scarce Resources:** Differences in the allocation of resources either increase or decrease the incomes of the workers. This is the reasons for arising conflict.

**e. Personality Clashes:** The clashes between the personalities are another main reason for conflict.

**f. Poor Performance:** The levels of performance of the people in the organisation are different and this may be the reasons for conflict.

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**Q. Explain the common reactions to conflict.**

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**1. Pretend the problem does not exist:** People pretend as if there is no problem at all. Avoiding the problem will not make a go away.

**2. Blame someone else:** People often have the tendency to put the blame on others. Criticizing the other person or starting a rumour about some else will not make the problem go away.

**3. Try to start a fight:** People indulging in quarrel, argument or fight over a conflict. Calling some a name being physically violent, or being very sarcastic will not make the problem go away.

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**Q. What are the steps for conflict resolution?**

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According to Pondy, conflict is a dynamic process consisting of a sequence of episodes or steps:

**i) Latent Conflict:** When conflict promoting conditions tend to appear. This is the phase of anticipation of conflict.

**ii) Perceived Conflict:** When people perceive that conflicted conditions exist. It may be called the phase of conscious but unexpressed differences.

**iii) Felt Conflict:** When people feel there is conflict. This is a phase of discussion.

**iv) Manifest Conflict:** When there is not only recognition of conflict but also manifestation of conflict by overt or covert behaviours. This is a phase of open dispute.

**v) Conflict aftermath:** When there is outcome of conflict, the stage is set for subsequent conflict episodes. The outcome may be win, lose, or compromise.

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**Q. How can a conflict be resolved in an Organisation? (Or) What are the steps for conflict resolution? (Or) What are the different ways of addressing conflict? (Or) Elaborate the Conflict handling matrix.**

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## RESOLUTION OF CONFLICT

When a conflict has arisen whether intra-individual, inter-individual intra-group or inter-group in an organisation, it must be resolved as early as possible. In an organisation, there must be someone to intervene before the situation goes worse and generally a superior helps improve the situation. In order to resolve conflict effectively the superior should handle the situation and take the following steps: (a) Preliminary step-knowing the conflict. (b) Diagnosing the issue and (c) Applying any of the conflict handling modes. We are discussing these steps hereunder:

### (a) PRELIMINARY STEP

The first stage in resolving the conflict is to know the full details of the conflict. As soon as the conflict comes to the knowledge of the superior, he should handle the conflict skilfully.

The first thing to note is the stage of conflict because, if it is in its initial stage, it requires less efforts and much efforts



will be needed at advance stage of conflict. Even the strategies used may also differ from stage to stage though there is hardly a relationship between the stage of conflict and strategies used.

Before analysing the issues involved in the conflict, it should also be considered that the person who is being entrusted the responsibility to intervene and resolve the conflict, should be objective enough in handling the problem. Though, it is very difficult to keep emotions and sentiments out of the job, and attain absolute depersonalisation, yet one can be objective if he keeps an open mind. For this purpose, one should listen to views of individuals who are in conflict though they may not be fully in agreement with him provided the individual concerned does not carry rigid perception. The superior must try to keep the individuals mind open,

### (b) DIAGNOSING THE ISSUE

In diagnosing the issue, the issues involved in the conflict should be analysed and it should be understood what this conflict is about? How far it has already evolved? Thus the nature of conflict should be found out. Generally conflict may arise due to facts, goals, methods, and values. In other words, facts at the disposal of two parties may differ or their goals may differ or their methods to be used for doing a particular task may differ or their views about what is good, bad, wrong or right may differ. So, the person entrusted to handle the conflict must find out what the conflict is about.

The next thing in diagnosing the issue is to know why these differences between the two parties have arisen. The factors responsible for promoting the differences may informational, perceptual, role factors and the like. At times, the information received by two parties may be different and therefore they

may draw different conclusions. People may also have different backgrounds. Their beliefs, attitudes, values, and cultural norms may differ and therefore their perception may differ. An individual may have different roles in different groups of which he is a member and these roles may clash or the role of one individual may differ, from another individual. For example a superior may have an urgency of getting a particular work done but the subordinates do not think so. It may lead two persons to clash,

Once the problem is identified and what has caused the problem becomes known, the stage at which it has already reached can be properly understood. The next important step is to develop a strategy to deal with the situation.

### (c) CONFLICT HANDLING MODES

There may be a number of strategies to resolve the conflict and it is not possible to have a full count of all kinds of strategies. We can easily categorise all strategies into following five: 1. To avoid appearance of conflict. 2. Not permitting conflict to surface. 3. Mediation. 4. Letting the parties in conflict to settle their scores, and 5. Mutual problems solving.

**1. To Avoid Appearance of Conflict (Avoiding):** This approach suggests that such conditions should be created in the organisation in which may not arise and if it arises, it should be ignored as far as possible. This situation is possible when the organisation is staffed with the likeminded people and possibly keeps a watch over their interpersonal relations. Such people whenever, they interact, they should focus problems of their superiors rather than to discuss their own problems. They are always submissive to their superior and never



aggressive or in conflict with him. If, anyhow, there is a difference of opinion between the two, it is ignored.

**Evaluation:** This kind of conformity and agreement may be necessary where blind faith in the leader of the group is required. It is very common in political and religious organisations which demand total commitment of members towards the goals and ideals of the organisation. But in this approach, creativity of the members is lost and they are not able to put forward their ideas for the sake of simple conformity.

## 2. Not permitting Conflict to Surface (Accommodating):

This strategy suggests that loyalty and cooperation to the group is supreme and not disagreement is tolerated and may be treated equivalent to disloyalty to group. People who are loyal and cooperative are rewarded and those, who are not are punished. As soon the conflict is known to the superior the parties in conflict are warned of the serious consequences and are ordered to sink their differences or the matter is referred 'upstairs' or superior insists on his own way.

**Evaluation:** This kind of approach of repression and forcing may work where talent difference is not as important as the pressure of the time but such suppressed differences may erupt at any time appropriate for the organisation and may hit safe targets. This approach does not create a satisfying situation and if the matter is allowed to brew for long, the party concerned whose views are suppressed always looks for an opportunity embarrassing the position of authority holder.

## 3. Mediation (Compromising):

Under this approach, an attempt is made by the authority holder to sweep out the difference and to smoothen the affair to make it look like as if the problem never existing he may exercise persuasion highlighting the merits and demerits of their cases. He may

conciliate mediate, bringing home to them the commonness in their viewpoints and if necessary, even arbitrate. It is quite possible that both the parties may leave the case to the superior to give his judgement, in case of failure of finding any solution of the case and both will accept his decision. It may also be possible that a compromise takes place or they may arrive at a mutually acceptable agreement.

**Evaluation:** Under this approach both parties make a shift in their stand on give and take thesis. It may be with or without the intervention of superior. This strategy is most commonly used.

## 4. Letting the Parties in Conflict to Settle their Scores (Competing):

Parties adopt a rigid attitude and not awardable to reason or appeal, they are allowed to fight out the issues. They are given an opportunity to test their strength and capacities and to bear the consequences whatsoever. In such cases it can be possible; that the party may have the realisation of each other's strength and leave their priorities, accept the ideas and interpretation of others and resort to bargaining. The parties, before using this approach should assess the cost of such conflicts-economical and social.

**Evaluation:** This approach has far reaching consequences. In case the opposition feels defeated, there will develop personal distance that will never be reduced. The losing party will always try to find out ways how to revenge. Besides such potentially disruptive consequences of this approach, it almost necessarily places strains on the status and power system in the organisation. It acknowledges and legitimises the heterogeneity of goals. This approach is not willingly or frequently adopted.

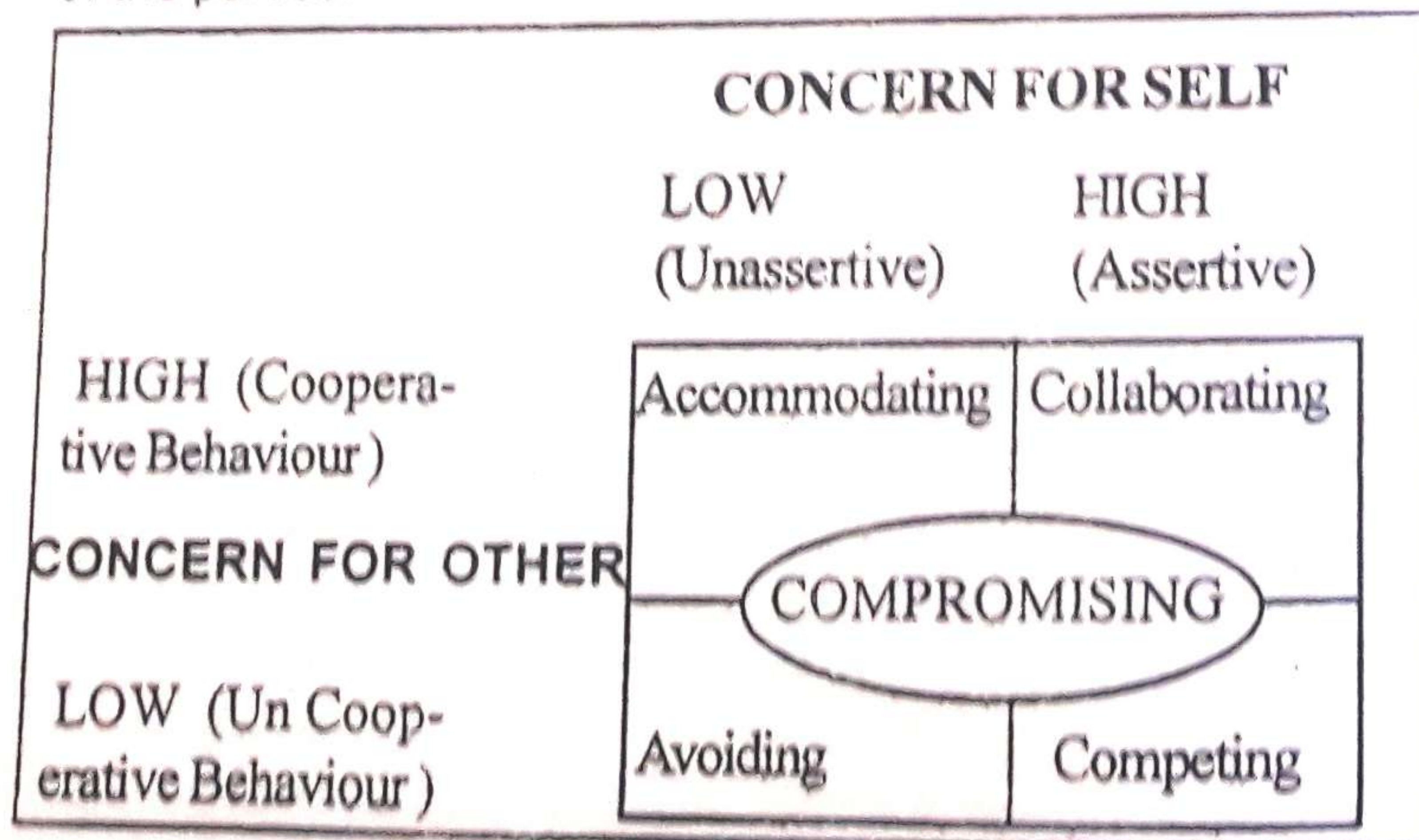
## 5. Mutual Problem Solving (Collaborating):

When two parties are conscious about the existence of a problem and



try to resolve their difference themselves, it is called mutual problem solving or collaborating. As both parties are interested in finding a solution, the reference should always be made of the shared goals, generally the subordinate goals. The perceptions of people are not rigid.

**Evaluation:** This approach is better when time pressure is not serious though it is a very time consuming process to come across a commonly acceptable solution. If in the meanwhile a party loses patience, all efforts are likely to go waste. Therefore, a solution should be resolved before a party loses patience. Whatever may be the approach for handling conflicts, it is necessary to be sure that communication channels are neither blocked nor broken down. Free of flow information must be maintained otherwise lack of information or blocked communication channels cause disruptive behaviour. As a result, the gap between two parties widens and then it will be irreparable. It may also be suggested that whatever may be the nature, stage or class of conflict, it should always be regarded as individual (and not group conflict) and analytic conflict. In short, an impression should not be created that the conflict has engulfed the whole organisation. The approach should be problem solving and persistent persuasion of the parties.



CONFLICT HANDLING MODES

**Q. Write short notes on Functional and Dysfunctional outcome of conflict.**

**Functional Outcome or Positive Outcome of the Conflicts:**

- 1. Self Evaluation and Change:** Conflicts provide opportunities to individuals and groups to think again and take a more concrete view of the situation.
- 2. Simulation of Creativity and Innovation:** These lead to innovation as conflicting situations always present threat to the working. In order to overcome the threat, the individuals and groups have to find out new ways of working.
- 3. Develop Cohesiveness:** Conflicts bring cohesiveness in group. This happens more in the case of intergroup conflicts.
- 4. Develop Competition:** Conflicts provide challenging work environment as these develop high degree of competition.
- 5. Overcome the Organisational Shortcomings:** As conflicts develop among various individuals and groups, these indicate the shortcomings in the existing system of organisational functioning and management attention can be drawn for overcoming such shortcomings.
- 6. Overcome Frustrations:** Conflicts may be used as a device to overcome many frustrations and tensions. People may express their frustration and tension by means of conflicts. Thus, they are relieved from utter mental tension.



### Dysfunctional Outcome or Negative Outcome of the Conflicts:

1. **High tension among employees:** Conflicts may create the high tension among the employees.
2. **Discontentment among employees:** Conflicts some time can develop job discontentment among employees.
3. **Mistrust:** The retarded communication may sometimes develops mistrust in the minds of the employees and also create dissent and competition deliberately among the employees.
4. **Goal displacement:** In the organisational conflicts, conflicts between the employees' goal and the organisations' goals and there will be an infighting among group members. This may develop the goal displacement.
5. **Resignation of Personnel:** If the conflict is not properly resolved, the employees may leave the organisation.
6. **Reduced Group Effectiveness and Cohesiveness:** The adverse outcome of conflicts is it will affect the group effectiveness and group cohesiveness.

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### NEGOTIATION SKILLS

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#### Q. What is meant by Negotiation skills?

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Negotiation may be defined as "Negotiation is the process in which two or more parties (individuals or groups) attempt to reach agreement on issues on which they have differences". Negotiation skill refers to the negotiator acting as a neutral party, may be able to help them resolve their differences.

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#### Q. Explain the different types/styles of Negotiation.

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In negotiations, there are four styles of bargaining may be involved. They are distributive, integrative, attitudinal and intra-organisational. Distributive bargaining operates under zero-sum, that is, any gain to one party is at the expense of the other party. Integrative bargaining other hand operates under the assumptions that there exist one or more settlements that can create a win-win situation. This style is preferable, because it builds long-term relationships and facilitates working together in the future. The third one is Attitudinal Structuring. It is the process by which the parties' seeks to establish desired attitudes and relationships. Throughout any negotiations, the parties reveal certain attitudes (e.g., hostility or friendliness) that influence their communications. The fourth style is Intra-organisational Negotiations. Under this negotiation the groups often negotiate through representatives. In this, each set of negotiators tries to build consensus for agreement and resolve intra-group conflict before dealing with the other group's negotiators.

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#### Q. What are the principles involved in Negotiation?

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1. To Set realistic target and resistance points.
2. To Begin with positive overture.



3. To address problems, not personalities.
4. To create open and trusting climate.
5. To emphasis win-win outcomes instead of win-lose outcomes.

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**Q. Discuss the different negotiation model practiced by the Negotiator. (Or) What are the various approaches on Negotiation? (Or) What are the outcomes of Negotiation?**

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Negotiation occurs when two or more parties-either individuals or groups discuss specific proposals in order to find mutually acceptable agreements. Whether it is with an employer, family member or business associate, we all negotiate for things each day like higher salary, better service or solving a dispute with a co-worker or family member. Negotiation is a common way of settling conflicts in business. When handled skilfully, negotiation can improve the position of one or even both but when poorly handled; it can leave a problem still unsolved and perhaps worse than before.

**Approaches:** Negotiations can be approached in four ways. Each of these approaches produces a different outcome.

**Win - Lose Orientation:** This is the approach taken by competitive communicators. The win-lose orientation is based on the assumption that only one side can reach its goals and that any victor by that party will be matched by the other's loss. Despite the fact that it produces losers as well as winners, a win-lose orientation can sometimes be the best approach to negotiating. If one party is determined to take advantage and cannot be convinced that collaboration is possible, then you probably need to adopt a competitive stance out of self-defence. For example, in a onetime commercial transaction (the sale of a car, for instance), your concern for helping the other party may take a back seat to getting the best possible deal for yourself, without violating your ethical.

**Lose-Lose Orientation:** With a lose-lose orientation, a conflict plays out in a way that damages both parties to such a degree that everyone feels like a lose. Nobody starts out seeking a lose-lose outcome, of course; but sometimes when people feel that a negotiating partner is blocking them, they wind up seeking revenge. For example, if customers feel cheated, they are likely to tell others about their dissatisfaction, costing the company future business.

**Compromise:** Sometimes it seems better to compromise than to fight battles in a competitive manner and risk a lose-lose outcome. There are cases in which compromise is the best obtainable outcome-usually when disputed resources are limited or scarce. If two managers each need a full-time secretary but budget restrictions make this impossible, they may have to compromise by sharing one secretary.

**Win-Win Orientation:** A win-win approach differs significantly from the preceding negotiating styles. It is a collaborative approach to negotiation and assumes that solutions can be reached that satisfy the needs of all parties. Most important, it looks beyond the conflicting means of both parties (my way versus your way) and focuses on satisfying the ends each is seeking. The key is to avoid taking polar positions (arguing over means) and instead to identify the ends or goals of both parties.

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**Q. What are the basic rules of negotiation?**

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**Basic Rules of Negotiation:**

**1. Analyze the interest of the parties:** This is important to understand the perceptions, the style of negotiation, and the interests and principles of the counterparts, as well as one's own.



## 2. Plan the negotiation, and determine:

What are the expectations from the negotiation?

What are the terms of the negotiation?

What are the nonnegotiable terms and what can be modified?

What is the minimum that an agreement can be reached on?

What is the negotiation strategy?

What are the most important interests of the other parties?

How does one interact with or manage people?

## 3. Select the appropriate negotiation technique:

**Spiralling agreements:** Begin by reaching a minimum agreement even though it is not related to the objectives, and build, bit by bit, on this first agreement.

**Changing of position:** To Formulate the proposals in a different way, without changing the final result.

**Gathering information:** Ask for information from the other party to clarify their position.

**Making the cake bigger:** To offer alternatives that may be agreeable to the other party, without changing the terms.

**Commitments:** Formalize agreements orally and in writing before ending the negotiation.

**4. Negotiator:** Be sensitive and quick to adapt to changing situations, but do not lose sight of the objective. Avoid confrontational positions and try to understand the interests of the other party. Some aspects that could interfere with the negotiation are:

Personal positions and interests

Psychological and emotional aspects of the persons (place, placement of chairs, body language, gestures, etc.)

Difficulties in communication namely differences in languages, different meanings of the same words, etc.

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## Q. Explain the Negotiation Process.

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The Negotiation Process: Seven steps can be identified in the process of negotiation from start to the completion of the process. At every level careful planning and execution is required to make negotiations successful. These seven steps of the negotiation are:

**1) Preparing:** A negotiation is an unpredictable path - one will come across unforeseen and unanticipated situations. Hence one needs to be well prepared. Preparations have two broad aims namely Clarity of objective and the boundaries within which to negotiate for (one's position on the issue) and the extent of compromise one would be ready for through a Like-Intend-Must analysis, collection and collating data that might come handy later. It is useful to create a checklist for preparation as some items will need to be considered before the negotiation, some during the negotiation, some both before and during negotiation. ( See Like-Intend-Must Analysis below)



LIKE	INTEND	MUST
Interests that one would like to get served. Achieving some of these interests is a happy situation.	Interests that one intends to get served. One is sincerely trying to get these interests served. The results of the negotiations would be considered <b>satisfactory</b> if these interests were served.	Interests that <b>must</b> be served. Achieving these interests is critical otherwise the negotiation could be <b>fruitless</b> .

**2) Arguing:** This is the first stage of the actual negotiation process, where the two parties are engaged in the process of building a case for their respective stands. The aim of this process is to forcefully inform the other party of the logic and strength of one's stand. Often negotiation tend to fail at this stage because the two parties end up getting hostile when the opponents start at a diametrically opposite positions. One need to remember that positions taken during this stage seldom result into an exact outcome the negotiation's aim should be to try & narrow down the difference between the two positions to a common acceptable ground. It is thus imperative for either side to patiently listen to the other side and understand their position entirely.

**3) Signalling:** This phase occurs during the arguing process and usually after some amount of arguing. The two parties are aware of the deadlock and are in a mood to break the deadlock when signalling would occur. The signal refers to verbal or nonverbal clues that open up the possibility of adjustment in the stance of the person. One should be alert to the following developments:

Are there any signs of movement in the argument?

What signals have we made to indicate our own willingness to move?

If they have been ignored, how can we reward them?

What is the cause of opponent's 'stonewalling'?

What is an amount of confidence or lack of it?

**4) Proposing:** This phase is a decisive one. It is the culmination of arguments when based on some signals one proposes for a possible solution. Propositions overcome arguments because arguments cannot be negotiated. Proposals advance negotiations and proposals seize the initiative.

**5) Packaging:** We can think of packaging as considering various proposals that appeared and collating an overall suggested solution for consideration of the other party. We can think of this process comprising of identifying opponent's inhibitions, objectives, priorities, and the signalled possibilities of concessions that they might allow. Review opponent's and own objectives by doing a fresh L-I-M (Like - Intend - Must) analysis.

Is there enough movement indicated to produce a package? This is an important question to be answered as we do not want to package a deal too soon. That way the deal could be half baked or we might reduce the chance of it being acceptable. How can you address your package to meet some/all of your opponent's inhibitions? What concessions are you looking for? Compare it against the signalled possibilities of concessions that the opponent has shown willingness to concede or to consider. What negotiating room do you have in your current position? Which concessions are you going to signal in the package? What do you want in return? How equitable is the concession rate? Draw up list of conditions and place them in front of the package. Have all the possible variables in the package been considered.



**6) Bargaining:** That's what negotiating looks like to a third person as a spectator. But for a negotiator this phase will be successful only if the ground work has been done.

Everything must be conditional. Consider this almost a firm rule - without exceptions.

Decide what we require in exchange for the concessions.

List and place that at the front of our presentation.

Signal what is possible if, and only if, the opponent agree to your conditions.

If the signal is reciprocated present proposals, restating conditions.

Keep all the unsettled issues linked and trade-off a move on one for a new condition or a move on something else.

Be ready to bring back into contention any previously 'settled' issues if we need negotiating room under pressure of opposition on a point.

**7) Closing and Agreeing:** This is the final phase where the deal gets finalized and sealed. Closing means ending the bargaining and reaching a state where we push the opponent to make decisions on agreeing or otherwise. This is true of overall negotiation process as well as for individual concessions. Agreeing refers to our response to the opponents close. We need to be careful about.

Where we intend to stop trading?

Is the whole proposal credible - What have we done to check that? Often closing a deal too soon leaves the opponent feeling that he got less than what was available for him.

Think whether to lead with the summary close and then try the concession close or vice versa. What other close could we use?

If we are going for a 'final offer' are we serious or is it a bluff? Bluffing 'final offer' can destroy credibility in the current negotiations and in subsequent ones. Do not try to force a 'final offer' under emotional pressure.

If the close has been successful: What has been agreed? List the agreement in detail. List the points of explanation, clarification, interpretation and understanding.

If the agreement is oral, send a written note to the opponent of what we believe was agreed as soon as it can be done after the meeting.

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**Q. What are the different styles used in the Negotiation? (Or) Write short notes on Influencing and Persuasion skills.**

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Many situations arise where you need to influence the behaviour or attitudes of managers, superiors, colleagues, customers, clients, suppliers and subordinates. Often, you either do not have or do not wish to use position power. You have to rely on influencing others through assertiveness, negotiation and empowering skills.

**Influence:** An Influence is a respectable way to change other people's actions. ("These are the benefits of doing this."). The other ways are: Command ("You have to do this."), Manipulation ("If you do not do this, I will lose my job."). Influence is much wider in depth and dimension. It is a



processes not an action and a set of skills including body language, listening, building rapport, planning, probing and explaining. It is a set of attitudes including confidence, trust, patience and belief in win-win outcomes. It is getting people to do things because they want to. It requires one to be other-focused rather than self-focused. It enables proactive leadership.

**Persuasion:** It is one dimension of influence. It is a direct communication when benefits are stated in a reasoned arguments and competent views dealt with in a respectful manner. The two principles of persuasion are:

**Honour and Respect:** These are communicated in various ways-you can respect people's time by being sensitive about the timing of your communication. Imagine barging in and demanding some one's attention simply because what you have to say is more important to you than to them.

**Understanding the other person's Frame of Reference:** Each of us, have a unique personality. But one can get to know a great deal about the other person by approaching things from their point of reference, asking questions and listening.

The first problem one faces while communicating is getting someone's undivided attention. They are probably thinking about something else when you want to communicate with them. So you must grab their attention and get it focused on what you want to communicate. You can use something called the 'hook', advertisers do this all the time. Just like a fish being hooked on a line, you need to 'hook' the other person with a real reason for focusing on you. This could be a question or a strong statement - something that takes them away from their current line of thought to focus on your request or idea.

When you have hooked someone, how do you keep them there? This can be achieved through a statement, a group of statements or a question that creates curiosity. The third technique is by using something called 'emotional word pictures' (EMPs). These can simultaneously communicate with a person's heart and mind, to convey understanding and emotional feelings. In order to appeal to anyone's motivation to act, we must know these two biggest motivators. The first is: **The Desire for Gain**. The other is: **Fear of Loss**. In any communication you must examine your argument and analyse which desires or fears you are appealing to. This will help you plan the communication suitably.

## Q. Explain the guidelines for successful Negotiation

**Guideline for Successful Negotiation:** Much has been written about the way we should negotiate. Many of the instructions / directions / guidelines offered in this regard sound plain commonsense. But it must be kept in mind that negotiations are not all that easy. It is, therefore, necessary to keep in mind the nature of the process as discussed above and follow the advice of communication experts. It can be simplified in the following steps:

1. **Positive Attitude:** Have a positive, generous, win/win attitude. Don't start with a win/lose position as it is likely to put the other party on the defensive from the beginning.
2. **Narrow down the Issue:** Narrow down your field to as few points of dispute as possible.
3. **Adopt a step-by-step approach.** Focus attention on one point / issue at a time and arrive at an agreement before taking up any other item on the agenda.
4. **Find other party state of Mind:** Find out the other party's state of mind, cultural background, likes and dislikes etc.



5. **Disguise your true desires.** Showing too much eagerness gives the other party a chance to exploit you.
6. **Don't disclose your deadline.** Disclosing the deadline or time frame to the other party in the beginning gives the other party a chance to delay the deal. Hence it is better to focus on the deal itself than on the time limit.
7. **Know exactly what you want.** Quite often people make an impulse purchase and incur loss. It is, therefore, better to stop to think whether we really need an item or whether we are getting the best value.
8. **Think before you speak.** It has been observed that generally the party that speaks first lacks patience. Hence it is better to let the other person speak first or to make the 'first move'.
9. **Well Prepared:** Know your market, "Information", says Reilly is the negotiator's most powerful asset. If you are well-prepared you will rarely be fooled.
10. **Understand your options / alternatives.** Recognizing your options can increase your negotiating power.
11. **Bring your own expert.** When you lack authority on a certain issue / item, it is better to have your own expert to confront the negotiator.
12. **Know your adversary's limits.** How far can you push him before the negotiations reach a decisive stage?
13. **Trump Card:** Keep a trump card, and bring it out at a crucial moment.
14. **Confuse the other party:** Confuse the other party by giving false-but socially acceptable and rational reasons for an action.

15. **Keep talking.** By keeping the door open some basis for a compromise can always be worked out.
  16. **Keep quite.** Silence can project the image that you have the upper hand.
  17. **Listen:** The adversary's tone of voice and gestures frequently give away his true motivations and feelings.
  18. **Avoid personalities.** Focus your arguments on the facts of case.
  19. **Motivate:** Use bonuses, vacations, free services etc. as effective motivators.
  20. **Establish expertise early.** In this way, your arguments/statements will carry more Weight.
  21. **Be a gracious winner.** Make the 'vanquished' party feel they've won.
  22. **Never look back.** Always look forward. A deal is a deal. There is always ample scope for other deals.
  23. **Control your emotions.** The negotiator is control his emotions at the time of negotiation.
  24. **Compromise:** Don't forget that negotiation by its very nature is a compromise.
  25. **Future Implications:** Consider the impact of present negotiations on future ones. Implications for the future must always be kept in mind.
- Q. What are the qualities of a successful Negotiator?**
- a. **Ability to Diagnose:** The negotiator is able to diagnose the conflict.



**b. Ability to break the Deadlock:** Negotiator is skilled at breaking deadlocks and facilitating discussions at the right time.

**c. Ability to show mutual acceptance:** The negotiator is able to show the mutual acceptance.

**d. Ability to have emotional Control:** The negotiator must have the ability to provide emotional support and assurance.

**e. Ability to instil confidence:** The negotiator has the ability to instil confidence in and acceptance by the parties in conflict.

#### Q. What is role of Negotiator?

**1. Ensure mutual motivation:** Each party should have incentives for resolving the conflict.

**2. Achieve a balance in situational power:** If the situational power of the individuals isn't equal, establishing trust and maintaining open lines of communication may be difficult.

**3. Coordinate confrontation efforts:** One party's positive moves must be coordinated with the other party's readiness to do likewise. A failure to coordinate positive initiatives and readiness to respond can undermine future efforts to work out differences.

**4. Promote openness in dialogue:** The mediator can help establish norms of openness, provide reassurance and support, and decrease the risks associated with openness.

**5. Maintain an optimum level of tension:** If the threat and tension are too low, the incentive for change or finding a solution is minimal. However, the threat and tension are too high, the individual involved may be able to process information and envision creative alternatives. This may begin to polarize and take rigid positions.

## UNIT III IMPLEMENTATION STRATEGIES

### FACING CHANGES

#### Q. What is meant by facing changes?

Change refers to any alteration that occurs in total work environment. Generally people are accustomed to a well established way of life and any variation in or deviation from that life may be called a change. Change may be very simple just like to shift the location of an office or it may be a more complex technological change which may even threaten the very existence of some people in the organisation.

Nature Change occasionally results in disequilibrium in the environment conditions of the organisation. The most changes disturb the equilibrium of situation and environment in which the individuals or groups exist. In order to remove this disequilibrium, and to return to a normal state of balance, people take time for adaptation and adjustment to change. Man being dynamic adjusts himself according to the environmental situation. He may be prepared to adapt or introduce change, as soon as he gets education and training in adapting the new techniques in the interest of the organisation. The introduction of this change (training and education) may again create disequilibrium and the problem of adjustment. Now, it is the duty of the management to facilitate adjustment, especially prior to the initiation of change so that a new state of equilibrium can be adapted quickly and chance of little or no resistance may be restored. If, on the other hand, management ignores this fundamental fact of human behaviour, and does nothing to help the people adjust, resistance will occur and disequilibrium will exist in the environment. Thus organisational change involves disequilibrium in the situation and environment in which the people and the group exist.



Change may affect an individual, a group, and the whole organisation. If the change is beneficial to parties affected, it may be immediately accepted. If, on the other hand, change affects no one the people will be quite indifferent but if anyhow change is detrimental to their interest, they will resist the change to their full strength. The reaction is based upon not necessarily on facts but on their perception of the situation, i.e., how they perceive the change or facing the changes.

**Response to change or Facing Changes:** Work change does not produce a direct adjustment but instead it operates through each employee's attitudes to produce a response conditioned by feelings towards the change.

Rothlisberger confirmed through various studies made in Hawthorne plant that there was no direct relationship between the change and the response but it was attitude of the people that disturbed the set pattern. Each change is perceived and interpreted by individuals according to their own attitude and respond accordingly. The attitude or feeling of people towards change is the result of several causes:

(i) One cause of such attitudes is the personal history of the individual which refers to biological processes of people, their backgrounds and their social experiences away from the work.

(ii) A second cause of a particular attitude is the work environment itself. It reflects the fact that workers as a members of the group are influenced by its norms, codes, and patterns of the group.

(iii) The attitude of workers is mostly governed by the group interests. This effect is named as Hawthorne Effect

which refers that people individually interpret change; they often show their attachment to the group by joining hand with it in some uniform response to change. At times, there may be some illogical responses though unintended, but people respond just to show their affinity with the group, they are to follow other members of the group. For example, walkout by a few persons from a meeting to express their dissatisfaction over the situation may be psychology binds others to follow the path to affirm their cohesion to the group.

**Effect of Change on Social System:** The dynamic force of change affects the whole social system. All its elements, i.e., its people, formal organisation, informal organisation, operating environment, communication pattern, decision making and patterns of cooperation, are bound to change. There is equilibrium in all parts of a whole society. In trying to maintain the equilibrium, group develops response to return to its perceived best way of life whenever any change occurs. Pressure produces counter pressure within the group which results in self-correcting mechanism by which balance is established. This self-correcting characteristic of organisation is called Homeostasis, i.e., people act to establish a steady state of need fulfilments and to secure them from disturbance of that balance. Thus it is an idea of social equilibrium. The social equilibrium implies that friction, jockeying and trading among departments is a normal condition in the organisation because its social system is in continuous motion. A social system can never be frictionless. Therefore, each social system develops programmes to accommodate change as it occurs. When change is minor and is within the self-correcting mechanism, it is a routine but if change is major or unusual, more serious upsets may occur in the social system.



### **Q. What are the characteristics of change?**

The following are the characteristics of change:

**Duality or Bipolarity:** Change is bipolar in nature. It is continuous (usually slow, incremental in nature) and discontinuous (usually characterized as rapid and radical in nature); stability and instability characterize it; it may be predicted and might go unpredicted; it can be controlled and is uncontrollable; it may be intrinsic as well as extrinsic to the organisation.

### **Q. What are the types of changes or reasons for changes? (Or) In an organisation why changes are made?**

Change in some way is the necessary aspect of human life. One of the few things of real permanence in this world is change. We see all sorts of change, change in nature—seasonal changes, change in man-made organisations, change in biological beings, and so on. Whole society is changing in some form or the other, either for better or for worse, though objective of change is for better. Therefore, in dynamic society surrounding today's organisations, the question before the managers is not whether change will take place or not. The relevant question is: how to cope up with inevitable barrage of changes that confront the organisation; how to incorporate changes in the organisation in order to better achieve its objectives? Therefore, it is relevant for the managers to find the answer of this question and incorporate it in their organisation.

**Reasons for organisational change:** Change is a natural process in human life, and since people constitute an organisation, it cannot remain isolated from the effect of

changes. Normally, in any organisation, change is required because of pressure of two kinds of forces: external and internal. An organisation which is capable of integrating both these forces is better equipped to achieve its objectives. However, this integration itself is a dynamic process. Integration achieved at a particular point of time becomes irrelevant when there is any change in external and internal forces. Thus a new level of integration is required. Let us see how various external and internal forces put pressure on an organisation to change.

**I. External Forces:** Every organisation exists in some context that is external environment, or simply referred to as environment; no organisation is an island in itself. There are various constituents of environment. Such constituents are government, customers, suppliers, creditors, shareholders, and society as a whole. Changes occur in these forces, and in turn, they put pressure on the organisation to change. For example, it because of some reasons, government increases the excise duty on the product being produced by the organisation, it is forced to incorporate it in its production cost and ultimately resulting into either increase in its price or to sustain loss. This is a very simple example to change. Normally, changes are more complex because these are affected by so many forces in the environment. Thus changes in social, political, economic, technological, and legal environment force the organisation to incorporate changes. Such changes may be in one or more areas of major functions, production processes, product to be produced, labour-management relations, organisation structure and processes, etc.

**1. Globalisation and Government Politics:** The Government industrial policy and fiscal policy is going to affect the organisation. The recent globalisation of the economy



forces the organisation to take stern measures to reacts the global market conditions and try to compete with the MNCs.

**2. Political Factors:** The change agent ought to be sensitive and flexible to protect the interest of their country/organisations with the changing world politics.

**3. Technological changes:** Automation, mechanization, computer based design and manufacturing system and information systems affect the organisation at both micros as well as macro level. These technological changes necessitate the organisation to aligned with the other aspects of the organisation.

**4. Changing Customers needs and Preferences:** This leads to greater competition and has reduced product life cycle. These are going to affect the production process and even change in the existing products.

**5. Economic Factors:** The organisation wish to reduce the cost of production and try to outsource the services to reduce the costs. This will inturn affect the organisation structure and depend on outside agencies for their routine work.

**II. Internal Forces:** Besides external forces, changes may be required because of internal forces also. Though there may be many sources and reasons why a change is required because of internal forces, three factors are more common: deficiency in the present organisation, change in personal and avoidance of inertia development.

**(i) Deficiency in the Present Organisation:** Changes are necessary when the present organisation - structure,

processes, and systems - is not capable of achieving organisational objectives. Much dysfunctional behaviour occurs because of deficiency in the organisation. In order to control those behaviours, some sort of changes has to be brought. Such changes would be directed mostly to overcome deficiency of the present organisation.

**(ii) Changes in Managerial Personnel:** Changes in managerial personnel occur because of their retirement, removal, transfer, or even promotion. When new personnel come at the place of old ones, they do not simply replace the old but they bring new ideas, thinking, and values not necessarily shared by old managers. Moreover, changes take place in informal relationships also. The result is that the organisation has to bring necessary changes to accommodate all these.

**(iii) Avoidance of Inertial Development:** It is better strategy to bring changes in the organisation to avoid inertia development. When people work constantly in a rigid environment, they become resistant to change. When the organisation wants to bring change, it faces lot of problems. Therefore, many organisations take up the work of personnel development, a kind of change in personnel, on regular basis. This helps to get better equipped personnel but at the same time, it ensures that the organisation remains dynamic and any change can be brought easily. In today's context, the need for dynamic organisation can not be denied. Because of these factors, several types of changes are possible in the organisation. These can be grouped into two: those relating to work and those relating to organisation. Changes in work may be in the form of change in technology, change in work process, enlargement of work volume, etc. Changes in organisation may be in the form of changes in organisational structure, organisational processes, organisational systems,



organisational objectives and policies, managerial personnel, etc.

**iv) System Dynamics:** Organisations are systems consisting of various subsystems. Whenever there is a change in the subsystem it will affect the other subsystem as well as the main system. Therefore, there is a need for alignment of the various subsystems.

**v) Structure-focused Change:** Such changes alter one or more basic components of the structure of the Organisations. Organisation makes structural changes to reduce the cost and increase the productivity.

**vi) Resources Constraints:** The resource constraints compel the organisation to make changes in the organisation.

**vii) Profitability Issues:** The loss of revenue, low productivity and reengineering lead to major changes in the organisation setup.

**Why changes:** As was pointed out earlier, change is inevitable. Life itself is almost synonymous with the concept of change. All organisms must adapt to the demands of their environments and their own stages of growth. Throughout history, animals and plants that have not been able to adapt or change when necessary have become extinct. Similarly, humans "grow up", leaving behind the characteristics of earlier stages of development and adopting new behaviour to age, environment, and expectations. An organisation is not much different. An organisation cannot and should not remain constant over time. Even if the management does not want to change, external pressures force it to change.

## FORMS OF CHANGE

**Q. What are the different forms of Organizational change?**

We can identify three forms of organizational change that are pertinent to our discussion: (1) Change in overall organization objectives; (2) modification of organizational structure, and (3) personnel changes.

**Objectives:** A change in overall organizational objectives represents a very dramatic kind of organizational alteration. Illustrations of such changes include diversification into other produce areas, increased market share, elimination of certain products or services, and attraction of different kinds of employees. Changes in overall objectives usually have a significant effect on the remainder of the operation, because they affect overall organizational thrust and this filters through the entire system rather rapidly.

**Structure:** A second type of change occurs within the organizational structure itself. Examples include the creation or elimination of certain departments, alterations in the chain of command, modification of the grapevine, decentralization or centralization of authority, changes in technological processes, and increased or decreased size.

**Personnel:** The third major classification of change concerns personnel, hiring, terminating, training, and changes in formal and informal status are representative examples of personnel changes.



## LEVELS OF CHANGE

**Q. Describe the different levels of change.**

**Individual Level Change:** At the individual level change is reflected in such developments as changes in a job assignment, physical move to a different location, or the change in maturity of a person which occurs overtime. It is said that changes at the individual level will seldom have significant implications for the total organisation. This is not true because a significant change at the individual level will have its repercussions on the group which, in turn, might influence the wider organisation. A manager, who desires to implement a major change at the individual level, transferring an employee for instance, must understand that the change will have repercussions beyond the individual.

**Group Level Changes:** Most organisational changes have their major effects at the group level. This is because most activities in organisations are organised on a group basis. The groups could be departments, or informal work groups. Changes at the group level can affect work flows, job design, social organisation, influence and status systems, and communication patterns. Managers must consider group factors when implementing change. Informal groups can pose a major barrier to change because of the inherent strength they contain. Formal groups can resist change, as exemplified by the resistance demonstrated by unions to the changes proposed by the management. Because of the powerful influence that groups can have on individuals, effective implementation of change at the group level can frequently overcome resistance at the individual level.

**Organisation Level Changes:** Changes at this level involve major programme that affect both individuals and groups. Decisions regarding these changes are generally made by senior management and are seldom implemented by only a single manager. Frequently, they occur over long periods of time and require considerable planning for implementation. Example of these changes would be reorganisation of the organisational structure and responsibilities, revamping of employee remuneration system, or major shifts in an organisation's objectives. It suggests that changes at any level affect the other levels. The strength of the effect will depend on the level or source of change. Interaction effects of different levels of organisational change.

## RESISTANCE TO CHANGE

**Q. Write short notes on Pace of changes.**

When change is initiated, both managers and employees react to it. Though, human reaction to change depends on the outcome of the change particularly its impact on their need satisfaction. Often the attitudes of people play as a significant role in deciding human response to change. Attitudes are important in determining the response to change because an employee's perception about the likely impact of change depends on his attitudes. Attitudes are not necessarily the matter of logic but may be entirely different from it. Therefore, the reaction to a change will depend largely on how the outcome of the change has been interpreted. There are three possible alternatives or pace of human response to change: resistance, indifference, and acceptance.

**1. Resistance:** People resist a change when they have a feeling that the change is likely to affect them unfavourably. Resistance to change becomes more forceful when the people



have a feeling that through resistance they may eliminate the change. However, in most of the cases, the first response to change is resistance even though the result may be favourable to people. This aspect will be discussed in detail later in this chapter.

**2. Indifference:** Sometimes, people do not react to change either in positive way or in negative way. The reason may be that either they fail to interpret the outcome of the change on their need satisfaction, or they feel that it has nothing to do with them. They may also become indifferent if they feel that they cannot do anything against the change.

**3. Acceptance:** If people perceive that the change is likely to affect them favourably, they will accept the change. They can do it in two ways. First, they may accept change and adopt it, recognising that it is a way of life. Second, they may anticipate change and plan for it. This is a more progressive approach. In fact, forward-looking organisations create environment in which such possibilities happen.

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### **Q. Discuss the Impact of Resistance.**

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#### **Negative Impact of Resistance:**

How does resistance to change manifest itself? There are several ways. But it does not mean that these symptoms always indicate resistance. Sometimes they may be indicators of other difficulties in the organisation.

**Hostility:** Aggression is the immediate reaction of an individual to change. The hostility may only be expressed verbally, in the way the individual strikes at the boss, a fellow workers, or

even at subordinates, but hostility and aggression can also take physical forms where the striking out is of a more intense character.

**Loss Interest:** The individual may develop apathy towards his work. He loses interest in his work. There is more spoilage of materials, excessive idling of time, and decline in performance.

**Absenteeism:** Absenteeism and tardiness are often signs of resistance. Perhaps these are forms of apathy or attempts on the part of the individual to escape his work environment. Separation, for example, may be an extreme illustration of this attempt to escape.

**Anxiety:** The development of anxiety and tension is a sure sign that resistance exists. The individual finds him uncomfortable, shaky, and tensed up on his job.

At the group level additional signs of resistance are exhibited. Blowdowns and strikes are the usual symptoms of group resistance. Another strategy adopted by a group to resist change is "restriction of output". Often great care is exercised in timing operations, setting standards, and otherwise working out details of a wage incentive system, and yet at least part of the work group forms into an informal group, under a leader of its own choice. This group decides what a fair day's work is and develops methods of keeping the nonconformist in line. The individual who starts to respond to the incentive is held in a check by sanction which the informal group is able to bring to bear against him.



### Positive Impact of Resistance:

Contrary to popular opinion, resistance to change is not bad. Resistance can bring some benefits. It may encourage the management to re-examine its change proposals so that they are appropriate. In this way employees operate as a check and balance to ensure that the management properly plans and implement change. Resistance can also help identify specific problem areas where change is likely to cause difficulties, so that the management can take corrective action before serious problems develop. At the same time, the management may be encouraged to do a better job of communicating the change, an approach that in the long-run should lead to better acceptance. Resistance also gives management information about the intensity of employee emotions on an issue, provides emotional release for pent up employee feelings, and may encourage employee to think and talk more about a change so that they understand it better. This does not mean that resistance to change should endure. Resistance must be overcome and change introduced.

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**Q. Why do people resist change and how would you introduce a change successfully in an organisation? (Or) Why there is a resistance to change? Suggest strategies to deal with resistance for the benefit of the organisation.**

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There is a common thinking that every change in the organisation is resisted either by the employees or by the management. It is because psychologically a man is not prepared to change of the situation in which he is accustomed to work. But it is not always. All changes are not resisted. Some changes are beneficial to the people and are liked and accepted. Such changes do not create any problem. Some other changes are too trivial and routine, that resistance is

too small to be evident. But many others which are detrimental to the interests of the party concerned are strongly opposed by them. The reasons why changed are resisted by the people may be analysed in the following lines under two heads : (a) Resistance by employees, and (b) Resistance by employer or management .

**(a) Causes of resistance to change by employees:**  
Employees generally resist change on the following grounds:

**1. Disturbance in Existing Equilibrium.** A basic reason of the resistance of change by the employees, whether they manifest it in the form of apathy and indifference, or in the form of opposition or hostility, is that most changes disturb the existing equilibrium in situation and environment. Workers are habitual to work in a particular situation and the change disturbs that situation of the environment in which the individuals and the groups exist. The general feeling among people is that every change is resisted by the employee though it may prove beneficial to them in the long run. How serious the situation will be, is, of course, impossible to guess, because it depends upon the nature of the people and the change concerned.

**2. Imbalance in Need Satisfaction.** Change creates imbalance in need satisfaction. It is assumed that prior to change people existed in an environment where their need satisfaction was at a high degree of stability. With the occurrence of change, it is immediately manifested that change may prevent; or decrease need satisfaction.

**3. Insecurity to Jobs.** A quick and violent resistance is possible where the change threatens either the status or job security to the employees. In a case when job security is at stake, i.e., if some of them are being rendered unemployed or laid off, even a minor change or revision of policies and



procedure may evoke profoundly disturbing reactions. Introduction of automatic machinery or technological changes in machines and methods may threaten the security of job and workers will certainly resist the change.

**4. Fear of Economic Loss.** Some changes may cause economic loss to most of the people such as stoppage of overtime, reduction in wage rates, abolition of promotional avenues etc. and therefore they will suffer economically and psychologically. In order to recoup the financial loss, they are to learn some new skills in place of their existing skills which are proved to be worthless to the organisation. In such cases, people do resist change because of economic loss or because they may have to spend time and money in learning new skills. It is still more difficult when persons reach at a certain age, to get a new employment to commensurate their existing skill or to learn new things.

**5. Change affects Emotions and Sentiments.** People are affected by change psychologically also. Apart from fears and apprehensions-real or imaginary about what will happen after the change, people are also emotionally and sentimentally disturbed only with the name of change. Besides, some people develop attachment towards certain things and they are psychologically disturbed when they fear detachment from them.

**6. Disturbance of Social Relationship.** Change is likely to disturb the social relationship. Some persons are very loyal to their group. Change may affect groups, norms, customs, etc. or even the composition itself. When a group is broken and a new group is to be formed, it is a very frustrating situation. This kind of disturbance occurs where jobs are transferable. Family life of a person, who is transferred to some other place of the same organisation, is disturbed and he is to start afresh in a new environment.

**7. Lack of Classification,** Resistance can be expected if the nature of change is not made clear to persons who are going to be influenced by the change. Different people will see different meanings and interpretations in the proposed change. Some people may realise the change as an indication of their poor performance on the job while some others may assume that their office would soon be abolished. Thus, lack of clarification regarding the nature of change invites resistance from the workers.

**8. Opposition only for the Sake of Opposition.** Sometimes, resistance to change is quite illogical and is only for the sake of opposition. Change may be beneficial even and some do not oppose it, but some others will oppose it only for the sake of opposition without having any reason or without understanding its pros and cons or may have initially certain reservations and apprehensions and become hostile to any change. Thus change may be resisted emotionally and sentimentally without going into the logic of it.

#### **(b) Causes of resistance to change by employers and Management.**

Not only the employees, but the employers or the men in management resist the change on the following grounds:

**1. Increase in Responsibility.** Any change warranted by the situations are generally opposed by the employers and management because it brings out a problem of readjustment of equilibrium of situation and environment. Management is to retrain the workers according to proposed changes and responsibility of introducing change. Thus change increases responsibility of the management.



**2. Forced by Labour Union and Government:** Sometimes changes are proposed by labour union and because the management takes it as an insulting matter to implement the change proposed by the union hence, they oppose any proposal for change. Some changes are forced by the government for the industries to implement. Such changes, though they have to implement it, are resisted by them because mentally they are not prepared to implement.

**3. Change on Experimental Basis.** In few case, changes are introduced on experimental basis viz. if it is proved beneficial, it will be extended further and be made permanent otherwise it will be abolished. In other words, it is a temporary phase. Some men in the management does not favour such temporary phase and oppose it if change does not suit them.

These are a few of the conditions in which resistance might be expected to occur. There may be certain other reasons for the residence to change depending upon the circumstances of individual case.

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### Q. How to introduce change?

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#### Steps in introducing change successfully.

The following steps should be taken by the management to introduce the change successfully or to overcome the resistance to change by the people who are likely to be effected by the change:

**1. Consultation with the Employees.** There should be an advance explanation to and consultation with the employees concerned and the union representatives. The consultation should take place" well in advance and a full discussion should

be allowed to consider the competitive conditions and other reasons that made the change necessary. Management should explain the benefits that are likely to occur as a result of change and also how benefits are intended to be shared between the organisation and individuals. While discussing the change, any reasonable modification in the proposed change should be considered favourably.

**2. Two-Way Communication should be strengthened.** Free flow of information and communication must be maintained. If a two-way traffic is not maintained, the negative attitudes created and resistance will persist. It is a time when two-way communication is most needed to get change accepted. Communications are generally disrupted during the period of change due to resistance by workers. Management must take special care not only to maintain but also to intensify communication in times of change. If for some reasons, the communication lines are broken, the mounting hostility can be lessened through grip sessions with small groups of people in which different levels can develop a new understanding. Even though a change affects only one or two persons in a group, the whole group must be informed about the change so that the group feels secure and maintains a cooperative attitude.

**3. Advance Planning.** An advance planning is necessary for introducing the change. Introduction of change should be by evolution and not by revolution. Gradual introduction will help the management in having thorough advance discussion with employees and union representatives. The change should be so introduced that the interests of people and groups may be least affected,

**4. Change should be Timely.** Changes should be introduced at proper time, if possible to coincide with the periods of expanding business activities in the firm and in the community,



so that displaced workers of one job can be easily adjusted to other jobs in, the firm without loss of seniority or may be absorbed in some other firms in the society.

**5. Taking Union Leaders into Confidence.** Management is regarded as the instigator of change and unions are regarded as the forestallers of change. It would be prudent for management to take labour leaders into confidence so that they can convince their followers about the need and utility of change. It does not guarantee that there will be no opposition because sometimes workers do not succumb to union pressures.

**6. Integration of three Dimensions:** Change has three dimensions-logical dimension, psychological dimension, and sociological dimension. Logical dimension is based on technical evidence of economics and science. The evidence should be presented to employees so that they can understand the technical and economic reasons for change. Psychological dimension reveals that the change is logical in terms of human values and feelings in the situation. The sociological dimension states that the change is logical in terms social values. All these three dimensions should be properly and carefully treated if employees are prepared to accept the change enthusiastically. It is a recognised fact that inspite best efforts, full support can not be gained for every change because people are significantly different and cannot be expected to support to each change. The management duty is to provide a climate in which people feel that they should support more changes.

**7. Group force.** Most organisational change focuses on the group. A workers behaviour is influenced by the group to which he belongs. So a group can be used as a medium for introducing change as well as the target of the proposed

change. Groups are also change agents and stimulate their members to accept change. The power of a group to induce change in its member's behaviour largely depends upon the attachment of person to the group. The more attractive the group is to each member, the greater its influence can be for that person. Influence is further increased if members with top prestige in the group support the change. It is necessary to remember that the change should not disrupt the social system any more than is necessary. The social system is the hard core of opposition to change,

#### **8. Other Steps for Gaining Support.**

- (i) Employee should be protected at all levels, from economic loss from change. The management should guarantee workers against reduced earnings feared by the change.
- (ii) Employees should be persuaded to have a training at employer's cost in new skills necessary to adapt the change. The use of labour saving appliances should be avoided until to normal labour turnover can absorb displaced workers.
- (iii) Seniority rights, opportunities for promotions and other benefits enjoyed by the workers should be properly safeguarded,
- (iv) Grievance system should be so framed as to give the employee a feeling of security and difference about benefit will be fairly resolved.
- (v) Management should try to prevent trivially and unnecessary change to harass the workers.



(vi) Careful advance preparation and standardization of the new job and all auxiliary operations will help the management in attaining new job standards. During trial period, tentative standards and rates should be established. These standards should be review after the trial periods with the workers and union representatives in order to set new output standards.

(vii) Finally, if agreement cannot be reached on specific aspect of the change, the unresolved dispute should be referred to arbitration like any other dispute with the clear understanding that both parties will be abide by the arbitration decision.

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**Q. What are the different types of people who are facing changes?**

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**Customers:** With availability of a variety of products there is a perceived change in customer preferences.

**Employees:** Employees who could manage their job with low technological skills are now required to master new technologies to be effective.

**Employer:** With opening up of the economy, the market is flooded with a variety of products at competitive prices. Hence, the employers are in a position to offer new product or services to the consumers.

**Share holders:** The share holders of the company constantly facing changes that reduce their earning and share value if the company not fine tune with changes in political factors, technological changes, and economic factors.

## FACING CHALLENGES

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**Q. What do you understand by the term "Facing Challenges"?**

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Some people who have the initiative choose to participate in diverse and challenging activities. These people remain motivated in the face of obstacles, and persist until they accomplish their goals. These people are having three distinguished things namely intrinsic motivation, deliberate and sustaining goal-directed action and goal-directed efforts.

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**Q. What is the importance of facing challenges?**

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**a. More successful in life:** A person encounter more challenges can become a more successful person in the life.

**b. Present Opportunity:** Every challenge a person acquires in life present him with two kinds of opportunities namely personal growth and financial growth.

**c. Opportunity to excel:** Challenges provides opportunity to the people to excel their talents, learning in their life and knowledge.

**d. Prove the Efficiency:** Person one who having the required amount of skill and efficiency alone can accept the challenges. They prove their efficiency by way of accepting the challenges.

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**Q. Describe the path to facing challenges.**

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1. Create programmes, projects and assignments for youth or young employees in the organisation and motivate them to determine the goals of the activities.



2. Matched the abilities of the young people with the real-world challenges.

3. Encourage young people to evaluate their performance according to objective criteria rather than judgement of others.

4. Avoid constructing programme environments based on an extrinsic reward system.

5. Provide concrete process-oriented feedback instead of simply saying good job.

6. Help young people generate new strategies when they do not achieve what they intend to achieve.

7. Teach young people how to set specific challenging short-term goals, rather than vague long-term goals.

#### **Q. What the benefits of facing challenges?**

1. **Provide Opportunity:** Challenges may provide greater opportunity to learn and grow.

2. **Empowerment:** Challenges gives insight to understand the power of the person one who faces challenges and it develop the greater strength and abilities to meet the challenges.

3. **Able to understand alternatives:** A challenge can often help to understand the many ways to solve the problems and achieve the goals.

4. **Instill Motivation:** If a person is succeed his challenges that will definitely inspire and motivate the other people to follow the ways in which the person achieved the goals.

## **UNIT IV ACTION BASED STRATEGIES**

### **RISK TAKING**

#### **Q. What is Risk Taking?**

The term Risk may be defined as the possibility of adverse results flowing from any occurrence. Risk arises therefore out of uncertainty. It can also represent the possibility of an outcome being different from the expected. This may be a loss in the generally accepted sense in which something an individual possesses is lost or it may be gain smaller than the gain that was possible. In the work life situation also there are lot of risks. The employee's career development needs acceptance of new work or challenging assignments or shifting the job. If the employee accept the new job assignment or challenging work they can able to earn high and increase the status compared to other employees. The risk taking refers to the employees like to taking-up new sorts of work or shouldering new responsibilities. There are so many changes in the job due to changes in the external environment or internal environment. The risk averter not interested to accept any challenging job or new assignments. They simply said that "It is too difficult. I can't do it. I never did it before. I don't know". On the other hand risk taker accepts the new challenges in the job. They treat every challenge as a wakeup call. They keep telling that if we are resourceful, challenges are easy to overcome.

#### **Q. Explain the factors which are determining Risk taking.**

i. **Mental Status:** Certain employees are having the positive attitude in their mind and they simply take the risk the work life.

ii. **Career Development:** Some employees aspire to become the high officials and they don't bother to accept the challenging job for better placement in their career.



**iii. Higher Income:** For getting the higher income and wish to lead the life in a comfortable position certain employees accept the risk in their work life.

**iv. Inevitability:** Due to changes in the environment, there is a possibility of loss of the job if the employee not accepting the new assignment or work. In that case the employees are accepting the risk.

**v. Amount of Challenge:** The amount of challenge in the job some time gives motivation to the employee to accept or take up the risk in the job.

**vi. Level of Education and knowledge:** The level of education and knowledge induce the employee to accept the risk in the job.

**vii. Dreams in the life:** Sometimes the employees have dreams to become the important person in the work-life like CEO of the Company. Such type of people are simply take up the risk in the work assignments.

**viii. Family Compulsion:** For the spouse and children's welfare, sometimes the employees are accepting the risk in the job.

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### **Q. What is Risk management?**

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Risk management is a scientific approach to the problem of dealing with the pure risks faced by individuals and business. It is the function of management. The management of an organisation has ultimate responsibility for dealing with all risks facing the organisation, including both pure and speculative risks. Risk management focuses its attention only on the pure risk.

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### **Q. Who are the users of risk management?**

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**1. Risk Controllers:** Risk Controllers are the firms which use risk management for purely internal control purposes.

**2. Efficient Enhancers:** Efficient enhancers are firms that use their risk control tools to operate their business more efficiently. They focus on their strategic issues relating to risk management rather than implementation issues which are the main issues of concern of the risk controllers. Generally these firms use customised software solutions.

**3. Risk Transformers:** Risk transformers are optimistic and view the risk management as a business opportunity and the main focus are is on design of new financial products for risk management.

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### **Q. Elaborate the steps in risk management.**

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Risk management refers to the identification of pure risk faced by an individual or family and to the selection of most appropriate technique for treating such risk. In order to reduce risk element certain basic steps have been allowed under individual risk management process:-

**A. Identification of Potential Losses:** The process of risk management for individuals begins with identifying of potential losses which can arise due to personal risks property risk and liability risk. Personal risk may arise due to loss of earned income to the family because of pre-matured death of head of the family, insufficient income during retirement, and loss of earned income from unemployment or termination.

**B. Evaluation of Potential Losses:** Estimating the frequency and severity of potential losses is the most appropriate technique which is used to deal with the risk.



**C. Selecting the Appropriate techniques for handling the losses:** Losses are managed by selecting the most appropriate method of handling potential losses. Some of the methods are: Loss control, Avoidance, Retention, Non-Insurance transfer and Insurance.

**D. Review the program periodically:** The risk management program must be reviewed periodically to find out deviations, if these deviations are significant, it requires a modification of complete renewal of the whole model.

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### EFFECTIVE DECISION MAKING

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**Q. What is decision making? What are the factors that influence decision making?**

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Decision making is the art of choosing the best alternative from among the available alternatives. Decision making is a conscious and human process. It is the course of every successful plan. Decision making is the technique of narrowing the choices among the several and programmes are converted into concrete actions. According to Rustom S. Davar, "Decision-making can be defined as the selection based on some criteria of one's behaviour alternative from two or more possible alternatives. To decide means "to cut off or in practical context to come to a conclusion."

#### Factors influence decision making.

**a. Time pressure:** The chronological constraints have an important bearing on the quality of decisions. In the modern jet age, when time is a limiting factor, decision making has to be done within seconds. This depends on the efficiency of the manager to make split second decisions.

**b. Managerial values:** The value of a manager is reflected in his behaviour. Values here refer to likes and dislikes, ability of judgement of a manager. The decisions made by managers in identifying their objectives, strategies, policies and how they interpret the society's expectations also reflect their values.

**c. Organisation Policy:** The decisions to be taken by the managers are in general limited by the policies of the administrations developed to guide the actions of the organisation.

**d. Manager's propensity for risk:** A decision of a manager is also affected by the amount of risk he is prepared to shoulder. A manager who does not like to take risk chooses a different alternative than that of a manager who is willing to take risk. Therefore, manager's propensity for risk taking is another factor for decision making.

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**Q. Describe the different types of Decisions.**

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#### Type of Decisions

**1. Programmed and non-programmed decisions:** Decisions are classified into programmed and non-programmed decisions. While the former deals with the routine and repetitive type of problems, the latter deals with problems which are routine and non-repetitive.

**2. Major and Minor decisions:** Decisions may be classified as major and minor. For example, a decision to purchase a machine worth lakhs of rupees deciding to open some branches is a major decision. On the other hand, purchase of some pencils or paper for office use in a minor decision which can be taken by the office superintendent



**3. Routine and strategic decisions:** One more method of classification of decisions is routine and strategic decision. Usually, routine decisions do not require lengthy deliberations and such decisions are taken in a routine way. Strategic decisions generally involve lengthy deliberations and also may have much impact on the functioning of the business concern.

**4. Policy and operating decisions:** Decisions can be policy decisions and operating decisions. While policy decisions are taken at a high level after lengthy deliberations, operating decisions are taken at a much lower level. For example, deciding to grant leave encasement benefit to employees is a policy decision whereas calculating the amount due to each employee because of the leave encasement benefit is an operating decision.

**5. Organisational and personal decision:** If any decision is taken by an executive in his official capacity, that decision is called organizational decision. In the case of personal decisions, an executive takes decisions as an individual and not in his official capacity. For example, to opt for voluntary retirement from the business concern is the personal decision of the executive.

**6. Individual and group decisions:** Another method of classification of decisions is individual and group decisions. Individual decisions are taken by any individual and generally, they relate to routine matters. For example, sanctioning of leave to a worker is an individual decision. In the case of group decision, the superior managers take decisions in collaboration with their subordinates. For example, taking a decision by the production manager in consultation with his subordinates to change the design of the product slightly is a group decision.

**7. Departmental, interdepartmental and enterprise decisions:** Decisions can be departmental, inter-departmental or enterprise decisions. Departmental decisions

relate to the concerned department and they are taken by the departmental heads. For example, allotting work to the employees of a department is a departmental decision. Interdepartmental decisions are made by the managers of the concerned or affected departments with the help of the controlling manager. For example, a decision relating to change the product design slightly is an interdepartmental decision. Enterprise decisions are those which are taken at a higher level, i.e., Managing Director or Board of Directors. These decisions are concerned with the entire enterprise.

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### Q. Explain the Steps in Decision making:

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Decision making consists of the following steps in the order of their sequence.

**1. Making the Diagnosis:** The first step in decision-making is finding out what really is the problem. If the problem is not correctly diagnosed, efforts made to solve it will be of no use. For example, if the sales decline, the management may think that the problem is one of increasing cost. But the real problem may be inadequate sales planning or decrease in quality or inadequate sales planning or decrease in quality or inadequate publicity. Hence, the efforts made by the management to reduce cost may not help in increasing sales. Joseph L. Massie has rightly said that "a good decision is dependent upon the recognition of the right problem." A correct diagnosis of the problem is of utmost importance because a disease can be cured only if it is properly diagnosed.

**2. Analysing the problem:** After ascertaining the correct problem, it should be thoroughly analysed and information and data relating to it should be collected. This will help the management to get a clear idea of the problem. There may



be innumerable factors involved in any problem, but to minimize the expense of time and effort, analysis should be directed towards pertinent and closely connected factors for the purpose of collecting and closely connected factors for the purpose of collecting information and data. Further, out of the data and information collected, the management should separate facts from beliefs and opinions and it should depend mainly on facts for making decisions.

## **2. Developing alternative solutions or courses of action:**

The next step is to develop alternative solutions or courses of action. The management after evaluating the various alternatives can make the decision and the evaluation of alternatives help the management in taking the best decision. For instance, if the management wants to fill up a vacancy, it should consider various alternatives such as whether to promote from within, or recruit from outside or to appoint a relative of the previous employee. Similarly, the methods of selling its products, may involve various alternatives such as whether to sell directly, or through middlemen or a combination of both, viz., direct selling there are alternatives and they should be evaluated before taking a final decision.

**3. Selecting the best solution:** The next step is to select the best solution out of the several alternatives developed. For this purpose, the management has to consider the merits and demerits of each alternative solution and costs and sacrifices involved in each. Some criteria for selecting the best solution are the economy of effort, degree of risk, time required for implementation, practicability of the solution, availability of resources, consonance with the goals of the enterprise, etc. Generally, sound knowledge and practical experience of the executive will help him to select the best solution.

**4. Converting the decision into effective action:** After selecting the best solution or decision, the management takes steps to translate the decision into action with the cooperation

of the employees. In order to avoid opposition from the employees in implementing the decision, it is desirable that the employees should be associated with the decision-making process.

**5. Follow up the decision:** Sometimes, it is possible that a decision taken by a manager may not be a decision into action, should introduce a system of follow up. This helps in safeguarding against incorrect decision and also in modifying or altering the decision without loss or time.

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## **Q. Enumerate the Problems in Effective Decision making.**

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The various administrative problems that are faced by the management in the process of effective decision-making are as follows:

**1. Correctness of decision:** Correctness of decision is a very important problem of management. Correctness depends on several factors such as sophistication of the decision-maker, accuracy of information and ability of decision-maker to visualize all possible alternative courses of action available in a given situation.

**2. The decision environment:** The environment, organizational as well as physical that is prevailing in the enterprise, influences the nature of the decision taken. If the general environment is satisfactory, there will be mutual confidence among managers, and also wholehearted cooperation by the subordinates for implementing the decision effectively. Further, there will be great scope for conducting research and analysis of the factors that have a bearing on the decision. Again, a good environment encourages managers to take decisions with confidence instead of avoiding them.



**3. Timing of decisions:** In decision-making, timing is a important factor. The problem is not merely taking a decision, but when to take it. If the decisions are not taken at the right time, they will not serve any purpose. For example, if the management has to decide the time of introducing a new product in the market, and if the decision taken in his respect is not correct, it may lose the market to its competitors. Thus, timing of decision plays an important role.

**4. Effective communication of decision:** Another important administrative problem is the effective communication of decisions to those for whom they are meant. The decision should be communicated in a simple language and without any ambiguity. If the decisions are properly communicated, the implementation would not be difficult.

**5. Participation in decision-making:** Employees who are likely to be affected by a decision should be encouraged to take part in arriving at the final decision so that their whole hearted cooperation will be available for the effective implementation of decision. However, the extent of participation depends on the nature of organization. If it is an authoritarian organization in which the executives feel that decision-making is their monopoly, the extent of participation is at a minimum and if it is a "democratic organization", the extent of participation is great.

**6. Implementation of decision:** After taking a decision, the problem that has to be faced is its effective implementation. For implementation, not merely effective communication but also good incentives and motivation of subordinates are essential. The management should create such an environment that would help the subordinates perform their jobs better and more easily.

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### Q. What do you understand by the terms "Effective Decision Making"?

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Decision making is essential for everybody life. In a work situation or family circumstances everybody make lot of decisions. But all the decision made by the people or workers are not effective. Effective decision making means the decision taken by the individual should be action oriented, Goal oriented and efficiency in implementation.

**1. Action Oriented:** Decisions are action-oriented and are directed towards relevant and controllable aspects of the environment. Decisions are totally pragmatic in nature and their value is dependent on the success of the actions that follow.

**2. Goal Oriented:** Decision making should be goal oriented to enable the organisation to meet its objectives.

**3. Efficiency in Implementation:** Decision making should taken into account all the possible factors not only the external factors but also internal factors so that a decision can be implemented properly.

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### Q. What are the different theories used in decision making?

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Based on decisions made by individuals, the scientists have developed some theories in decision making. The Optimizing theory and Expected Utility theory are used to approaches the decision making.

**Optimizing theory:** It makes a number of assumptions about how people make decisions. First, decision makers are believed to consider all possible decision options. Second, decision makers are seen as assessing all of the available information when making their choice. Third, decision makers



are seen as choosing that option that provides them with the best possible outcome.

**Expected Utility theory:** It is an equation that allows individuals to predict the decision that individual people will make when faced with a number of options. The people calculated the expected utility of each option and they choose the alternative that they believe has the highest expected utility.

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### Q. What are the different approaches used in Decision Making?

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There may be several approaches for decision making as each manager, as a decision maker, acts in his own ways. However, these approaches can broadly classify into four broad categories:

**1. Routine Approach:** In this approach decision making involves solving problems using traditional means or doing what has always been done when the problem of this type arose. In this approach, reference is simply made to history or precedent and the same answer used before is used now.

**Scientific Approach:** Kepner and Tregoe have suggested scientific approach to managerial problem solving and decision making. In this system the information are processed in an orderly manner and certain steps are followed to arrive the decisions.

**Quantitative Approach:** In this approach computer programming used to take decision based on the mathematical modelling and operation research.

**Creative Approach:** Creativity is vital in decision making. Examples of creativity in decision making may be creation of new product, creation of new method, creation of new market, and so on.

### Q. Explain the various methods of decision making.

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According to Patterson and McMillan there are four common methods of decision making. They are as follows:

- 1. Command:** This is a method where decisions are made with no involvement at all. The subordinates are only conveyed on what was decided by the Superiors. This takes place under the following two circumstances: a. Superior wanted to implement the decisions and b. Involvement of external forces.
- 2. Consult:** Consultations are done with experts, representatives and parties interested before taking the decision by the boss.
- 3. Vote:** Voting is suitable to situations where efficiency is the highest value and particularly when you are selecting from a number of good options.
- 4. Consensus:** When the team members not agree to supports whatever decision is made by the organisation, in that case the consensus is required. Consensus means everyone honestly agrees to one decision.

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### Q. What are the steps to Effective Decision Making?

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- a. Define Objectives:** For the effective decision making the decision maker first to define the goals and objectives very clearly.
- b. Define Problem:** The next step of the decision maker is to understand the real problem in a particular aspect of decision making.
- c. Don't get anxiety:** Try to remove the anxiety from the decision maker's mind and take a fresh look at the problem before decision maker arrive at a decision.



**d. Understand the problem from different perspectives:** Try to approach the problems from as many as angles as possible.

**e. Ask for Advice:** Whenever there is confusion in your mind ask for advice from others and they need not be an expert in the field.

**f. Write down Options arrived:** Put all the options in to one place and explore all other options and their implications when the plans are in black and white.

**g. Examine the implications:** Analysing the implications of each alternative or options is an important work of the decision maker, so that he may take the worthwhile decision.

**h. Choose the best alternative:** Select the best alternative from among the alternatives for implementation.

**i. Monitor Progress:** After implementation of the decision the decision maker must monitor the progress of the decision. This will help to make adjustments and additional decisions.

**Q. Explain the Decision making at the work place. What are the different methods of decision making? (Or) How Decision making done at the work place?**

The methods of decisions are based on the degree of knowledge about the outcomes or the events yet to take place. If the manager has full and precise knowledge of the event or outcome which is to occur, then his problem of the decision making is not a problem. If the manager has full knowledge, then it is a situation of certainty. If he has partial knowledge or a probabilistic knowledge, then it decision making under risk. If the manager does not have any knowledge what so ever,

then it is decision making under uncertainty. Decision making on the operations management, is a situation of certainty. This is mainly because the manager in this field, has fairly good knowledge about the events which are to take place, has full knowledge of environment and has a predetermined decision alternative for choice or for selection. Decision-making at the middle management level is of the risk type. This is because of the difficulty in forecasting an event with hundred per cent accuracy and the limited scope of generating the decision alternatives. At the top management level, it is a situation of total uncertainty on account of insufficient knowledge of the external environment and the difficulty in forecasting business growth on a long-term basis.

**Methods of Decisions:** Decision-making is a complex situation. To resolve the complexity, the decisions are classified as programmed and non-programmed.

**Programmed Decisions:** If the decisions can be based on a rule, method or even guidelines it is called the programmed decisions e.g. If the stock level of an item is 200 numbers then the decision to raise a purchase requisition for 400 numbers, is a programmed – decision – making situation. The decision maker here is told to make a decision based on the instructions or on the rule of ordering a quantity of 400 items when its stock level reaches 200.

**Non-Programmed Decisions:** A decision which cannot be made by using a rule or a model is the non-programmed decision. Such decisions are infrequent but the stakes are usually larger. Therefore, they cannot be delegated to the lower level.



## UNIT V BEHAVIOURAL STRATEGIES

### MOTIVATION

**Q. What is Motivation? (Or) Explain the concept of Motivation.**

**Meaning and Concept of Motivation:** The success of an organisation depends not only on technical expertise but also on the interest of workers. Management is an art of getting the work done by the people and thereby achieving the results. Getting work done is not an easy task for the management. There are so many problems in this process because it is an organisational behaviour that affects the working of the people. Before directing or guiding the people at work, the management must know 'why do people act as they do' and 'what will make them to give best on the job'. The only answer to these questions is 'an act of motivation'.

Psychologists view motivation as the force which impels or incites all living organism to action in the direction towards achieving the objectives of organisation. The management should constantly provide for incentives or motivating forces to intensify their desire and willingness to apply their potentialities for the achievement of common objectives. Some people may be motivated by intense outer pressures of reward or penalty while some others are self motivated.

Motivation is derived from 'motive' means any idea, need, emotion or organic state prompts a man to an action. Motive is an internal factor that integrates a man's behaviour. As the motive is within the individual, it is necessary to study needs, emotions etc. in order to motivate him to work. There are so

many inducing factors which influence the human behaviour and induce him for the best performance to meet his needs and emotions. So, motivation is a process of getting the needs of the people realised with a view to induce them to work for the accomplishment of organisational objectives. Indeed, motivation is nothing but an act of inducement.

**Definition of Motivation:** Motivation has been defined by various authors as follows:

1. "Motivation is the process of attempting to influence others to do your will through the possibility of gain or reward." Edwin B. Flippo
2. "Motivation is the act of stimulating someone or oneself to get a desired course of action, to push the right button to get desired action." -Michael J.
3. "Motivation is the reported urge or tension to move in a given direction or to achieve a certain goal." -Caroll Shartle
4. The concept of motivation is mainly psychological. It relates to those forces operating within the individual employee or subordinate which impel him to act or not to act in certain ways".- Delton E. McFarland

The above definitions make it amply clear that motivation consists of three parts: 1. Motives, i.e., need, idea, emotions or organic state, 2. the motivating factors, and 3. Attainment of objectives.



## **Q. What are the nature and characteristics of Motivation?**

**NATURE OF MOTIVATION:** Motivation is concerned with the directing function of management. Its nature can be understood from the following facts:

**1. Motivation is an Unending Process.** Man being a social animal has innumerable wants to satisfy which induce him to work. All wants cannot be satisfied at one time. One want is satisfied, and the other may emerge. Satisfaction of wants is an unending process so motivation is also an unending process. So, men on the job require motivation all the time though their motives or wants may be different.

**2. Motivation is a Psychological Concept.** Motivation is a psychological concept that comes from inside the individual. The inner feeling balances the reception of an individual and satisfaction of his needs that influences that direction, volume, behaviour and limitations of efforts of an individual. So, motivation is an inducement of inner feelings of an individual and it cannot be forced upon from outside.

**3. The whole Individual is Motivated.** Each individual is an integrated organised whole and a part of him cannot be motivated because motivation is a psychological concept that is concerned with the whole individual. A man's basic needs determine to a great extent what he will try to do at any given time and all these needs are interrelated and cannot be separated from each other,

**4. Frustrated man cannot be Motivated.** If a man fails in satisfying any of his basic needs in spite of his best efforts he becomes frustrated and to some extent mentally ill. Such

frustrated man cannot be further motivated until his basic need is fulfilled.

**5. Goals are Motivators.** Goals and motives are inseparable. Man works to achieve the goals. As soon as the goal is achieved he will be no longer interested in work. Goal means satisfaction of needs. It is, therefore, very essential for the management to know the goals or motives or needs of each individual so that they can be pushed to work by directing them toward achievement of their goals.

**6. The Self-concept as a Unifying Force.** Unifying forces run through each individual history. Unifying force means derive to actualise an individual's own image. The outline of a person's self image is fairly well realised in his early childhood and in his later age he acts accordingly. For example, a child who think himself as a leader, will if possible, try to behave that way in later life. Thus two things that an individual is always trying to do are: 1. to act like a person, he thinks he is and 2. to get what he thinks he can. Thus self-concept is an important motivating force.

## **Q. How do you find reasons for being motivated? (Or) What are the merits or importance of motivation?**

**Reason for being motivated:** Motivation is one of the important functions of the management without which organisational objectives are difficult to achieve. It is one of the methods of inducing man on the job to get the work done effectively and to have the best results out of minimum efforts. Administrative actions lose its points unless the members of the organisation are willing to contribute their efforts for the fulfilment of their assigned tasks. Motivation is necessary for the better performance. The expected good results from motivation are:



**1. Proper Utilisation of Human Resources.** Motivation induces men to work and it results in increased production and productivity because men try to put their efforts to produce more and more for the benefits of the organisation and thus their efficiency increases. Moreover the inherent qualities of workers are developed by employing different techniques in the interest of the organisation so that they are able to use the methods, systems and, technology effectively.

**2. Best Utilisation of Other Resources.** All other resources except human resource can produce no results unless the men try to put them in action. Men should be motivated to carry put plans, policies and programmes laid down by the organisation by utilising the other resources to the best of their efforts. In other words, utilisation of resources is not possible to their fullest extent unless the men are induced to contribute their efforts towards attaining the organisation goals.

**3. Willingness to Work.** The function of motivation influenced the willingness of people to work and willingness comes from within. It may be possible that a man has a capacity to work and he is physically mentally and technically fit for work but he may not be willing to work. Motivation concerns to create a need and desire on the part of the workman to present his better performance;

**4. Building of Good Labour Relations.** All the members of the staff concentrate their efforts to achieve the objectives of the organisation and carry out the plans in accordance with the policies and programmes laid down by the organisation if the management introduces motivational plans. Both parties i.e. labourers and management have got benefitted by such plans. On the one hand, efficiency and wages of operating force increase and on the other hand productivity of the

organisation increases due to consolidated efforts of the motivated people and the labour problems such as absenteeism, labour turnover, indiscipline, grievances, etc. are considerably reduced. Thus motivation helps build good labour relations,

**5. Basis of Cooperation.** In a zeal to produce more the members work as a team to pull the .weight effectively, to get their loyalty to the group and to the organisation, to carry out properly the activities allocated and generally to play an efficient part in achieving the goals which the organisation has undertaken. Thus motivation is the basis of cooperation to get the best results out of the efforts of the men on the job.

**6. Improvement upon Skill and Knowledge.** All the members will try to be as efficient as possible and to improve upon their skill and knowledge so that they may be able to contribute to the progress of the organisation as much as possible because they know that they, in turn, will get what have been promised and ultimately they will be able to satisfy their personal as well as social needs.

**7. Builds Human Relations.** Motivation builds human relations because the human concept of labour has changed and now labour is treated as human being. He is behaved as a man and not as a commodity. This attitude contributes towards motivating the people at work. Now workers are invited to participate in the decision making function of the management. Thus motivation builds human relations. nut shell, in order to achieve the ; organisational and individual goals in an economical and efficient manner; motivation is an important tool in the hands of management to direct the behaviour of subordinates in the desired and appropriate direction and thus minimising the wastage of human and other resources.



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**Q. What do you understand by Staying motivated? How the employees are staying motivated at work place?**

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Man being a social animal has innumerable wants to satisfy which induce him to work. All wants cannot be satisfied at one time. One want is satisfied, and the other may emerge. Satisfaction of wants is an unending process so motivation is also an unending process. So, men on the job require motivation all the time though their motives or wants may be different. The employees in the work place are constantly motivated; otherwise there won't be effective utilization of human resources.

**Ways of Staying Motivated:**

**1. Ensure goal clarity:** People will be motivated if they have a clear vision mission and objectives. It is certain that clear vision and mission the goals are attained comfortably.

**2. Develop Clear Strategy:** When motivating the people, it is essential to formulate the strategies to achieve the objectives.

**3. Try to succeed in whatever you do:** Success is great motivator. In every endeavour of the people there will be a success. Hence, the people try to succeed in whatever they do.

**4. Reward Yourself:** People have the practice of rewarding themselves as when they get success in their activities. This will create a further motivation to the people.

**5. Remind yourself of the objectivity of life:** People remind themselves the purpose of their life and why they work. That will create energy to the people and they enjoy the life.

**6. Maintain a healthy work-life balance:** Maintaining a healthy work/life balance is essential both for general motivation and overall well being of the people.

**7. Stay Positive:** Avoid the negative feelings and concentrate the positive attitude.

**8. Take different approach:** Learn to do things in a different way to stay motivated in work.

**9. Watch your progress:** Recognising the work done by others and the person himself motivated the people.

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**Q. How the employees staying motivated in negative work environment?**

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**Staying motivated in the negative environment:**

**1. Focus on the positive:** It is very difficult to motivate the workers at the negative environment, because employees always taken into consider the negative aspects in the work. It is responsibility of the company to focus on positive things to employees.

**2. Leave work at the job:** If the worker brings the job worries to home means, the worker not leave the work and the agony



continues at home. Therefore, workers take a break from the issues and problems and just apply for leave for a day.

**3. Take breaks at regular intervals:** If the worker continues his work for a long time, he must take a break at regular intervals. These breaks often will help to stay motivated.

**4. Work more and smarter:** to continue to get the benefits you were getting before, you need to work more and smarter.

**5. Encourage your co-workers:** Encourage your co-workers without exercising your power and authority.

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**Q. How the manager staying motivated the employees during crisis?**

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Keeping the workers motivated during crisis:

**a. Keep them informed:** During the crisis employees are worried about their future and they need to be informed as much as possible about what is going on the company.

**b. Reassure and prepare:** Before making any changes in the employees' job positions the company has to inform them the about the new job or assignment of the employees are secure and the company will always with them.

**c. Listen:** Either employer listen the views or fear of the employee in their work or bring an outsider or counsellor or facilitator to help employees vent their fears.

**d. Celebrate:** A few hours of relaxed movements during crisis, relives the tension. It is advisable to hold a get together.

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## BALANCING OF WORK AND LIFE

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**Q. What is balancing of work and life?**

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Work refers to career and ambition and life refers to health, pleasure, leisure, family and spiritual development. That is work refers to achievement and life refers to enjoyment or happiness. Work-life balance is prioritizing between works on the one hand and life on the other. An employee is not only effective in their work but also happy in the personal life.

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**Q. What is work satisfaction? Explain the effects of work satisfaction.**

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Work satisfaction is the mental feeling of favourableness which an individual has about his job or work. "Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience job dissatisfaction". (DuBrins)

Job-satisfaction is defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". Job satisfaction will be defined as "as the amount of overall positive affect (or feelings) that individuals have towards their jobs". "Job satisfaction is a set of favorable or unfavorable feelings with which employees view their work?"

**Effects of work satisfaction:**

High job-satisfaction may lead to improved productivity, decreased turnover, improved attendance, reduced accidents less job stress and lower unionization.



**Productivity:** The relationship between satisfaction and productivity is not definitely established. This consensus, however, is that in the long-run job-satisfaction leads to increased productivity.

**Satisfaction and Labour Turnover:** High employee turnover is of considerable concern for employers because it disrupts normal operations, cause morale problems for those who stick on, and increases the cost involved in selecting and training replacements. The employer does whatever possible to minimize turnover, making the employees feel satisfied on their jobs, being one such.

Unlike the relationship between satisfaction and productivity. The connection between job-satisfaction to employee turnover is established beyond doubt. In four major reviews of the relationship between satisfaction and turnover, it has been demonstrated that workers who have relatively low levels of job-satisfaction are the most likely to quit their jobs and that organizational units with the lowest average satisfaction levels tend to have the highest turnover rates.

However, the withdrawal behaviour of employees is modified by certain factors. Loyalty to the organization is one such. Some employees cannot imagine themselves working elsewhere, however dissatisfied they are in their present jobs. Availability of other places of employment also influences turnover. If greener pastures are available, an employee does not mind going in search of them. Notwithstanding the present level of job-satisfaction he enjoys.

**Satisfaction and Absenteeism:** Correlation of satisfaction to absenteeism is also proved conclusively. Workers who are dissatisfied are more likely to take "mental health" days, i.e., days off not due to illness or personal business. Simply stated, absenteeism is high when satisfaction is low. As in turnover, absenteeism is subject to modification by certain

factors. The degree to which people feel that their jobs are important has a moderating influence on their absences. Employees who feel that their work is important tend to clock in regular attendance. Besides, it is important to remember that while high job-satisfaction will not necessarily result in low absenteeism, low satisfaction is likely to bring about high absenteeism.

**Satisfaction and Safety:** Poor safety practices are a negative consequence of low satisfaction level. When people are discouraged about their jobs, company, and supervisors. They are more liable to experience accidents. An underlying reason for such accident is that discouragement may take one's attention away from the task at hand. Inattention leads directly to accidents. For example, many hand injuries from power tools can be attributed to the operator not paying careful attention.

**Satisfaction and Job stress:** Job stress is the body's response to any job-related factor that threatens to disturb the person's equilibrium. In the process of experiencing stress. The employee's inner state changes. Prolonged stress can cause the employee serious ailments such as heart disease, ulcer, blurred vision, lower back pain, dermatitis and muscle aches.

Chronic job-dissatisfaction is powerful source of job stress. The employee may see no satisfactory short-term solution to escaping this type of stress. An employee trapped in a dissatisfying job may withdraw by such means as high absenteeism and tiredness, or the employee may quit.

Employees under prolonged stress stemming from job-dissatisfaction often consume too much alcohol, tobacco, and drugs. These employees are costly to the management in terms of time lost due to frequent absences and increased payment towards medical reimbursements.



**Unionization:** It is proved that job-dissatisfaction is a major cause for unionization. Dissatisfaction with wages, job security, fringe benefits, chances for promotion and treatment by supervisors are reasons which make employees join unions. Another dimension is that job-dissatisfaction can have an impact on the tendency to take action within the union, such as filing grievances or striking.

### **Other Effects of Job Satisfaction:**

In additions to the above, it has been claimed that satisfied employees tend to have better mental and physical health and learn new job-related tasks more quickly.

The positive consequences of job satisfaction have already been sated above. An often overlooked dimension of job-satisfaction is its relationship to employee health. Employees who are dissatisfied with their jobs are prone to health setbacks ranging form headaches to heart disease. For managers, this means that even if satisfaction did not lead to less voluntary turnover and absence. The goal of a satisfied workforce might be justifiable because it would medical costs and the premature loss of valued employees by way of heart disease or strokes.

The effect of job satisfaction goes beyond organizational setting. When employees are happy with their jobs, their lives away from jobs will be better off. In contrast, the dissatisfied employee carries that negative attitude home. Some benefits of job satisfaction accrue to every citizen in society. Satisfied employees are more likely to be satisfied citizens. These people will hold a more positive attitude towards life in general and make for a society of more psychologically healthy people.

All things considered, practicing managers and organizational behavior researchers would agree that job-satisfaction is important to an organization. Critics however, point out that

this is pure conjecture because there is so much we do not know about the positive effects of satisfaction. On the other hand, when job satisfaction is low, there seems to be negative effects on the organization that have been documented. So if only form the standpoint of viewing job-satisfaction as a minimum requirement or point of departure. it is of value to the organizations over all health and effectiveness and is deserving of study and application in the field of organizational behaviour.

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### **Q. Explain the different sources of Work or Job satisfaction.**

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### **SOURCES OF JOB SATISFACTION**

Several job elements contribute to job-satisfaction. The most important amongst them are wage structure, nature of work, promotion chances and quality of supervision, work group and working condition.

**Wages:** Wages play a significant role in influencing job-satisfaction. This is because of two reasons. First, money is an important instrument in fulfilling one's needs: and two, employees often see pay as a reflection of managements concern for them.

**Nature of work:** Most employees crave intellectual challenges on jobs. They tend to prefer being given opportunities to use their skills and agilities and being offered a variety of tasks, freedom, and feedback on how well they are doing. These characteristics make jobs mentally challenging. Jobs that have taken little challenge create boredom. But too much challenge creates frustration and a feeling of failure. Under conditions of moderate challenge, employees experience pleasure and satisfaction.



**Promotions:** Promotional opportunities affect job-satisfaction considerably. The desire for promotion is generally strong among employees as it involves change in job content, pay, responsibility, independence, status and the like. An average employee in a typical government organization can hope to get two or three promotions in his entire service, though chances of promotion are better in the private sector. It is no surprise that the employee takes promotion as the ultimate achievement in his career and when it is realized, he feels extremely satisfied.

**Supervision:** There is a positive relationship between the quality of supervision and job-satisfaction. Supervisors who establish a supportive personal relationship with subordinates and take a personal interest in them contribute to their employee satisfaction.

**Work Group:** The work group does serve as a source of satisfaction to individual employees. It does so primarily by providing group members with opportunities for interaction with each other. It is well known that for many employees work fills the need for social interaction.

**Working Conditions:** Working conditions that are compatible with an employee's physical comfort and that facilitate doing a good job contribute to job-satisfaction. Temperature, humidity, ventilation, lighting and noise, hours of work, cleanliness of the work place, and adequate tools and equipment are the features which affect job-satisfaction. According to Hip pock job satisfaction is "any combination of psychological, physiological and environmental circumstances that cause a person to faithfully say, 'I am satisfied with my job?' Employees tend to prefer those jobs that give them opportunities to use their skill and offer a variety of tasks. Freedom and feedback on how well they are doing. Job satisfaction is influenced by the following factors, in general: 1. Level of job. 2. Job contents. 3. Considerate Leadership. 4. Pay. 5. Promotional opportunities. 6. Social interaction. 7. Age and Sex. 8. Educational Level, etc.,

**Q. Discuss the professional stress on working women and some techniques to overcome it. (Or) Write an essay on the stress of working women.**

Women are confronted with potentially unique stressors such as discrimination, stereotyping, social isolation and work/home conflicts. In addition to taking care of children and aging parents continues to be a source of stress for women who work outside the home. Generally both the women and men are facing the following stress in their work life.

Administrative Policies and Strategies	Organizational Structure and Design	Organisational Processes	Working Conditions
Downsizing	Centralization and formalization	Tight Controls	Crowded Work Area
Competitive Pressures	Line and staff conflicts	Only downward communication	Noise, Heat/Cold
Merit pay plans	Specialisation	Little performance feedback	Polluted Air
Rotating Work shifts	Role ambiguity and conflict	Centralised decision making	Strong Odour
Bureaucratic rules	No opportunity for promotion	Lack of participation in decisions	Unsafe conditions
Advance Technology	Restrictive, untrusting culture	Punitive appraisal system	Poor lighting
			Physical/ Mental Strain Toxic Chemicals or radiations

**WORKING WOMEN JOB STRESS**



### Measures to Overcome Women working stress:

1. Promote equity in pay and benefits programmes for women.
2. Eliminate occupational segregation.
3. Produce a bias-free job evaluation program.
4. Provide equal starting salaries for jobs of equal value.
5. Support educational opportunities for women.
6. Educate men regarding importance of sharing responsibilities outside of work.
7. Provide parental leave, day care, and alternative work Scheduling as resources for preventing stress.
8. Provide more job flexibility for women and men to better manage work home conflicts.
9. Promote child care and elder care options in the community or the organization.
10. Develop skills among women for managing organizational politics.

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### Q. What is Sexual Harassment? How to prevent it?

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#### Sexual Harassment:

Sexual harassment refers to unwelcome sexual advances. The EEOC has defined the types of behaviour and the situations under which this behaviour constitutes sexual harassment:

Unwelcome sexual advances, requests for sexual favours, and other verbal or physical contact of a sexual nature constitute sexual harassment when 1. Submission to such conduct is made either explicitly or implicitly or implicitly a term of condition of an individual's employment, 2. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or 3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Under these guidelines, preventing sexual discrimination includes managing the workplace in a way that does not tolerate anybody's threatening or intimidating employees through sexual behaviour. In general, the most obvious examples of sexual harassment involve quid pro quo harassment, meaning that a person makes a benefit (or punishment) contingent on an employee's submitting to (or rejecting) sexual advances. For example, a manager who promises a raise to an employee will participate in sexual activities is engaging in quid pro quo harassment. Likewise, it would be sexual harassment to threaten to reassign someone to a less desirable job if that person refuses sexual favours.

A more subtle, and possibly more pervasive, form of sexual harassment is to create or permit a "hostile working environment". This occurs when someone's behaviour in the workplace creates an environment in which it is difficult for someone of a particular sex to work. Common complaints in sexual harassment lawsuits include claims that harassers ran their fingers through the plaintiffs' hair, made suggestive remarks, touched intimate body parts, posted pictures with sexual content in the workplace, and used sexually explicit language or told sex-related jokes. The reason that these behaviours are considered discrimination is that they treat individuals differently based on their sex.



Although a large majority of sexual harassment complaints received by the EEOC involve women being harassed by men, a growing share of sexual harassment claims have been filed by men. Some of the men claimed that they were harassed by women, but same-sex harassment also occurs and is illegal. Male employees of an Amarillo, Texas, car dealership won a lawsuit claiming that they were subjected to a sexually hostile work environment and disparate treatment by their male managers. The managers failed in their argument that behaviour such as lewd comments and grabbing worker's entails and buttocks was "harmless horseplay."

**Measures to overcome Sexual Harassment:** To ensure a workplace free from sexual harassment, organizations can follow some important steps. First, the organization can develop a policy statement making it very clear that sexual harassment will not be tolerated in the workplace. Second, all employees, new and old, can be trained to identify inappropriate workplace behaviour. In addition the organization can develop a mechanism for reporting sexual harassment in a way that encourages people to speak out. Finally, management can prepare to act promptly to discipline those who engage in sexual harassment, as well as to protect the victims of sexual harassment.

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**Q. Describe the nature and different types of Sexual Harassment.**

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**Sexual Harassment and Workplace Relationships:** As more women have entered the workforce, more men and women work together in teams and on projects, consequently, more employers are becoming concerned about the close personal relationships that do develop at work.

**Consensual Relationships and Romance at Work:** When work-based friendships lead to romance and off-the-job sexual relationships, managers and employers face a dilemma: should they "monitor" these relationships in order to protect the firm from potential legal complaints, but thereby "meddling" in employees' private, off-the-job lives? Or do they simply ignore such relationships and the potential problems they present? One study found that the way a romance relationship is viewed affects the actions that may be taken, for instance, if a relationship is clearly consensual, or if it involves a supervisor-subordinate relationship, then the actions taken may be different.

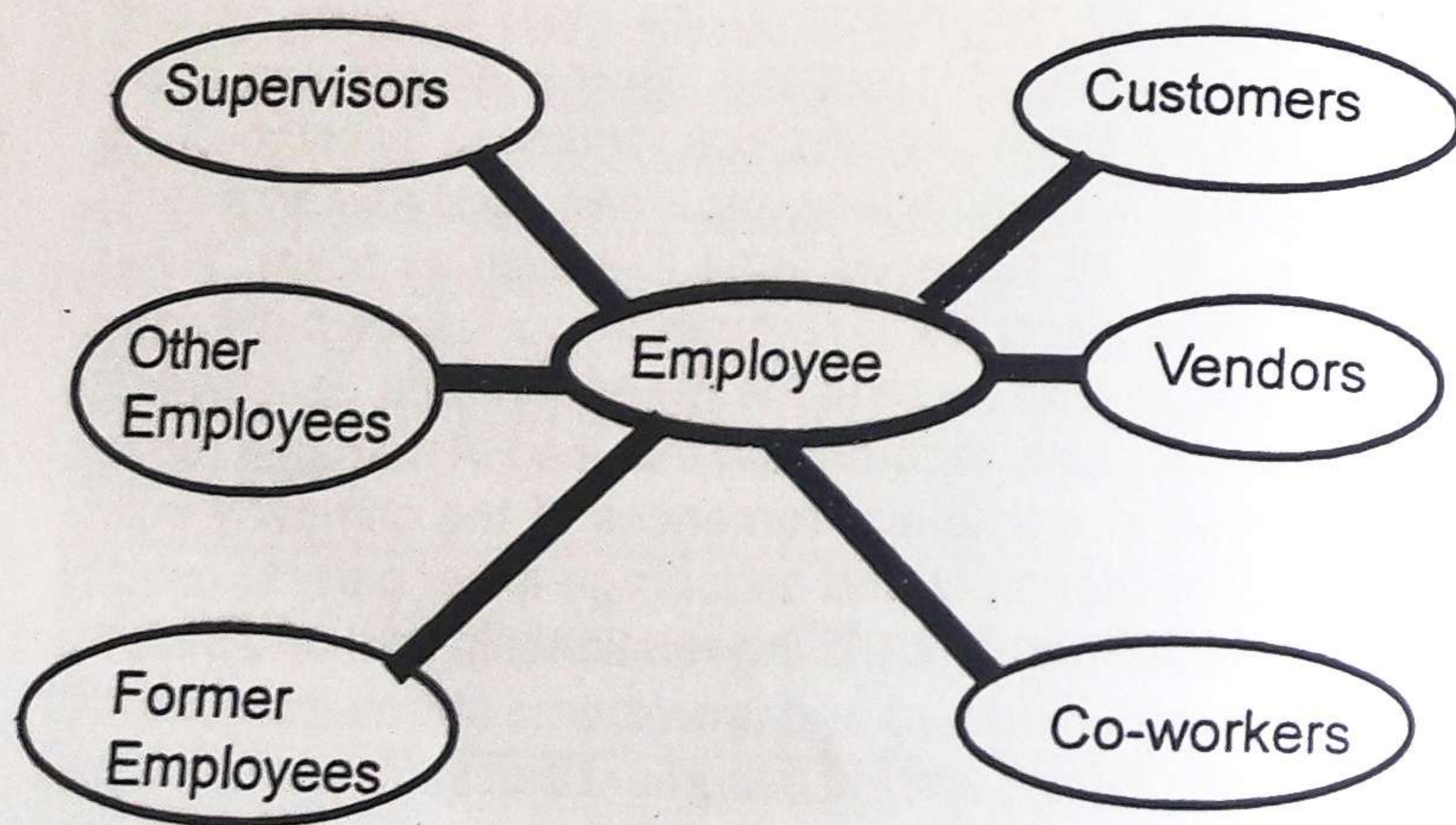
The greatest concerns are romantic relationships between supervisors and subordinates, because the harassment of subordinates by supervisors is the most frequent type of sexual harassment situation. Some employers have addressed the issue of workplace romances by establishing policies permitting workplace romances, as shown by a study that over 70% of surveyed firms had such a policy. Those policies often describe "appropriate" workplace behaviours or may require disclosure to the HR department. Employment attorneys generally recommend that the HR manager remind both parties in workplace romances of the company policy on sexual harassment and encourage either party to contact the HR department should the relationship cool and become one involving unwanted and unwelcome attentions. Also, the HR manager always should document that such conversations occurred.

**Nature of Sexual Harassment:**

Sexual harassment is a significant concern in many organizations and can occur by men harassing women,



women harassing men, or same sex harassment. As shown in Figure, individuals in different roles can be sexual harassers. Most frequently, sexual harassment occurs by a male in a supervisory or managerial position who harasses women in his "power structure". However, women managers have been found guilty of sexually harassing male employees. Also, same sex harassment has occurred. Third parties who are not employees also have been found to be harassers. From a vending machine sales driver board member in a rural cooperative, employees have won sexual harassment complaints against their employers who took no action against the third party causing the harassment. Even customer service representatives and good servers have won sexual harassment complaints because their employers refused to protect the employees from regular sexual harassment by aggressive customers.



**Fig: Potential Sexual Harassers**

### Types of Sexual Harassment:

Two basic types of sexual harassment have been defined by EEOC regulations and a large number of court cases. The two types are defined as follows:

1. Quid pro quo is harassment in which employment outcomes are linked to the individual granting sexual favours.
2. Hostile environment harassment exists when an individual's work performance or psychological well-being is unreasonably affected by intimidating or offensive working conditions.

In the quid pro quo type, an employee may be told he or she may get promoted, receive a special raise, or be given desirable work assignment, but only if the employee submits to granting some sexual favours to the supervisor. Unfortunately, hostile environment harassment is much more prevalent, partially because the standards and consequences are more varied. Actual case situations illustrate how the hostile environment standard has been used. The male manager at a fast-food franchise restaurant in Maryland was found guilty of sexual harassment when he repeatedly made sexual jokes and discussed sexual behaviour with two younger female employees. When they complained to the manager's boss, no action was taken, and the harassment increased.

A female sales representative filed a sexual harassment charge that a male manager used offensive language, told derogatory jokes, and distributed sexually explicit materials at sales meetings. Following her complaint, the firm required the manager to take an unpaid three-month leave and have additional management training. Interestingly, the court ruled that the alleged name-calling and offensive language was not offensive because the woman used such language regularly.



Ultimately the court ruled against the woman's sexual harassment complaint.

These cases and many others have revealed that commenting on dress or appearance, telling jokes that are suggestive or sexual in nature, allowing revealing photos and posters to be on display, or making continual requests to get together after work can lead to the creation of a hostile work environment. As computer and Internet technology has spread, the number of electronic sexual harassment cases has grown. Regardless of the type of sexual harassment, it is apparent that sexual harassment has significant consequences on the organization, other employees, and especially those harassed. Follow-up interviews and research with victims of sexual harassment reveal that the harassment has both job-related and psychological effects. Also, harassment even has a ripple effect on others who fear being harassed or view their employer more negatively if prompt, remedial actions do not occur. Thus, how employers respond to sexual harassment complaints is crucial for both legal reasons and employee morale.

#### **Q. What are the responsibility of the employers and employees balancing work and life?**

**The employers can offer the following facilities to the employees for balancing their work and life:-**

- 1. Flexitime:** Flexitime is short form of flexible work hours. Flexitime is a scheduling option that allows employees, within certain parameters, to decide when they arrive and leave work.
- 2. Telecommuting:** It provides flexibility to employees to perform their jobs through computer linked to their office. The physical presence of the employees at their office is not required.

**3. Compulsory Leave:** Certain organisation in USA offering compulsory leave to the employee every year so that employees may spend that time for their personal work.

**4. Compressed workweek:** The concept of compressed workweek implies the reduction of number of working days while keeping the number of hours of work the same.

**5. Job sharing:** Job sharing allows two or more individuals to split a traditional work week job. Splitting can be either in the form of sharing time period on daily basis or working full time on alternative days.

**6. Stop work after working hours:** The employers are not encourages the employee to work after the working hours.

#### **Q. What are the different ways of balancing work and life?**

The strategies for balancing the quality of work life are as follows:

**(i) Self-managed Work Teams:** These are also called autonomous work groups or integrated work teams. These work teams are formed with 10 to 20 employees who plan, coordinate and control the activities of the team with the help of a team leader who is one among them.

**(ii) Job Redesign and Enrichment:** Narrow jobs can be combined into larger units of accomplishment. Jobs are redesigned with a view to enriching them to satisfy higher order human needs.

**(iii) Effective Leadership and Supervisory Behaviour:** For effective leadership and supervisory behaviour '9-9' style of managerial grid is suitable.

**(iv) Career Development:** Provision for career planning, communicating and counselling the employees about the



career opportunities, career path, education and development and for second careers should be made.

**(v) Alternative Work Schedules:** Provision for flexible working hours, part-time employments, job-sharing and reduced work week should be made.

**(vi) Job Security:** This tops the employees' list of priorities. It should be adequately taken care of.

**(vii) Administrative or Organisational Justice:** The principles of justice, fair and equity should be taken care of in disciplinary procedure, grievance procedures, promotions, transfers, demotion, work assignment, leave, etc.

**(viii) Participative Management:** Employees should be allowed to participate in management participative schemes which may be of several types. The most sophisticated among them is quality circle.

#### **Q. How to organizing your desk while balancing the work and life?**

The following are the ways in which one can organise the desk for balancing the work and life:

**1. Focus on one only:** When you are at work focus on work and when you are at home, focus on home affairs only. Don't mix the work and home.

**2. Keep your table clean:** Whatever you done in home or workplace try to finish completely. Unfinished work in either home or workplace keeps you engaging in your mind.

**3. Make lists:** Listings the events of today and tomorrow will help to you release the tension both at home and workplace.

**4. Important task at first:** While commencing the work at home or workplace, arrange the items in order of preference and take up the important task first.

**5. Don't Procrastinate:** Postponing the work until the last minute not only mount tension but also results in wasting of time and energy.

**6. Don't be addict to your e-mail/mobile phone calls:** Try to avoid attending email or phone calls at work place during the working time unless it is so important for your work.

**7. Update your work knowledge:** Where ever possible go for a crash course to familiarise yourself with latest knowledge in your field with the application of modern gadgets.

**8. Set your Bench marks:** Establish you own principles of operations for work and home and let it know other also.

**9. Delegate:** Delegate the work to people who have the expertise knowledge to perform better than you.

**10. Flexible:** You need to adjust yourself with the changes that takes place around you.

**11. Learn to say no:** Need not say yes to all demands of people and spending entire time and energy for doing other's work. Consider your personal objectives and views and say no to affairs that not liked by you.

**12. Take time for yourself:** Try to take time from the routine to do thing that you like most.

**13. Maintain your energy:** Attend your health at all time. Sleep well and eat a balanced diet and take food in time and considerable amount time spent for physical exercise.

**14. Bury the guilt feelings:** Guilt that turns out to be negative will prove to be useless and it keeps us stuck and prevents for progressing. Hence, such type of guilt should be buried.

**15. Develop relationships, both at work and home:** Develop and maintain the good relationship with people at home and workplace.



**16. Don't Worry:** Stop worrying about the happenings in the past. Worrying is bad for your health and it reduces your energy level.

**17. Have some blank space on your Calendar:** Never fill in your calendar with full of programmes. Take a break. Find out some time for relaxing and not having any engagements either it may be work related or home related.

### **Q. How employees handling professional and personal demands?**

There are three essential things needed to keep balance the personal and professional demands of employees. They are: **Priorities, Flexibility and Acceptance.**

**1. Priorities:** The first and foremost element involves taking a realistic view on the priorities on the personal and work life. So many persons are demanding the time of the employee, for instance spouse need time for belonging, employer demand time for work, aged parent need time for care, children needs time for play. Hence, the employee must very clear on what parts of life need your attention first.

**2. Flexibility:** The priorities may vary depending upon the age, maturity, attitude and perception of the employee. The priorities may be reviewed and changed according the need and urgency.

**3. Acceptance:** Personal and professional demands always play a major role and both are having the equal footings. Therefore, the employees must accept that he must take care of the both personal and professional demands. If the professional demands are satisfied then only the personal demands are satisfied.

### **Q. What are different strategies for coping Stress and balance the work and life?**

#### **Coping Strategies for balancing work and life and Stress**

**1. Individual Coping Strategies:** Some specific techniques that individuals can use it to eliminate or more effectively manage inevitable, prolonged stress are the following:

**1. Exercise:** People of all ages are walking, jogging, swimming, riding bicycles or playing softball, tennis in order to get some exercise to combat stress. There is no conclusive evidence that exercise will directly reduce the changes of heart disease or stroke. But freer seems little doubt that it can help people better cope with stress.

**2. Meditation:** Meditation involves muscle and mental relaxation; the person slowly repeats a peaceful phrase or word or concentrate on a mental picture in a quiet location. There is some research evidence that much meditation can have a desirable physical and mental impact on people whether it can have a practical impact on job stress is yet to be determined. However, a number of firms are using it. For example, a stock broker who regularly uses meditation recently stated: "It is 'widely known that this industry has a lot of stress. So where a lot of people drink alcohol, we meditate. It is not that we don't feel stress, it just does not hit us as much".

**3. Behavioural self-control:** By deliberately managing the antecedents and the consequences of their own behaviour, people can achieve self-control. For example, Sales managers who have a steady stream of customer complaints all day could change the antecedent by having an assistant screen all complaints and allow only exceptions to reach them. The could also manage the consequences by rewarding themselves with an extra break when they remain calm and collected after interacting with a particularly angry customer. They can avoid people or situations that they



know will put them under stress. In other words, this strategy involves individuals' controlling the situation instead of letting the situation control them.

**4. Cognitive therapy:** Besides behavioural self-control techniques, a number of clinical psychologists have entered the stress field in recent years with cognitive therapy techniques. One study described the approach as follows:

Participants were taught that much of their experienced strain (anxiety, tension, etc) is caused by their cognitions ("self-talks"). This part of the treatment programme, then consisted of off-line lectures and Interactive discussions designed to help participants, a) recognize events at work and what cognitions they elicit; (b) become aware of the effects of such cognitions on their physiological and emotional responses; (c) systematically evaluate the objective consequences of events at work; and (d) replace self-defeating cognitions that unnecessarily arouse strain.

**5. Networking:** One clear finding that people need and will benefit from social support. Applied as a strategy to reduce job stress, this would entail forming close associations with trusted empathetic co-workers and colleagues who are good listeners and confidence builders. These friends are there when needed and provide support to get the person through stressful situations. Today, such alliances, especially if deliberately sought out and developed, are called networks. Although the relationship between social support and stress reduction appears complicated, there is some research evidence that a networking strategy may be able to help people cope better with job stress and be more effective and successful managers.

**II. Organisational Coping Strategies:** 1. Create a Supportive Organisational Climate. 2. Enrich the design of tasks. 3. Reduce conflict and clarify Organisational roles. 4. Plan and develop career paths and provide counselling.

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