

SHRIMATI INDIRA GANDHI COLLEGE

(Nationally Accredited at 'A' Grade (3rd cycle) By NAAC)

TIRUCHIRAPPALLI-2

II MBA

TUTORIAL MATERIAL

MANAGING INTERPERSONAL EFFECTIVENESS

P16MBA4EH5



Prepared by:

Ms. S.KANIMOZHI

ASSISTANT PROFESSOR

DEPARTMENT OF MANAGEMENT STUDIES

(MBA – AICTE Approved)

SHRIMATI INDIRA GANDHI COLLEGE

TRICHY - 02.

ELECTIVE COURSE - V: MANAGING INTERPERSONAL EFFECTIVENESS

Objectives: To help the students to understand their self. To give an insight into changing attitude and environment influence. It also helps the students to understand the concepts of stress.

Unit I: SELF PERCEPTION AND SELF-PRESENTATION

Defining & perceiving self, gaining self-knowledge, self-effectiveness, self-presentation, self-presentation motives and strategies, impression management, self-monitoring.

Unit II: COMMUNICATION

Communication & language, Non-verbal communication, proxemics (interpersonal space) paralanguage, kinesics, deception, detection deception, non-verbal leakage.

Unit III: ATTITUDE AND ATTITUDE CHANGE

The nature of attitude, changing attitudes – theoretical perspectives, changing attitudes through persuasion, Avoiding measurement pitfalls, conditions promoting and reducing consistency.

Unit IV: ENVIRONMENTAL INFLUENCE

Territoriality, crowding, environmental quality and social behaviour, the impact of our surroundings.

Unit V: QUALITY OF WORK LIFE (QWL)

Quality of Work Life : Working and well-being, The working woman and the stress on working women, Advertising and consumer Behaviour, public health, aging and life quality, using social psychology to improve quality of work life.

UNIT-I

Self-presentation

Meaning

Interpreting the meaning of their own behavior. Critcher and Gilovich looked at whether people also rely on the unobservable behavior that is their mind wandering when making inferences about their attitudes and preferences. at the expense of others.

Definition

Self-perception theory posits that people determine their attitudes and preferences by interpreting the meaning of their own behavior. Critcher and Gilovich looked at whether people also rely on the unobservable behavior that is their mind wandering when making inferences about their attitudes and preferences.

Self-presentation means a behavioral mode by which it is strived under public social surroundings to achieve an agreement and to avoid repudiating orienting to universally adapt behavioral norms and other people expectations. Based on the definitions of other authors, the self-presentation may be defined as the process during which:

- 1) A public information on himself/herself is presented (Baumeister et al. 1989);
- 2) An image for other people is developed (Baumeister et al. 1989; Buss 1986); 3) consolidating the person's identity (Leary, Kowalski 1990).

Self-presentation strategy— an active verbal and/or non-verbal means of behavior in public social surroundings which aim is to create a desirable image for surrounding people, to strengthen and sustain their own social status or other goals depending on self-presenting person's structures, on individual self-presentation skills and abilities as well as on other factors of the public situation.

Public situation means conditions when the human abilities and behavior increasing the presentation probabilities, when striving to impress positively the surrounding people (Leary, Kowalski 1990; Leary, Tangney 2012).

The impression management—a process, when a person organizes his/her behavior in order to make one or another impression for surrounding people (Buss 1986).

The identity of a person means an image of the man himself; it is relatively stable and indivisible, but always renewing in the course of time. Guided by this image, people perceive and appreciate themselves, select goals, life style and cooperate with other people.

The public self-awareness—attention concentration to open to other people observation his aspects and surrounding his Ego aspects and surrounding people reactions, concerning their reactions to the words about the self-presenting person.

Self-monitoring means his-own behavior monitoring and control when reacting to situation informative indications and evaluating his-own behavior suitability for existing social norms and the society expectations (Rosenfeld et al. 2002).

Development of impression for surrounding people

Presentation, during which the person creates an impression about himself for other people, performs an important role in personal relations. Because these developed impressions are important for estimating and perceiving people, an inclination exists to behave in a manner for developing a desired image in the eyes of other people.

Therefore Jones (1964), when describing the presentation, uses expressions “to worm himself into smb’s favor” and “to wish creating benevolence”: the presentation means a behavior, when a person tries to influence the impression about himself by favoring another person –business partner (Buss, 1986). By different data (Buss, Briggs, 1984; Todeschini, Norman, 1985), people when creating their own vision in business situations, are inclined to invent it or first of all to stress main seven aspects of Ego (Buss, 1986):

- 1) Social features (kind, warm, sincere, hearty);
- 2) Social abilities (intelligent, polite);
- 3) Mind and creativity (intellect and different abilities to art, research);
- 4) Motivation (energetic, competent to perform tasks in time);
- 5) Morality (honest, conscientious, altruistic, loyal);
- 6) Status (achieved, wined rank, social position, e. g. member of particular company, business club, family member or representative of a profession); 7) such personal qualities as modesty and reserve, which could help convince listeners to believe in positive traits of the self-presenter.

Self-concept:

One's **self-concept** (also called **self-construction**, **self-identity**, **self-perspective** or **self-structure**) is a collection of beliefs about oneself. Generally, self-concept embodies the answer to "Who am I?"



One's self-concept is made up of self-schemas, and their past, present, and future selves.

Self-concept is distinguishable from self-awareness, which refers to the extent to which self-knowledge is defined, consistent, and currently applicable to one's attitudes and dispositions. Self-concept also differs from self-esteem: self-concept is a cognitive or descriptive component of one's self (e.g. "I am a fast runner"), while self-esteem is evaluative and opinionated (e.g. "I feel good about being a fast runner").

Definition Impression Management

Impression management also called self-presentation is the process by which people seek to manage and control the other people perception regarding them. There is often a tendency for people to try to present them so as to impress others in a socially desirable way.

Impression management

Impression management is a conscious or subconscious process in which people attempt to influence the perceptions of other people about a person, object or event. They do so by regulating and controlling information in social interaction. It was first conceptualized by Erving Goffman in 1959, and then was expanded upon in 1967. An example of impression management theory in play is in sports such as soccer. At an important game, a player would want to showcase themselves in the best light possible, because there are college recruiters watching. This person would have the flashiest pair of cleats and try and perform their best to show off their skills. Their main goal may be to impress the college recruiters in a way that maximizes their chances of being chosen for a college team rather than winning the game

Impression management is usually used synonymously with self-presentation, in which a person tries to influence the perception of their image. The notion of impression management was first applied to face-to-face communication, but then was expanded to apply to computer-mediated communication. The concept of impression management is applicable to academic fields of study such as psychology and sociology as well as practical fields such as corporate communication and media.

IMPRESSION MANAGEMENT

According to O'Sullivan's (2000) impression management model of communication channels, individuals will prefer to use mediated channels rather than face-to-face conversation in face-threatening situations. Within his model, this trend is due to the channel features that allow for control over exchanged social information. The present paper extends O'Sullivan's model by explicating information control as a media affordance, arising from channel features and social skills, that enables an individual to regulate and restrict the flow of social information in an interaction, and present a scale to measure it. One dimension of the information control scale, expressive information control, positively predicted channel preference for recalled face-threatening situations. This effect remained after controlling for social anxiousness and power relations in relationships.

O'Sullivan's model argues that some communication channels may help individuals manage this struggle and therefore be more preferred as those situations arise. It was based on an assumption that channels with features that allow fewer social cues, such as reduced nonverbal information or slower exchange of messages, invariably afford an individual with an ability to better manage the flow of a complex, ambiguous, or potentially difficult conversations. Individuals manage what information about them is known, or isn't known, to control other's impression of them. Anyone who has given the bathroom a quick cleaning when they anticipate the arrival of their mother-in-law (or date) has managed their impression. For an example from information and communication technology use, inviting someone to view a person's Webpage before a face-to-face meeting may predispose them to view the person a certain way when they actually meet.

Corporate brand

The impression management perspective offers potential insight into how corporate stories could build the corporate brand, by influencing the impressions that stakeholders form of the organization. The link between themes and elements of corporate stories and IM strategies/behaviors indicates that these elements will influence audiences' perceptions of the corporate brand.

Corporate storytelling

Corporate storytelling is suggested to help demonstrate the importance of the corporate brand to internal and external stakeholders, and create a position for the company against competitors, as well as help a firm to bond with its employees (Roper and Fill, 2012). The corporate reputation is defined as a stakeholder's perception of the organization (Brown et al., 2006), and Dowling (2006) suggests that if the story causes stakeholders to perceive the organization as more authentic, distinctive, expert, sincere, powerful, and likeable, then it is likely that this will enhance the overall corporate reputation.

Impression management theory is a relevant perspective to explore the use of corporate stories in building the corporate brand. The corporate branding literature notes that interactions with brand communications enable stakeholders to form an impression of the organization (Abratt and Ken, 2012), and this indicates that IM theory could also therefore bring insight into the use of corporate stories as a form of communication to build the corporate brand. Exploring the IM strategies/behaviors evident in corporate stories can indicate the potential for corporate stories to influence the impressions that audiences form of the corporate brand.

Corporate document

Firms use more subtle forms of influencing outsiders' impressions of firm performance and prospects, namely by manipulating the content and presentation of information in corporate documents with the purpose of "distort[ing] readers' perceptions of corporate achievements" [Godfrey et al., 2003, p. 96]. In the accounting literature this is referred to as impression management. The opportunity for impression management in corporate reports is increasing. Narrative disclosures have become longer and more sophisticated over the last few years. This growing importance of descriptive sections in corporate documents provides firms with the opportunity to overcome information asymmetries by presenting more detailed information and explanation, thereby increasing their decision-usefulness. However, they also offer an opportunity for presenting financial performance and prospects in the best possible light, thus having the opposite effect. In addition to the increased opportunity for opportunistic discretionary disclosure choices, impression management is also facilitated in that corporate narratives are largely unregulated.

Media

The medium of communication influences the actions taken in impression management. Self-efficacy can differ according to the fact whether the trial to convince somebody is made through face-to-face-interaction or by means of an e-mail.^[21] Communication via devices like telephone, e-mail or chat is governed by technical restrictions, so that the way people express personal features etc. can be changed. This often shows how far people will go.

Profiles on social networking sites

- Social networking users will employ protective self-presentations for image management. Users will use subtractive and repudiate strategies to maintain a desired image.
- Subtractive strategy is used to untagged an undesirable photo on Social Networking Sites. In addition to un-tagging their name, some users will request the photo to be removed entirely. Repudiate strategy is used when a friend posts an undesirable comment about the user. In response to an undesired post, users may add another wall post as an innocence defense.
- Michael Stefan one states that "self-esteem maintenance is an important motivation for strategic self-presentation online." Outside evaluations of their physical appearance, competence, and approval from others determines how social media users respond to pictures and wall posts. Unsuccessful self-presentation online can lead to rejection and criticism from social groups.
- Social networking sites like MySpace, Face book, and Study are popular means of communicating personality. Recent theoretical and empirical considerations of homepages and Web 2.0 platforms show that impression management is a major motive for actively participating in social networking sites.
- According to Marwick, social profiles create implications such as "context collapse" for presenting oneself to the audience. The concept of "context collapse," suggests that social technologies make it difficult to vary self-presentation based on environment or audience. "Large sites such as Face book and Twitter group friends, family members, coworkers, and acquaintances together under the umbrella term "friends" "

Political impression management

One area where impression management is essential is in politics. "Political impression management" was coined in 1972 by sociologist Peter M. Hall, who defined the term as the art of making a candidate look electable and capable (Hall 1972). This is due in part to the importance of "presidential" candidates—appearance, image, and narrative are a key part of a campaign and thus impression management has always been a huge part of winning an election (Katz 2016). As social media becomes more and more a part of the political process, political impression management is becoming more challenging as the online image of the candidate often now lies in the hands of the voters themselves.

Impression management can distort the results of empirical research that relies on interviews and surveys, a phenomenon commonly referred to as "social desirability bias". Impression management theory nevertheless constitutes a field of research on its own. When it comes to practical questions concerning public relations and the way organizations should handle their public image, the assumptions provided by impression management theory can also provide a framework.

An examination of different impression management strategies acted out by individuals who were facing criminal trials where the trial outcomes could range from a death sentence, life in prison or acquittal has been reported in the forensic literature. The Perri and Lichtenwald article examined female psychopathic killers, whom as a group were highly motivated to manage the impression that attorneys, judges, mental health professions and ultimately, a jury had of the murderers and the murder they committed. It provides legal case illustrations of the murderers combining and/or switching from one impression management strategy such as ingratiation or supplication to another as they worked towards their goal of diminishing or eliminating any accountability for the murders they committed.

Since the 1990s, researchers in the area of sport and exercise psychology have studied self-presentation. Concern about how one is perceived has been found to be relevant to the study of athletic performance. For example, anxiety may be produced when an athlete is in the presence of spectators. Self-presentational concerns have also been found to be relevant to exercise. For example, the concerns may elicit motivation to exercise.

More recent research investigating the effects of impression management on social behaviour showed that social behaviors (e.g. eating) can serve to convey a desired impression to others and enhance one's self-image. Research on eating has shown that people tend to eat less when they believe that they are being observed by others.

The Process of Impression Management

1. **Impression motivation:** Employees may be motivated to control how their boss perceives them. (Degree depends on goals. Their value and different between perception and delude perception)
2. **Impression construction:** Specific type of impression people like and want to carry

Employees impression Management Strategies

1. Demotion Preventative Strategies

- **Accounts:** Attempts to justifying their action excuses.
- **Apologies:** Where as logical way out. Giving impressive of being sensible and responsible enough.
- **Dissociation:** From what went wrong.

2. Promotion Enhancing Strategies

Through this they seek to maximize responsibility for a positive outcome, or to look better than they are:

- **Entitlement:** They think they are not been given credit. They let it made kwon to their high ups.
- **Enhancement:** They think they are not given due credit as they did lot more then what is thought.
- **Obstacle disclosure:** Odds are disclosed to magnify them success.

- **Association:** Make some to be seen with the right people at the right times in the right place.

Steps in self-monitoring:

Select a Target Behavior

The first step is to decide what behavior the students will self-monitor. It's important that the behavior be well specified. For example "doing your best work" is much too vague; "percent correct on my math work" is much better. For self-monitoring to work, the students must understand exactly what they will self-assess and self-record. Make sure that the behavior is one that the students are already able to perform. Self-monitoring will not create new knowledge or behavior; it will, however, change the frequency, intensity, or duration of behaviors that students are already able to perform. It is also critical that the behavior be under the students' control.

Collect baseline data

Before starting self-monitoring, it is necessary to collect baseline data on the students' behavior. This will allow the teacher to assess accurately whether self-monitoring was effective. Collecting baseline data can be very straightforward; for example, if the teacher planned to use SMP to increase the number of math problems students completed on their daily math seat work, collecting baseline data might be as easy as compiling and graphing worksheets over three or four days.

Obtain students' cooperation

For self-monitoring to be effective, the students must be active and willing participants. Remember that the students will actually perform the self-monitoring. Teachers should meet with the students and talk about the problem frankly by discussing the benefits of improving the behavior, (e.g., staying in your seat means you don't lose recess; doing all your arithmetic problems means you'll do better on the test). The discussion should be positive; the teacher should stress, without making exaggerated

claims, that self-monitoring has helped many students. In practice, the great majority of students will immediately buy in to trying self-monitoring. If any student is unsure, try using a contingency contract. In this case, the student agrees to try self-monitoring for a set period of time and will receive a reinforcer simply for trying it. After you have enlisted cooperation, explain when and where self-monitoring will be used (e.g., during second period math class seat work time).

Teach the self-monitoring procedures

In this stage the students are taught how to self-monitor. Note that although the time needed to teach procedures can vary widely (depending on the type of self-monitoring used) this process is not time-consuming; instruction time is typically well under one hour. There are three critical tasks at this step. First, the teacher needs to define the target behavior for the students. The teacher simply explains to the students exactly what constitutes the target behavior. This typically is quite simple.

Definition of Self-Monitoring

- **Self-monitoring**, or the capacity to observe (or measure) and evaluate one's behavior, is an important component of executive functioning in human behavior. **Executive functioning** is part of cognitive processing and includes a person's ability to connect past knowledge with present experiences in a way that allows the individual to plan, organize, strategize, pay attention to details, and manage time.
- Self-monitoring allows humans to measure their behavioral outcomes against a set of standards. Small children typically do not have the ability to self-monitor. It develops over time. Consider Jenny, a toddler, who does not have the capacity to monitor her expressive behaviors.
- She will let her mom know when she is unhappy with a snack choice. Her tears and screams of dissatisfaction are what she knows to do and monitoring her behavior, or the effect it has on others, is not part of her skill set.

- On the other hand, when Jenny's mother, Darla, is presented with a food choice that she does not like, she may choose to not eat it, ask for something different, or eat it anyways to be respectful of the person who gave it to her. Typically, screaming and crying will not be Darla's response because she has the ability to monitor her behavioral expression. Jenny's ability to both understand, then internalize others' behavioral expectations is a developmental social milestone that will occur in middle childhood.

Theory of Self-Monitoring of Expressive Behavior

Psychologist Dr. Mark Snyder found that self-monitoring serves the following purposes:

- To communicate an emotional state
- To communicate an emotional state that is not necessarily in line with the actual emotional experience
- To conceal an inappropriate emotional state and either display apathy or an appropriate emotional state
- To appear to be experiencing an appropriate emotion when the reality is apathy

Implement self-monitoring

- The first time the students are to use the self-monitoring procedures it is a good idea to prompt the students, (e.g., remember to listen for the beep and then mark down whether you were paying attention or not). During the first few sessions, the teacher should monitor the students to ensure that the self-monitoring procedures are used consistently and correctly.
- This is critical for self-monitoring effectiveness. If any students appear to be having difficulty using the procedures, re-teaching may be needed. Sometimes simply providing students with prompts, such as reminders of what constitutes the target behavior or cues to self-assess or self-record may be all that is required. Be sure to note that if a student consistently has difficulty, self-monitoring may not be appropriate.

- The teacher should continue to collect data on the target behavior in order to determine the effectiveness of the intervention. With self-monitoring, improvement usually is rapid (in a matter of days) and pronounced. The teacher should also make periodic checks to assess whether improvements are maintaining.
- In practice, students can maintain increased performance levels for considerable periods of time in the classroom. However, if the students' performance begins to deteriorate, the teacher should schedule "booster sessions" in self-monitoring procedures.
- The following vignette illustrates self-monitoring in practice.

UNIT-2

COMMUNICATION

Communications is fundamental to the existence and survival of humans as well as to an organization. It is a process of creating and sharing ideas, information, views, facts, feelings, etc. among the people to reach a common understanding. Communication is the key to the Directing function of the management.

The different categories of communication include:

Spoken or Verbal Communication: face-to-face, telephone, radio or television and other media.

Non-Verbal Communication: body language, gestures, how we dress or act - even our scent.

Written Communication: letters, e-mails, books, magazines, the Internet or via other media.

Visualizations: graphs and charts, maps, logos and other visualizations can communicate messages.

The main steps inherent to all communication are:

1. The formation of communicative motivation or reason.
2. Message composition (further internal or technical elaboration on what exactly to express).
3. Message encoding (forexample,into digitaldata, writtentext, speech, pictures, gestures and so on).
4. Transmission of the encoded message as a sequence of signals using a specific channel or medium.
5. Noise sources such as natural forces and in some cases human activity (both intentional and accidental) begin influencing the quality of signals propagating from the sender to one or more receivers.

6. Reception of signals and reassembling of the encoded message from a sequence of received signals.
7. Decoding of the reassembled encoded message.
8. Interpretation and making sense of the presumed original message.

The scientific study of communication can be divided into:

- Information theory which studies the quantification, storage, and communication of information in general;
- Communication studies which concerns human communication;
- Biosemiotics which examines communication in and between living organisms in general.

The channel of communication can be visual, auditory, tactile (such as in Braille) and haptic, olfactory, electromagnetic, or biochemical

Human communication is unique for its extensive use of abstract language. Development of civilization has been closely linked with progress in telecommunication

Communications Process

Communications is a continuous process which mainly involves three elements viz. sender, message, and receiver. The elements involved in the communication process are explained below in detail:

1. Sender

The sender or the communicator generates the message and conveys it to the receiver. He is the source and the one who starts the communication

2. Message

It is the idea, information, view, fact, feeling, etc. that is generated by the sender and is then intended to be communicated further.

3. Encoding

The message generated by the sender is encoded symbolically such as in the form of words, pictures, gestures, etc. before it is being conveyed.

4. Media

It is the manner in which the encoded message is transmitted. The message may be transmitted orally or in writing. The medium of communication includes telephone, internet, post, fax, e-mail, etc. The choice of medium is decided by the sender.

5. Decoding

It is the process of converting the symbols encoded by the sender. After decoding the message is received by the receiver.

6. Receiver

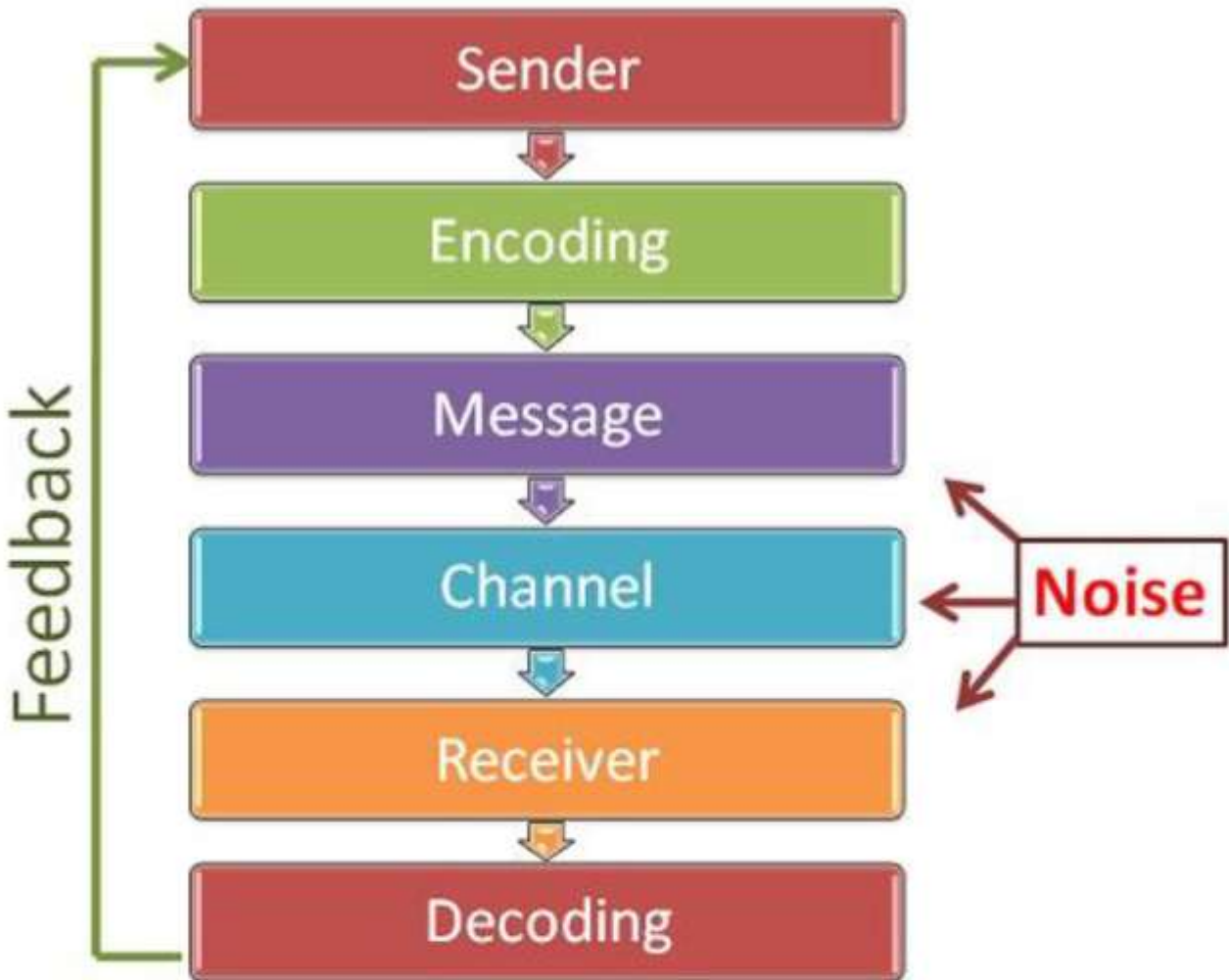
He is the person who is last in the chain and for whom the message was sent by the sender. Once the receiver receives the message and understands it in proper perspective and acts according to the message, only then the purpose of communication is successful.

7. Feedback

Once the receiver confirms to the sender that he has received the message and understood it, the process of communication is complete.

8. Noise

It refers to any obstruction that is caused by the sender, message or receiver during the process of communication. For example, bad telephone connection, faulty encoding, faulty decoding, inattentive receiver, poor understanding of message due to prejudice or inappropriate gestures, etc.



Importance of Communication

1. The Basis of Co-ordination

The manager explains to the employees the organizational goals, modes of their achievement and also the interpersonal relationships amongst them. This provides coordination between various employees and also departments. Thus, communications act as a basis for coordination in the organization.

2. Fluent Working

A manager coordinates the human and physical elements of an organization to run it smoothly and efficiently. This coordination is not possible without proper communication.

3. The Basis of Decision Making

Proper communication provides the information to the manager that is useful for the decision making. No decisions could be taken in the absence of information. Thus, communication is the basis of taking right decisions.

4. Increases Managerial Efficiency

The manager conveys the targets and issues instructions and allocates jobs to the subordinates. All these aspects involve communication. Thus, communication is essential for the quick and effective performance of the managers and the entire organization.

5. Increases Cooperation and Organizational Peace

The two-way communication process promotes co-operation and mutual understanding amongst the workers and also between them and the management. This leads to less friction and thus leads to industrial peace in the factory and efficient operations.

6. Boosts Morale of the Employees

Good communication helps the workers to adjust to the physical and social aspect of work. It also improves good human relations in the industry. An efficient system of communication enables the management to motivate, influence and satisfy the subordinates which in turn boosts their morale and keeps them motivated.

Types of Communication

1. Formal Communication

Formal communications is the one which flows through the official channels designed in the organizational chart. It may take place between a superior and a subordinate, a subordinate and a superior or among the same cadre employees or managers. These communications can be oral or in writing and are generally recorded and filed in the office.

Formal communication may be further classified as the Vertical communication and Horizontal communication.

2. Vertical Communication

Vertical Communications as the name suggests flows vertically upwards or downwards through formal channels. Upward communication refers to the flow of communication from a subordinate to a superior whereas downward communication flows from a superior to a subordinate.

Application for grant of leave, submission of a progress report, request for loans etc. are some of the examples of upward communication. Sending notice to employees to attend a meeting, delegating work to the subordinates, informing them about the company policies, etc. are some examples of downward communication.

3. Horizontal Communication

Horizontal or lateral communication takes place between one division and another. For example, a production manager may contact finance manager to discuss the delivery of raw material or its purchase.

Types of communication networks in the formal communication:

- **Single chain:** In this type of network communications flows from every superior to his subordinate through a single chain.
- **Wheel:** In this network, all subordinates under one superior communicate through him only. They are not allowed to talk among themselves.
- **Circular:** In this type of network, the communication moves in a circle. Each person is able to communicate with his adjoining two persons only.
- **Free flow:** In this network, each person can communicate with any other person freely. There is no restriction.
- **Inverted V:** In this type of network, a subordinate is allowed to communicate with his immediate superior as well as his superior's superior also. However, in latter case, only ordained communication takes place.

2. Informal Communication

Any communication that takes place without following the formal channels of communication is said to be informal communication. The Informal communication is often referred to as the 'grapevine' as it spreads throughout the organization and in all directions without any regard to the levels of authority.

The informal communication spreads rapidly, often gets distorted and it is very difficult to detect the source of such communication. It also leads to rumors which are not true. People's behavior is often affected by the rumors and informal discussions which sometimes may hamper work environment.

However, sometimes these channels may be helpful as they carry information rapidly and, therefore, may be useful to the manager at times. Informal channels are also used by the managers to transmit information in order to know the reactions of his/her subordinates.

Types of Grapevine network:

- **Single strand:** In this network, each person communicates with the other in a sequence.
- **Gossip network:** In this type of network, each person communicates with all other persons on the non-selective basis.
- **Probability network:** In this network, the individual communicates randomly with other individuals.
- **Cluster Network:** In this network, the individual communicates with only those people whom he trusts. Out of these four types of networks, Cluster network is the most popular in organizations.

Barriers to Communication

The communication barriers may prevent a communication or carry incorrect meaning due to which misunderstandings may be created. Therefore, it is essential for a manager to identify such barriers and take appropriate measures to overcome them. The barriers to communication in the organizations can be broadly grouped as follows:

1. Semantic Barriers

These are concerned with the problems and obstructions in the process of encoding and decoding of a message into words or impressions. Normally, such barriers result due to use of wrong words, faulty translations, different interpretations etc.

For example, a manager has to communicate with workers who have no knowledge of English language and on the other side, he is not well conversant with the Hindi language. Here, language is a barrier to communication as the manager may not be able to communicate properly with the workers.

2. Psychological Barriers

Emotional or psychological factors also act as barriers to communication. The state of mind of both sender and receiver of communication reflects in the effective communication. A worried person cannot communicate properly and an angry recipient cannot understand the message properly.

Thus, at the time of communication, both the sender and the receiver need to be psychologically sound. Also, they should trust each other. If they do not believe each other, they cannot understand each other's message in its original sense.

3. Organizational Barriers

The factors related to organizational structure, rules and regulations authority relationships, etc. may sometimes act as barriers to effective communication. In an organization with the highly centralized pattern, people may not be encouraged to have free communication. Also, rigid rules and regulations and cumbersome procedures may also become a hurdle to communication.

4. Personal Barriers

The personal factors of both sender and receiver may act as a barrier to effective communication. If a superior thinks that a particular communication may adversely affect his authority, he may suppress such communication.

Also, if the superiors do not have confidence in the competency of their subordinates, they may not ask for their advice. The subordinates may not be willing to offer useful suggestions in the absence of any reward or appreciation for a good suggestion.

Measures to improve communication effectiveness are as follows:

1. Communication of Clarification of the idea.
2. Communication should be according to the needs of the receiver.
3. Consulting others before communication.
4. Awareness about the language, tone and body postures and gestures.
5. Convey information useful to the receiver.
6. Ensure proper feedback.
7. Follow up communications.
8. Be a good listener.

The main steps inherent to all communication are:

- 1 The formation of communicative motivation or reason.
- 2 Message composition (further internal or technical elaboration on what exactly to express).
- 3 Message encoding (forexample,into digitaldata, writtentext, speech, pictures, gestures and so on).
- 4 Transmission of the encoded message as a sequence of signals using a specific channel or medium.
- 5 Noise sources such as natural forces and in some cases human activity (both intentional and accidental) begin influencing the quality of signals propagating from the sender to one or more receivers.
- 6 Reception of signals and reassembling of the encoded message from a sequence of received signals.
- 7 Decoding of the reassembled encoded message.
- 8 Interpretation and making sense of the presumed original message.

Non-verbal communication

- Non-verbal communication plays an important role in our daily life. More than 90% of all the communication we use in our daily life to share information is supported by body language. Non-verbal communication can be defined as the process of sending and receiving messages via means other than words, like facial expressions, gestures, behaviour, tone of voice, etc.
- This is why we should pay extra special attention to this topic and try to learn more about our gestures, expressions and behaviour. Once we are able to understand our body language and other aspects of non-verbal communication, we will be able to communicate more easily with other people and we will find it easier to avoid misunderstandings.
- In order to understand body language and other aspects of non-verbal communication, we need to focus on our behaviour during the conversation. Our body sends out signals no matter where we are, what we are doing or the time of the day. Our body does not know how to lie; it cannot “be turned off”.
- Our opinion is based on both the words we hear and the signals we receive from the other person via their body language. This is why we are able to like somebody, even though we have never spoken with that person. In this case our opinion is based on the signals we receive from that person.

Objectives of non-verbal communication:

1. Describe why the understanding of nonverbal communication is important in healthcare.
2. Explain how each of the following may convey nonverbal messages to the observer: gestures, facial expressions, gaze patterns, personal space, position, posture, and touch.
3. Explain why verbal and nonverbal messages must be congruent.
4. Describe the methods by which the healthcare professional can confirm their interpretation of a patient’s nonverbal behavior.

5. List the proper nonverbal communication skills for the healthcare professional.

Types of Non verbal communication

Kinesics: involving body movement in communication, for example, hand gestures or nodding or shaking the head

Proxemics: involving the physical distance between people when they communicate, territoriality and personal space, position, and posture, how you stand or sit, whether your arms are crossed, and so on

Haptic: communication touching as nonverbal communication and haptic communication refers to how people and other animals communicate via touching. Haptic communication describes how we communicate with each other through the use of touch

Gestures:

- Gestures Include movements of the head, hands, eyes, and other body parts. Often used in place of words, gestures are one of the most obvious and common forms of nonverbal communication.
- Gestures may be used when speech is ineffective (e.g., a language barrier) or insufficient (e.g., complex content in the message).
- Patients who are intubated and mechanically ventilated, are most likely to use head nods, mouthed words, and gestures as their primary methods of communication.
- Gestures serve to emphasize, clarify, or add to the verbal content of a message.
- Gestures may also be involuntary or subconscious. This is referred to as “leakage” when the true feelings or attitudes are revealed.

Facial Expressions

Provide a rich source of information regarding emotions. The Facial Expressions of many emotions such as happiness, sadness, and fear, are biologically determined, universal, and learned similarly across cultures. Facial Expressions are one of the most important and observed nonverbal communication

Gaze Patterns

Gaze is a form of communication as well as a method for collecting information. Gaze patterns may be used to assess how others appear, to regulate conversation, or express feelings and emotions.

Personal Space

Everyone has a personal space, or territory, that provides that individual with a sense of identity, security, and control.

Intimate distance = up to 1.5 feet apart.

Personal distance = 1.5 to 4 feet apart (about arms length).

Social distance = 4 to 12 feet apart

Public distance = more than 12 feet apart

Position

Most interactions between the HCP and the patient require face-to-face communication. Facing away from the patient may be perceived as dominance by the patient, and could make them feel less comfortable and less forthcoming. A position leaning slightly towards the patient expresses warmth, caring, interest, acceptance, and trust.

Posture

Refers to the position of the body and limbs as well as muscular tone. Posture may reveal a great deal about emotional status. A crucial aspect for showing confidence is the maintenance of a relaxed and open posture.

Proxemics

Proxemics is the study of human use of space and the effects that population density has on behaviour, communication, and social interaction.

Proxemics is one among several subcategories in the study of nonverbal communication, including haptics (touch), kinesics (body movement), vocalics (paralanguage), and chronemics (structure of time).

Personal Territory

In order to understand more about proxemics, we need to discuss different kinds of spaces. There are four kinds of distance that people generally use in communication. This can vary by place, and different cultures have different standards. These are known as realms of personal territory. Let's talk about these now.

- **Public space** is the space that characterizes how close we sit or stand to someone, like a public figure or public speaker. So, if you are at an event listening to a professor give a lecture, you are probably about 12 - 25 feet away.
- **Social space** means we're getting a little closer, about 4 - 12 feet away. This is the kind of space you're probably in if you're talking to a colleague or a customer at work.
- **Personal space** is even closer. In this case, you're probably about 1 - 4 feet away from someone. This is reserved for talking to friends or family.
- **Intimate space** is for people who you are very close to. In this case, you're probably less than a foot away and you might even be touching the other person. This is the space you're in with a romantic partner

Physical Territory

Next, let's talk about **physical territory**. This is a little bit different than personal territory. It's more about the ways that we arrange objects in space. For example, you probably have your bed set up so that you face the center of your bedroom, instead of the wall.

BODY LANGUAGE (KINESICS)

Body language stands for the way the body communicates without words, through the movement of its parts. The nodding of our heads, blinking of our eyes, waving of our hands, shrugging of our shoulders, etc., are expressions of our thoughts and feelings.

- (i) **Facial expressions:** The face can convey energy, anger, grief, sincerity and a host of other feelings and emotions. A smile means friendliness, while a frown means anger.
- (ii) **Gestures:** Gestures are small body movements that transmit some message. Some gestures may be conscious while others may be involuntary. Some gestures have an almost universal meaning, such as a headshake for a “no” or a handshake as a “hello” and other gestures that may have regional meanings.
- (iii) **Posture:** Posture is the position adopted by the body to convey a message. Posture includes the angle of inclination and the position of the arms and the legs. A raised head indicates openness, while a tilted head indicates curiosity.
- (iv) **Clothes:** One is often judged by one’s appearance. Shabbily dressed people may cut a sorry figure. It is vital for one to look professional and efficient. Accessories also play a major role in non-verbal communication.
- (v) **Eye contact:** Through eye- contact, the speaker gets signals whether the channel of communication is open. Nervousness results in a brief eye contact; and a long and fixed gaze shows interest. Depending on our feelings, we have smiling eyes, angry eyes, painful eyes, evasive eyes, and so on.
- (vi) **Silence:** Silence speaks louder than words. It lays down the relationship between communicators and their attitude towards each other. Silence shows the inability to converse further.

Language

A system of conventional spoken, manual, or written symbols by means of which human beings, as members of a social group and participants in its culture, express themselves. The functions of language include communication, the expression of identity, play, imaginative expression, and emotional release.

PARALANGUAGE

Paralanguage is used to describe a wide range of vocal characteristics which help to express and reflect the speaker's attitude. Paralanguage is non-verbal in nature and depends on voice, intonation, pitch, pause, volume, stress, gestures, and signals. Through these, one's voice can convey enthusiasm, confidence, anxiety and the speaker's mental state and temperament.

- (i) **Voice:** Voice is the first signal that we receive or use. There are various categories of voices. A voice can be sweet, soft, musical, cultivated, pleasant, nasty, clear or indistinct, among other things. The voice can help reveal a speaker's background, mental state, education, sex and temperament.
- (ii) **Intonation:** Intonation is the modulation of the voice and the shift in stress. For example, a message with serious content should not be delivered in a high tone, but in a somber tone.
- (iii) **Pitch:** Pitch is the vocal slant of the voice. It reveals the speaker's frame of mind. An unusually high pitch may reflect agitation. An unchanging pitch maybe boring or monotonous, decreasing the listener's span of attention. The pitch also helps us understand the speaker's social position. A person in a position of authority uses a higher pitch than a subordinate.
- (iv) **Pause:** A pause emphasizes a message. A pause is to speech what a comma is to prose. A pause at the wrong place may lead to miscommunication. For example, the difference between 'fruit trees' and 'fruit, trees' is vast.

- (v) **Volume variation:** The speaker should adjust the volume of his voice depending on the size of the audience. Larger the audience, the louder the voice should be. Volume variation makes the speech effective. Sometimes changing from loud to soft and from soft to loud will have the desired effect.
- (vi) **Mixed signals:** Mixed signals occur when the tone, pitch and facial expressions of the speaker do not match the words that he is speaking. This confuses the listener as to the exact motive of the speaker. For example, praise delivered in a sarcastic tone conveys mockery.
- (vii) **Proper word stress:** Communication can be made more effective by putting proper emphasis or stress on the right words.
- (viii) **Overall impression:** A message is understood by the listener not only by the content, but also by the manner in which the speaker conveys it. The speaker's attitude, dressing style, physical appearance, age, gender, accent and the quality and tone of the voice also affect the message that gets communicated. For a message to be effective, the overall impression given by the individual should be in consonance with the message that he wants to convey.

Advantages of Paralanguage

- No oral communication is complete without paralanguage as it is closely connected to language itself.
- To a large extent, paralanguage indicates the position and situation of the speaker, whether in an organization or in society.
- It also reflects the speaker's personality and background to a great extent.
- Paralanguage is indicative of the mental state of the speaker. A discerning listener can derive the right conclusions from the pitch, tone and speed of a message. This can often be very useful.

Limitations of paralanguage

- Paralanguage is 'semi' or 'like' a language. It is not language by itself. Therefore, not all the advantages associated with actual language can be attributed to paralanguage.
- Paralanguage involves the drawing of conclusions on the basis of a number of peripheral (side) attributes. Such drawing of conclusions need not always be right. In such a case, they may also serve to create undue bias. This, in itself, makes paralanguage misleading or confusing at times.
- Also, as speakers may come from different backgrounds, cultures and situations, the conclusions from paralanguage may be difficult to draw, especially to convey a message in its entirety.

SPATIAL COMMUNICATION (PROXEMICS)

Proxemics is used with reference to space or territory. A lot of communication takes place non-verbally through the sheer manner in which we use the space around us. Scholars have also attributed a lot of non-verbal communication to the color, design, layout and utilization of the space around us. This is also Proxemics. The space around us can be broadly classified as under:

- (i) **Intimate space:** Most body movements take place within 18 inches around us. It is our most intimate circle of space. Only very close people or family members can enter this space, be it through a whisper, a pat on the back or a handshake. It means that the less the space between the two persons communicating, the more intimate is the nature of communication.
- (ii) **Personal space:** Personal space extends from 18 inches to four feet where we have normal conversation with friends, colleagues and associates. It is used in informal talks and impromptu discussions in which one may not be averse to taking important decisions.

- (iii) **Social Space:** This can be anywhere between 4 feet and 12 feet. It reflects a formality of relationship. It also reflects a lack of spontaneous behavior. An individual's responses are more collected and well thought-out. Social space reflects reason, planning and control, usually associated with business communication within a formal relationship.
- (iv) **Public Space:** This starts from a distance of 12 feet. One has to raise one's voice to be heard. There is a lack of personal feelings and an added sense of detachment.
- (v) **Surroundings:** How you organize the surroundings also contributes to the communication. The room where you meet your visitors may be dazzling or simple. It may be gaudy or sober. The decor of the place, the furniture, and the artistic pieces that adorn your office, tell about yourself and your taste

This also includes a lack of expressing "knowledge-appropriate" communication, which occurs when a person uses ambiguous or complex legal words, medical jargon, or descriptions of a situation or environment that is not understood by the recipient.

- **Physical barriers-**

Physical barriers are often due to the nature of the environment. An example of this is the natural barrier which exists if staff are located in different buildings or on different sites. Likewise, poor or outdated equipment, particularly the failure of management to introduce new technology, may also cause problems. Staff shortages are another factor which frequently causes communication difficulties for an organization.

- **System design-**

System design faults refer to problems with the structures or systems in place in an organization. Examples might include an organizational structure which is unclear and therefore makes it confusing to know whom to communicate with. Other examples could be

inefficient or inappropriate information systems, a lack of supervision or training, and a lack of clarity in roles and responsibilities which can lead to staff being uncertain about what is expected of them.

- **Attitudinal barriers-**

Attitudinal barriers come about as a result of problems with staff in an organization. These may be brought about, for example, by such factors as poor management, lack of consultation with employees, personality conflicts which can result in people delaying or refusing to communicate, the personal attitudes of individual employees which may be due to lack of motivation or dissatisfaction at work, brought about by insufficient training to enable them to carry out particular tasks, or simply resistance to change due to entrenched attitudes and ideas.

- **Ambiguity of words/phrases-**

Words sounding the same but having different meaning can convey a different meaning altogether. Hence the communicator must ensure that the receiver receives the same meaning. It is better if such words are avoided by using alternatives whenever possible.

- **Individual linguistic ability-**

The use of jargon, difficult or inappropriate words in communication can prevent the recipients from understanding the message. Poorly explained or misunderstood messages can also result in confusion. However, research in communication has shown that confusion can lend legitimacy to research when persuasion fails.

- **Physiological barriers-**

These may result from individuals' personal discomfort, caused—for example—by ill health, poor eyesight or hearing difficulties.

Bypassing-

These happens when the communicators (sender and the receiver) do not attach the same symbolic meanings to their words. It is when the sender is expressing a thought or a word but the receiver take it in a different meaning. For example- ASAP, Rest room

- **Technological multi-tasking and absorbency-**

With a rapid increase in technologically-driven communication in the past several decades, individuals are increasingly faced with condensed communication in the form of e-mail, text, and social updates. This has, in turn, led to a notable change in the way younger generations communicate and perceive their own self-efficacy to communicate and connect with others. With the ever-constant presence of another "world" in one's pocket, individuals are multi-tasking both physically and cognitively as constant reminders of something else happening somewhere else bombard them. Though perhaps too new of an advancement to yet see long-term effects, this is a notion currently explored by such figures as Sherry Turkle.

- **Fear of being criticize**

This is a major factor that prevents good communication. If we exercise simple practices to improve our communication skill, we can become effective communicators. For example, read an article from the newspaper or collect some news from the television and present it in front of the mirror. This will not only boost your confidence, but also improve your language and vocabulary.

- **Gender barriers-**

Most communicators whether aware or not, often have a set agenda. This is very notable among the different genders. For example, many women are found to be more critical in addressing conflict. It's also been noted that men are more than likely to withdraw from conflict when in comparison to women. This breakdown and comparison not only shows that

there are many factors to communication between two specific genders, but also room for improvement as well as established guidelines for all.

Deception

Deception may be of two sorts, the attempted deceiving of another person, or the attempted deceiving of oneself. Both seem to be possible of achievement and each is distinguished by its own circumstances and its own difficulties.

Non verbal leakage

- **Non-verbal leakage** is a form of body language. **This** happens when a person verbalizes one thing but their body language does another. The most common forms of non-verbal leakage are hand-to-face gestures.
- One of the most important concepts in the study of body language is that of non-verbal leakage. This occurs when we say one thing but our body language gestures give a different impression. The most obvious of these are hand-to-face gestures.
- The best way to understand these is to think how you behaved when you were a small child. What did you do then if you saw something frightening? You put your hands over your eyes, because in a toddler's mind, if you can't see it, it's not there.
- If you aren't aware of non-verbal leakage, your body language will scream out to your audience that something is wrong. They won't necessarily know exactly what that is, but they will subconsciously pick up the incongruity between your verbal and non-verbal messages, and that you are uncomfortable in some way about what you are saying.
- Therefore you need to know the telltale signs of leakage so you can avoid making them and rehearse your delivery showing open, confident body language instead. So, what do people do when they see, hear or have to say something they are uncomfortable with?

Hand to Eyes

The same thing occurs, but the hand wipes the mouth, scratches the face or strokes the chin. This is especially common when politicians are listening to other people speak, as they are champing at the bit to reply but have to literally hold the words back. This gesture can be

mistaken for interest and deep thought, but when this occurs the hand tends to be lower and holds or strokes the chin without touching the mouth. It is the fingers covering the mouth that makes all the difference.

Hand to Nose

Touching of the nose during conversation can also imply lying. This gesture is also common when someone has been asked a difficult question and they are thinking about how to reply. It may be accompanied by statements like, "That's a good question". Of course, it could always be that the person has an itchy nose, but when someone scratches an itch it tends to be with a vigorous motion using the fingernail. The hand to nose gesture is slower and uses the knuckle or fingertip to scratch, or pinches the bridge of the nose. In one study, liars gave more false smiles and embarrassed smiles

UNIT-III

MEANING OF ATTITUDE:

An attitude is a reaction to an attitude object that can range from a subtle (unconscious) evaluative reaction, to a more direct expression in words or deeds. Implicit attitudes can differ from explicit attitudes. Attitudes are useful because they help people to master their social environment and to express important connections with others. Attitudes are assembled from beliefs, feelings, and information about actions toward the object. Negative information and accessible information are weighted more heavily. Once an attitude forms, it becomes (closely) linked to the representation of the object

An attitude is any cognitive representation that summarizes our evaluation of an attitude object. Through the process of persuasion, attitudes can be developed, strengthened, and changed by communication.

Nature of attitude

Attitude have several important characteristics or properties namely, they are

- (i) have an object;
- (ii) have direction, intensity, and degree;
- (iii) have consistency and
- (iv) are learned
- (v) attitudes Occurs Within a Situation.

Attitude Have an Object:-

By definition, attitudes must have an object. That is, they must have a focal point whether it be an abstract concept, such as “ethical behavior”, or a tangible item such as a motorcycle. The object can be physical thing, such as a product, or it can be an action, such as buying a washing machine. In addition, the object can be either one item, such as a person or a collection

of items such as a social group. It also can be either specific or general. Thus the word object interpreted broadly include specific consumption - or marketing - related concepts, such as products, product category, brand, service, possessions, product use, causes & issues, people advertisement, price, medium or retailer.

Attitude has Direction, Degree & Intensity:-

An attitude expresses how a person feels towards an object. It expresses

(i) direction - the person is either favorable or unfavorable toward, or for or against the object

(ii) degree - how much the person either likes or dislikes the object, and

(iii) intensity - the level of sureness or confidence of expression about the object, or how strongly a person feels about his or her conviction.

The direction, degree and intensity of a person's attitude toward a product have said to provide marketers with an estimate of his or her readiness to act toward, or purchase the product. However, a marketers must - also understand how important the consumer's attitude is vis-a-vis other attitudes and the situational constraints, such as ability to pay, that might inhabit the consumer from making a purchase decision

Attitudes have consistency:-

Another characteristic of attitudes is that they are relatively consistent - with the behavior they reflect however, despite their consistency, attitudes are not necessarily permanent; they do change. Attitudes are a Learned Predisposition Just as a golf swing, a tennis stroke, and tastes are learned, so are attitudes. Attitudes develop from our personal experiences with reality, as well as from information from friends, sales people & news media. They are also derived from both direct and indirect experiences in life. Thus it is important to recognize that learning precedes attitude formation and change.

This means that attitudes relevant to purchase behavior are formed as a result of direct experiences with the products, information acquired from others, or exposure to mass media advertising various forms of direct marketing (e.g., a retailer's catalog). As 'learned

predisposition, attitudes have a motivational quality, that is, they might propel a consumer toward a particular behavior or repel the consumer away from a particular behavior.

Attitudes Occur Within a Situation:-

Attitudes occur within and are affected by the situation. By situation, we mean events or circumstances that at a particular point in time influence the relationship between an attitude and consumers to behave in ways seemingly inconsistent with their attitudes. Indeed, individuals can have a variety of attitude toward a particular behavior, each corresponding to a particular situation. Thus, when measuring attitudes, it is important to consider the situation in which the behavior takes place or we can misinterpret the relationship between attitudes and behavior. Further specific situations might influence consumer attitude toward specific brands of products or services

THEORETICAL PERSPECTIVES:

A theoretical perspective is a set of assumptions about reality that inform the questions we ask and the kinds of answers we arrive at as a result. In this sense, a theoretical perspective can be understood as a lens through which we look, serving to focus or distort what we see. It can also be thought of as a frame, which serves to both include and exclude certain things from our view. The field of sociology itself is a theoretical perspective based on the assumption that social systems such as society and the family actually exist, that culture, social structure, statuses, and roles are real.

A theoretical perspective is important for research because it serves to organize our thoughts and ideas and make them clear to others. Often, sociologists use multiple theoretical perspectives simultaneously as they frame research questions, design and conduct research, and analyze their results.

The Functionalist Perspective

The functionalist perspective also called functionalism, originates **in** the work of French sociologist Émile Durkheim, one of the founding thinkers of sociology. Durkheim's interest was in how social order could be possible, and how society maintains stability. His writings on this

topic came to be viewed as the essence of the functionalist perspective, but others contributed to and refined it, including Herbert Spencer, Talcott Parsons, and Robert K. Merton. The functionalist perspective operates on the macro-theoretical level.

The Interactionist Perspective

The Interactionist perspective was developed by American sociologist George Herbert Mead. It is a micro-theoretical approach that focuses on understanding how meaning is generated through processes of social interaction. This perspective assumes that meaning is derived from everyday social interaction, and thus, is a social construct. Another prominent theoretical perspective, that of symbolic interaction, was developed by another American, Herbert Blumer, from the interactionist paradigm. This theory, which you can read more about here, focuses on how we use as symbols, like clothing, to communicate with each other; how we create, maintain, and present a coherent self to those around us, and how through social interaction we create and maintain a certain understanding of society and what happens within it.

The Conflict Perspective

The conflict perspective is derived from the writing of Karl Marx and assumes that conflicts arise when resources, status, and power are unevenly distributed between groups in society. According to this theory, conflicts that arise because of inequality are what foster social change. From the conflict perspective, power can take the form of control of material resources and wealth, of politics and the institutions that make up society, and can be measured as a function of one's social status relative to others (as with race, class, and gender, among other things). Other sociologists and scholars associated with this perspective include Antonio Gramsci, C. Wright Mills, and the members of the Frankfurt School, who developed critical theory.

Changing Attitudes through Persuasion

1. Outline how **persuasion** is determined by the choice of effective communicators and effective messages.
2. Review the conditions under which **attitudes** are best **changed using** spontaneous versus thoughtful strategies.
3. Summarize the variables that make us more or less resistant to **persuasive** appeals.

Choosing Effective Communicators

In order to be effective persuaders, we must first get people's attention, then send an effective message to them, and then ensure that they process the message in the way we would like them to. Furthermore, to accomplish these goals, persuaders must take into consideration the cognitive, affective, and behavioral aspects of their methods. Persuaders also must understand how the communication they are presenting relates to the message recipient—his or her motivations, desires, and goals.

Creating Effective Communications

Once we have chosen a communicator, the next step is to determine what type of message we should have him or her deliver. Neither social psychologists nor advertisers are so naïve as to think that simply presenting a strong message is sufficient. No matter how good the message is, it will not be effective unless people pay attention to it, understand it, accept it, and incorporate it into their self-concept. This is why we attempt to choose good communicators to present our ads in the first place, and why we tailor our communications to get people to process them the way we want them to.

Spontaneous Message Processing

Because we are bombarded with so many persuasive messages—and because we do not have the time, resources, or interest to process every message fully—we frequently process messages spontaneously. In these cases, if we are influenced by the communication at all, it is

likely that it is the relatively unimportant characteristics of the advertisement, such as the likeability or attractiveness of the communicator or the music playing in the ad, that will influence us.

If we find the communicator cute, if the music in the ad puts us in a good mood, or if it appears that other people around us like the ad, then we may simply accept the message without thinking about it very much (Giner-Sorolla & Chaiken, 1997). Giner-Sorolla, R., & Chaiken, S. (1997). Selective use of heuristic and systematic processing under defense motivation. *Personality and Social Psychology Bulletin*, 23(1), 84–97. In these cases, we engage in spontaneous message processing, in which *we accept a persuasion attempt because we focus on whatever is most obvious or enjoyable, without much attention to the message itself.*

Thoughtful Message Processing

When we process messages only spontaneously, our feelings are more likely to be important, but when we process messages thoughtfully, cognition prevails. When we care about the topic, find it relevant, and have plenty of time to spend thinking about the communication, we are likely to process the message more deliberately, carefully, and thoughtfully (Petty & Briñol, 2008). Petty, R. E., & Briñol, P. (2008).

The researchers manipulated three independent variables:

- **Message strength.** The message contained either strong arguments (persuasive data and statistics about the positive effects of the exams at other universities) or *weak arguments* (relying only on individual quotations and personal opinions).
- **Source expertise.** The message was supposedly prepared either by an *expert source* (the Carnegie Commission on Higher Education, which was chaired by a professor of education at Princeton University) or by a *nonexpert source* (a class at a local high school).
- **Personal relevance.** The students were told either that the new exam would begin before they graduated (*high personal relevance*) or that it would not begin until after they had already graduated (low personal relevant)

Preventing Persuasion

- To this point we have focused on techniques designed to change attitudes. But it is also useful to develop techniques that *prevent* attitude change. If you are hoping that Magritte will never puff that first cigarette, then you might be interested in knowing what her parents might be able to do to prevent it from happening.
- One method of increasing attitude strength involves forewarning: *giving people a chance to develop a resistance to persuasion by reminding them that they might someday receive a persuasive message, and allowing them to practice how they will respond to influence attempts* (Sagarin & Wood, 2007). Sagarin, B. J., & Wood, S. E. (2007). Resistance to influence. In A. R. Pratkanis (Ed.), *The science of social influence: Advances and future progress* (pp. 321–340). New York, NY: Psychology Press. Magritte's parents might want to try the forewarning approach. After the forewarning, when Magritte hears the smoking message from her peers, she may be less influenced by it because she was aware ahead of time that the persuasion would likely occur and had already considered how to resist it.
- 'Theory' by itself indicates an idea or thought, or an opinion regarding an action, or a phenomenon placed in a system of general set of principles. A very interesting development in the evolution of thought process along with the development of ideas is the theoretical perspective. It has become essential by practice to visualise all phenomena in one or the other perspective. Over a period of time the limelight has shifted from the activity towards theorising. Obviously, groups emerged in the process upholding different theoretical perspectives and many a times projecting and promoting only certain theoretical perspectives.
- It is quite natural that fission and fusion emit energy, in the same manner social interactions emit energy sources affecting differently, yielding different sets of chain reactions. It is clearly evident that every phenomenon has different dimensions and shades. These shades fall differently depending upon the light it is positioned. It is obvious that the light produces shadow and the analyses are carried out on the shadow, its density and clarity, in the form of impact and effects on the surroundings, society.

Theories of Attitude Change:

Several attitude change categorization schemes have been proposed in the literature (Eagly & Chaiken, 1993; O'Keefe, 1990), and most are similar. For this discussion, attitude theories have been organized into four categories

- Consistency theories
- Learning theories
- Social judgment theories
- Functional theories

Consistency Theories

The basic assumption of these theories is the need of the individual for consistency. There must be consistency between attitudes, between behaviors, and among attitudes and behaviors. A lack of consistency causes discomfort so that an individual attempts to ease the tension by adjusting attitudes or behaviors in order to once again achieve balance or consistency. One of the earliest consistency theories was balance theory (Himmelfarb & Eagly, 1974; Kiesler, Collins & Miller, 1969; O'Keefe, 1990).

Relationships among the perceiver, another person, and an object are the main focus of balance theory (Heider, 1958). Relationships are either positive or negative, based on the cognitive perceptions of the perceiver. In this theory, there are eight possible configurations; four balanced and four unbalanced. Unbalanced states are recognized as being unstable. Under these conditions, perceivers attempt to restore balance by changing their attitudes toward objects or other persons.

Affective-cognitive consistency theory examines the relationship between attitudes and beliefs (Rosenberg, 1956). An unstable state occurs when an individual's attitudes toward an object and knowledge about an object are inconsistent. Persuasive communications attempt to change the affective component of an attitude system by changing the cognitive component of attitude. In Other words, providing an individual with new information that changes the cognitive component of attitude will tend to cause that individual to change overall attitudes toward an object.

Early Learning Theories

This section might more accurately be called behavioral theories of attitude change. These theories were also developed during the 1950s and 1960s. During this time, learning theories reflected behavioral psychology (see 2.2). A major commonality of these theories was their emphasis on the stimulus characteristics of the communication situation.

Staat's (Insko, 1967) work reflected the ideas of classical conditioning, and focused almost entirely on the formation of attitudes. Events in the environment create an emotional response in an individual. As new stimuli are consistently paired with old stimuli (events), the new stimuli develop the power to create an emotional response in the individual (O'Keefe, 1990).

Learning theories of attitude change received major emphasis by Hovland and his associates in the Yale Communication Research Program (Hovland, Janis & Kelley, 1953). They proposed that opinions tended to persist unless the individual underwent some new learning experience. Persuasive communications that both present a question and suggest an answer serve as learning experiences. Acceptance of the suggested answer is dependent on the opportunity for mental rehearsal or practice of the attitude response, and on the number of incentives included in the communication. Hovland and his colleagues assumed that as people processed persuasive message content, they rehearsed the message's recommended attitudinal response, as well as their initial attitude. For attitude change to occur, more than rehearsal and practice had to take place. The Yale researchers emphasized the role of incentives and the drive - reducing aspects of persuasive messages as mechanisms for reinforcement, thereby creating acceptance of new beliefs and attitudes.

Social Judgment Theory

Social judgment theory focuses on how people's prior attitudes distort their perceptions of the positions advocated in persuasive messages, and how such perceptions mediate persuasion. In general terms, the theory assumes that a person's own attitudes serve as a judgmental standard and anchor that influences where along a continuum a persuader's advocated position is perceived to lie (Sherif & Hovland, 1961). Social judgment theory- is an attempt to apply the principles of judgment to the study of attitude change.

Social judgment theory's core propositions can be summarized as follows (Eagly & Chaiken, 1993):

1. A person's current attitude serves as a judgmental anchor for new attitude positions.

Latitude widths determine whether a message's position will be assimilated or contrasted (e.g., accepted or rejected). Positions falling within the latitude of acceptance will be assimilated toward a person's current attitude. Positions falling within the latitude of rejection will be contrasted away from the person's own attitude.

2. Ego involvement of a person broadens the latitude of rejection and narrows the latitude of noncommitment.

3. Both assimilation and contrast effects increase as a positive function of a message's position and the recipient's attitude,

4. Ego involvement increases the anchoring property of initial attitudes.

5. Greater assimilation produces more positive evaluation of message content, which produces greater amounts of attitude change. Conversely, greater contrast produces more negative evaluations of message content, which produces lesser amounts of attitude change.

6. Ambiguity enhances the likelihood of judgmental distortions. Therefore, other effects are greater when recipients are exposed to persuasive messages whose content positions are ambiguous.

Functional Theories

- A fundamental question about attitudes concerns their purpose: That is, what functions do attitudes serve? Understanding the purposes of attitudes is the identifying characteristic of functional theories. Attitudes serve different functions for different individuals or for the same individual in different settings. The reasons for attitude changes are individualized and related to personal functions of attitudes.

- Functional theories of attitude entered the literature in the 1950s when researchers developed the idea that attitudes served varying psychological needs and thus had variable motivational bases. A common and central theme of these early efforts was the listing of the specific personality functions that attitudes served for individuals. Unlike other theoretical approaches developed during this golden decade of attitude research, functional theories are still relevant and important today (Eagly & Chaiken, 1993).
- Functional theories hold that successful persuasion entails implementing change procedures that match the functional basis of the attitude one is trying to change. Katz (1960) proposed that any attitude held by an individual served one or more of the four distinct personality functions. The more of these functions that contributed to an attitude system, the stronger and less likely it was that the attitude could be changed.

The Five Traps of Performance Measurement

Trap 1: Measuring Against Yourself

- The papers for the next regular performance assessment are on your desk, their thicket of numbers awaiting you. What are those numbers? Most likely, comparisons of current results with a plan or a budget. If that's the case, you're at grave risk of falling into the first trap of performance measurement: looking only at your own company. You may be doing better than the plan, but are you beating the competition? And what if the estimates you're seeing were manipulated?
- To measure how well you're doing, you need information about the benchmarks that matter most—the ones outside the organization. They will help you define competitive priorities and connect executive compensation to relative rather than absolute performance—meaning you'll reward senior executives for doing better than everyone else.
- The trouble is that comparisons with your competitors can't easily be made in real time—which is precisely why so many companies fall back on measurements against the previous year's plans and budgets. You have to be creative about how you find the relevant data or some proxy for them.
- One way is to ask your customers. Enterprise, the car-rental company, uses the Enterprise Service Quality Index, which measures customers' repeat purchase intentions. Each branch of

the company telephones a random sample of customers and asks whether they will use Enterprise again. When the index goes up, the company is gaining market share; when it falls, customers are taking their business elsewhere. The branches post results within two weeks, put them next to profitability numbers on monthly financial statements, and factor them into criteria for promotion (thus aligning sales goals and incentives).

- Of course you have to make sure you don't annoy your customers as you gather data. Think about how restaurant managers seek feedback about the quality of their service: Most often they interrupt diners' conversations to ask if everything is OK; sometimes they deliver a questionnaire with the bill. Either approach can be irritating. Danny Meyer, the founder of New York's Union Square Hospitality Group, gets the information unobtrusively, through simple observation. If people dining together in one of his restaurants are looking at one another, the service is probably working. If they're all looking around the room, they may be wowed by the architecture, but it's far more likely that the service is slow.
- Another way to get data is to go to professionals outside your company. When Marc Effron, the vice president of talent management for Avon Products, was trying to determine whether his company was doing a good job of finding and developing managers, he came up with the idea of creating a network of talent management professionals. Started in 2007, the New Talent Management Network has more than 1,200 members, for whom it conducts original research and provides a library of resources and best practices.

Trap 2: Looking Backward

Along with budget figures, your performance assessment package almost certainly includes comparisons between this year and last. If so, watch out for the second trap, which is to focus on the past. Beating last year's numbers is not the point; a performance measurement system needs to tell you whether the decisions you're making now are going to help you in the coming months.

Look for measures that lead rather than lag the profits in your business. The U.S. health insurer Humana, recognizing that its most expensive patients are the really sick ones (a few years back the company found that the sickest 10% accounted for 80% of its costs), offers customers incentives for early screening. If it can get more customers into early or even preemptive

treatment than other companies can, it will outperform rivals in the future.

Trap 3: Putting Your Faith in Numbers

Good or bad, the metrics in your performance assessment package all come as numbers. The problem is that numbers-driven managers often end up producing reams of low-quality data. Think about how companies collect feedback on service from their customers. It's well known to statisticians that if you want evaluation forms to tell the real story, the anonymity of the respondents must be protected. Yet out of a desire to gather as much information as possible at points of contact, companies routinely ask customers to include personal data, and in many cases the employees who provided the service watch them fill out the forms. How surprised should you be if your employees hand in consistently favorable forms that they themselves collected? Bad assessments have a tendency to mysteriously disappear.

Numbers-driven companies also gravitate toward the most popular measures. If they're looking to compare themselves with other companies, they feel they should use whatever measures others use. The question of what measure is the right one gets lost. Take Frederick Reichheld's widely used Net Promoter Score, which measures the likelihood that customers will recommend a product or service. The NPS is a useful indicator only if recommendations play the dominant role in a purchase decision; as its critics point out, customers' propensity to switch in response to recommendations varies from industry to industry, so an NPS is probably more important to, say, a baby-food manufacturer than to an electricity supplier.

Similar issues arise about the much touted link between employee satisfaction and profitability. The Employee-Customer-Profit Chain pioneered by Sears suggests that more-satisfied employees produce more-satisfied customers, who in turn deliver higher profits. If that's true, the path is clear: Keep your employees content and watch those profits soar. But employees may be satisfied mainly because they like their colleagues (think lawyers) or because they're highly paid and deferred to (think investment bankers). Or they may actually enjoy what they do, but their customers value price above the quality of service (think budget airlines).

Trap 4: Gaming Your Metrics

In 2002 a leaked internal memo from associates at Clifford Chance, one of the world's largest law firms, contended that pressure to deliver billable hours had encouraged its lawyers to pad their numbers and created an incentive to allocate to senior associates work that could be done by less expensive junior associates.

Trap 5: Sticking to Your Numbers Too Long

As the saying goes, you manage what you measure. Unfortunately, performance assessment systems seldom evolve as fast as businesses do. Smaller and growing companies are especially likely to fall into this trap. In the earliest stages, performance is all about survival, cash resources, and growth. Comparisons are to last week, last month, and last year. But as the business matures, the focus has to move to profit and the comparisons to competitors.

Unit-4

Definition-

Environment The word Environment is derived from the French word “Environ” which means “surrounding”. Our surrounding includes biotic factors like human beings, Plants, animals, microbes, etc and abiotic factors such as light, air, water, soil, etc.

Environment is a complex of many variables, which surrounds man as well as the living organisms. Environment includes water, air and land and the inter-relationships which exist among and between water, air and land and human beings and other living creatures such as plants, animals and micro organisms (Kalavathy, 2004).

She suggested that environment consists of an inseparable whole system constituted by physical, chemical, biological, social and cultural elements, which are interlinked individually and collectively in myriad ways. The natural environment consists of four interlinking systems namely, the atmosphere, the hydrosphere, the lithosphere and the biosphere. These four systems are in constant change and such changes are affected by human activities and vice versa (Kumarasamy et al., 2004).

Components of Environment:

Our environment has been classified into four major components: 1. Hydrosphere, 2. Lithosphere, 3. Atmosphere, 4. Biosphere.

Hydrosphere

Hydrosphere includes all water bodies such as lakes, ponds, rivers, streams and ocean etc. Hydrosphere functions in a cyclic nature, which is termed as hydrological cycle or water cycle.

Lithosphere

Lithosphere means the mantle of rocks constituting the earth's crust. The earth is a cold spherical solid planet of the solar system, which spins on its axis and revolves around the sun at a

certain constant distance .Lithosphere mainly, contains soil, earth rocks, mountain etc. Lithosphere is divided into three layers-crusts, mantle and core (outer and inner).

Atmosphere

The cover of the air, that envelopes the earth is known as the atmosphere. Atmosphere is a thin layer which contains gases like oxygen, carbon dioxide etc. and which protects the solid earth and human beings from the harmful radiations of the sun. There are five concentric layers within the atmosphere, which can be differentiated on the basis of temperature and each layer has its own characteristics. These include the troposphere, the stratosphere, the mesosphere, the thermosphere and the exosphere (Kalavathy, 2004).

Biosphere

It is otherwise known as the life layer, it refers to all organisms on the earth's surface and their interaction with water and air. It consists of plants, animals and micro-organisms, ranging from the tiniest microscopic organism to the largest whales in the sea. Biology is concerned with how millions of species of animals, plants and other organisms grow, feed, move, reproduce and evolve over long periods of time in different environments. Its subject matter is useful to other sciences and professions that deal with life, such as agriculture, forestry and medicine. The richness of biosphere depends upon a number of factors like rainfall, temperature, geographical reference etc. Apart from the physical environmental factors, the man made environment includes human groups, the material infrastructures built by man, the production relationships and institutional systems that he has devised. The social environment shows the way in which human societies have organized themselves and how they function in order to satisfy their needs (Kumarasamy et al., 2004)

Territoriality Definition

Territoriality is a pattern of attitudes and behavior held by a person or group that is based on perceived, attempted, or actual control of a physical space, object, or idea, which may involve habitual occupation, defines, personalization, and marking of the territory. Marking means placing an object or substance in a space to indicate one's territorial intentions. Cafeteria diners

leave coats or books on a chair or table. Prospectors stake claims. Personalization means marking in a manner that indicates one's identity. Many employees decorate their workspaces with pictures and mementoes. Some car owners purchase vanity license plates

Territoriality usually is associated with the possession of some physical space, but it can also involve such processes as dominance, control, conflict, security, claim staking, vigilance, and identity. If a territory is important to a person, his or her sense of identity may be closely tied to it. Although it is sometimes associated with aggression, territoriality actually is much more responsible for the smooth operation of society because most people, most of the time, respect the territories of others.

Types of Territories

Territoriality is extremely widespread. Once you recognize them, the signs of human territoriality are everywhere: books spread out on a cafeteria table to save a place, nameplates, fences, locks, no-trespassing signs, even copyright notices. There are billions of territories in the world; some are large, others small, some are nested within others (such as a person's "own" chair within a home), and some are shared.

Primary territories are spaces owned by individuals or primary groups, controlled on a relatively permanent basis by them and central to their daily lives. Examples include your bedroom or a family's dwelling. The psychological importance of primary territories to their owners is always high.

Secondary territories are less important to their occupiers than primary territories, but they do possess moderate significance to their occupants. A person's desk at work, favorite restaurant, locker in the gym, and home playing field are examples. Control of these territories is less essential to the occupant and is more likely to change, rotate, or be shared with strangers.

Public territories are areas open to anyone in good standing with the community. Beaches, sidewalks, and hotel lobbies are public territories. Occasionally, because of discrimination or unacceptable behavior, public territories are closed to some individuals. Retail stores, for example, are public territories open to anyone. However, someone who causes trouble

may be banned from a particular store. The physical self may be considered as a body territory. The boundary is at one's skin. Bodies may be entered with permission (as in surgery) or without permission (as in a knife attack). Some people mark and personalize their own bodies with makeup, jewelry, tattoos, piercings, and clothing, but they certainly defend and try to control access to their bodies by other people.

Two other types of territories exist, although they are not universally considered territories. Objects meet some of the criteria for territories—we mark, personalize, defend, and control our possessions. Ideas are also, in some ways, territories. We defend them through patents and copyrights. There are rules against plagiarism. Software authors and songwriters try to protect ownership of their programs and songs.

Territoriality Infringements

- ✧ Even though territories usually work to keep society hassle-free, sometimes they are infringed upon. The most obvious form of infringement is invasion, in which an outsider physically enters someone else's territory, usually with the intention of taking it from its current owner. One obvious example is one country trying to take the territory of another.
- ✧ The second form of infringement is violation, a temporary infringement of someone's territory. Usually, the goal is not ownership but annoyance or harm. Vandalism, hit-and-run attacks, and burglary fall into this category. Sometimes a violation occurs out of ignorance, as when a boy who cannot yet read walks into a women's wash-room. Other times the violation is deliberate, such as computer pranksters worming their way into others' machines. Violation may occur without the infringer personally entering the territory. Jamming radio waves and playing loud music are some examples.
- ✧ The third form of infringement is contamination, in which the infringer fouls someone else's territory by putting something awful in the territory. Examples would be a chemical company leaving poisonous waste in the ground for later residents to deal with, a house-guest leaving the kitchen filthy, or pesticide spray drifting into your yard.

Territoriality Defences

- ✓ Just as there are a three general ways to infringe on territories, there are three different types of defences. When someone uses a coat, sign, or fence to defend a territory, it is called a prevention defence. One anticipates infringement and acts to stop it before it occurs. Reaction defences, on the other hand, are responses to an infringement after it happens.
- ✓ Examples range from slamming a door in someone's face or physically striking the infringer to court actions for copyright violations.
- ✓ The third type is the social boundary defense. Used at the edge of interactional territories, the social boundary defense consists of a ritual engaged in by hosts and visitors. For example, you need a password to enter many Web sites. Another example is the customs office at the national border. Social boundary defenses serve to separate wanted visitors from unwanted ones.

Territoriality in Everyday Life

One way territoriality has been used in everyday life involves defensible space theory, sometimes called crime prevention through environmental design. The theory proposes that certain design features, such as real or symbolic barriers to separate public territory from private territory and opportunities for territory owners to observe suspicious activity in their spaces, will increase residents' sense of security and make criminals feel uneasy. It has been used widely to reduce crime in residences, neighbourhoods, and retail stores.

Crowding Definition

- ✓ Environmental psychologists study how human behavior and the physical environment interrelate. Decision making and behavior make an impact on environmental quality—did you walk, bike, drive, or use public transit to get to school today? The physical environment also affects behavior. Crowding illustrates how the physical environment can affect human behavior.
- ✓ Psychologists distinguish between crowding, a psychological construct wherein the amount of space available is less than desired, and purely physical indices of physical

space such as density. Density is typically indexed as people per room or people per square foot. More external density measures like people per acre are less relevant for human well-being. The more immediate experience of the close presence of others, particularly in living and working spaces, matters most.

- ✓ The distinction between psychological and physical perspectives on crowding explains why a high-density social event (e.g., party) is fun, whereas a high-density living or work space can be negative. When you need more space and can't have it, you experience crowding. The most common reaction to crowding is stress, particularly over time and in an important space like home.
- ✓ For example when it is crowded, people typically have negative feelings such as anxiety and frustration about restricted behavioral options. Our choices of what, where, and when we do things are constrained. If these restrictions are experienced repeatedly, crowding can also lead to feelings of helplessness wherein we start to question our own ability to effectively manage the environment. Studies in India and in the United States have found that children and adolescents who live in more crowded homes, independent of socioeconomic status, are less likely to persist on challenging puzzles, giving up sooner than those living under uncrowded conditions.
- ✓ When people experience crowding, their social interactions change. Two results are common: They withdraw from others, creating more psychological space when physical space is limited, and they become more irritable and potentially aggressive. The natural tendency to cope with crowding by social withdrawal may become a characteristic way of interacting with others. For example, one study of college roommates found that when they initially moved in together, the number of people per room in their apartment was unrelated to how much social support they perceived from their housemates. But after 6 months of living together, more crowded undergraduates felt more withdrawn and less social support from their roommates. When these college students were brought into a laboratory to interact with a stranger, they exhibited this same more socially withdrawn style.
- ✓ Furthermore, when the stranger (who was really a confederate working with the experimenter) offered them some emotional support during a stressful experience, the higher the density of the apartment the student lived in, the less likely they were to accept

the stranger's offer of support. Thus, even when in an uncrowded situation, students who had adapted to living under more crowded conditions were more withdrawn and less receptive to offers of social support. Parents in more crowded homes are also less responsive to their children.

How does the environment affects personality ?

Your hereditary traits **affect** your functioning within your **environment**, and your **environment affects** the **development** and expression of your inherited traits. Your **personality development** is also **affected** by your surroundings, **Environmental** factors that **influence personality** will be studied in this chapter.

Personality traits ?

Personality is **influenced** by both biological and environmental factors; culture is one of the most important environmental factors that shapes **personality**. Considering cultural **influences** on **personality** is important because Western ideas and theories are not necessarily applicable to other cultures.

Definition of Environmental Quality:

The environmental quality can be defined as 'level and competition of the stream of all environmental services, except the waste receptor services'. In principle, environmental quality can be measured in terms of the value the people place on these non-waste receptor services or the willingness to pay.

Due to the imperfect market system for environmental quality, no one can fix a price on it. Environmental quality is definitely a consumption public good as it possesses the basic characteristic feature of a public good namely, 'non excludability and non-rivalry'.

The environment as a public good can be used in two ways:

1. It provides consumption goods that can be measured quantitatively, i.e., in physical units.
2. It provides inputs, which are qualitatively valued and used in industrialization. People enjoy all amenities provided by nature at zero costs, but overexploitation of the same has resulted in them becoming scarce. This condition has an adverse effect on the standard of living of the people. Hence, in order to maintain the existing level of environmental quality, people are willing to pay more to improve their welfare and their living condition. Moreover, environmental quality as a public good is meant to be used by all in equal amounts.

Forms of Environmental Quality:

The major forms of the environmental quality can be classified as follows:

1. AIR
2. WATER
3. FOREST
4. LAND, etc.

i. Air as an Environmental Quality:

Atmosphere is the life blanket of the earth, the essential ingredient for all living things. Air covers every part of the two hundred million square miles of the earth's surface. Air is the most commonly used natural resource, which cannot be excluded by any individual and this is the root cause for it being polluted to the core by the people.

Air Pollution:

It is defined as the **“the presence in the outdoor atmosphere of one or more contaminants or combinations thereof, in such quantities and of such duration as may be,**

or may tend to be injurious to human, plant or animal life, or property, or the conduct of business.”

Sources of Air Pollutants:

There are different types of air pollutants. They are classified into primary and secondary pollutants. Primary pollutants are those, which are remitted directly into the atmosphere and the secondary are derived from the primary pollutants due to some chemical reactions in the atmosphere.

The Most Common Sources of Air Pollution:

1. Carbon monoxide released from motor vehicles, engines powered with petroleum derivate used for transportation and heating.
2. Hydrocarbons mostly discharged by motor vehicles and also from exhausts of industrial plants.
3. Nitrogen oxides released by motor vehicles, power plants and industrial establishments.
4. Sulphur oxides released mostly by motor vehicles, power generating plants and industrial units.
5. Particulate matter coming out of power plants, industries and waste disposal.
6. Natural pollutants like pollen, volcanic gases, marsh gases etc.

Effects of Deteriorating Air Quality:

1. On Humans:

Polluted air enters the human body mainly through the respiratory system and pollutants in the air make their access into the throat, lungs and other parts of the respiratory organs. This can cause diseases like bronchitis, tuberculosis, asthma, influenza etc.

2. On Animals:

Polluted air may gain entry through forage crops consumed by the livestock, as the air-borne contaminants accumulate in vegetation and fodder. Fluorides, lead and arsenic pollutants are very injurious to livestock.

3. On Plants:

Air pollution can cause serious damage to plants and vegetation. The damages can manifest in the form of visual injury, such as, yellowing, marking and banding of the leaves resulting in retardation of plant growth and final extinction.

ii. Water as an Environmental Quality:

Water as an environmental quality is very essential for human existence and also for all living organisms. It is necessary for the survival of any form of life. It accounts for about 70% of the weight of human body. But due to rapid increase in the population and fast industrialization most of the water resources are being degraded and polluted.

Water Pollution:

Water is polluted when there is a change in its quality or composition, directly or indirectly as a result of human activities, so that it becomes useless or less suitable for drinking. It may be defined as “any human activity that impairs the use of water as a resource.

The real menace of water pollution arises from sewage, industrial wastes and a wide array of synthetic chemicals being discharged into the water sources like rivers, streams or lakes. Many industries effluents have joined rivers and lakes, which supply water and are degraded by the flora and fauna present in the rivers. A state is reached when the content in the river becomes toxic, unfit for any use.

Classification of Water Pollution:

Water pollution is classified into five broad categories.

1. Organic pollutants:

This can further be classified as:

- (a) Oxygen demanding wastes
- (b) Disease-causing wastes
- (c) Synthetic organic compounds
- (d) Sewage and agriculture run-off and
- (e) Oil pollution.

2. Inorganic pollutants:

Finely divided metals, metal compounds, cyanides, sulphates, nitrates, mineral acids, inorganic salts etc., form inorganic pollutants in water. Various metals and metallic compounds released from anthropogenic activities add up to their natural background levels in water, which play a vital role in biological processes which prove toxic to biota.

3. Suspended solids and sediments:

These pollutants are mainly due to soil erosion. Sediments are mostly contributed by the process of erosion, agricultural development, mining and construction activities. Soil erosion has been one of the major problems in India. Apart from the soil losing its fertility and productivity, the siltation results in reducing the storage capacity of reservoirs.

4. Radioactive materials:

The radioactive water pollutants may arise from mining processing of ores like uranium tailings; use of radioactive isotopes in agricultural, industrial, medical research and applications; radioactive materials due to testing and also use of nuclear weaponry.

5. Heated effluents:

Many industries using water as a coolant, dispose off the waste hot water by returning it into the original water bodies.

Effects of Water Pollution:

In most of the developed countries water-borne diseases are eradicated but not so with the developing countries. Water is a significant vehicle in the transmission of disease when it contains water-borne pathogens or disease producing organisms.

On Industries:

Water pollution may reduce the utility of water for industrial proposes. The range of quality required by the industries is very wide. Cooling water can often be of comparatively low sanitary quality but the presence of waste heat and of corrosive material is undesirable. So polluted water requires high cost for the industries the cost of purifying the water, of repairing damaged equipment or of making extensive adjustments to the industrial processes themselves.

On Agriculture:

Water pollution can greatly affect the productivity of irrigated land. Irrigation itself is a major cause of water pollution. All natural water contains inorganic salts, particularly chloride. As irrigation water evaporates in the field, the salt concentrates in the wet soil. If this is allowed then the fertility would diminish and eventually land would become barren. If this is done with subsequent heavy rainfall then the damage would be less.

On Aquatic Food Resources:

The effects of the water pollution on fisheries are drastic. Fish may be killed by specific toxins or through oxygen depletion. Their breeding is affected due to the change in the temperature and the food may be spoiled through changes in flavor by pathogenic organisms. The best example of the affect of the water pollution on aquatic life is the “minamata tragedy” where nearly forty people died after eating the fish caught in Japan’s minamata bay.

Control of Water Pollution:

The water pollution can be controlled only by the treatment of the effluents discharged by the industries and treating the sewage by providing for more sewage treatment plants. This sewage treatment proceeds in three stages. At first through mechanical and biological process the solid wastes and the organic matters are removed. Virtually all the remaining pollutants are removed in the tertiary stage. But for complete removal of pollutants more advanced treatments are used.

They are:

- Chemical coagulation method
- Chemical oxidation method
- Carbon absorption method
- Ion exchange method
- Electro dialysis and
- Reverse osmosis.

With all these methods the water pollution can only be controlled when all the human beings realize their moral responsibility towards protecting water.

iii. Forests as an Environmental Quality:

Forest is a peculiar organism of unlimited kindness and benevolence. It makes no demand from the human beings but supplies the product for their life and activity, they help mankind as producers and as custodians of favourable environmental conditions. They provide food, fuel, fibre, building material, industrial products, packaging materials, textiles and clothing as well.

Destruction and Deforestation:

Apart from the services rendered by the forest it is destroyed for economic development and growth, all over the world. Deforestation is taking place at a faster speed.

The principal causes of deforestation are:

1. Logging and timbering, as an industry.
2. Overgrazing by cattle.
3. Clearing land for colonization and urban development.
4. Clearing land for cultivation and pasture.
5. Natural forest fires.
6. Felling of trees for fuel.

Effects of Deforestation:

On Climate:

Forest helps to maintain the temperature at a low level and prevent it from rising. A portion of the solar radiation is reflected back into the space by earth's atmosphere. The rest reaches the surface of the earth as much is not absorbed by the atmosphere. The forest present on earth will reflect back a portion of sunrays again into the outer space and we call it as the

“albedo”. In the absence of forest, the entire heat that is not absorbed by the atmosphere strikes the earth’s surface, leading to a rise in atmospheric temperature.

But if forest cover would be thick and wide, this heat would be absorbed and the rise in temperature is prevented. Sometimes the ultra-violet- rays are absorbed by the ozone layer. But due to certain pollutants like chlorofluorocarbons, a hole is formed in the layer. Under such conditions the forests would serve as a natural filter of the ultra-violet- rays which threaten the health of the people.

On Soil:

Forests protect soil and deforestation can cause soil erosion. When trees are felled and the root-mat is destroyed, the soil is subject to erosion by the full force of the rains. Heavy rain removes nutrients by washing away the thin top layer of soil and by leaching nutrients deep into the sub-soil thus making it unavailable to plant roots. Forest is the home for a large variety of animals and deforestation would lead to extinction of the species. Since forests exert a tremendous influence in maintaining ecological balance, they need to be preserved. Afforestation projects should be given more priority.

iv. Land as an Environmental Quality:

- Land is a distinctly limited resource, which is central to all human’s needs and activities. It provides a foundation for all economic activities and a base for all natural resources. Without it, we would be flying in the air. In simple words, land can be referred as earth’s surface, on which all types of human activities are possible.
- Land has been used for agricultural activities like irrigation, ploughing, sowing etc. It has been used for urbanization and housing purposes. It is the base for industrialization. Man depends on land for transport. Land, being covered by forests, mountains and deserts is also source of energy. Hence, land is also known to be a part of environmental quality.
- Increase in population and overexploitation of resources has resulted in land abuse. The present rate of growth of population would leave people fighting with each other for land. Land’s productivity depends on soil types and its fertility.

- But man has been destroying forests for wood, which is major source of fire and shelter, and also for space for habitation. This process of deforestation would lead to soil erosion resulting in the reduction of soil fertility, which in turn would have adverse effects on agricultural production.
- Attempts to increase food production to meet needs of the ever-growing population, overgrazing by cattle, irrigation schemes without proper drainage system and the single cropping method of cultivation are other causes of decrease in land fertility.
- Thus, it is important to realize the need to protect land from becoming a desert and to prevent a condition of draught. An efficient afforestation policy in order to conserve forests, enforcing laws to regulate the use of urban land, proper control measures to prevent unnecessary encroachment of agricultural land, are some of the measures to be adapted by the state and central governments to protect land from becoming an arid zone.

Sources of Air Pollutants:

There are different types of air pollutants. They are classified into primary and secondary pollutants. Primary pollutants are those, which are remitted directly into the atmosphere and the secondary are derived from the primary pollutants due to some chemical reactions in the atmosphere.

The Most Common Sources of Air Pollution:

1. Carbon monoxide released from motor vehicles, engines powered with petroleum derivate used for transportation and heating.
2. Hydrocarbons mostly discharged by motor vehicles and also from exhausts of industrial plants.
3. Nitrogen oxides released by motor vehicles, power plants and industrial establishments.
4. Sulphur oxides released mostly by motor vehicles, power generating plants and industrial units.

5. Particulate matter coming out of power plants, industries and waste disposal.

6. Natural pollutants like pollen, volcanic gases, marsh gases etc.

Effects of Deteriorating Air Quality:

1. On Humans:

Polluted air enters the human body mainly through the respiratory system and pollutants in the air make their access into the throat, lungs and other parts of the respiratory organs. This can cause diseases like bronchitis, tuberculosis, asthma, influenza etc.

2. On Animals:

Polluted air may gain entry through forage crops consumed by the livestock, as the air-borne contaminants accumulate in vegetation and fodder. Fluorides, lead and arsenic pollutants are very injurious to livestock.

3. On Plants:

Air pollution can cause serious damage to plants and vegetation. The damages can manifest in the form of visual injury, such as, yellowing, marking and banding of the leaves resulting in retardation of plant growth and final extinction.

ii. Water as an Environmental Quality:

Water as an environmental quality is very essential for human existence and also for all living organisms. It is necessary for the survival of any form of life. It accounts for about 70% of the weight of human body. But due to rapid increase in the population and fast industrialization most of the water resources are being degraded and polluted.

Water Pollution:

Water is polluted when there is a change in its quality or composition, directly or indirectly as a result of human activities, so that it becomes useless or less suitable for drinking. It may be defined as “any human activity that impairs the use of water as a resource.

The real menace of water pollution arises from sewage, industrial wastes and a wide array of synthetic chemicals being discharged into the water sources like rivers, streams or lakes. Many industries effluents have joined rivers and lakes, which supply water and are degraded by the flora and fauna present in the rivers. A state is reached when the content in the river becomes toxic, unfit for any use.

Classification of Water Pollution:

Water pollution is classified into five broad categories.

1. Organic pollutants:

This can further be classified as:

- (a) Oxygen demanding wastes
- (b) Disease-causing wastes
- (c) Synthetic organic compounds
- (d) Sewage and agriculture run-off and
- (e) Oil pollution.

2. Inorganic pollutants:

Finely divided metals, metal compounds, cyanides, sulphates, nitrates, mineral acids, inorganic salts etc., form inorganic pollutants in water. Various metals and metallic compounds

released from anthropogenic activities add up to their natural background levels in water, which play a vital role in biological processes which prove toxic to biota.

3. Suspended solids and sediments:

These pollutants are mainly due to soil erosion. Sediments are mostly contributed by the process of erosion, agricultural development, mining and construction activities. Soil erosion has been one of the major problems in India. Apart from the soil losing its fertility and productivity, the siltation results in reducing the storage capacity of reservoirs.

4. Radioactive materials:

The radioactive water pollutants may arise from mining processing of ores like uranium tailings; use of radioactive isotopes in agricultural, industrial, medical research and applications; radioactive materials due to testing and also use of nuclear weaponry.

5. Heated effluents:

Many industries using water as a coolant, dispose off the waste hot water by returning it into the original water bodies.

Effects of Water Pollution:

In most of the developed countries water-borne diseases are eradicated but not so with the developing countries. Water is a significant vehicle in the transmission of disease when it contains water-borne pathogens or disease producing organisms.

On Industries:

Water pollution may reduce the utility of water for industrial purposes. The range of quality required by the industries is very wide. Cooling water can often be of comparatively low sanitary quality but the presence of waste heat and of corrosive material is undesirable.

So polluted water requires high cost for the industries the cost of purifying the water, of repairing damaged equipment or of making extensive adjustments to the industrial processes themselves.

On Agriculture:

Water pollution can greatly affect the productivity of irrigated land. Irrigation itself is a major cause of water pollution. All natural water contains inorganic salts, particularly chloride. As irrigation water evaporates in the field, the salt concentrates in the wet soil. If this is allowed then the fertility would diminish and eventually land would become barren. If this is done with subsequent heavy rainfall then the damage would be less.

On Aquatic Food Resources:

The effects of the water pollution on fisheries are drastic. Fish may be killed by specific toxins or through oxygen depletion. Their breeding is affected due to the change in the temperature and the food may be spoiled through changes in flavor by pathogenic organisms. The best example of the affect of the water pollution on aquatic life is the “minamata tragedy” where nearly forty people died after eating the fish caught in Japan’s minamata bay.

Control of Water Pollution:

The water pollution can be controlled only by the treatment of the effluents discharged by the industries and treating the sewage by providing for more sewage treatment plants. This sewage treatment proceeds in three stages. At first through mechanical and biological process the solid wastes and the organic matters are removed. Virtually all the remaining pollutants are removed in the tertiary stage. But for complete removal of pollutants more advanced treatments are used.

They are:

1. Chemical coagulation method
2. Chemical oxidation method
3. Carbon absorption method
4. Ion exchange method
5. Electro dialysis and
6. Reverse osmosis.

With all these methods the water pollution can only be controlled when all the human beings realize their moral responsibility towards protecting water.

iii. Forests as an Environmental Quality:

Forest is a peculiar organism of unlimited kindness and benevolence. It makes no demand from the human beings but supplies the product for their life and activity, they help mankind as producers and as custodians of favourable environmental conditions. They provide food, fuel, fibre, building material, industrial products, packaging materials, textiles and clothing as well.

Destruction and Deforestation:

Apart from the services rendered by the forest it is destroyed for economic development and growth, all over the world. Deforestation is taking place at a faster speed.

The principal causes of deforestation are:

1. Logging and timbering, as an industry.
2. Overgrazing by cattle.

3. Clearing land for colonization and urban development.
4. Clearing land for cultivation and pasture.
5. Natural forest fires.
6. Felling of trees for fuel.

Effects of Deforestation:

On Climate:

Forest helps to maintain the temperature at a low level and prevent it from rising. A portion of the solar radiation is reflected back into the space by earth's atmosphere. The rest reaches the surface of the earth as much is not absorbed by the atmosphere. The forest present on earth will reflect back a portion of sunrays again into the outer space and we call it as the "albedo". In the absence of forest, the entire heat that is not absorbed by the atmosphere strikes the earth's surface, leading to a rise in atmospheric temperature. But if forest cover would be thick and wide, this heat would be absorbed and the rise in temperature is prevented. Sometimes the ultra-violet- rays are absorbed by the ozone layer. But due to certain pollutants like chlorofluorocarbons, a hole is formed in the layer. Under such conditions the forests would serve as a natural filter of the ultra-violet- rays which threaten the health of the people.

On Soil:

Forests protect soil and deforestation can cause soil erosion. When trees are felled and the root-mat is destroyed, the soil is subject to erosion by the full force of the rains. Heavy rain removes nutrients by washing away the thin top layer of soil and by leaching nutrients deep into the sub-soil thus making it unavailable to plant roots. Forest is the home for a large variety of animals and deforestation would lead to extinction of the species. Since forests exert a tremendous influence in maintaining ecological balance, they need to be preserved. Afforestation projects should be given more priority.

iv. Land as an Environmental Quality:

Land is a distinctly limited resource, which is central to all human's needs and activities. It provides a foundation for all economic activities and a base for all natural resources. Without it, we would be flying in the air. In simple words, land can be referred as earth's surface, on which all types of human activities are possible. Land has been used for agricultural activities like irrigation, ploughing, sowing etc. It has been used for urbanization and housing purposes. It is the base for industrialization. Man depends on land for transport. Land, being covered by forests, mountains and deserts is also source of energy. Hence, land is also known to be a part of environmental quality.

Increase in population and overexploitation of resources has resulted in land abuse. The present rate of growth of population would leave people fighting with each other for land. Land's productivity depends on soil types and its fertility.

But man has been destroying forests for wood, which is major source of fire and shelter, and also for space for habitation. This process of deforestation would lead to soil erosion resulting in the reduction of soil fertility, which in turn would have adverse effects on agricultural production.

Attempts to increase food production to meet needs of the ever-growing population, overgrazing by cattle, irrigation schemes without proper drainage system and the single cropping method of cultivation are other causes of decrease in land fertility.

Thus, it is important to realize the need to protect land from becoming a desert and to prevent a condition of draught. An efficient afforestation policy in order to conserve forests, enforcing laws to regulate the use of urban land, proper control measures to prevent unnecessary encroachment of agricultural land, are some of the measures to be adapted by the state and central governments to protect land from becoming an arid zone.

Sources of Air Pollutants:

There are different types of air pollutants. They are classified into primary and secondary pollutants. Primary pollutants are those, which are remitted directly into the atmosphere and the secondary are derived from the primary pollutants due to some chemical reactions in the atmosphere.

The Most Common Sources of Air Pollution:

1. Carbon monoxide released from motor vehicles, engines powered with petroleum derivate used for transportation and heating.
2. Hydrocarbons mostly discharged by motor vehicles and also from exhausts of industrial plants.
3. Nitrogen oxides released by motor vehicles, power plants and industrial establishments.
4. Sulphur oxides released mostly by motor vehicles, power generating plants and industrial units.
5. Particulate matter coming out of power plants, industries and waste disposal.
6. Natural pollutants like pollen, volcanic gases, marsh gases etc.

Effects of Deteriorating Air Quality:

1. On Humans:

Polluted air enters the human body mainly through the respiratory system and pollutants in the air make their access into the throat, lungs and other parts of the respiratory organs. This can cause diseases like bronchitis, tuberculosis, asthma, influenza etc.

2. On Animals:

Polluted air may gain entry through forage crops consumed by the livestock, as the air-borne contaminants accumulate in vegetation and fodder. Fluorides, lead and arsenic pollutants are very injurious to livestock.

3. On Plants:

Air pollution can cause serious damage to plants and vegetation. The damages can manifest in the form of visual injury, such as, yellowing, marking and banding of the leaves resulting in retardation of plant growth and final extinction.

ii. Water as an Environmental Quality:

Water as an environmental quality is very essential for human existence and also for all living organisms. It is necessary for the survival of any form of life. It accounts for about 70% of the weight of human body. But due to rapid increase in the population and fast industrialization most of the water resources are being degraded and polluted.

Water Pollution:

Water is polluted when there is a change in its quality or composition, directly or indirectly as a result of human activities, so that it becomes useless or less suitable for drinking. It may be defined as “any human activity that impairs the use of water as a resource. The real menace of water pollution arises from sewage, industrial wastes and a wide array of synthetic chemicals being discharged into the water sources like rivers, streams or lakes. Many industries effluents have joined rivers and lakes, which supply water and are degraded by the flora and fauna present in the rivers. A state is reached when the content in the river becomes toxic, unfit for any use.

Classification of Water Pollution:

Water pollution is classified into five broad categories.

1. Organic pollutants:

This can further be classified as:

- (a) Oxygen demanding wastes
- (b) Disease-causing wastes
- (c) Synthetic organic compounds
- (d) Sewage and agriculture run-off and
- (e) Oil pollution.

2. Inorganic pollutants:

Finely divided metals, metal compounds, cyanides, sulphates, nitrates, mineral acids, inorganic salts etc., form inorganic pollutants in water. Various metals and metallic compounds released from anthropogenic activities add up to their natural background levels in water, which play a vital role in biological processes which prove toxic to biota.

3. Suspended solids and sediments:

These pollutants are mainly due to soil erosion. Sediments are mostly contributed by the process of erosion, agricultural development, mining and construction activities. Soil erosion has been one of the major problems in India. Apart from the soil losing its fertility and productivity, the siltation results in reducing the storage capacity of reservoirs.

4. Radioactive materials:

The radioactive water pollutants may arise from mining processing of ores like uranium tailings; use of radioactive isotopes in agricultural, industrial, medical research and applications; radioactive materials due to testing and also use of nuclear weaponry.

5. Heated effluents:

Many industries using water as a coolant, dispose off the waste hot water by returning it into the original water bodies.

Effects of Water Pollution:

In most of the developed countries water-borne diseases are eradicated but not so with the developing countries. Water is a significant vehicle in the transmission of disease when it contains water-borne pathogens or disease producing organisms.

On Industries:

Water pollution may reduce the utility of water for industrial proposes. The range of quality required by the industries is very wide. Cooling water can often be of comparatively low sanitary quality but the presence of waste heat and of corrosive material is undesirable. So polluted water requires high cost for the industries the cost of purifying the water, of repairing damaged equipment or of making extensive adjustments to the industrial processes themselves.

On Agriculture:

Water pollution can greatly affect the productivity of irrigated land. Irrigation itself is a major cause of water pollution. All natural water contains inorganic salts, particularly chloride. As irrigation water evaporates in the field, the salt concentrates in the wet soil. If this is allowed then the fertility would diminish and eventually land would become barren. If this is done with subsequent heavy rainfall then the damage would be less.

On Aquatic Food Resources:

The effects of the water pollution on fisheries are drastic. Fish may be killed by specific toxins or through oxygen depletion. Their breeding is affected due to the change in the temperature and the food may be spoiled through changes in flavor by pathogenic organisms. The best example of the affect of the water pollution on aquatic life is the “minamata tragedy” where nearly forty people died after eating the fish caught in Japan’s minamata bay.

Control of Water Pollution:

The water pollution can be controlled only by the treatment of the effluents discharged by the industries and treating the sewage by providing for more sewage treatment plants. This sewage treatment proceeds in three stages. At first through mechanical and biological process the solid wastes and the organic matters are removed. Virtually all the remaining pollutants are removed in the tertiary stage. But for complete removal of pollutants more advanced treatments are used.

They are:

1. Chemical coagulation method
2. Chemical oxidation method
3. Carbon absorption method
4. Ion exchange method
5. Electro dialysis and
6. Reverse osmosis.

With all these methods the water pollution can only be controlled when all the human beings realize their moral responsibility towards protecting water.

iii. Forests as an Environmental Quality:

Forest is a peculiar organism of unlimited kindness and benevolence. It makes no demand from the human beings but supplies the product for their life and activity, they help mankind as producers and as custodians of favourable environmental conditions. They provide food, fuel, fibre, building material, industrial products, packaging materials, textiles and clothing as well.

Destruction and Deforestation:

Apart from the services rendered by the forest it is destroyed for economic development and growth, all over the world. Deforestation is taking place at a faster speed.

The principal causes of deforestation are:

1. Logging and timbering, as an industry.
2. Overgrazing by cattle.
3. Clearing land for colonization and urban development.
4. Clearing land for cultivation and pasture.
5. Natural forest fires.
6. Felling of trees for fuel.

Effects of Deforestation:

On Climate:

Forest helps to maintain the temperature at a low level and prevent it from rising. A portion of the solar radiation is reflected back into the space by earth's atmosphere. The rest reaches the surface of the earth as much is not absorbed by the atmosphere.

The forest present on earth will reflect back a portion of sunrays again into the outer space and we call it as the “albedo”. In the absence of forest, the entire heat that is not absorbed by the atmosphere strikes the earth’s surface, leading to a rise in atmospheric temperature. But if forest cover would be thick and wide, this heat would be absorbed and the rise in temperature is prevented. Sometimes the ultra-violet- rays are absorbed by the ozone layer. But due to certain pollutants like chlorofluorocarbons, a hole is formed in the layer. Under such conditions the forests would serve as a natural filter of the ultra-violet- rays which threaten the health of the people.

On Soil:

Forests protect soil and deforestation can cause soil erosion. When trees are felled and the root-mat is destroyed, the soil is subject to erosion by the full force of the rains. Heavy rain removes nutrients by washing away the thin top layer of soil and by leaching nutrients deep into the sub-soil thus making it unavailable to plant roots. Forest is the home for a large variety of animals and deforestation would lead to extinction of the species. Since forests exert a tremendous influence in maintaining ecological balance, they need to be preserved. Afforestation projects should be given more priority.

iv. Land as an Environmental Quality:

- Land is a distinctly limited resource, which is central to all human’s needs and activities. It provides a foundation for all economic activities and a base for all natural resources. Without it, we would be flying in the air. In simple words, land can be referred as earth’s surface, on which all types of human activities are possible.
- Land has been used for agricultural activities like irrigation, ploughing, sowing etc. It has been used for urbanization and housing purposes. It is the base for industrialization. Man depends on land for transport. Land, being covered by forests, mountains and deserts is also source of energy. Hence, land is also known to be a part of environmental quality.
- Increase in population and overexploitation of resources has resulted in land abuse. The present rate of growth of population would leave people fighting with each other for land. Land’s productivity depends on soil types and its fertility.

- But man has been destroying forests for wood, which is major source of fire and shelter, and also for space for habitation. This process of deforestation would lead to soil erosion resulting in the reduction of soil fertility, which in turn would have adverse effects on agricultural production.
- Attempts to increase food production to meet needs of the ever-growing population, overgrazing by cattle, irrigation schemes without proper drainage system and the single cropping method of cultivation are other causes of decrease in land fertility.
- Thus, it is important to realize the need to protect land from becoming a desert and to prevent a condition of draught. An efficient afforestation policy in order to conserve forests, enforcing laws to regulate the use of urban land, proper control measures to prevent unnecessary encroachment of agricultural land, are some of the measures to be adapted by the state and central governments to protect land from becoming an arid zone.

Sources of Air Pollutants:

There are different types of air pollutants. They are classified into primary and secondary pollutants. Primary pollutants are those, which are remitted directly into the atmosphere and the secondary are derived from the primary pollutants due to some chemical reactions in the atmosphere.

The Most Common Sources of Air Pollution:

1. Carbon monoxide released from motor vehicles, engines powered with petroleum derivate used for transportation and heating.
2. Hydrocarbons mostly discharged by motor vehicles and also from exhausts of industrial plants.
3. Nitrogen oxides released by motor vehicles, power plants and industrial establishments.
4. Sulphur oxides released mostly by motor vehicles, power generating plants and industrial units.

5. Particulate matter coming out of power plants, industries and waste disposal.

6. Natural pollutants like pollen, volcanic gases, marsh gases etc.

Effects of Deteriorating Air Quality:

1. On Humans:

Polluted air enters the human body mainly through the respiratory system and pollutants in the air make their access into the throat, lungs and other parts of the respiratory organs. This can cause diseases like bronchitis, tuberculosis, asthma, influenza etc.

2. On Animals:

Polluted air may gain entry through forage crops consumed by the livestock, as the air-borne contaminants accumulate in vegetation and fodder. Fluorides, lead and arsenic pollutants are very injurious to livestock.

3. On Plants:

Air pollution can cause serious damage to plants and vegetation. The damages can manifest in the form of visual injury, such as, yellowing, marking and banding of the leaves resulting in retardation of plant growth and final extinction.

ii. Water as an Environmental Quality:

Water as an environmental quality is very essential for human existence and also for all living organisms. It is necessary for the survival of any form of life. It accounts for about 70% of the weight of human body. But due to rapid increase in the population and fast industrialization most of the water resources are being degraded and polluted.

Water Pollution:

Water is polluted when there is a change in its quality or composition, directly or indirectly as a result of human activities, so that it becomes useless or less suitable for drinking. It may be defined as “any human activity that impairs the use of water as a resource. The real menace of water pollution arises from sewage, industrial wastes and a wide array of synthetic chemicals being discharged into the water sources like rivers, streams or lakes. Many industries effluents have joined rivers and lakes, which supply water and are degraded by the flora and fauna present in the rivers. A state is reached when the content in the river becomes toxic, unfit for any use.

Classification of Water Pollution:

Water pollution is classified into five broad categories.

1. Organic pollutants:

This can further be classified as:

- (a) Oxygen demanding wastes
- (b) Disease-causing wastes
- (c) Synthetic organic compounds
- (d) Sewage and agriculture run-off and
- (e) Oil pollution.

2. Inorganic pollutants:

Finely divided metals, metal compounds, cyanides, sulphates, nitrates, mineral acids, inorganic salts etc., form inorganic pollutants in water. Various metals and metallic compounds

released from anthropogenic activities add up to their natural background levels in water, which play a vital role in biological processes which prove toxic to biota.

3. Suspended solids and sediments:

These pollutants are mainly due to soil erosion. Sediments are mostly contributed by the process of erosion, agricultural development, mining and construction activities. Soil erosion has been one of the major problems in India. Apart from the soil losing its fertility and productivity, the siltation results in reducing the storage capacity of reservoirs.

4. Radioactive materials:

The radioactive water pollutants may arise from mining processing of ores like uranium tailings; use of radioactive isotopes in agricultural, industrial, medical research and applications; radioactive materials due to testing and also use of nuclear weaponry.

5. Heated effluents:

Many industries using water as a coolant, dispose off the waste hot water by returning it into the original water bodies.

Effects of Water Pollution:

In most of the developed countries water-borne diseases are eradicated but not so with the developing countries. Water is a significant vehicle in the transmission of disease when it contains water-borne pathogens or disease producing organisms.

On Industries:

Water pollution may reduce the utility of water for industrial purposes. The range of quality required by the industries is very wide. Cooling water can often be of comparatively low sanitary quality but the presence of waste heat and of corrosive material is undesirable.

So polluted water requires high cost for the industries the cost of purifying the water, of repairing damaged equipment or of making extensive adjustments to the industrial processes themselves.

On Agriculture:

Water pollution can greatly affect the productivity of irrigated land. Irrigation itself is a major cause of water pollution. All natural water contains inorganic salts, particularly chloride. As irrigation water evaporates in the field, the salt concentrates in the wet soil. If this is allowed then the fertility would diminish and eventually land would become barren. If this is done with subsequent heavy rainfall then the damage would be less.

On Aquatic Food Resources:

The effects of the water pollution on fisheries are drastic. Fish may be killed by specific toxins or through oxygen depletion. Their breeding is affected due to the change in the temperature and the food may be spoiled through changes in flavor by pathogenic organisms. The best example of the affect of the water pollution on aquatic life is the “minamata tragedy” where nearly forty people died after eating the fish caught in Japan’s minamata bay.

Control of Water Pollution:

The water pollution can be controlled only by the treatment of the effluents discharged by the industries and treating the sewage by providing for more sewage treatment plants. This sewage treatment proceeds in three stages. At first through mechanical and biological process the solid wastes and the organic matters are removed. Virtually all the remaining pollutants are removed in the tertiary stage. But for complete removal of pollutants more advanced treatments are used.

They are:

1. Chemical coagulation method
2. Chemical oxidation method

3. Carbon absorption method

4. Ion exchange method

5. Electro dialysis and

6. Reverse osmosis.

With all these methods the water pollution can only be controlled when all the human beings realize their moral responsibility towards protecting water.

iii. Forests as an Environmental Quality:

Forest is a peculiar organism of unlimited kindness and benevolence. It makes no demand from the human beings but supplies the product for their life and activity, they help mankind as producers and as custodians of favourable environmental conditions. They provide food, fuel, fibre, building material, industrial products, packaging materials, textiles and clothing as well.

Destruction and Deforestation:

Apart from the services rendered by the forest it is destroyed for economic development and growth, all over the world. Deforestation is taking place at a faster speed.

The principal causes of deforestation are:

1. Logging and timbering, as an industry.
2. Overgrazing by cattle.
3. Clearing land for colonization and urban development.
4. Clearing land for cultivation and pasture.
5. Natural forest fires.

6. Felling of trees for fuel.

Effects of Deforestation:

On Climate:

Forest helps to maintain the temperature at a low level and prevent it from rising. A portion of the solar radiation is reflected back into the space by earth's atmosphere. The rest reaches the surface of the earth as much is not absorbed by the atmosphere. The forest present on earth will reflect back a portion of sunrays again into the outer space and we call it as the "albedo". In the absence of forest, the entire heat that is not absorbed by the atmosphere strikes the earth's surface, leading to a rise in atmospheric temperature. But if forest cover would be thick and wide, this heat would be absorbed and the rise in temperature is prevented. Sometimes the ultra-violet- rays are absorbed by the ozone layer. But due to certain pollutants like chlorofluorocarbons, a hole is formed in the layer. Under such conditions the forests would serve as a natural filter of the ultra-violet- rays which threaten the health of the people.

On Soil:

Forests protect soil and deforestation can cause soil erosion. When trees are felled and the root-mat is destroyed, the soil is subject to erosion by the full force of the rains. Heavy rain removes nutrients by washing away the thin top layer of soil and by leaching nutrients deep into the sub-soil thus making it unavailable to plant roots. Forest is the home for a large variety of animals and deforestation would lead to extinction of the species. Since forests exert a tremendous influence in maintaining ecological balance, they need to be preserved. Afforestation projects should be given more priority.

***iv.* Land as an Environmental Quality:**

Land is a distinctly limited resource, which is central to all human's needs and activities. It provides a foundation for all economic activities and a base for all natural resources. Without it, we would be flying in the air. In simple words, land can be referred as earth's surface, on

which all types of human activities are possible. Land has been used for agricultural activities like irrigation, ploughing, sowing etc. It has been used for urbanization and housing purposes. It is the base for industrialization. Man depends on land for transport. Land, being covered by forests, mountains and deserts is also source of energy. Hence, land is also known to be a part of environmental quality. Increase in population and overexploitation of resources has resulted in land abuse. The present rate of growth of population would leave people fighting with each other for land. Land's productivity depends on soil types and its fertility.

But man has been destroying forests for wood, which is major source of fire and shelter, and also for space for habitation. This process of deforestation would lead to soil erosion resulting in the reduction of soil fertility, which in turn would have adverse effects on agricultural production.

Attempts to increase food production to meet needs of the ever-growing population, overgrazing by cattle, irrigation schemes without proper drainage system and the single cropping method of cultivation are other causes of decrease in land fertility.

Thus, it is important to realize the need to protect land from becoming a desert and to prevent a condition of draught. An efficient afforestation policy in order to conserve forests, enforcing laws to regulate the use of urban land, proper control measures to prevent unnecessary encroachment of agricultural land, are some of the measures to be adapted by the state and central governments to protect land from becoming an arid zone.

Sources of Air Pollutants:

There are different types of air pollutants. They are classified into primary and secondary pollutants. Primary pollutants are those, which are remitted directly into the atmosphere and the secondary are derived from the primary pollutants due to some chemical reactions in the atmosphere.

The Most Common Sources of Air Pollution:

1. Carbon monoxide released from motor vehicles, engines powered with petroleum derivate used for transportation and heating.

2. Hydrocarbons mostly discharged by motor vehicles and also from exhausts of industrial plants.
3. Nitrogen oxides released by motor vehicles, power plants and industrial establishments.
4. Sulphur oxides released mostly by motor vehicles, power generating plants and industrial units.
5. Particulate matter coming out of power plants, industries and waste disposal.
6. Natural pollutants like pollen, volcanic gases, marsh gases etc.

Effects of Deteriorating Air Quality:

1. On Humans:

Polluted air enters the human body mainly through the respiratory system and pollutants in the air make their access into the throat, lungs and other parts of the respiratory organs. This can cause diseases like bronchitis, tuberculosis, asthma, influenza etc.

2. On Animals:

Polluted air may gain entry through forage crops consumed by the livestock, as the air-borne contaminants accumulate in vegetation and fodder. Fluorides, lead and arsenic pollutants are very injurious to livestock.

3. On Plants:

Air pollution can cause serious damage to plants and vegetation. The damages can manifest in the form of visual injury, such as, yellowing, marking and banding of the leaves resulting in retardation of plant growth and final extinction.

ii. Water as an Environmental Quality:

Water as an environmental quality is very essential for human existence and also for all living organisms. It is necessary for the survival of any form of life. It accounts for about 70% of the weight of human body. But due to rapid increase in the population and fast industrialization most of the water resources are being degraded and polluted.

Water Pollution:

Water is polluted when there is a change in its quality or composition, directly or indirectly as a result of human activities, so that it becomes useless or less suitable for drinking. It may be defined as “any human activity that impairs the use of water as a resource. The real menace of water pollution arises from sewage, industrial wastes and a wide array of synthetic chemicals being discharged into the water sources like rivers, streams or lakes. Many industries effluents have joined rivers and lakes, which supply water and are degraded by the flora and fauna present in the rivers. A state is reached when the content in the river becomes toxic, unfit for any use.

Classification of Water Pollution:

Water pollution is classified into five broad categories.

1. Organic pollutants:

This can further be classified as:

- (a) Oxygen demanding wastes
- (b) Disease-causing wastes
- (c) Synthetic organic compounds
- (d) Sewage and agriculture run-off and

(e) Oil pollution.

2. Inorganic pollutants:

Finely divided metals, metal compounds, cyanides, sulphates, nitrates, mineral acids, inorganic salts etc., form inorganic pollutants in water. Various metals and metallic compounds released from anthropogenic activities add up to their natural background levels in water, which play a vital role in biological processes which prove toxic to biota.

3. Suspended solids and sediments:

These pollutants are mainly due to soil erosion. Sediments are mostly contributed by the process of erosion, agricultural development, mining and construction activities. Soil erosion has been one of the major problems in India. Apart from the soil losing its fertility and productivity, the siltation results in reducing the storage capacity of reservoirs.

4. Radioactive materials:

The radioactive water pollutants may arise from mining processing of ores like uranium tailings; use of radioactive isotopes in agricultural, industrial, medical research and applications; radioactive materials due to testing and also use of nuclear weaponry.

5. Heated effluents:

Many industries using water as a coolant, dispose off the waste hot water by returning it into the original water bodies.

Effects of Water Pollution:

In most of the developed countries water-borne diseases are eradicated but not so with the developing countries. Water is a significant vehicle in the transmission of disease when it contains water-borne pathogens or disease producing organisms.

On Industries:

Water pollution may reduce the utility of water for industrial purposes. The range of quality required by the industries is very wide. Cooling water can often be of comparatively low sanitary quality but the presence of waste heat and of corrosive material is undesirable. So polluted water requires high cost for the industries the cost of purifying the water, of repairing damaged equipment or of making extensive adjustments to the industrial processes themselves.

On Agriculture:

Water pollution can greatly affect the productivity of irrigated land. Irrigation itself is a major cause of water pollution. All natural water contains inorganic salts, particularly chloride. As irrigation water evaporates in the field, the salt concentrates in the wet soil. If this is allowed then the fertility would diminish and eventually land would become barren. If this is done with subsequent heavy rainfall then the damage would be less.

On Aquatic Food Resources:

The effects of the water pollution on fisheries are drastic. Fish may be killed by specific toxins or through oxygen depletion. Their breeding is affected due to the change in the temperature and the food may be spoiled through changes in flavor by pathogenic organisms. The best example of the affect of the water pollution on aquatic life is the “minamata tragedy” where nearly forty people died after eating the fish caught in Japan’s minamata bay.

Control of Water Pollution:

The water pollution can be controlled only by the treatment of the effluents discharged by the industries and treating the sewage by providing for more sewage treatment plants. This sewage treatment proceeds in three stages. At first through mechanical and biological process the solid wastes and the organic matters are removed. Virtually all the remaining pollutants are removed in the tertiary stage. But for complete removal of pollutants more advanced treatments are used.

They are:

1. Chemical coagulation method
2. Chemical oxidation method
3. Carbon absorption method
4. Ion exchange method
5. Electro dialysis and
6. Reverse osmosis.

With all these methods the water pollution can only be controlled when all the human beings realize their moral responsibility towards protecting water.

iii. Forests as an Environmental Quality:

Forest is a peculiar organism of unlimited kindness and benevolence. It makes no demand from the human beings but supplies the product for their life and activity, they help mankind as producers and as custodians of favourable environmental conditions. They provide food, fuel, fibre, building material, industrial products, packaging materials, textiles and clothing as well.

Destruction and Deforestation:

Apart from the services rendered by the forest it is destroyed for economic development and growth, all over the world. Deforestation is taking place at a faster speed.

The principal causes of deforestation are:

1. Logging and timbering, as an industry.
2. Overgrazing by cattle.

3. Clearing land for colonization and urban development.

4. Clearing land for cultivation and pasture.

5. Natural forest fires.

6. Felling of trees for fuel.

Effects of Deforestation:

On Climate:

Forest helps to maintain the temperature at a low level and prevent it from rising. A portion of the solar radiation is reflected back into the space by earth's atmosphere. The rest reaches the surface of the earth as much is not absorbed by the atmosphere. The forest present on earth will reflect back a portion of sunrays again into the outer space and we call it as the "albedo". In the absence of forest, the entire heat that is not absorbed by the atmosphere strikes the earth's surface, leading to a rise in atmospheric temperature. But if forest cover would be thick and wide, this heat would be absorbed and the rise in temperature is prevented. Sometimes the ultra-violet- rays are absorbed by the ozone layer. But due to certain pollutants like chlorofluorocarbons, a hole is formed in the layer. Under such conditions the forests would serve as a natural filter of the ultra-violet- rays which threaten the health of the people.

On Soil:

Forests protect soil and deforestation can cause soil erosion. When trees are felled and the root-mat is destroyed, the soil is subject to erosion by the full force of the rains. Heavy rain removes nutrients by washing away the thin top layer of soil and by leaching nutrients deep into the sub-soil thus making it unavailable to plant roots. Forest is the home for a large variety of animals and deforestation would lead to extinction of the species. Since forests exert a tremendous influence in maintaining ecological balance, they need to be preserved. Afforestation projects should be given more priority.

iv. Land as an Environmental Quality:

Land is a distinctly limited resource, which is central to all human's needs and activities. It provides a foundation for all economic activities and a base for all natural resources. Without it, we would be flying in the air. In simple words, land can be referred as earth's surface, on which all types of human activities are possible. Land has been used for agricultural activities like irrigation, ploughing, sowing etc. It has been used for urbanization and housing purposes. It is the base for industrialization. Man depends on land for transport. Land, being covered by forests, mountains and deserts is also source of energy. Hence, land is also known to be a part of environmental quality. Increase in population and overexploitation of resources has resulted in land abuse. The present rate of growth of population would leave people fighting with each other for land. Land's productivity depends on soil types and its fertility.

But man has been destroying forests for wood, which is major source of fire and shelter, and also for space for habitation. This process of deforestation would lead to soil erosion resulting in the reduction of soil fertility, which in turn would have adverse effects on agricultural production.

Attempts to increase food production to meet needs of the ever-growing population, overgrazing by cattle, irrigation schemes without proper drainage system and the single cropping method of cultivation are other causes of decrease in land fertility.

Thus, it is important to realize the need to protect land from becoming a desert and to prevent a condition of draught. An efficient afforestation policy in order to conserve forests, enforcing laws to regulate the use of urban land, proper control measures to prevent unnecessary encroachment of agricultural land, are some of the measures to be adapted by the state and central governments to protect land from becoming an arid zone.

Definition and Meaning of Social Behaviour:

Social behaviour is the activity of an individual which qualifies, modifies or otherwise alters the act of another individual. A social behaviour is stimulated by the society which again stimulates other members of the group or society.

Any act which has been influenced by the society and also influences the society is called social act. Any behaviour of a person which has not been influenced or modified by the society and which itself does not qualify, modify or stimulate the members of a society is not a social behaviour.

Kinds of Social Behaviour:

Social behaviour is of two types:

(i) Overt Social Behaviour

(ii) Symbolic Social Behaviour.

(i) Overt Social Behaviour:

When two persons start talking with each other loudly and show some sort of overt or muscular behaviour, it is a case of Overt Social Behaviour.

(ii) Symbolic Social Behaviour:

Language is a symbolic social expression. A particular poem published in a magazine to which people react, is a case of symbolic social act. Similarly, a specific facial expression if is reacted by a particular person is called symbolic behaviour because the other person for whom it is meant understands its significance.

Social Behaviour can also be categorized as:

(1) Linear Social Behaviour

(2) Circular Social Behaviour.

1. Linear Social Behaviour:

Social Behaviour is linear when the activity is performed systematically in a direct manner. It moves in a line without being circular or without turning back. It is like one way traffic. A orders B, B orders C, C orders D and at last D does the work. In the Military and Paramilitary services orders are transmitted purely in linear manner. Social traditions and customs which are handed down from generation to generation and obeyed by members are examples of linear social behaviour.

2. Circular Social Behaviour:

The circular social behaviour moves in a circle instead of moving in one line directly. The discussion in the students common room or in the bathing ghat or in a tutorial class is an example of circular social behaviour. In circular social behaviour the discussion or talk proceeds in a circular manner. A says something to B, then B replies something to A. A says something to C, then C replies to A and like this it again comes back to the person who started it. The Social stimulus which stimulates social behaviour can be direct or contributory. If social stimulus holds the focus of attention and maintains exclusive control of the final common path of response, it is a direct stimulus i.e., it follows directly from the stimulating object. The advice of a lawyer or a doctor when is not referred back to any other lawyer or doctor but is accepted and followed works as a direct stimulus.

Surroundings

Surroundings are the area around a given physical or geographical point or place. **The** exact definition depends on the field. Surroundings can also be used in geography (when it is more precisely known as vicinity, or vicinage) and mathematics, as well as philosophy, with the literal or metaphorically extended definition.

Unit-5

Quality of work life:

Meaning:

Quality of work life (QWL) refers to the favorableness or unfavorableness of a job environment for the people working in an organization. The period of scientific management which focused solely on specialization and efficiency, has undergone a revolutionary change.

The traditional management (like scientific management) gave inadequate attention to human values. In the present scenario, needs and aspirations of the employees are changing. Employers are now redesigning jobs for better QWL.

Work-Life Quality — defined, as the balance between an employee's work demands and outside interests or pressures — is a long-standing but ever-evolving area of corporate social responsibility. Some organizations view QWL as important, but do not formally link it to their strategic or business plans.

Definition:

The American Society of Training and Development

“QWL is a way of thinking about people, work and organisations, its distinctive elements are (i) a concern about the impact of work on people as well as on organisational effectiveness, and (ii) the idea of participation in organisational problem-solving and decision making. ” —Nadler and Lawler

Quality of work life involves three major parts:

1. Occupational health care:

Safe work environment provides the basis for people to enjoy his work. The work should not pose health hazards for the employees.

2. Suitable working time:

Companies should observe the number of working hours and the standard limits on overtime, time of vacation and taking free days before national holidays.

3. Appropriate salary:

The employee and the employer agree upon appropriate salary. The Government establishes the rate of minimum salary; the employer should not pay less than that to the employee. Work represents a role which a person has designated to himself. On the one hand, work earns one's living for the family, on the other hand, it is a self-realization that provides enjoyment and satisfaction.

Nature and Scope of Quality of Work Life:

Quality of work life is the quality of relationship between employees and total working environment. A Great Place to work is where "You Trust the people you work for, have pride in what you do, and enjoy the people you work with."

Quality of work life represents concern for human dimensions of work and relates to job satisfaction and organisational development.

The following aspects improve the QWL:

1. Recognition of work life issues:

Issues related to work life should be addressed by the Board and other important officials of the company like why people are not happy, do they need training, why employee morale is poor and numerous other issues. If these are addressed properly, they will be able to build, “People-Centred Organisations”.

2. Commitment to improvement:

QWL can be improved if the staff is committed to improvement in productivity and performance. This issue can be taken by the board through staff recognition and support programmes. Board should prepare QWL reports on periodic basis to boost the system. They can also introduce reward system which will be of help to them.

3. Quality of work life teams:

Board members should form the combined team of managers and workers and all the issues and common themes must be identified.

Work Life Teams = Managers + Staff

All issues must be addressed like loss of morale, lack of trust, increased intensity of work, reward, recognition etc. and commonly, managers and staff should arrive at solutions.

4. Training to facilitators:

Both the leader and staff can assess the job requirement and decide jointly what type of training is required to improve the quality of work life

5. Conduct focus groups:

Formation of focus groups can affect the QWL and discuss the questions in a positive way like:

- (a) What brought you here today?
- (b) What do you feel are the top three issues that affect your quality of work life?
- (c) What do you want the organisation should do for you?
- (d) Do you want company to increase the salary, etc.

6. Analyze information from focus group:

After the formation of focus groups and their discussion on different issues and collection of information, the information should be analysed to give right direction to organisational activities.

7. Identify and implement improvement opportunities:

It is important to identify and implement improvement opportunities like communication, recognition and non-monetary compensation. Improving support structure, constant review of reward and recognition system etc. would help in formulating communication strategies, focusing on linkages between managers and staff.

8. Flexible work hours:

The diverse work force of today does not want to work for fixed hours or days. They want flexibility in their work schedule so that professional and personal life can be managed together.

Flexibility can improve the QWL in the following ways:

- i. Work for longer hours in a day with less number of working days in a week.
 - ii. Going to office for fixed hours but in different time slots rather than fixed working hours.
- Many companies even provide the flexibility of work from home.

9. Autonomy to work:

Delegation is an essential element of organisation structure. People want freedom to work in their own way, in terms of forming teams and making decisions. If they are allowed to do so, it enhances the QWL. An organisation with high quality of work life is “an organisation that promotes and maintains a work environment that results in excellence in everything it does – by ensuring open communication, respect, recognition, trust, support, well being and satisfaction of its members, both, personally and professionally”.

Importance of Quality of Work Life:

Many companies find that paying attention to the needs of employees can benefit the company in terms of productivity, employee loyalty and company reputation.

QWL is important because of the following reasons:

1. Enhance stakeholder relations and credibility:

A growing number of companies that focus on QWL improve their relationships with the stakeholders. They can communicate their views, policies, and performance on complex social issues; and develop interest among their key stakeholders like consumers, suppliers, employees etc.

2. Increase productivity:

Programmes which help employees balance their work and lives outside the work can improve productivity. A company's recognition and support — through its stated values and policies — of employees' commitments, interests and pressures, can relieve employees' external stress. This allows them to focus on their jobs during the workday and helps to minimize absenteeism. The result can be both enhanced productivity and strengthened employee commitment and loyalty.

3. Attraction and retention:

Work-life strategies have become a means of attracting new skilled employees and keeping existing ones satisfied. Many job seekers prefer flexible working hours as the benefit they would look for in their job. They would rather have the opportunity to work flexible hours than receive an additional increment in annual pay.

- a. More employees may stay on a job, return after a break or take a job with one company over another if they can match their needs better with those of their paid work.
- b. This results in savings for the employer as it avoids the cost of losing an experienced worker and recruiting someone new.
- c. Employers who support their staff in this way often gain loyalty from the staff.

4. Reduces absenteeism:

- a. Companies that have family-friendly or flexible work practices have low absenteeism. Sickness rates fall as pressures are managed better. Employees have better methods of dealing with work-life conflicts than taking unplanned leave.
- b. Workers (including the managers) who are healthy and not over-stressed are more efficient at work.

5. Improve the quality of working lives

- a. Minimising work-life role conflict helps prevent role overload and people have a more satisfying working life, fulfilling their potential both in paid work and outside it.
- b. Work life balance can minimise stress and fatigue at work, enabling people to have safer and healthier working lives. Workplace stress and fatigue can contribute to injuries at work and home.
- c. Self-employed people control their own work time to some extent. Most existing information on work-life balance is targeted at those in employment relationships. However, the self-employed too may benefit from maintaining healthy work habits and developing strategies to manage work flows which enable them to balance one with other roles in their lives.

6. Matches people who would not otherwise work with jobs:

- a. Parents, people with disabilities and those nearing retirement may increase their work force participation if more flexible work arrangements are made. Employment has positive individual and social benefits beyond the financial rewards.
- b. Employers may also benefit from a wider pool of talent to draw from, particularly to their benefit when skill shortages exist.

7. Benefiting families and communities:

- a. In a situation of conflict between work and family, one or other suffers. Overseas studies have found that family life can interfere with paid work. QWL maintains balance between work and family. At the extreme, if family life suffers, this may have wider social costs.
- b. Involvement in community, cultural, sporting or other activities can be a benefit to community and society at large. For instance, voluntary participation in school boards of trustees can contribute to the quality of children's education.

While such activities are not the responsibility of individual employers, they may choose to support them as community activities can demonstrate good corporate citizenship. This can also develop workers' skills which can be applied to the work place.

8. Job involvement:

Companies with QWL have employees with high degree of job involvement. People put their best to the job and report good performance. They achieve a sense of competence and match their skills with requirements of the job. They view their jobs as satisfying the needs of achievement and recognition. This reduces absenteeism and turnover, thus, saving organisational costs of recruiting and training replacements.

9. Job satisfaction:

Job involvement leads to job commitment and job satisfaction. People whose interests are protected by their employers experience high degree of job satisfaction. This improves job output.

10. Company reputation:

Many organizations, including Governments, NGOs, investors and the media, consider the quality of employee experience in the work place when evaluating a company. Socially responsible investors, including some institutional investors, pay specific attention to QWL when making investment decisions.

Significance of Good Work-life Quality:

1. Decrease absenteeism and increase turnover,
2. Less number of accidents,
3. Improved labour relations,
4. Employee personification,

5. Positive employee attitudes toward their work and the company,
6. Increased productivity and intrinsic motivation,
7. Enhanced organizational effectiveness and competitive advantage, and
8. Employees gain a high sense of control over their work.

Problems in Improving the QWL:

Though every organisation attempts to improve the employer-employee relations and through it, the quality of work life of employees, problems may occur in effective implementation of QWL programmes.

These problems may occur because of:

1. Poor reward and recognition:

People will not do their best when they feel that employers' commitment in terms of reward and recognition is lacking. Commitment is a mutual phenomenon. When employers want to get the best from employees but do not give them reward and recognition, people will not be committed to work.

2. Dead-end jobs:

Work which does not offer opportunities for growth and promotion is one of the greatest reasons for employees' de-motivation and non-commitment. Jobs which deprive employees of self-development and growth opportunities lead to high dissatisfaction and disloyalty.

3. Managing by intimidation:

Mistreating people and managing them by threats and embarrassment leads to employees' dissatisfaction and weakens their commitment. In a best seller book "The Loyalty

Link” Dennis G. Mc Carthy has identified managing by intimidation as one of the seven ways which undermine employees’ loyalty.

4. Negative working environment:

Non-acceptance by colleagues, non-cooperation, too much politics, and negative behaviour by colleagues, supervisors and other people in the company also hamper commitment. At the end of the day people want peace of mind, which if not available in the work environment will discourage them to show total support to the company

5. No job security:

One of the major needs of employees is job security. If the employee feels that he can lose his job anytime, he would not be committed towards company’s goals.

6. Negative attitude:

Some people by nature are not committed to anything and anyone and as such they would not be committed to their employers also. Commitment is an attitude and those who lack it will not be committed to their jobs.

WORK LIFE BALANCE

Work Life Balance means the competence to schedule the hours of an individual Professional and Personal life so as to lead a healthy and peaceful life. It emphasize the values, attitudes and beliefs of women regarding their age to work in organizing and balancing their work and personal life. The following variables influencing the experience of WLB were identified while reviewing the various literatures.

- Work Family Conflict and Family Work Conflict
- Women in various roles
- Career Advancement

- Work Stress
- Child care

Work Life balance is not something that just happens. It involves the efforts of a number of partners: the employee, the organization for which the employee works, the family with whom the employee lives and the society in which all are embedded. It involves mutual understanding and respect between all of these players. (N.Gayathri & Dr.P.Karthikeyan, August 2013)

Work Family Conflict and Family Work Conflict

- Researchers define the incompatibility between the domain of work and the domain of family as work-family conflict. Conflict between these domains occurs when participation in one role is more difficult due to participation in the other role. Today, work-family conflict (workinterfering with family) is more prevalent than family-work conflict (family interfering with work) though both can occur. However, regardless of the direction of causation, when one domain is discordant with another domain, the result is conflict and increased stress on the individual.
- Attribution theory states that there are internal and external explanations for workfamily and family-work conflict.
- Krishna Reddy and Vranda (2010), discuss the issues of Family and Work Conflict and Work Family Conflict are more likely to exert negative influences in the family domain, resulting in lower life satisfaction and greater internal conflict within the family variables impact the experience of WFC and FWC. Compensation theory suggests that people add more to one domain than the other in order to balance what lacks in either.
- In other words, life balance is a direct result of the amount of time and psychological resources an individual decides to commit to both domains. If the individual commits more time or psychological resources to work, then work-family conflict may increase. If an individual decides to commit more resources to family than work, but work requirements increase, then family-work conflict also increases. While the conflict between work and family may be inevitable, researchers such as Friedman and Greenhaus (2000) suggest alternative methods for reducing the stress.

- For example, more autonomy in the workplace and networking with peers can increase the quality of work life. Their studies show that individuals who work for organizations that allow individuals to spend more time at home, work in virtual employment, and make flexible time arrangements, tend to perform better as a parent than those who do not have these opportunities. Maintaining satisfaction on both fronts is important for reducing the feelings of conflict (Friedman and Greenhaus, 2000).

Role of Women and WLB

Women are mostly into full time services and are working 8 hours per day and 5 days in a week minimum and are confronted by increasing workload everyday. So, most of them carry work and responsibilities to home but balancing between these two complex situations in the present day fast life requires talent, tact, skill and caution.

Women have to cope up with high work targets, office commitments, tight meeting schedules and the duties and responsibilities of life and home. Employers should concentrate on framing various policies and schemes to facilitate Work life balance to encourage and attract women employees.

(Sayanti Ghosh, 2010). Employees learn different kinds of behaviour from workplace life and private life. Since reciprocal interactions between both the life domains occur a Green Work Life Balance Concept is suggested to facilitate environmentally friendly behavior for them.

(N.Gayathri, Dr.P.Karthikeyan, (2013). Susi S & Jawaharrani.K (2011) agrees that a strong organizational culture increases employees intent to remain in the organization. Work life balance must be supported and encouraged at all levels of the organisation including senior management, line managers and all staff. Louise Heslop (2005) have studied that the work and family outcomes such as role interference, stress strain and life satisfaction are related to several strategies and orientation.

Career Advancement and WLB

Different factors across three levels play a role to determine the progress of women through organizational hierarchy. (Dr.InesWichert, 2012)

Role 1: Organisational Context

- Work life Balances
- Flexible Working Hours
- Conducive Work Environment
- HR process & Benefits

Role 2 : Work Environment

- Supportive Supervisor
- Job Assignments
- Supportive Colleagues

Role 3 : Individual

- Career Planning
- Performance
- Promotion.

Work stress and Work Life Imbalance

Vijaya Lakshmi et al (2013) have studied and find the issues and problems of women facultyworking in educational institutions. Also found that women faculty members underwent severe stress in the process of attaining Work Life Balance. Continued work pressure resulted in poor performance.

The result revealed that many female teachers have neglected their health in the process of improving the life of their family members and their students. G.Shiva (2013) studied that “Women professionals in high position in their office have return from office in correct time, cook, clean and look after their family affairs. This makes them more stress and leads to some health problems.

The leading cause of stress arises because of communication with Superior” Mohan and Ashok (2011) explained that “Stress is often developed when an individual is assigned a major

responsibility without proper authority and delegation of power, inter personal factors such as group cohesiveness, functional dependence, communication frequency, relative authority and organizational difference between role sender and forcal persons.”

Shahnaz & Jamie (2008) found that Work Stress and Work Life imbalance correlated with workaholic, regardless of gender. Women may be taking a more career minded view, while men are becoming more family oriented. Gunavathy (2007) in the study among married women employees of BPO companies outlined the causes, consequences of work life imbalance and interventions for work life balance.

Child Care

S. Padma & M. Sudhir Reddy (2013) studied that the demographics of the children has no significant influence on the Work Life Balance of School Teachers. There is a statistically significant impact of “Support in child care responsibilities from spouse and elder parents” on WLB of school teachers.

G.Shiva (2013) explained the working women having small children are forced to leave their child in daycare or in hands of maid. This creates more tension for them and less concentrate on their work and also not able to give proper care for them at times.

Lan Day (2006) stated in his study that the policies centered on extending parental leave and child care provision promotes a greater flexibility in employment.

WLB = Healthy life + Satisfactory lives both Professionally and Personally

WOMEN EMPLOYEES CAREER AND LIFE PREFERENCES

The segregation of men and women into different occupations is the principal reason for earnings differences between men and women. The occupational segregation restricts people’s choice of career, especially in the crucial early years of adult life. This was the reason for both the European Commission and ILO belief regarding the occupational segregation can and should be eliminated (Catherin Hakim, 2006).

Rajesh K. Yadav, Nishant Dabhade (2013) have concluded that the women working in all types of professions demonstrating that there are no gender differences in work. The increasing demands at work place, the interface between work life and personal life needs more attention. It leads to stress and such situation affects person's health both physiologically and psychologically.

Ramadoss (2012) observed in his study that high job control, supervisor support for family related issues and one's own coping resources were significantly related to positive spillover from work to family and the direction of the relationships were positive for a women in IT enabled sectors.

Advertising:-Definition

According to American Marketing Association, "Advertising is any paid form of non-personal presentation and promotion of ideas, goods and services by an identified sponsor"

Features of advertising:

- **Payment of money:**

One of the features of advertising is to pay the money for advertising. Advertisements appear in newspapers, magazines, television or cinema screens because the advertiser has purchased some time to communicate information to the potential customers. The adviser must pay money for advertising activities. It is not free of cost.

- **Non-personal:**

In advertising, there is no face to face or direct contact with the customers. That is why it is described as non-personal salesmanship. It is a non-personal form of presenting products and promoting ideas. It simplifies the task of the sales force by creating awareness in the mind of potential customers.

- **Promote products and services:**

Advertising helps in the promotion of products and services. It is directed towards increasing the sale of the products and services of a business unit. Advertising is essential for the promotion of goods and services.

- **Identified sponsor:**

The advertisement should disclose or identify the sources of opinion and ideas it presents. It should identify the sponsor from where the advertisement can be occurred. Identifying the specific sponsor is very important in the advertising process.

Importance of Advertising

Advertising helps in providing various information about the advertising firm, its products, qualities and place of availability of its products and so on. It helps to create a non-personal link between the advertiser and the receiver of the message. The significance of advertising has increased in the modern era of large-scale production and tough competition in the market. The importance of advertising to different parties are discussed as follows:

- Information about a product
- Creation of permanent demand
- Service to existing customers
- Conversion of prospective buyers to actual buyers
- Support to personal selling
- Increase in sales and reduction in cost
- Minimization of middlemen
- Creation of image or goodwill
- Protection of people from imitation
- Reminder to the users
- Establishment of relationship

Types of Advertising

There are various types of advertising. They are mentioned below:



Consumer-oriented advertising:

Consumer-oriented advertising is one of the types of the advertising process. It helps in creating and maintaining regular demand in the market. It also helps to attract the attention and preference of the customers. It informs the target audience about the various schemes of sales promotion. The objectives of consumer-oriented advertising are as follows:

- To inform consumers about new products.
- To hold consumer patronage against intensified campaign.
- To teach consumers how to use the product.
- To promote a contest or a premium offer.

- To establish a new trade character.

Informative advertising:

Informative advertising is another type of advertising process. Customers often purchase durable products once in a lifetime. These are often expensive. So the potential buyer requires detailed information about them e.g. TV sets, refrigerators, air- conditioners and washing machines. The manufacturers spend a lot on informative advertising

Institutional advertising:

Institutional advertising is also important types of the advertising process. The main objectives of this type of advertising are to build a corporate image. This advertising helps to highlight the objectives and achievements of a company. Large companies such as Godrej, Jagadamba cement, telecom, etc. resort to this type of advertising. The institutional advertising companies have the following objectives:

- To create a corporate personality of the institutional image.
- To build a company prestige.
- To emphasize company services and facilities.
- To enable company salesman to see top executive of the various organization when making sales calls.

Financial advertising:

It refers to advertisements issued by financial institutions like Everest Bank, SBI bank and company's sale of shares. These advertisements provide information about investment opportunities with its attendant risks and benefits.

Classified advertising:

This is also the type of the advertising process. Classified advertisement refers to the messages. They are placed under specific or particular headings and columns in newspapers and magazines e.g. situations vacant for sale and matrimonial. In it, the advertisements are classified into various headings.

Government advertising:

It is the type of advertising process in which there is involvement of government. It is conducted by government departments/ undertakings to promote public awareness with a view to overcome social problems like dowry, drinking water, AIDS, environmental pollution, and overpopulation. Such advertising has a social purpose, it is also known as social advertising.

ADVERTISING AND CONSUMER BEHAVIOUR

INTRODUCTION TO THE CONSUMER BEHAVIOUR:

Definition: “CB behaviour refers to the actions and decision processes of people who purchase goods and services for personal consumption.”-

James F Engel, Roger D Blackwell and Paul Miniard. “The mental and emotional processes and the physical activities of people who purchase and use goods and services to satisfy particular needs and wants”- Bearden et al. “

The behaviour that consumers display in searching for, purchasing, using, evaluating and disposing of, if products and services that they expect will satisfy their needs.”- Leon G Schiffman and Leslie Lazar Kanuk

Selected Consumer Behaviour Roles:

ROLE	DESCRIPTION
Initiator	Initiator is the individual who determines that some need or want is not being fulfilled and authorises a purchase to rectify the situation.

Gatekeeper	Influences the family's processing of information. The gatekeeper has the greatest expertise in acquiring and evaluating the information.
Influencer	Influencer is a person who, by some intentional or unintentional word or action, influences the buying decision, actual purchase and/or the use of product or service.
Decider	The person or persons who actually determine which product or service will be chosen
Buyer	Buyer is an individual who actually makes the purchase transaction.
User(s)	User is a person most directly involved in the use or consumption of the purchased product

The diversity of CB:

Human being differs from one to another. It is not easy to predict the human behaviour. Human being differs in their taste, needs, wants and preferences. But one constant thing is that we all are consumers. CB is a vast and complex subject. Understanding CB and "knowing consumers' are not that simple. It is almost impossible to predict with one hundred per cent accuracy, how consumer(s) will behave in a given situation.

Marketers are interested in watching people shopping, flirting, parading, playing, entertaining, as they are keenly interested in the wide variety of behaviours they display. The efforts of all marketers are to influence the behaviour of consumers in a desired manner. The success or failure in this pursuit determines the difference between success and failure of marketing efforts or even the business itself.

Stages of the Consumer Buying Process

Six Stages to the Consumer Buying Decision Process (For complex decisions). Actual purchasing is only one stage of the process. Not all decision processes lead to a purchase. All consumer decisions do not always include all 6 stages, determined by the degree of complexity...discussed next.

The 6 stages are:

1. **Problem Recognition(awareness of need)**--difference between the desired state and the actual condition. Deficit in assortment of products. Hunger--Food. Hunger stimulates your need to eat..Can be stimulated by the marketer through product information--did not know you were deficient? I.E., see a commercial for a new pair of shoes, stimulates your recognition that you need a new pair of shoes

2. **Information search--**

- Internal search, memory.
- External search if you need more information. Friends and relatives (word of mouth). Marketer dominated sources; comparison shopping; public sources etc.

A successful information search leaves a buyer with possible alternatives, the *evoked set*. Hungry, want to go out and eat, evoked set is

- chinese food
- indian food
- burger king
- klondike kates etc

3. **Evaluation of Alternatives**--need to establish criteria for evaluation, features the buyer wants or does not want. Rank/weight alternatives or resume search. May decide that you want to eat something spicy, indian gets highest rank etc.If not satisfied with your choice then return to the search phase. Can you think of another restaurant? Look in the yellow pages etc. Information from different sources may be treated differently. Marketers try to influence by "framing" alternatives.

4. **Purchase decision**--Choose buying alternative, includes product, package, store, method of purchase etc.
5. **Purchase**--May differ from decision, time lapse between 4 & 5, product availability.
6. **Post-Purchase Evaluation--outcome**: Satisfaction or Dissatisfaction. **Cognitive Dissonance**, have you made the right decision. This can be reduced by warranties, after sales communication etc. After eating an Indian meal, may think that really you wanted a Chinese meal instead.

Using social psychology to improve quality of work life:

How can psychology apply to your everyday life? Do you think that psychology is just for students, academics, and therapists? Then think again. Because psychology is both an applied and a theoretical subject, it can be utilized in a number of ways.

While research studies aren't exactly light reading material for the average person, the results of these experiments and studies can have significant applications in daily life. The following are some of the top ten practical uses for psychology in everyday life.

1. Get Motivated

Whether your goal is to quit smoking, lose weight, or learn a new language, some lessons from psychology offer tips for getting motivated. To increase your motivational levels when approaching a task, utilize some of the following tips

- Introduce new or novel elements to keep your interest high
- Vary the sequence to help stave off boredom
- Learn new things that build on your existing knowledge
- Set clear goals that are directly related to the task
- Reward yourself for a job well done

2. Improve Your Leadership Skills

It doesn't matter if you're an office manager or a volunteer at a local youth group, having good leadership skills will probably be essential at some point in your life. Not everyone is a

born leader, but a few simple tips gleaned from psychological research can help you improve your leadership skills.

- Offer clear guidance, but allow group members to voice opinions
- Talk about possible solutions to problems with members of the group
- Focus on stimulating ideas and be willing to reward creativity

3. Become a Better Communicator

Communication involves much more than how you speak or write. Research suggests that nonverbal signals make up a huge portion of our interpersonal communications. To communicate your message effectively, you need to learn how to express yourself nonverbally and to read the nonverbal cues of those around you.

- Use good eye contact
- Start noticing nonverbal signals in others
- Learn to use your tone of voice to reinforce your message

4. Learn to Better Understand Other

Much like nonverbal communication, your ability to understand your emotions and the emotions of those around you plays an important role in your relationships and professional life. The term emotional intelligence refers to your ability to understand both your own emotions as well as those of other people.

- Carefully assess your own emotional reactions
- Record your experience and emotions in a journal
- Try to see situations from the perspective of another person

5. Make More Accurate Decisions

Research in cognitive psychology has provided a wealth of information about decision making. By applying these strategies to your life, you can learn to make wiser choices. The next time you need to make a big decision, try using some of the following techniques:

- Try using the “six thinking hats” approach by looking at the situation from multiple points of view, including rational, emotional, intuitive, creative, positive, and negative perspectives
- Consider the potential costs and benefits of a decision
- Employ a grid analysis technique that gives a score for how a particular decision will satisfy specific requirements you may have

6. Improve Your Memory

Have you ever wondered why you can remember exact details of childhood events yet forget the name of the new client you met yesterday? Research on how we form new memories as well as how and why we forget has led to a number of findings that can be applied directly in your daily life.

What are some ways you can increase your memory power?

- Focus on the information.
- Rehearse what you have learned.
- Eliminate distractions.

7. Make Wiser Financial Decisions

Nobel Prize-winning psychologist Daniel Kahneman and his colleague Amos Tversky conducted a series of studies that looked at how people manage uncertainty and risk when making decisions. Subsequent research in this area known as behavior economics has yielded some key findings that you can use to make wiser money management choices.

- Don't procrastinate. Start investing in savings now
- Commit in advance to devote portions of your future earnings to your retirement savings
- Try to be aware of personal biases that may lead to poor money choices

8. Get Better Grades

The next time you're tempted to complain about pop quizzes, midterms, or final exams, consider this - research has demonstrated that taking tests actually helps you better remember what you've learned, even if it wasn't covered on the test.

Another study found that repeated test-taking may be a better memory aid than studying. Students who were tested repeatedly were able to recall 61 percent of the material while those in the study group recalled only 40 percent. How can you apply these findings to your own life? When trying to learn new information, self-test frequently in order to cement what you have learned into your memory.

9. Become More Productive

Sometimes it seems like there are thousands of books, blogs, and magazine articles telling us how to get more done in a day, but how much of this advice is founded on actual research? For example, think about the number of times have you heard that multitasking can help you become more productive. In reality, research has found that trying to perform more than one task at the same time seriously impairs speed, accuracy and productivity.

- Avoid multitasking when working on complex or dangerous tasks
- Focus on the task at hand
- Eliminate distractions

10. Be Healthier

Psychology can also be a useful tool for improving your overall health. From ways to encourage exercise and better nutrition to new treatments for depression, the field of health psychology offers a wealth of beneficial strategies that can help you to be healthier and happier.

- Studies have shown that both sunlight and artificial light can reduce the symptoms of seasonal affective disorder
- Research has demonstrated that exercise can contribute to greater psychological well-being.
- Studies have found that helping people understand the risks of unhealthy behaviors can lead to healthier choices