

**Block****4****JOB SEARCH, PROFESSIONAL ETHICS  
AND TEAM WORK**

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## BLOCK 4: JOB SEARCH, PROFESSIONAL ETHICS AND TEAM WORK

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In the previous block, we were concerned with Skills at the Workplace which are largely formal. We concentrated on Formal Spoken Interactions, which require a lot of planning and effort. These interactions also follow a certain process and etiquette which if broken can lead to unacceptable behaviour. In Block 2, we look at larger organizational issues.

**Unit 13: Job Application and Facing Interviews** - All of us desire upward mobility and success in our professional lives. One of the important factors for success is facing interview panels with confidence and self-assurance. This can only happen if we prepare ourselves well for the interview. In this unit, we prepare you for the job market. We begin by helping you to reflect on your skills and abilities and show you how to prepare an effective curriculum vitae. We also prepare you for diverse kinds of interview situations that are prevalent these days. Many companies are now including group discussion as part of their selection process. We have a separate unit on this aspect in the previous block.

**Unit 14: Professional Ethics, Teamwork and Interpersonal Skills.** Ethics and ethical practices have become essential in the workplace. In this unit, we shall explore the main reasons why **ethics** is important for companies, new business professionals and your personal life. Legally, of course, all organizations have a code of conduct, but “legal” and “ethical” aren’t necessarily the same. Ethics goes beyond the law by outlining acceptable behaviours beyond government/organizations’ control. Teamwork is important in any organisation. An **ideal team** would be motivated by a common goal, with clarity of purpose and role. There should be a smooth communication flow between members, leading to accountability and transparency. Along with a collaborative spirit, there should be an easy sharing of resources and a healthy respect for differences in opinions. **Interpersonal skills** are the skills we use every day when we communicate and interact with other people, both individually and in groups. They include a wide range of skills, such as building empathy, rapport, and effective communication skills. Besides these aspects we have also covered conflict management and leadership skills in this unit.

In Unit 15, **Organizational Management**, we give an overview of the multiple ways in which organization function. We identify the problem areas that occur while working in an organization. The unit also aims to make you aware of the best management practices, qualities of a good leader and gender issues and their effective management in any organization.

Remember, all the topics we have covered are an important aspect of the workplace and modern office practice, so it is imperative that you do all the activities we have included in the units. These activities will not only help you understand the concepts in the units, but will also enhance your professional skills.

We hope you find this block enjoyable and useful.

Wishing you success in this endeavour!



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## JOB APPLICATION AND FACING INTERVIEWS

### Structure

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| 13.1 Introduction                          | 13.6 Preparation for the Personal Interview |
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### 13.1 INTRODUCTION

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During the last stages of education, one starts looking for a suitable job, hoping his/her hard work will eventually pay off. However, because of various reasons, job opportunities in the current situation are much reduced with the result that the competition has become very tough. There are many stages before one may succeed in getting a job that suits one's work profile. These stages include initial preparation, evaluation of the advertisement, preparation of the application, updating curriculum vitae, honing the skills for facing the personal interview, etc. In this chain of activities, every stage has some crucial points which one should try to understand and adapt to enhance the chances of success. In this unit, you will learn how to evaluate an advertisement vis-à-vis your aptitude and qualifications, how to prepare the application for the job, how to make your CV impressive and attractive and how to prepare for the personal interview.

### Expected Learning Outcomes

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After studying this unit, you should be able to:

- ❖ evaluate a job advertisement;
- ❖ write an application for a job;

- ❖ write your curriculum vitae; and
- ❖ prepare for a personal interview.

## 13.2 INITIAL PREPARATIONS

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It is always better to start making initial preparations for facing the job market while there is still about a year for completion of your studies. Before choosing a particular sector, think about your strengths and weaknesses. Think about what makes you unique, what type of experience or perseverance you have which puts your head and shoulders above the rest. Have you held leadership positions during graduation? Thomas J. Starka commented, “hiring committees know that such graduate student leader usually stands out. Don’t underestimate yourself; don’t think committee members won’t know how hard some of those minor accomplishments were.”

Some of the initial preparations are:

- (i) Browsing the websites of companies, governments and academia for placements and looking into the advertisements in the newspapers and chronicles.
- (ii) Writing a cover letter.
- (iii) Updating curriculum vitae.
- (iv) Request for recommendation letters.

We will discuss these steps in the subsequent sections.

## 13.3 EVALUATION OF THE JOB ADVERTISEMENT

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The first step in preparing for the job market is to look for the advertisement which apparently offers the job you were looking for. But it is not wise to apply for every job, without evaluating the advertisement for certain aspects which in the long run may turn out to be more important for your personal peace, growth and satisfaction than merely getting handsome emoluments.

Some of the key points you should look for in an advertisement before sending the application are:

### 1. Minimum Qualification

This part of the advertisement is most important; read it carefully. If you have the desired degree or expect to get it soon, apply, otherwise not.

### 2. Preferred Qualifications

In many advertisements, besides the academic degree, some additional preferred qualifications are also desired, which depend on the nature of the job. For example, if it is a job of data analyst, the preferred qualification may be knowledge of coding and to be well-versed in computer applications. If it is the job of a private secretary of the director of a company, the preferred qualification may be command of the English language. If you meet these qualifications, you can apply. In case you do not have these qualifications at present, you can start acquiring these proficiencies for future such openings.

### 3. The Company Profile

Most reputed national and international companies present company profiles on their websites. Read “About Us” page where the company’s mission, details of its operations are given. Here you can find glimpses of the company’s work culture, type of people working there and the hierarchy. It will help you understand whether you can fit in there.

### 4. Nature of duties and responsibilities

If given in the ad, read the duties and responsibilities of the job and evaluate whether you are prepared to take up these responsibilities. Are the working hours fixed? Does the ad mention about the duties in shifts? Are you prepared to work in the second or third shift or even on weekends?

### 5. Future Prospects

It is better to get yourself acquainted with the future prospects in the company. Is it a one cadre post or are there prospects of promotion to higher cadres through internal promotion? If you are stagnant at the present post, and the post offered in the ad is of higher cadre, you may apply provided other aspects as described, suit you.

### 6. Compensation package and sundry benefits

Read the compensation package and other benefits, such as medical reimbursement, paid vacations, etc. What is the retirement age, pension scheme, etc?

### 7. Nature of job (full time, part time or contract)

Are you willing to accept a job on a contract basis? Is it a full-time regular job or a part time job? After knowing all these details about the job advertisement, you decide to apply.

Figure 19.1 shows a sample job advertisement.



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## WE ARE HIRING!

- WEB DEVELOPER
- BDM DEVELOPER
- CONTENT WRITERS
- PYTHON DEVELOPER
- SOCIAL MEDIA EXECUTIVES

If you think you've got mad talent and future as a member of our company, come and join our team.

**APPLY NOW!**  
hr@arbutusinfotech.com  
+91 9340 747 466

**Fig. 13.1: A Sample of Job Advertisement.** (Source: <https://www.pinterest.com/>)

## 13.4 PREPARATION OF THE APPLICATION LETTER

Usually, the employers prefer to receive an application letter in response to the advertisement because it reveals glimpses of the personality of the applicant to some extent. On the other hand, a resume outlines the skills and experience only. It is said that “the first impression is the last impression”. Through a nicely written application letter, the applicant has the chance to create his/her positive image.

A job application letter is the first document that reveals your interest in the job. It highlights the reason for applying for the job in a short and crisp manner. It is accompanied by the resume. These days, it is usually written as email, and the resume is sent as attachment file.

For writing a good application, it is helpful to follow the following five steps:

### 1. Subject

The second line in the email is **the subject**. In this line, write a “to the point”, brief and catchy line.

Examples:

“Application for Marketing Manager”

“Job application for Data Analyst”

If the subject line is vague, it may end in the trash box.

Some examples of poor or inappropriate subject lines are:

“Interested in job in your company”

“Application for job”

“CV for Job”

### 2. Salutation

In case the name of the person is known whom the application is to be addressed to, it is always better to write the salutation as:

“Dear Mr. (Surname)/ Dear Ms. (Surname)”

If the name is not known, use

“Dear Sir/Madam”

### 3. First paragraph

Mention the job you are applying for and how you came to know about this (through advertisement or personal reference). In case of the advertisement, give it's no., date and name of paper or name of the portal.

**Example:**

“This is with reference to the vacancy for the role of Marketing Manager as posted on your website (or as advertised in \_\_\_\_\_ on date \_\_\_\_\_).”

If you came to know about the vacancy through a reference, give his/her name with designation.

**Example:**

“I came to know about a vacancy of Marketing Manager through a member of your team, Mr./Ms. (Name), (Designation).” But before writing the name, seek his/her permission.

**4. Second paragraph**

In this paragraph, you highlight briefly about your skills, achievements and experience relevant to the job. Here your language should be normal and not excessively praising yourself.

**Example:**

“I completed M. Com in Accounts and Finance from Indira Gandhi National Open University in the year 2020 and received a Gold Medal for securing first rank. I have 3 years’ experiences as Marketing Assistant at ..... (Company’s name).

After going through your ad, I feel that my skills and experience are compatible with your expectations, and I am sure to be able to contribute positively to your business.

In a sentence or two, mention what excites you most about the company.

**Example:**

“In this age of globalization, there are challenges and opportunities for a Marketing Manager and I am excited to face these challenges along with the team at ..... (Company’s name).”

Here you can write a sentence or two about your achievements in the current position.

**Example:**

“In my current position as Marketing Assistant, I achieved remarkable growth in the sale of our products by at least 30% during the last financial year.”

**5. Last paragraph**

In this paragraph, you express politely your eagerness to meet the hiring officer personally and thank him/her for reviewing your application.

**Example:**

“I appreciate the time you have taken to go through my application letter. I shall enjoy meeting you personally and discuss further details”

Sign off with “Thanks and Regards” or “Sincerely” followed by your full name and contact details below your name.

**Some tips for the job application letter****1. Keep it concise and polite**

Remember that high-ups are usually impatient and short of time. Thus, keep the letter brief, showcasing your skills and talents. It should not be your autobiography.

**2. Proof reading**

It is very important that your application does not have any spelling or grammatical errors because it will be your first impression, and it should be positive in all respects.

**3. Apply well in time**

Apply as soon as possible, preferably within 2-3 days of the advertisement/ posting on the website.

**4. Emphasize your skills and abilities**

Stress on your skills and abilities, but briefly.

**5. Do not copy-paste**

The letter should be originally prepared, because copy-pasting from other documents often allows errors to creep in.

**6. Mention contact details**

Do not forget to give your contact details such as mobile number, email ID at the end.

**Samples of the Job Applications Letter are given below:**

**Sample 1**

Subject: Application for Marketing Manager

Dear Mr. XYZ,

This is with reference to the vacancy of the Marketing Manager posted on your website dated 20.02.2021.

I completed MBA from Indira Gandhi National Open University, New Delhi, in the year 2020, securing first rank at the national level.

During my studies, I presented a research paper on "Effect of a pandemic on the sales of cosmetics" in the national webinar held on November 11, 2020, and received a medal for outstanding presentation.

I am fascinated by the phenomenal growth of your company made over the last 3 years. I have skills and expertise to contribute significantly after becoming a part of your dynamic team.

Please refer to my resume for the detailed information.

I am thankful to you for the time taken out to go through my application and would enjoy meeting you personally for further discussion.

Sincerely yours

(Your Name)

Mobile No.....

Email ID.....

Dated: 4.03.2021.

**Sample 2**

Subject: Application for Graphic Designer.

Dear Ms. XYZ,

I came to know about a vacancy of graphic designer through a member of your team, Mr. -----, Senior Assistant.

I completed my P.G. Diploma in Graphic Design from ..... in 2017 and received a gold medal for securing the first rank. I have 3 years' experience as a graphic designer at .....

During my studies, I represented my college in the All-India Competition for the retail website development held at Chennai on 2.01.2017 and won the trophy. I also designed the current logo for my college. I am highly fascinated by the innovations in digital designing by your company and have a passion to work in your team. I am confident to have skills and abilities to contribute positively. Please refer to my resume for the detailed information.

I express my appreciation for the time you have taken out to go through my application and would be happy to meet you personally to explain my concepts and ideas.

Sincerely yours'

(Your Name)

Mobile No.....

Email ID.....

Dated 5.03.2021.

**Sample 3**

Subject: Application for Software Developer

Dear Mr. ....

This is with reference to the vacancy of the Software Developer posted on your portal.

I completed my B.Tech. from Indira Gandhi National Open University, New Delhi, in 2018 and passed with distinction, scoring 82% marks.

During my studies, I actively took part in the Tech Fests and received a medal of appreciation for developing an App for traffic control in the peak hours.

I have the skills to be a part of your dynamic company and can contribute actively to the software development programmes. It is my dream to work in your team and grow further through this job role.

Please refer to my resume and I shall be happy to meet you personally to discuss further.

Thank you,

Sincerely yours'

(Your Name)  
 Mobile No.....  
 Email ID.....  
 Dated 4.03.2021.

#### Sample 4

Subject: Application for the post of Project Manager

Dear Ms.....

I came to know about a vacancy of Project Manager in your group through Ms..... working in your company.

I did my post graduation in Social Sciences in 2020 from Indira Gandhi National Open University. As a part of the curriculum, I completed a project on "Social response to the COVID-19 pandemic". I presented these findings in a National Webinar held on 12.02.2020 and received a certificate of appreciation.

My skills match your requirements, and I have the confidence of contributing positively to your organization.

Thank you for having gone through my application and I shall be happy to meet you personally and discuss further.

Sincerely yours'  
 (Your Name)  
 Mobile No.....  
 Email ID.....  
 Dated 6.03.2021.

### SAQ I

- What is the most important point in the job advertisement one should look for?
- What should be written in the last paragraph?
- List three desired skills for the job of data analyser.
- Which of the following statements are "True or False"?
  - The first step in preparing for the job is to send the application.
  - The application should be written in a short and crisp manner.
  - The applicant should highlight his/her skills right in the beginning.
  - Good communication skill is a preferred skill for the job of public relations officer.
  - The company should contact a data analyser to develop its portal.

## 13.5 WRITING A CURRICULUM VITAE

Curriculum Vitae (CV) in Latin means “Course of life”. It is a concise document which includes applicant’s educational qualifications, professional skills, proficiency and experiences. The purpose of the CV is to show the applicant’s ability to do the job efficiently.

A shorter version of CV is known as “resume”. Normally, a resume is a one-page summary of the qualifications and work experience, whereas CV is a longer document of 3-4 pages including qualifications, work experience, publications, names of referees, etc. Thus, the resume is formatted for the purpose of a specific job one is applying for, whereas CV is a comprehensive overview of one’s achievements.

The sequence of sub-headings in CV should be:

1. Name and contact details
2. Technical skills
3. Professional experience
4. Qualifications
5. Achievements
6. Referees
7. Interest

Let us learn about the points to be included.

### 1. **Name and contact details**

- First name and family name (in bold text)
- Mobile No.
- E-mail address
- Home address with pin code
- It may also include a professional website and YouTube link, if you have one.

### 2. **Technical skills**

The skills in the CV should match the skills wanted in the job advertisement.

#### **Examples of writing technical skills in CV**

##### **Skills for public relations officer job**

“During 2016-2018, demonstrated efficient communication skills to convince the customers about the benefits of health insurance policy.”

##### **Skills for graphic designer job**

“Developed current website of the company ..... and designed the current logo of ..... college.”, used infographics, digital printing, ad designs, networking for a number of projects.

**Skills for data analyst**

“Extensively used Excel, Oracle, SQL server. Often used Fine report for data visualization. Have proficiency in the programming languages, such as Python, Java.”

**3. Professional experience**

Most recent job experience should be written first, then follow the reverse order.

It should include:

- Job title
- Start date and end date
- Name of the employer
- Location

It is not necessary to list complete work history; only skills relevant to the job should be given. It is better to keep the CV concise.

**Examples:**

Job: Public Relations Officer

“Jan.2018-Dec.2019, Counter Assistant at reception, XYZ,... Hotel Jaipur.”

“Managed the reception in the peak tourist season.”

Job: Marketing manager

“Jun.2019 – Feb.2020, Marketing Assistant at ..... Air Conditioners Ltd., New Delhi, succeeded in boosting the sales by 30% within a year.”

Gaps in the work history

If there are gaps when you were not on paid work, try to show these gaps for acquiring additional skills, such as planning, hospitality, budgeting, etc.

**4. Qualifications**

In this section, the following qualifications should be included:

- School qualification with subjects and grades
- Graduation and P.G. qualifications with subjects and grades
- Certificate and diploma
- Short work-related courses
- Work-related training
- Conferences, workshops and research papers if presented
- Online courses, if any.

All these details should be as brief as possible. The most recent qualifications should be listed first and then the reverse order is followed.

## 5. Achievements

If you have some significant achievement, such as award or commendation, then only this section should be included in the CV. It should list:

- Awards and commendation.
- Important contribution to the companies where you worked before.

## 6. Referees

Some employers want only names of the referees whom they contact themselves, but others want their recommendation letters attached.

There should be at least two referees, out of which one should be preferably your current employer, manager, team leader.

It is better to have any of the following as your referee:

- Teacher or principal
- Former employer
- A renowned person in your field

The following details of the referees should be given:

First and last name

Current position

Mobile number

e-mail ID

The potential referees should be informed about including their names in your CV and name of the organization you have applied to.

## 7. Interests

This is optional and should only be included if your interests are relevant to the job and/or may attract the attention of the employer. Interests such as leadership skills, community work, etc. may be given, but hobbies like watching TV, going out with friends, shopping, etc. should be avoided.

Following should not be included in the CV:

- a) A photograph
- b) Date of birth and age
- c) Marital status, religion
- d) Fancy fonts and designs
- e) Work experience or interests not relevant to the job
- f) Wrong details of work experience
- g) A funny e-mail address

**Sample 1 CV****Ramesh Chandra Gupta**

Software Engineer

321, Jawahar Nagar

New Delhi – 110068

+91 9057212160

rameshgupta@gmail.com

**Technical Skills**

Senior Programmer with high skills in C++ language, Oracle, Java.  
Developed successfully several Apps useful in social activities.

**Professional Experience**

Internship Data analysis at XYZ IT, Company Bengaluru

**2016-2018** – Group leader for data analysis at.....Pvt. Ltd., Jaipur.  
Developed a new analytics system that increased efficiency.

**Qualifications**

- B.Tech. in Computer Science from XYZ Technical University, Ahmedabad, Gujarat.
- Advanced Diploma in Oracle
- Completed six months training in Data analysis in Retail Business.

**Achievements**

Presented a paper on “New App for Retail” in a National Conference and received Gold Medal for the best presentation.

**Referees**

Prof. ....

Department of Computer Sciences,

XYZ, Technical University

Ahmedabad, Gujarat

Mobile: .....

Email ID.....

Mr. ....

Head, Data Analysis Division

XYZ.. Pvt. Ltd., Jaipur

Mobile: .....

Email ID.....

## Sample 2 CV

**Ravindra Gupta**

4-JA-10 Jawahar Nagar, Jaipur-302004

ravindragupta@gmail.com

Mob. 91-777 777775

*Profile*

Well developed management and IT skills with a flexible attitude to work.

Efficient organizational skills even under challenging situations to achieve deadlines.

Have a knack for taking initiative and can work independently or as part of a team.

Get on well with people at all levels, easily making good working relationships.

Good communication skills and quick to learn new skills.

*Education**University*

2005-2009 THE UNIVERSITY OF RAJASTHAN B.Tech. (Hons.)  
Computer Systems Engineering. I achieved a grade of 9.2.

*Selected Course Modules***First year**

Object-Oriented Programming.

Computer Systems.

Further Object-Oriented Programming.

Introduction to Electronics. Robotics Project.

Digital Technologies.

Engineering Mathematics.

Engineering Analysis.

**Second year**

Operating Systems and Architecture.

Microcomputer Engineering.

Image Analysis and Applications.

Computer Interfacing.

Instrumentation & Measurement Systems.

Digital Implementation.

Digital Signal Processing.

**Final year**

Project on developing a new App for traffic control.

Embedded Computer Systems.

Product Development.

Digital Systems Design.

Digital Control and Robotics.

Computer Networks and Communication.

**Group project** based on control of traffic during the peak hour was developed, which was highly appreciated by the Regional Transport Office, Jaipur. Our team received a letter of appreciation.

**Final year project** involved development and construction of a Controller Area Network (CAN) at Malviya National Institute of Technology, Jaipur connecting all the departments. I achieved a 2:1 grade

*Saint Xavier School,  
Jaipur*

**2005 Senior Secondary Examination with** Physics, Mathematics, Chemistry Secured 85 percentile of marks.

*Computing and Other  
Skills*

**Applications:** MATLAB, Or CAD Capture and Layout, Web design using Dreamweaver, MS Office.

**Programming Languages:** Java, C++, SQL, , TLearn,

**Operating Systems:** Windows Xp, Vista, Linux.

International current **driving licence**

Work

**July - Sept. 2010**, Birla Software, Jaipur.

Since Oct. 2010, I have been working at TCS, Hyderabad

Interests

While at school, I represented my school in All India Debate Competition and won the trophy. I also took part in the **Young Enterprise Scheme**. This scheme involved working in a group to manage and run a successful company and produce a viable product. The chosen product was a magazine which was demonstrated and sold at a nearby shopping centre.

Member of the Institute of Electronics and Technology (IET), Hyderabad.

References

I shall be happy to supply these on request

## 13.6 PREPARATION FOR THE PERSONAL INTERVIEW

Facing a personal interview is an important part of the process of getting a job. As it will be your first face-to-face interaction with the employer, it is very important to make advance preparations for it. Read carefully what an expert has to say about facing an interview.

How to face interviews?

1. Interviews and tests of any kind are quite taxing and nerve-wracking even for experienced people and hence, one needs to keep one's cool and be prepared to face them with full confidence. Fortunately, most of the interviews in modern times are conducted by experts in the field, particularly in big organizations and by professionally managed companies

recruiting personnel for their clients. However, exceptions are there and one ought to learn the technique of facing interviews.

2. What are these techniques, and how can you apply them? We have said that interviews are a kind of oral testing. The company has obviously called you for an interview because it has found that your CV, among a few others, appears to meet their needs and requirements. Interaction during the interview would now enable the organization to cross check the statements and claims made by you in your CV and also judge other traits of your character and personality necessary to carry out the duties and responsibilities attached to the job. Hence, what helps you now on this occasion is your command of the English language, particularly your oral communication skills that you can put to use effectively to convince the members of the selection committee that you are the best candidate of the lot for the particular vacancy.
3. You will particularly need socializing skills and conversational skills soon after entering the venue and the interview room; functional skills to make enquiries about the waiting room and so on. In the first phase of the interview, you will have to talk about yourself before the interview enters the second and the third phases, which we have outlined.
4. Parts 2 and 3 of the interview are designed to confirm and cross check what you have stated and claimed in your CV, about your general and professional qualifications, behavioural competencies, generic skills, knowledge, experience and other qualities of your character and personality vis-à-vis company's requirements for the job such as ability to work under pressure, meet targets, work at odd hours and so on. For example, you can be asked questions such as the following to find out your behavioural competencies and attitudes to them:
  - Do you enjoy working in a group? Why/Why not?
  - Tell us about a problem you faced in completing an assigned work in your last job/at college. Could you complete the work? Why/Why not?
  - Do you think it is good to go prepared for a scheduled meeting, or should you be spontaneous?
1. You may be asked about your salary expectations as well. Please do your research before coming for the interview and understand the salary structure of your company and your industry. This will help you be realistic in your expectations. However, be aware of your worth and the value you will bring to the organization, especially if you have any special qualification. Be confident and professional in your negotiations and be ready to explain why your salary request is fair based on your qualifications and skills. Also, understand the entire package, which may include health insurance, bonus, retirement contributions, so on.
2. It is here that your command of English, training in facing interviews, ability to anticipate what can be asked and give relevant responses, and knowledge and experience will come to your aid in facing the interview successfully. This is the occasion when the portfolio you have made must

be passed on to the Chairperson since this becomes visual evidence of what you say and claim.

3. You must also keep in mind aspects such as speed of talking; organizing your thoughts; accuracy of grammar and structure; and pronunciation. The tips we have already described will leave a lasting impression on the members of the interview board.
4. Let us sum up what all these mean. Pay full attention to the person who is asking the question so that you know exactly what the question is. Do not interrupt the interviewer when s/he is still speaking; let him/her complete his question before you reply. Be relevant and answer to the point; do not speak too fast or too slow; too low or too loud, but loud enough so that everyone on the other side of the table can hear what you say. This is the occasion when the portfolio you have prepared proves very useful to you to support your claims. Hand it gracefully to the Chairperson for perusal while giving evidence of your behavioural competencies, skills and experience and so on. Emphasize your strong points that are relevant and support your candidature, but do not tell a lie or try to bluff or hide your weak points as being aware of one's weaknesses itself is one's strength. Be polite and do not lose your temper even when you are provoked; being patient and keeping one's head are also a candidate's test.

We have summarised the points here for you to read before going on an interview:

1. **Select a proper outfit:** A properly dressed candidate creates a positive impression on the selection committee. After selecting your outfit, make sure that it is clean and pressed and you have the appropriate accessories and shoes to go with it. Black shoes are considered appropriate for an interview.
2. **Greeting your interviewer:** As you enter the room, greet your interviewer(s) with a smile. Doing this with proper etiquette and warmth will set the things going in the right manner.
3. **Have your CV handy:** Keep a few printed copies of your CV handy in case a member of the selection committee wants it. Read it carefully so that you can talk about the skills and work experience listed in it, because the greater chances are that the interviewer will pick up an item from it and start the dialogue.
4. **Prepare for the most common questions of the interview:** You should be well prepared to answer "Tell me about yourself" and "Why do you think you would be great for this job?" types of questions. Try to be a great salesman and answer in a normal voice without any excitement or nervousness.
5. **Collect information about the company:** You should be aware of the company profile and nature of the job you have applied for. If an

opportunity arises, make a positive comment about the company and raise some intelligent question.

6. **Prepare for the salary expectation question and negotiation:** If the actual salary was not mentioned in the advertisement, there will be a question “what are your expectations about the salary?” Try to be realistic while replying.
7. **Prepare your travel arrangements:** There is normally anxiety about the job interview for many reasons. Reaching the interview venue well in time may be another cause of worry, particularly if it is at an unfamiliar place or even in an entirely new city. To avoid becoming too anxious, prepare your travel plans in advance. It is very helpful if you can visit the place on the preceding day to get familiar with the route and travel time.
8. **Be aware of the day’s main news:** You should be aware of that day’s major news in the leading newspapers. Furthermore, check Google News for the latest news from - and about - the organization, such as a new product or service recently launched, a new plant opened, a new CEO hired, etc.
9. **Thank before leaving:** Say a polite “Thank you” before leaving the place. If the interviewer offers, shake hand warmly.

## SAQ II

- a) Define Curriculum Vitae.
- b) What is the difference between CV and resume?
- c) Who should you prefer as a referee?
- d) Show which of the following statements are “**True or False**”:
  - i) A photograph should be pasted in the CV
  - ii) Religion should not be mentioned in the CV.
  - iii) A former teacher is a preferred referee.
  - iv) Knowledge of the C++ language is a desirable qualification for the marketing manager.
  - v) It is better to know about the company’s profile before going for the interview.

## 13.7 SUMMARY

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Let us summarise what we have learnt in this unit:

- During the last stage of education, one starts looking for a suitable job with the hope that his/her hard work will eventually pay off. There are many stages before one may succeed in getting a job. These stages include initial preparation, evaluation of advertisement, preparation of the application, updating curriculum vitae, honing the skills for facing personal interview, etc.

- The first step in preparing for the job market is to look for the advertisement which apparently offers the job you were looking for. Some of the key points you should look in an advertisement before sending the application are: minimum qualifications, preferred qualifications, the company profile, nature of duties and responsibilities, future prospectus, package and nature of job.
- A job application letter is the first document that reveals your interest in the job. It highlights the reason for applying for the job in a short and crisp manner.
- A good application has five sections: subject, salutation, name of job you are applying for, your skills, achievements and experience are relevant to the job. Here, your language should be normal and not boastful. In the last paragraph, you should express politely your eagerness to meet the hiring officer personally and thank him/her for reviewing your application.
- Curriculum Vitae (CV) is a concise document which includes applicant's educational qualifications, professional skills, proficiency and experiences. The purpose of the CV is to show the applicant's ability to do the job efficiently. A shorter version of CV is known as "resume". Normally resume is a one-page summary of the qualifications and work experience, whereas CV is a longer document of 13-14 pages including qualifications, work experience, publications, names of reference, etc.

### **13.8 TERMINAL QUESTIONS**

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1. What is meant by evaluation of the job advertisement? Describe briefly the points you would look in the advertisement.
2. Explain different points to be given in the application for a job.
3. You have completed M.B.A. Write an application to Mr. XYZ for the job of the marketing manager.
4. What is meant by curriculum vitae? Explain different parts of the CV.
5. You are data assistant in the company ABC. You want to apply for the post of the Head of the data analysis section in a company. Prepare your CV.
6. Describe various steps for the preparation of the interview.

### **13.10 REFERENCES**

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## 13.11 ANSWERS

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### **SAQ I**

- a) Please refer to section 13.3.
- b) Please refer to section 13.4.
- c) Please refer to section 13.4.
- d) (i) False    (ii) True    (iii) False    (iv) True    (v) False

### **SAQ II**

- a) Please refer to section 13.5.
- b) Please refer to section 13.5.
- c) Please refer to section 13.5.
- d) (i) False    (ii) True    (iii) True    (iv) False    (v) True

### **Terminal Questions**

- 1. Please refer to section 13.3.
- 2. Please refer to section 13.4.
- 3. Please refer to section 13.4.
- 4. Please refer to section 13.5.
- 5. Please refer to section 13.5.
- 6. Please refer to section 13.6.

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# UNIT 14

## PROFESSIONAL ETHICS, TEAM WORK AND INTERPERSONAL SKILLS

### Structure

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- |      |   |                             |  |
|------|---|-----------------------------|--|
| 14.1 | Introduction                                  | Characteristics of a team   |  |
|      | Expected Learning Outcomes                    | 14.5                        | Conflict resolution                                  |
| 14.2 | Ethics at the workplace                       | Steps to resolve a conflict |  |
|      | A talk on ethics                              | 14.6                        | Leadership styles for effective management of people |
|      | Talking about ethical and unethical practices | Approaches to leadership    |  |
|      | Improving our ethics                          | 14.7                        | Summary  |
| 14.3 | A Success Professional Life                   | 14.8                        | Terminal Questions                                   |
|      | Personal competence                           | 14.9                        | References   |
|      | Social competence                             | 14.10                       | Answers  |
| 14.4 | What is a team?                               |                             |  |

### 14.1 INTRODUCTION

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The new workplace is more tolerant. The traditional hierarchical structures are getting dismantled. A relaxed, fluid environment characterizes today's workplace. According to a study by the Center for Assessment, critical thinking, collaboration, complex communication and self-directed learning are the skills to master in the 21<sup>st</sup> century.

It is important to note that, because of demographic and legislative changes, workplaces are increasingly becoming more diverse. People no longer function in a monochromatic setting. Including women and members from various social, linguistic, gender, ability and skill backgrounds has additionally altered the workplace dynamics. Diversity, according to Stephen Butler, co-chair of

the Business Higher Education Forum, is a valuable competitive asset (Robinson 2002). The inclusion of diversity not only benefits the managers but also imparts a wider perspective and a greater vision of the workforce. Organizations are constantly growing and are being restructured to accommodate the interests of the larger working population. Because diverse teams are more efficient, and give businesses an edge, more companies are becoming inclusive. Discrimination and derogatory perceptions (prejudices, stereotyping, biases) in the workplace are now unlawful because of improvements in the equal opportunity laws. As a result, managers and administrators must implement new and creative approaches to manage people. Progressive organizations promote safe environments within the offices that eventually lead to further opportunities for dialogue, dissent and discussion. Effective managers create a fair and safe environment for everyone. They also never ignore constructive, critical criticism about company programs and policies. Thus, recognizing, embracing, and respecting differences among people with empathy, compassion, and an awareness of rights and duties is a vital management skill that discerning administrators must cultivate.

Ethics and ethical practices have become essential in the workplace. In this unit, we shall explore the main reasons ethics are important for companies, new business professionals and your personal life. Business ethics refers to the standards for morally right and wrong conduct in business. Legally, of course, all organizations have a code of conduct, but “legal” and “ethical” aren’t necessarily the same. Ethics goes beyond the law by outlining acceptable behaviors beyond government/organizations’ control.

Today’s business professionals understand the link between business ethics and business success. Therefore, companies these days are insisting on high integrity and honesty for both employees and leaders. Another reason business ethics is important is that it can improve profitability.

In this unit, we will touch upon ethics, teamwork, conflict, conflict management and leadership styles. These will help you effectively negotiate your workplace.

## **Expected Learning Outcomes**

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After studying this unit, you should be able to:

- ❖ understand that the twenty first century has brought about and will further bring about drastic changes in our lives, both at the personal and professional level;
- ❖ realize that mere subject expertise is not enough for success in your professional life. You need to be ethical people who are ready to be lifelong learners, ever ready to be flexible and work cooperatively with different teams;
- ❖ develop certain personal and social qualities that will enable you to be a star performer and a potential leader at the workplace;
- ❖ define leadership roles for the present and future;

- ❖ create a congenial work environment through effective interpersonal relations;
- ❖ comprehend human factors in conflict resolution for harmony through practical techniques; and
- ❖ make teams and group decision making through collaboration and cooperation.

## 14.2 ETHICS AT THE WORKPLACE

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### Definition

A simple definition of 'ethic' would be a set of moral principles. The word derives from the Greek concept of 'ethos', which means 'the characteristic spirit or attitudes of a community, people or system'. Work ethics would thus mean morality at work.

When you think of it, ethics at work should not differ from ethics in your private life. Ethics are thought of by many people as something that is related to the personal side of life only. In some small businesses, people frown on ethics as an obstacle. This is because they believe that in business, the focus needs to be on achieving success and making money, not on what's really the right thing to do. This is a short-sighted view, and success, in these cases, is transitory. For any business to sustain its credibility in the long run, practicing good business ethics is essential.

So how do we go about defining ethics at work?

Business organizations set work ethics by establishing a Code of conduct. A Code of Conduct is a written collection of rules, principles, values, behavior expectations, and inter-personal relations that an organization believes in as being fundamental to its successful operation. A Code of conduct enumerates those standards and values that form an organization's ethos and that enable it to stand out from similar organizations.

The Code of Conduct serves as a framework for ethical decision-making within an organization. It serves as a communication tool that informs internal and external stakeholders about what is valued by the organization and its employees. It is the heart and soul of a company. It reflects an organization's beliefs and how its employees view themselves, each other, and the world. The Code of Conduct paints a picture of how employees, customers, partners, and other stakeholders can expect to be treated.

### How are ethics put into practice at the workplace?

Work ethics is a universal norm which makes us feel personally accountable and responsible for the work that we do. Basically, work ethics are usually associated with people who work hard and do a good job with responsibility and competence.

We can summarize the characteristics of work ethics under three major heads — interpersonal skills, initiative, and being dependable.

### **Interpersonal Skills for Successful Professional Life**

Interpersonal skills include our habits, attitudes, manners, appearance, and behavior, which informs our dealings with other people. This affects how we get along with other people. Our interpersonal skills develop early in our lives. Our family, friends and our observation of our immediate world influence our attitudes and interpersonal skills. Television and movies also have a role to play in shaping our interpersonal skills. Some interpersonal skills are also genetically passed down. For instance, our genes largely influenced our appearance and our personalities.

To improve our interpersonal skills, we need to know how people look at us. We may have habits or actions that we are unaware of, and which may affect our interpersonal skills. Once we realize them, we can attempt to change, and this would positively influence our relationship with people.

As adults, we have the responsibility of improving our own interpersonal skills because this influences our opportunities and success. This is because people make judgments about one another based on their relationships and interpersonal skills.

#### **Initiative**

Initiative is a very important characteristic in modern times. Direct supervision is often not a feature of the modern workplace. Without initiative, we may delay things and miss opportunities which can cause problems for us. And if our performance is poor, we may lose our job and may not get another chance to prove our worth.

This is most important for those who work out of a home office or have a small business. If they do not exercise initiative, there is no one to check it. This will lead to losses or reduced success.

Drive and effort are both components of initiative. Even if we are gifted, unless we work harder, longer and more efficiently than others, we will never be the best. The amount of drive and effort we put forth in any of our professional or even leisure activities like sports would make the difference between average performance and high performance. To excel, we need to have the right attitude, skill and the initiative to perform better than others or better than before.

#### **Being dependable**

Being dependable is a highly valued quality in the modern workplace. This concept includes honesty, reliability, and being on time. People who are not dependable can cause extra expenditure, emergencies and wastage of time and resources. Sometimes lack of dependability can have serious consequences like losses of different kinds, even loss of life.

When asked to list the most important skills and characteristics they look for while hiring new employees, many employers have listed excellent communication skills, positive attitude, and the ability to be dependable, punctual, and responsible. Besides these characteristics, we also need some personal characteristics which include dressing properly, being polite, and displaying self-confidence.

## SAQ I

- a) Mark these statements, true or false, based on your understanding of the reading passage:
- i) There is really no difference between ethics at work or in the office.
  - ii) Some people believe that ethics is not important as they slow down their work.
  - iii) A Code of conduct is a written document that can tell you what moral standards the organization adheres to.
  - iv) A Code of conduct helps to establish work ethics in an organization.
  - v) A Code of conduct basically just helps only its employees to understand how the organization expects to treat them.

## SAQ II

Now answer these questions:

- a) How would you describe 'work ethics'?
- b) Which kind of worker would you say has good work ethics?
- c) Which are the three major characteristics of work ethics?
- d) Does our family or environment influence our interpersonal skills? How?
- e) Why do you think interpersonal skills are important at the place of work?
- f) How can we improve our interpersonal skills?

### 14.2.1 A Talk on Ethics

Let us understand how you can be ethical in the workplace.

You will now read a brief talk on work ethics from an expert on the subject:

An Expert on Work Ethics

It is important to recognize the significance of work ethics as a tool for maintaining a favorable atmosphere at work and for achieving success. An organization that instills sound work ethics in its employees and keeps a keen eye on adherence to them can avoid many of the problems that arise in inefficient, badly run offices. Here are some key principles to keep in mind when establishing a Code of Conduct for your organization.

1. **Honesty and integrity:** the first principle of good behavior, at work and in personal life, is honesty. Be honest with yourself, your co-workers, and your superiors. Even if customers feel comfortable doing business with a company they can trust that adheres to moral and ethical principles.
2. **Keep an open mind:** Be ready to listen to suggestions, criticism, advice and new ideas that can help you perform better. This is very important for continuous improvement of any organization and its employees. Seeking opinions and feedback from both team members and superiors ensures

- continuous growth and improvement and teaches you to value opinions other than your own.
3. **Honor commitments:** Be sure to honor all commitments and obligations, regardless of adverse circumstances. This is a certain way of building and keeping the trust of colleagues and customers. Remember that everyone's time is as precious as yours. By not honoring commitments, you may hamper others from doing their work on time.
  4. **Be Accountable:** To stay focused and committed, it is important to be accountable. Accountability helps you stay on your toes and put in your best efforts at discharging your duties. Accept responsibility when things go wrong with work you have been involved in. Never shirk responsibility and lay the blame on others.
  5. **Be Respectful:** Treat others with respect. Regardless of differences in position, age, or opinion, always treat others with professional respect and courtesy.
  6. **Be a team player:** Remember that to achieve overall success, an organization must have a high performance at every level, and by every employee. Be involved with what your colleagues are doing, without interfering. Offer help when needed. Everybody can have a bad day at work. Extend a helping hand to colleagues when needed.
  7. **Be punctual:** Punctuality speaks volumes about your self-discipline. Being punctual means not only that you need to reach the office on time. This is a habit that must continue throughout your working day. Be sure to never be late for meetings, appointments, making calls at the promised time, delivering material. Remember, if you are late for a meeting, you are not only wasting your own time but somebody else's too. If unavoidably delayed, sincerely apologize.

### SAQ III

Read again, then close your book and fill up the gaps in the text provided to you.

1. **Honesty and integrity:** The first principle of good behavior, at work and in personal life, is (i)\_\_\_\_\_. Be honest with yourself, your co-workers, and your superiors. Even customers feel comfortable doing business with a company they can (ii)\_\_\_\_\_, that adheres to moral and ethical principles.
2. **Keep an open mind:** Be ready to listen to (iii) \_\_\_\_\_, criticism, (iv)\_\_\_\_\_ and new ideas that can help you perform better. This is very important for (v)\_\_\_\_\_ improvement of any organization and its employees. Seeking opinions and feedback from both team members and superiors ensures continuous (vi)\_\_\_\_\_ and (vii) \_\_\_\_\_ and teaches you to value opinions other than your own.
3. **Honor commitments:** Be sure to honor all commitments and obligations, regardless of adverse circumstances. This is a certain way of (viii)\_\_\_\_\_ and (xi)\_\_\_\_\_ the trust of colleagues

and customers. Remember that everyone's (x) \_\_\_\_\_ is as (xi) \_\_\_\_\_ as yours. By not honoring commitments, you may hamper others from doing their work on time.

4. **Be Accountable:** To stay focused and committed, it is important to be accountable. Accountability helps you stay on your toes and put in your (xii) \_\_\_\_\_ (xiii) \_\_\_\_\_ at discharging your duties. Accept responsibility when things go wrong with work you have been involved in. Never shirk responsibility and lay the (xiv) \_\_\_\_\_ on (xv) \_\_\_\_\_.
5. **Be Respectful:** Treat others with respect. Regardless of differences in position, age, or opinion, always treat others with professional (xvi) \_\_\_\_\_ and (xvii) \_\_\_\_\_.
6. **Be a team player:** Remember that in order to achieve overall success, an organization must have a high performance at every level, and by every employee. Be (xviii) \_\_\_\_\_ with what your colleagues are doing, without being (xix) \_\_\_\_\_. Offer help whenever it's needed. Everybody can have a bad day at work. Extend a helping hand to colleagues when needed.
7. **Be punctual:** Punctuality speaks volumes about your (xx) \_\_\_\_\_. Being punctual means not only that you need to reach office on time. This is a habit that must continue throughout your working day. Be sure to never be late for meetings, appointments, making calls at the promised time, delivering material. Remember, if you are late to a meeting you are not only wasting your own time but somebody else's too. If you are delayed unavoidably, be (xxi) \_\_\_\_\_ with your (xxii) \_\_\_\_\_.

## SAQ IV

Given below are some good work habits of some people. Match them with the words in the box.

|                            |                               |
|----------------------------|-------------------------------|
| self-confidence            | hard work and effort          |
| punctuality and regularity | suitable appearance           |
| good interpersonal skills  | dependable      cooperative   |
| right attitude             | initiative      delegate work |

- i) Rama gets on well with the others in her office. ....
- ii) You can give Tamanna any work and you can rest assured that it will be done. ....
- iii) Sameer takes a lot of interest in taking on interesting projects and work on them. No one needs to tell him what to do next. ....
- iv) Sally always comes on time. She is never missing from the office. ....
- v) Bipin always tries to listen to the other person's point of view. Then he gently makes his point. ....

- vi) Pavan may not be very bright but he works hard and sincerely at whatever job he has at hand. ....
- vii) Mike comes decently and smartly dressed to the office. He looks so prim and proper. ....
- viii) We all like the way Tasleen carries herself and interacts with people. She surely makes an impression. ....
- ix) Rita has made a decision to get out of the rat race mentality, so she is always helpful to others-----
- x) Ramesh has realized that it is better not to do all the work oneself, but trusts others as well-----

### **14.2.2 Talking about ethical and unethical practices**

Listed below are some activities employees indulge in at work. Decide which of them are unethical. Discuss them with your friends and try to find a solution to these issues.

1. An employee receives a gift from a company that his organization is negotiating a contract with.
2. An employee is lagging in some urgent work. He takes the help of a colleague to finish it.
3. An employee asks a fellow worker to punch his time card as he is running late.
  - Using an organization's toll-free number, copier and office supplies for personal use.
  - An employee is concerned about the waste of electricity in the office. He notices, for example, that co-workers leave the air conditioning on when they go out to lunch. He talks about this to the management.
  - Wasting company time.
  - Not being honest with coworkers and managers.

### **14.2.3 Improving our Ethics**

Here are some examples of bad work ethics that we encounter regularly in organizations everywhere. Now think of and list at least four more examples. Search your memory for examples from your experiences with people from other organizations or your own where you believe ethical compromises occur.

- An employee carries home stationery items such as pencils, erasers, and writing pads from the office for his school-going children.
- An employee surfs the Internet, shopping for personal items at company time.
- A plant manager ships a product to a customer even though he knows some parts have a quality problem, hoping that the customer probably won't notice.
- An employee spends several hours a week on her phone talking with her children, their caregivers, and friends.

## 14.3 A SUCCESSFUL PROFESSIONAL LIFE

Besides ethics, there are other aspects that are essential for a successful professional life. In this section, we will look for the capacities and capabilities that will enable you to be successful at the workplace.

We realize that people once considered intelligence quotient (IQ) the apparent measure of a successful leader. We know that people have multiple intelligence (Howard Gardner, 1995), and emotional intelligence is more important than IQ and expertise in one's field for determining who excels at their job. Research has found that there is a "common core of personal and social abilities" which are required for a person's success at the workplace.

Not that technical expertise is not important. Of course, it is—but remember it is a "threshold requirement" which is imperative for all of us working in that area. What distinguishes outstanding employees and managers from others is not only their technical expertise, but how well they can work with and manage their respective teams.

As Goleman (2013) says, Emotional Intelligence skills are "synergistic with cognitive ones" and top performers have both. The more complex the job, the more emotional intelligence matters—because a deficiency in these abilities can hinder the use of whatever technical expertise or intellect a person may have" (p-22). Out-of-control emotions make intelligent people look stupid. Therefore, to access the potential of your talent, you need to be emotionally intelligent.

Of course, just being emotionally intelligent does not guarantee personal competencies required for a job, but it suggests that one has the means to gain them. Goleman (2013) has clustered emotional competencies into two broad groups. One group primarily looks inwards into one's personal qualities, while the other group leverages the social qualities.

### SAQ V

- a) What is a "threshold requirement"?
- b) Does emotional intelligence always guarantee success? Discuss regarding your own life.

#### 14.3.1 Personal Competence

These competences are about us and our patterns of behavior. Here, we must understand how we have to manage our own emotions. These have been divided into three states with their respective sub-states. These are Self-awareness, Self-regulation and motivation.

Let us look at Self-awareness. This is about knowing one's internal states, preferences, resources, and intuitions. Under these, we have three clusters: Emotional awareness, which is primarily recognizing one's emotions and their effects on oneself and others; Self-assessment-this is about knowing one's strengths and weaknesses; Self-confidence- here we recognize our self-worth and capabilities. As you can see, the three subcategories relate to one another.

The next major competence is Self-regulation. Here, we need to learn to manage our internal states, impulses, and resources. Under this, we have five sub-categories. The first is Self-control—we need to keep our emotions and impulses in check; Trustworthiness—this refers to maintaining an ethical lifestyle; Conscientiousness—you need to take personal responsibility for your performance or lack of it. Adaptability—this has reference to your flexibility to handle different situations that you may encounter. Last, we have Innovation—it refers to your ability to accept novel ideas and practices and be ready to implement them.

The final personal competence is motivation. Under this we have four sub-categories which are self-explanatory: Achievement drive, Commitment, Initiative and Optimism.

## SAQ VI

a) List the major personal competences and their subcategories.

### 14.3.2 Social Competence

These competencies deal with how we handle our relationships with others. For good relationships, we need to have empathy and social skills. Empathy makes us aware of others' feelings, needs, and concerns, while social skills reveal our adeptness at inducing desirable responses in others. First, let us discuss empathy. Goleman (2013) includes five sub-categories under this. These include understanding others to be sensitive to their feelings and perspectives and taking an active interest in their concerns. We also need to be developing others, i.e., being sensitive to their need to progress and helping them by bolstering their abilities; we need to be service oriented – always anticipating and meeting customer needs. Leveraging diversity is about accepting different people and getting along with them. Finally, there is a need to have political awareness—which is primarily the ability to read “a group's emotional currents and power relationships”.

**Social skills:** As mentioned before, these relate to inducing desirable responses in the surrounding people. The sub-categories include Influence: this is the ability to persuade others to our point of view; Communication: the ability to listen with an open mind and send convincing messages; Conflict management: this involves the ability to negotiate and resolve disagreements; Leadership: these are the qualities we must cultivate so that we can inspire and guide individuals and groups. Change catalyst: the capability of initiating and managing change without hurting the feelings and interests of others; Building bonds: it means the ability to nurture relationships in office spaces; Collaboration and cooperation: working with others toward shared goals and, finally, team capabilities which involve creating group synergy in pursuing the collective goals of the organization. Therefore, to be a success at the workplace, you need to work on your personal qualities constantly as well as keep fine-tuning the social skills.

## SAQ VII

- a) How do you bring about a feeling of empathy in the workplace?
- b) Which are the social skills you particularly need to develop at your level of career? Discuss with examples from your life.

### 14.4 WHAT IS A TEAM?

Building personal traits helps us get along well with our colleagues at the workplace. We learn to be good team players collaborating with others for the good of the organization.

Professor Leigh Thompson of the Kellogg School of Management defines a team as a, "... a group of people who are interdependent regarding information, resources, knowledge and skills and who seek to combine their efforts to achieve a common goal". Each member has a well-defined role and contributes to the group goal, setting aside personal aspirations. We operate as a team in every sphere of life, be it personal or professional. Within a family, each member has a specific role to play individually and collectively. If one member does not cooperate and does not perform his or her role optimally, it leads to friction within the family. The foundation likewise of every profession as well is collaboration and coordination within a team. A medical team performing surgery will comprise surgeons, anesthetists, technicians, and nurses, along with a separate team to deal with exigencies. Each one brings in their own niche specialization and skills, reducing risks and enhancing performance. Another example of the way a team functions is that of a sports team. Besides the players who are at the forefront of winning a match because of the combined synergies of all players, there is a huge team working behind the scenes, whose contribution is equally valuable. Coaches, nutritionists, behavioral therapists, physiotherapists, doctors, masseurs, performance analysts, media managers, spokespersons, etc. are a part of a national sports team, in which each has a specific function and contributes to the performance along with the players. If we take the example of cricket, coaches would be a separate sub team, with a coach each for batting, fielding, bowling, and wicket keeping along with the head coach. Perfect coordination between all members and at all levels leads to collaborative synergy and cohesion, leading to greater chances of success.

## SAQ VIII

- a) You are a producer and are planning to produce a reality TV talent show. List the teams you might want for seamless production of the same.

#### 14.4.1 Characteristics of a Team

Teams are of varying sizes; they can range from over 2 members to large teams comprising 200 or much more depending upon the organization and the project involved. The complexity of the task, the interdependence on various factors, and the time needed for completion of the task are some factors that determine the team needed for a particular task. Teams can be independent and functional, i.e., they function on their own and have similar competencies

and skills and may be from the same department under a single leadership. This could be an HR team, or a team of lawyers engaged in intellectual property matter, etc. A larger project necessitates interdependent teams with multidisciplinary expertise. These comprise individuals with different skill sets, these may be from different departments who complement and collaborate with each other. Some teams are not permanent or fixed in the organizational structure of the firm, these are put together for a limited period until completion of the project. Other kinds of teams would be a management team whose task is to visualize and plan, an execution team who executes the plans given to them, a troubleshooting team whose primary task is to remove hurdles, a field team whose main task is to work at the ground level. No matter what kind of team it is or what purpose it serves, there are common characteristics underlying teamwork, some of which are listed below:

- Common goal
- Clarity of purpose
- Well defined roles
- Unity in commitment towards goals
- Smooth flow of communication
- Accountability and transparency
- Mutual trust and faith
- Collaborative spirit
- Easy sharing of resources
- Respect difference in opinions
- Willing to take risks

Above all, each team member cannot achieve anything individually; what is required is strong leadership at the top to coordinate all members cohesively towards goal fulfillment.

### **SAQ IX**

- a) If you are a leader/ manager, what characteristics would you want in your team?

## **14.5 CONFLICT RESOLUTION**

Despite one's best efforts, there could always be conflicts in a team, hence conflict resolution is an important part of an organization.

The Cambridge Dictionary defines conflict as an active disagreement between people with opposing opinions or principles. Individuals who work in an organization can have different viewpoints, principles, beliefs, attitudes, goals, ambitions, and traits. What I desire may differ from what the other person desires. When conflict arises in the workplace, it can go to the extent of affecting people's morale, decrease efficiency, increase absenteeism, and spark large-scale confrontations that may escalate into severe crimes.

Managers devote a substantial amount of time to managing organizational disputes. They spend a significant amount of their work time resolving internal conflicts. This obviously has an impact on the morale of both managers and associates and can have a far-reaching effect on the organization's performance. Locker and Kaczmarek (2007:311) believe disagreements occur when sincere people are invested in the task at hand. It is important to fix the real problem and restore hurt feelings. They propose the following measures for reducing group conflict:

- At the outset, define specific responsibilities and ground rules.
- Instead of allowing problems to fester till people explode, discuss them as they surface.
- Realize that group members are not responsible for each other's happiness.

#### Causes of Conflict

Farnsworth recognizes eight causes of conflict:

- i) Conflicting needs,
- ii) Conflicting Styles,
- iii) Conflicting Perceptions,
- iv) Conflicting Goals,
- v) Conflicting Pressures,
- vi) Conflicting Roles,
- vii) Conflicting Personal Values,
- viii) Conflicting Unpredictable policies

#### **14.5.1 Steps to Resolve Conflict**

Conflict resolution requires one to let go of one's ego and see the situation realistically. It also requires attention to the issue and to people's feelings. Locker and Kaczmarek (2007:311) suggest a five-step procedure to resolve conflicts amicably:

- Make sure that the people involved really disagree
- Check to see that everyone's information is correct
- Discover the needs and motifs each person is trying to meet.
- Search for alternatives
- Repair bad feelings

According to Robin (2002), there are five conflict resolution styles: confront, compromise, collaborate, accommodate, and avoid. Identify your resolution style. You can use the five conflict resolution styles strategically in three specific ways when dealing with conflict. These three strategies are engage, do not engage, and negotiate.

### Engage Strategy

If the scenario allows for confrontation, negotiating, or collaborating, an engagement approach will be used (Robin 2002). The engagement approach in confrontations can be violent but not hostile, so the result should be a win-win situation for both parties. If aggressive feelings continue, suggest a fresh approach. Since compromise entails bargaining for a mutually beneficial result, the engagement approach entails putting disagreements aside and working together to find a solution that everyone can agree on. Working as a team is important when using the engagement strategy for collaboration. Everyone is accountable for their efforts and has a say in the decision-making process.

### Do-Not-Engage- Strategy

Where circumstances allow for accommodation and avoiding, a do-not-engage approach is suitable. Not engaging does not imply resisting or being defensive; rather, it is a conscious and deliberate decision not to be adversarial (Robin, 2002). Since the problem is less relevant than the relationship, the do-not-engage approach is successful in accommodating.

### Negotiate Strategy

It is important to understand when and how to negotiate. There are several negotiating styles. Consider negotiating as a means of confronting, compromising, or cooperating.

The optimal time for negotiation is if you can make an offer to your adversary that is more appealing than the next best option. The following table summarizes when it is possible to negotiate (Robin, 2002):

- When you are forced to make a choice and there are no better choices
- When a mission or problem is critical (if it is not, either let it go or lead strongly)
- When you are in a position to consider alternative courses of action
- When not negotiating will be detrimental to your interests or you have anything to gain
- When there has been miscommunication, or when there has been no understanding or agreement
- When you would like to discuss disagreements freely.
- To serve as a role model by exemplifying what successful negotiation entails.

## SAQ X

- a) What is a conflict?
- b) What qualities come in handy when attempting to resolve conflicts??
- c) What are the best strategies involved in conflict resolution?
- d) What practices should be avoided during a conflict resolution?

## 14.6 LEADERSHIP STYLES FOR EFFECTIVE MANAGEMENT OF PEOPLE

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For proper coordination of teams, for conflict resolution and for successful running of organization, it is important to have good leadership. In this section, we discuss the different leadership styles which may be effective.

Northouse (2001) defines leadership as a process whereby an individual influences a group to achieve a common goal. According to Koontz (2006) "Leadership is seen as an influence, that is, the art or process of influencing people so that they will strive willingly and enthusiastically towards the achievement of group goals." To be an effective leader, the manager must exert a positive influence on his or her associates to smoothen the path to reach the goals of the organization. Adopting an appropriate leadership style helps managers to establish rapport, trust and respect, engage their team members and build good working relationships. Although management and leadership are conceptually different, as Henry Mintzberg suggests in his book, *Managing*, it is difficult to separate the two in day-to-day practice. The leadership style adopted by the managers should not be at loggerheads with the general ethos of the organization. Adopting an inappropriate leadership style would mean falling out amongst the employees and discontent. Let's look at various models of management and leadership styles. Leadership is an important quality for managers, which helps them initiate actions, set plans into motion, provide guidance, instills confidence, builds morale and helps employees in coordinating between their personal goals and organizational goals.

### **14.6.1 Approaches to Leadership**

Before 1950s leadership was synonymous with certain qualities/traits which held the belief that great men alias leaders are born and not made, as per the "great man" theory of the ancient Greece and Rome. Many trait studies classifying leaders have been carried out. More recently, the following key leadership traits have been identified: drive (including achievement, motivation, energy, ambition, initiative, and tenacity) leadership motivation (aspiration to lead but not to seek power as such), honesty and integrity, self-confidence (including emotional stability), cognitive ability, and an understanding of the business. The impact of creativity, flexibility, and charisma is also being studied on leadership effectiveness (Koontz,2006)

Around the turn of the twentieth century, the study of leadership moved from personality analysis to behavioral analysis: not 'who' the leader is, but 'what' the leader does. This fostered an appreciation for the possibility of developing leadership in others. Today's most influential leadership theories draw on this understanding and begin to incorporate followers' perspectives and the contexts in which leaders and followers communicate.

There are five basic theories of leadership:

- Transformational leadership
- Leader-Member exchange Theory
- Adaptive Leadership

- Strengths Based leadership
- Servant leadership

### **Transformational leadership**

In the late 1970s, political sociologist James MacGregor Burns popularized the idea of transformational leadership. Burns distinguished two distinct styles of leadership.

**Transactional:** when a leader affects others through what they offer in exchange, the transaction.

**Transformational:** occurs when a leader interacts with his or her supporters in such a way that the degree of inspiration and morality is enhanced.

Transformational leadership is a process that changes and transforms individuals (Northouse 2001). It is the ability to get people to want to change, to improve and to be led. It involves assessing associates' motives, satisfying their needs and valuing them. There are four factors to transformational leadership:

- **Idealized Influence:** describes managers who are exemplary role models for associates. Managers with idealized influence can be trusted and respected by associates to make excellent decisions for the organization.
- **Inspirational Motivation:** describes managers who motivate associates to commit to the vision of the organization.
- **Intellectual Stimulation:** describes managers who encourage innovation and creativity through challenging the normal beliefs or views of a group. Managers with intellectual stimulation promote critical thinking and problem solving in an effort to make the organization better.
- **Individual Consideration:** describes managers who act as coaches and advisors to the associates. Managers with individual consideration encourage associates to reach goals that help both the associates and the organization.

Effective transformational leadership results in performances that exceed organizational expectations. When managers are powerful role models, encouragers, innovators, and coaches, they are utilizing the four factors to help transform their associates into better, more productive and successful individuals. Northouse states that, in 39 studies of transformational literature, individuals who exhibited transformational leadership were more effective leaders with better outcomes.

### **Leader-member exchange theory**

According to the leader-member exchange theory, every group or entity has in-group and out-group members. Members of the in-group work together with the leader, share the leader's personality, and are often willing to take on additional duties or responsibilities. Out-group members are incompatible with the leader; they may have divergent views, clashing attitudes, or a reduced willingness to take on additional tasks. Unsurprisingly, members of an in-group are more likely to win promotions; members of an out-group are more likely to leave.

**Activating LMX theory:**

Activating LMX theory is simple for followers: agree with the leader, take on additional responsibilities, and expect positive results. For leaders, LMX presents a greater challenge, as maximizing team productivity requires converting out-group members to in-group members. Individualized concern, the final component of transformational leadership, can provide an avenue for transforming out-group members. Additionally, LMX theory has major consequences for diversity and inclusion enhancement. If, women, or people with disabilities often self-identify as out-group members, the leader should ask, "What does it take to be an in-group member here, and are we implicitly creating obstacles for others?"

**Adaptive leadership**

According to adaptive leadership, a leader is someone who mobilizes people to address tough issues, such as inclusiveness. Adaptive problems are those for which no obvious solution exists. Adaptive leadership distinguishes leadership from authority. In comparison to authority, which is positional and requires control, leadership requires influence and the ability to mobilize.

Individuals can demonstrate adaptive leadership by engaging in six practices described by Ronald Heifetz:

- Get on the balcony: take a step back from the fray to get a fresh perspective.
- Identify adaptive challenges: adaptive challenges elicit powerful emotions; understanding their origin and complexity helps to explain the path forward.
- Regulate distress: create a secure emotional space in which to resolve the tension associated with adaptive challenges.
- Maintain disciplined attention: foster concentration.
- Give the work back to the people: follow collective approaches.
- Project leadership voices from below: Listen to the voices of the project's leadership from below: pay particular attention to out-group participants, the disadvantaged, and the external community.

**Strengths-Based Leadership**

Strengths-Based Leadership: is the concept of discovering and using one's own and others' strengths to accomplish goals. The definition is derived from positive psychology and the Gallup Organization's common Strengths Finder 2.0 assessment. Most of the analysis and debate around strengths-based leadership focuses on self-reports of individual characteristics. Gallup recommends four talent themed categories for strengths: execution, power, relationship building, and strategic thinking. Understanding your own strengths, as well as those of your colleagues, will help you boost team cohesion and efficiency, as we always feel more motivated and energized when we work in our areas of power.

### Servant leadership

Servant leadership emerged in Robert Greenleaf's writings. Servant leadership entails leaders prioritizing the needs of others over their own. Greenleaf argued that leaders had a social duty to provide for the disenfranchised and to put others first; he proposed devolving control of those being guided. Northouse describes ten qualities of a servant leader, citing Spears (2002). Each implies behavior that a servant leader must exhibit in order to exhibit this leadership style:

- Listening: first and foremost, servant leaders must listen.
- Empathy: servant leaders must "put themselves in the shoes" of other persons.
- Healing: servant leaders are concerned about their followers' well-being.
- Awareness: servant leaders are perceptive to others' contexts.
- Persuasion: servant leaders communicate effectively and persistently in order to effect progress.
- Conceptualization: servant leaders are visionaries who develop specific goals and priorities.
- Servant leaders show foresight by predicting the future.
- Stewardship: servant leaders accept accountability for their leadership position.
- Commitment to the development of others: servant leaders are committed to assisting others in their development.
- Community building: servant leaders seek harmony and connectedness with others.
- In addition to the above-mentioned theories, Kitty O locker addresses three distinct types of leadership that correspond to the three group dimensions:
  - Informational Leaders: generate and analyze ideas and text
  - Interpersonal Leaders: They keep an eye on the group's progress, track people's emotions, and mediate disputes.
  - Procedural Leaders: establish the agenda, ensure that everyone understands what is expected at the next meeting, interact with absent group members, and ensure that all duties are shared equally.

While it is possible for one person to fill all of the positions, the three styles of leadership are filled by three distinct individuals based on their aptitude. Effective groups harmonize informational leadership, interpersonal leadership, and procedural leadership. Effective leadership, in the end, is all about coordination and cohesion.

There are multiple leadership styles, and yet there is no one-size-fits-all solution to handle a diverse workforce in a variety of situations. An effective leader must possess a variety of traits, abilities, and attitudes. However, no one leadership style is superior, and managers are most effective when they

apply their skills and adapt seamlessly to unforeseen situations. According to the leader-member exchange theory, the leader should assume additional roles and expect positive outcomes. Servant leadership allows leaders to place others' interests ahead of their own. Another perspective on leadership is based on the premise that leaders are products of their circumstances; thus, a leader is someone who mobilizes people to solve challenging problems, such as inclusivity. Transactional leaders identify roles and obligations, create a framework, and assist followers in accomplishing goals. Transformational Leadership transforms organizations by articulating a vision and inspiring others. The ideas of transformational and charismatic leadership are interlinked.

Leadership abilities are not inherently innate in anyone. Work ethic, self-awareness, and commitment to personal development are critical components of eventually mastering leadership skills. These days, one can explore a variety of resources to hone one's leadership abilities. There are facilitating workshops, team-building games (both real and virtual), leadership activities, virtual conflict resolution games that improve teamwork, facilitate better communication and strengthen one's leadership and team-building skills. As the adage goes, "Experience is the best teacher, and the worst experiences teach the best lessons," a manager or leader embraces all kinds of experiences, positive or negative, and with caution, persistence, and foresight, transforms obstacles into opportunities. Mentoring, peer support, and leadership development training can all assist an individual in developing into a more effective leader.

## SAQ XI

- What is "Trait" theory? Contrast it with "Transformational" leadership theory.
- Describe your favorite real-world leader and justify your choice.

## 14.7 SUMMARY

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Let us summarize what we have learnt in this unit.

- In the twenty-first century, merely achieving theoretical knowledge does not accomplish professional development. We need to hire ethical people who are ready to be lifelong learners, ever ready to be flexible and work cooperatively with different teams.
- In order to create this sustainable work environment, in this ever-changing world order, managers need to value the "Team". Cultivating "people skills" to collaborate effectively, resolve any conflict, and establish rapport with other team members is necessary.
- Research shows that the most effective individuals have cultivated supportive qualities, receptiveness to team members' and peers' needs, and strong emotional and social intelligence.

- Management in a nutshell is the understanding of the “human” in human resource and effectively communicating with it to achieve a common goal.

## 14.8 TERMINAL QUESTIONS

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1. How are ethics put into practice at the workplace? Discuss.
2. Suggest ways in which we can improve our workplace ethics?
3. How is personal competence different from social competence?
4. What is it that helps good teamwork at the workplace?
5. What are the qualities that you think are essential in a leader? Discuss.

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## 14.10 ANSWERS

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### **SAQ I**

a) True or false:

- i) There is really no difference between ethics at work or in office. **True**
- ii) Some people believe that ethics are not important as they slow down their work. **True**
- iii) A Code of Conduct is a written document that can tell you what moral standards the organization adheres to. **True**
- iv) A Code of Conduct helps to establish work ethics in an organization. **True**
- v) A Code of Conduct basically just helps only its employees to understand how the organization expects to treat them. **False – This holds true not only for employee, but also customers, partners and other stakeholders.**

**SAQ II**

- a) Work ethic is an attitude of determination and dedication toward one's job. It is the ability to maintain proper moral values within the workplace. This is an inherent attitude that an individual possesses which allows him/her to decide and perform their duties with positive moral values that include elements like integrity, responsibility, high quality, discipline, humility and teamwork.
- b) A worker who has moral values, is punctual, hardworking, dependable, cooperative, looks for improvement in him/herself, takes initiative, is productive, and can work in a team, etc.
- c) Having good interpersonal skills, being dependable and taking initiative for the good of the company.
- d) Both play an equal part. A child's learning and socialization are most influenced by their family, since the family is the child's primary social group. Also, our genes affect our personality and appearance. Likewise, an individual's self-worth or self-image stems from their interaction with others. Mass and social media now play a dominant role as well.
- e) Interpersonal skills are the skills we use every day when we communicate and interact with other people, both individually and in groups. They include a wide range of skills, such as building empathy, rapport, and effective communication skills, such as listening and speaking. Regardless of your industry, interpersonal skills are important because they help employees develop and foster strong working relationships with each other and with their colleagues and clients, contribute to increasing team and organizational productivity.
- f) Interpersonal communication involves exchanging ideas with others using various communication tools, such as words, gestures, voice tone, facial expression and body posture. Most of all, smile when interacting with others. Teach yourself to be positive by reminding yourself every day of the good things about your life and your job. Work isn't the place to be overly emotional, but it is the place to build rapport. Be confident in expressing yourself. Always express yourself in a calm, patient manner. I appreciate team workers/colleagues and develop empathy for others.

**SAQ III**

1. **Honesty and integrity:** The first principle of good behavior, at work and in personal life, is **honesty**. Be honest with yourself, your co-workers and your superiors. Even customers feel comfortable doing business with a company they can **trust** that adheres to moral and ethical principles.
2. **Keep an open mind:** Be ready to listen to **suggestions**, criticism, **advice** and new ideas that can help you perform better. This is very important for **continuous** improvement of any organization and its employees. Seeking opinions and feedback from both team members and superiors ensures continuous **growth** and **improvement** and teaches you to value opinions other than your own.

3. **Honor commitments:** Be sure to honor all commitments and obligations, regardless of adverse circumstances. This is a certain way of **building** and **keeping** the trust of colleagues and customers. Remember that everyone's **time** is as **precious** as yours. By not honoring commitments, you may hamper others from doing their work on time.
4. **Be Accountable:** To stay focused and committed, it is important to be accountable. Accountability helps you stay on your toes and put in your **best efforts** at discharging your duties. Accept responsibility when things go wrong with work you have been involved in. Never shirk responsibility and lay the **blame** on **others**.
5. **Be Respectful:** Treat others with respect. Regardless of differences in position, age, or opinion, always treat others with professional **respect** and **courtesy**.
6. **Be a team player:** Remember that to achieve overall success, an organization must have a high performance at every level, and by every employee. Be **involved** with what your colleagues are doing, without **interfering**. Offer help whenever it's needed. Everybody can have a bad day at work. Extend a helping hand to colleagues when needed.
7. **Be punctual:** Punctuality speaks volumes about your **self-discipline**. Being punctual does not only mean that you need to reach the office on time. This is a habit that must continue throughout your working day. Be sure to never be late for meetings, appointments, making calls at the promised time, delivering material. Remember, if you are late to a meeting you are not only wasting your own time but somebody else's too. If you are delayed unavoidably, be **sincere** with your **apology**.

#### **SAQ IV**

- i) Rama gets on well with the others in her office. *Good interpersonal skills*
- ii) You can give Tamanna any work and you can rest assured that it will be done. *Dependable*
- iii) Sameer takes a lot of interest in taking on interesting projects and work on them. No one needs to tell him what to do next. *Initiative*
- iv) Sally always comes on time. She is never missing from the office. *Punctuality and regularity*
- v) Bipin always tries to listen to the other person's point of view. Then he gently makes his point. *Right attitude*
- vi) Pavan may not be very bright but he works hard and sincerely at whatever job he has at hand. *Hard work and effort*
- vii) Mike comes very decently and smartly dressed to the office. He looks so prim and proper. *Suitable appearance*
- viii) We all like the way Tasleen carries herself and interacts with people. She surely makes an impression. *Self-confidence*
- ix) Rita has made a decision to get out of the rat race mentality, so she is always helpful to others. *Cooperative*

- x) Ramesh has realized that it is better not to do all the work oneself, but trusts others' work as well. *Delegate work*

## **SAQ V**

- a) Please refer section 14.3.  
b) Please refer section 14.3.

## **SAQ VI**

- a) Personal competence are: Self-awareness, Self-regulation and Motivation
- **Self-awareness:** emotional awareness, self-assessment and self-confidence
  - **Self-regulation:** Self-control, Trustworthiness, Conscientiousness; Adaptability; Innovation
  - **Motivation:** Achievement drive, Commitment, Initiative and Optimism

## **SAQ VII**

- a) Please refer subsection 14.3.2.  
b) Please refer subsection 14.3.2.

## **SAQ VIII**

- a) It is very important to first have the captain of the ship, i.e the director, in place. The direction team and the scriptwriter work in tandem with each other. The other teams needed would be the casting, cinematography, sound, set design, editing teams, amongst others. It is a collaborative project, and perfect coordination is required for fulfillment of the project.

## **SAQ IX**

- a) An ideal team would be motivated by the common goal, with clarity in purpose and role. There should be a smooth communication flow between members, leading to accountability and transparency. Along with a collaborative spirit which rests on mutual trust and faith, there should be an easy sharing of resources and a healthy respect for differences in opinions.

## **SAQ X**

- a) A conflict may be described as a disagreement, opposition of some sort, argument, antagonism, or animosity between two or more individuals or groups, leading to disharmony or hostility among the affected individuals or groups.
- b) The following measures suggested by Locker and Kaczmerek (2007:311) come in handy to resolve conflicts amicably:
- Make sure that The People Involved Really Disagree
  - Check to see that everyone's information is correct
  - Discover the needs and motifs each person is trying to meet.

- Search for alternatives
  - Repair bad feelings
- c) Engage strategy, Do-Not engage strategy and Negotiate strategy are some of the well-competent strategies to deal with any kind of professional conflicts.
- d) **Practices to be avoided during conflict resolution**
- Not letting conflicting parties accuse each other.
  - Avoid taking sides during conflict resolution.
  - Don't overgeneralize.
  - Don't interrupt/ interject while someone is speaking

### **SAQ XI**

- a) Trait theory is one of the approaches to leadership that held that “great men” alias leaders are born rather than made, prompting researchers to classify the physical, emotional, and personality traits of various leaders. Researchers have conducted many studies of personality traits to classify leaders. Recently, the following key leadership characteristics have been identified: drive (including achievement, motivation, energy, ambition, initiative, and tenacity) leadership motivation (aspiration to lead but not to seek power as such), honesty and integrity, self-confidence (including emotional stability), cognitive ability, and an understanding of the business.

Transformational leadership is about inspiring and motivating teams without micromanagement. Here, the leader delegates decision-making authority to competent employees in their assigned roles. It is a management style that empowers workers by encouraging them to be more creative, to plan ahead, and to come up with novel solutions to vexing problems. This leadership style is possible when a leader communicates with his or her followers in such a way that inspires and moralizes them. Individuals undergo change and transformation through transformational leadership. It is the capacity to awaken people's desire for change, improvement, and leadership. It entails determining the motivations of colleagues, meeting their needs, and valuing them. By valuing his or her employees, a transformational leader helps the business succeed.

Transformational because changing times demand adaptability, as well as non-compromising adherence to the larger picture of overall team building and growth.

- b) Mohandas K. Gandhi, the pre-eminent scholar, thinker, philosopher, social activist, was the greatest leader of the 20th century. He was charismatic, pragmatic and a great enabler. He had a rock-solid belief system that influenced all of his decisions, and he sought major changes at every step of his life, while maintaining a symbiotic relationship with his followers. As a man of actions, he lived his life by the four E's: Envision, Enable,

Empower, and Energize. As an outstanding leader he always led by example and dictated nothing that he could not do himself. (Information from <https://www.mkgandhi.org>). He was charismatic, but he was also an excellent strategist and examined things closely. He epitomized people management skills to the core. He was a transformational and transactional leader, too.

### **Terminal Questions**

1. Please refer to section 14.2.
2. Please refer to subsection 14.2.3.
3. Please refer to subsection 14.3.1 and 14.8.2.
4. Please refer to subsection 14.4.1.
5. Please refer to section 14.6.



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# UNIT 15

## ORGANISATIONAL MANAGEMENT

### Structure

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#### 15.1 Introduction

Expected Learning Outcomes

#### 15.2 Organizational Life and Behaviour

#### 15.3 Role of a Manager

#### 15.4 Leadership

#### 15.5 Gender Issues at Workplace

#### 15.6 Summary

#### 15.7 Terminal Questions

#### 15.8 Further/Suggested Readings

#### 15.9 Answers

### 15.1 INTRODUCTION

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This unit will introduce you to the concept of organization and the ways through which an organization, be it at micro or macro level, can be well managed. The principles of management when applied to the organization results not only in the efficient functioning of the organization but also develops and evolves an individual's skills. The vision one must have to make an organization function smoothly is indeed gained with practice and experience acquired over a gradual period. However, certain clarity in terms of understanding the best practices and the dos and don'ts of the trade surely equip you well to function in a better manner. The core function of management is to make an institution or an organization function efficiently by providing a congenial environment in the organization. What do you think can be the various fronts at which one can ensure this? In the following sections, we would be discussing these in detail.

At the outset it is pertinent to understand the basic idea of what an organization means. According to Oxford Learner's Dictionary an organization is "a group of people who form a business, club etc together in order to achieve a particular aim." Now, there are at least three keywords here. First are *people* second *together* and third *aim*. It is important to understand the impact they carry in terms of management of any organization. Any endeavour to make an organization function effortlessly is a task of managing its people. People have distinct identities, languages, genders,

religion and so on. Now, let's take the second keyword that is *together*. When you start seeing organization as a set of different people with distinct identities, the word together seems like a herculean task because distinct identities do produce a possibility of clashes and miscommunication. The third keyword *aim* thus adds a layer of responsibility on the part of the manager as they may ensure that not only the people in the organization work together but also work efficiently to achieve a common goal set out for and by the organization. Apart from this, let us look at a more thorough definition of organization as put forth by J.D. Mooney in his book *The Principles of Organization*:

“Organization is the form of every human association for the attainment of a common purpose...the framework of every group moving toward a common objective...It refers to the complete body, with all its correlated functions.... It refers to the coordination of all these (functions) as they cooperate for the common purpose.”

Here as well one can see that the emphasis largely is on cooperation, correlation and the presence of a common goal within the group of people forming an organization.

The ways to resolve miscommunication and to facilitate it has already been explained in the previous units. This unit now focuses on the ways one can work

1. To facilitate cohesion amongst people of the organization, to function to achieve the common goal of the organization.
2. To provide a fair environment, a level playing field and inculcate a work culture that allows people of the organization to think creatively and work harmoniously as a team.

In an organizational setup a person who ensures the above is often called manager or the human resource manager. Whatever the designation may be, the role of this person is a crucial one. Linda K. Stroh *et al.*, in their book *Organizational Behaviour: A Management Challenge* recognize this role and posit that the success of an organization is dependent on the managerial task. They write:

“Most managers recognize that buying a new technological innovation is fairly easy. Managing the creative, talented employees who must make most of that innovation is not so easy. We live in an age of unprecedented wealth and abundance of business opportunity but an organization's success - or failure - is still largely determined by how well the organization manages its people”

With this statement we can assess the task of management at any organization is primarily to put people of the organization in the centre. Before we delve deeper to understand the characteristics of successful management techniques and an efficient manager, it is of utmost importance to establish the areas where management is required, in other words to understand the behaviour and nature of an organization and the environment in which a manager is supposed to function, execute and deliver.

## Expected Learning Outcomes

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After studying this unit, you should be able to:

- ❖ understand the task of managing an organisation to make it function successfully;
- ❖ appreciate the multiple ways in which an organisation functions and identify the problem areas that occur while working in an organization; and
- ❖ know the best practices to be inculcated to have a successful management of any organisation.

## 15.2 ORGANIZATIONAL LIFE AND BEHAVIOUR

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Organizational life refers to the different stages of an organization in terms of its growth and expansion. This also pertains to the dynamic that exists between social interactions of individuals within the organization. Therefore, the life of an organization and its collective behaviour is interlinked and should be closely studied to enhance the efficiency at the workplace while also aiming at the satisfaction of the individuals employed in the organization.

According to Linda K. Stroh *et al.*, an organizational life is defined “in terms of **effectiveness, efficiency** and the five managerial functions - **planning, organizing, coordinating, commanding and controlling.**” Let us understand each of these terms one by one and understand why they are important for a successful organization. It is for realizing the true potential of their individual talent and capabilities that people become part of an organization that further puts them in appropriate positions to enable them to do so.

**Effectiveness:** This depends on the efforts and talents of individual members of the organization. They work together in unison for a common goal or mission. Therefore, it is the task of an organization to be an enabler by providing a platform for its employees. It must channel the resources and make it available to the individuals within its systems.

**Efficiency:** When an organization becomes an enabler for its people by providing infrastructural and capital resources, the productivity of the entire organization is enhanced multifold. The capacity to function effortlessly and deliver in a timely manner is also realized by each individual of the organization.

The other five managerial functions were first recognized and established by Henri Fayol, the father of general theory of business administration termed as Fayolism.

**Planning:** Why do you think one needs to plan? Think of a scenario where you are put in a position to execute and deliver five hundred packets of food to the needy in your locality. What are the basic points you would bear in mind? Would you not make sure that those five hundred packets get delivered on time? This is exactly why one needs a plan for any activity. An organization being a large group of people with a common goal needs it all the more. It

needs to allot work to individuals according to their capabilities and to make sure that the task is accomplished. One must plan and enlist all the resources one would require in the planning stage only. No action can be fruitful without a good plan ready to be executed.

**Organizing:** An organization's primary task is to ensure that the appropriate resources are obtained and made available at the time of requirement. It may be in the form of workforce or equipment or capital investment. All of it is necessary to keep the functioning of the organization smooth and efficient.

**Coordinating:** It is a fact that a group of people working together for a common goal will not be able to accomplish it without a seamless coordination. Imagine a scenario where you are a part of the group which has been assigned the task of distributing food packets in a particular area. What do you think will happen if each member of your group tries to do the entire work by themselves or they go their own way without letting the other members know about their route? There will be a complete disorder, and the task will not be accomplished on time. This, as we have understood so far, is not a goal of any organization. Therefore, along with planning at the managerial level, the cohesion and coordination among the members of the organization is a prerequisite. The techniques of effective communication that you have understood in the previous units will be applicable and useful here.

**Commanding:** A good team can function in a coordinated manner to accomplish its goal when it has an equally good leader. A good leadership ensures that the organization remains enthused, inspired and motivated to work in cohesion and to deliver. To command the team, to work with them, to reward and to also penalize them requires a competent leader and this is essential for any organization. We will discuss the role of a manager and leadership in an organization in the subsequent sections in detail.

**Controlling:** How do you think you can know whether the organization is functioning as per your plan and command? There should be systematic and periodic check on the progress. The unit itself poses some questions for you after each section to check whether you have been able to understand the concepts or not. If you are not able to answer some questions or any one of them, you may need to go back to the relevant portion and read it again. Similarly, in the case of an organization controlling implies that one would monitor the performance of the organization and gauge the progress made in comparison to its goals. If the individuals are not moving towards the achievement of the goal, it is time to reassess your strategy by analysing the reason for such deviations. Evaluation of the actions of the individuals and groups, and dedicated feedback ensures the accomplishment of the desired objectives.

## SAQ I

- a) What are the essential steps involved in effective delivery of a task assigned to a group of individuals?
- b) How can you ensure a good working environment for an organization?
- c) What role does controlling play in the management of an organization?

## 15.3 ROLE OF A MANAGER

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We have discussed the ways in which an organization can be best managed to achieve a common goal successfully. To execute the functions mentioned in the previous section you need a human resource, in other words, a manager. A manager works in a systematic and organized way to ensure that the planning, organizing, leading, controlling and commanding produces the target result and takes the organization ahead. Henry Mintzberg in his classic work, *The Nature of Managerial Work* builds upon the foundational management functions provided by Fayol and emphasizes on the multifaceted role a manager is required to perform. He lays out a set of ten roles that can be broadly categorized as: Informational, Interpersonal and Decisional. A manager is expected to provide and analyse information for his organization, and this is precisely what they do when executing their informational role. Interpersonal roles, on the other hand, require a manager to be at ease and facilitate human interaction which forms the core of their organization. Decisional role involves a manager to make decisions pertaining to the best interests of the organization and its various units. Let us look at each category individually to understand the ten roles discussed below.

### 1. Informational Roles

- a. **Monitor:** While performing the task of monitoring, a manager is involved in studying reports and relevant documents which pertain to the tasks assigned. They should also be able to network with all the stakeholders and ease the communication between the organization as a unit and all the concerned individuals.
- b. **Disseminator:** The manager's task at this level is to intimate the concerned individuals inside and outside the organization with information in the form of memos, notices, reports, messages or phone calls. In the era of rapid dissemination of information and technology, this task is facilitated by newer platforms such as Whatsapp, Telegram, Email etc. It is now a matter of a few seconds that any information can be sent to many people associated with a particular project or task.
- c. **Spokesperson:** The manager is also a spokesperson of the organization whenever there is a need to communicate with agencies outside the organization. They represent the organization and are expected to be update other stakeholders with all the information about the organization.

### 2. Interpersonal Roles

- a. **Figurehead:** As we have seen that the manager is a spokesperson and representative of the organization, they are also the figureheads who perform all the ceremonial duties whether symbolic or real such as welcoming the outside parties to their organization and being a signatory to the legal documents pertaining to the organization.
- b. **Leader:** The manager is the prime motivator and guide of the team. A team can perform well with a visionary supervision of a good leader

and a manager is expected to be that leader. We will discuss the importance of leadership in an organization in the next section.

- c. **Liaison:** The manager should be able to maintain contact with the network that facilitates functioning of the organization. They should have an unfettered link with the external and internal stakeholders of the organization, and to be able to hold meetings, to send mails and other related work.

### 3. Decisional Role

- a. **Entrepreneur:** The manager also initiates and innovates. Whether new ideas are needed for a project or for resolving the issues regarding the functioning of the organization, it is the responsibility of a manager to initiate them and designate the work accordingly.
- b. **Disturbance handler:** When a diverse group of people work in an organization conflicts do happen at some or the other level. It is the manager's task to resolve these conflicts judiciously to ensure the smooth functioning of an organization.
- c. **Resource allocator:** The manager handles manual and financial resources and as they are in the position of a decision maker, they should be able to distribute resources as per the requirement and need of different units within the organization while keeping the schedule and priorities of the tasks allocated.
- d. **Negotiator:** In an organization, the manager is supposed to negotiate deals and facilitate contracts, sales and purchase as and when the need arises.

Apart from these roles prescribed by Henry Mintzberg, there are certain skills that a manager is expected to exhibit. These skills ensure that the roles and responsibilities of the manager are carried out well. The manager learns some skills as a part of their training and education and they also gain some expertise while working in the field. These skills are termed as **technical skills**, and they aid the task of a manager.

An organization as stated earlier, runs with a different set of individuals working in cohesion, with a manager who supervises this group and who can handle interpersonal relations with a degree of trust and human sensibility which is essential for the growth and success of the organization. Such skills are termed as **human skills** and are essential in the making of a good manager.

A formal education equips a manager with strategies to apply to the work involved. However, it really takes the ability to analyse situations carefully, to resolve the issues, and exhibit the desirable human skills mentioned above. Analytical ability of a manager lets them work with a vision for the future of the organization and its people. Such skills are acquired over a period of time and become a part of the concepts of practical management, therefore termed as **conceptual skills**.

So far, we have discussed and understood the role a manager is supposed to play in an organization. We have also reflected upon the skills a manager

should possess in order to facilitate organizational management. In the next section we will discuss the crucial aspects of leadership which are necessary for the successful management of an organization.

## SAQ II

- a) Discuss the ten roles of a manager, giving examples.
- b) What are the informational roles of a manager?
- c) What should a manager do in case of conflict at the organization?

### 15.4 LEADERSHIP

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You may have heard this word often. Whether it is in the context of any political movement or within a team at the level of an institution, leadership decides the course of action and the future of the concerned people. The word implies a role where an individual guides and directs a group of people to accomplish a task or achieve a goal. Such an understanding assumes a group of people as a simple unit with an aptitude to understand and listen to the directions provided by the leader. However, in reality the group of people is a complex and varied set of individuals who have their own set of beliefs, ideas, convictions and prejudices. It is, therefore, indeed a difficult task to be able to influence and guide this group of people that are supposed to work in cohesion as a unit. Do you think that a weak leadership will be able to produce the desired result in an organization? If the organization does not receive proper guidance regarding its functioning, there will be a complete breakdown eventually. A good leadership, therefore, assures a good prospect for an organization.

It is pertinent here to differentiate between management and leadership. The two words may be used interchangeably but they do not imply the same meaning. John P. Kotter from Harvard Business School has distinguished between the two in detail and has observed that both these roles are different but complementary to each other. In an essay titled *What Leaders Really Do?* He writes,

*“Leadership is different from management, but not for the reasons most people think. Leadership isn’t mystical and mysterious. It has nothing to do with having “charisma” or other exotic personality traits. It is not the province of a chosen few. Nor is leadership necessarily better than management or a replacement for it. Rather, leadership and management are two distinctive and complementary systems of action. Each has its own function and characteristic activities. Both are necessary for success in an increasingly complex and volatile business environment.”*

He further explains that “Management is about coping with complexity. Leadership, by contrast, is about coping with change.” Let us understand what he means by this statement. Leadership, according to him, is an important part of management. Management involves many other activities apart from mere leadership as we have understood in the previous section. Through effective management an individual can resolve the problems and complex situations

arising within or outside the organization. A leader inspires change and brings about positive transformation in the working of an organization. A good manager, therefore, may not be a good leader; they may effectively deliver on every criteria of planning, organizing, coordinating, commanding and controlling but fail to inspire, motivate and transform. Leadership requires competency to do all that a manager does and being able to guide and inspire. Let us look at some of the characteristics that define good leadership.

However, there is no strictly defined way to be a good leader, one must try and inculcate some of the traits given below to be a successful leader.

**Goal oriented:** A leader is the prime force of the team. They are the ones who initiate ideas and motivate others to execute them; therefore they should be focussed on the goal to align others in the team with the same.

**Integrity:** A leader should be trustworthy and exhibit honesty in all their dealings within the organization. This fosters a spirit of honesty in the teammates also.

**Strategic Thinking:** A leader should be able to analyse, judge and adopt appropriate strategies to keep the functioning of the organization hassle-free. They would be able to create an environment that is productive.

**Inspiring:** A leader should set an example for others in the team. Their integrity, innovation and motivation keep the spirit of the team high and it imbibes the example set by its leader.

**Knowledgeable:** It goes without saying that a leader should have a thorough knowledge of their subject. They should have clarity of concepts and guiding principles of the business that they are involved in.

**Decisive:** Firm decisions for the benefit of the organization set a clear path for the progress of the organization. A leader should be a decisive individual who has negligible scope for doubt or ambiguity.

**Visionary:** A visionary leader would be able to look at the bigger picture and strategize to work towards that by setting periodic goals and achieving them with the team.

**Unbiased:** A leader who is free from all prejudices and biases would be able to make decisions that are fair and in the interest of the organization.

Apart from these traits that a leader must try and inculcate, they should also exhibit a leadership style that is appropriate for the organization's structure and environment. A leader who is rigid and extremely unaccommodating would be perceived as autocratic, on the other hand a leader who is too lenient and accommodating may be seen as a weak one. Therefore, a leadership style that is a balance of the two may be adopted to strike a balance between the leader's authority and team's participation within the organization. A leader who can attain this would be able to succeed and efficiently deliver the best for the organization. Along with this, we may also try and look at what Peter Drucker, a management theorist, has to say about good leadership. He says, "Effective leadership is not based on being clever, it is based primarily on being consistent." Here, Drucker introduces a new idea about leadership, as according to him it is not only important to be able to

employ all the good practices but also be consistent in practising them. According to him, successful leaders have the following three abilities:

**Mission -oriented:** The objectives and mission of an organization are achieved with a motivated and inspiring leader. A good leader sets the priorities and accepts challenges to accomplish the mission of the organization.

**Responsible:** A leader must not perceive the designation assigned as a rank or status. Rather they should be able to consider it as a responsibility to improve the organization day by day. They should be capable of working with an efficient team without asserting their rank or power.

**Trustworthy:** Good leaders do what they say. Their words hold the power to inspire others and set an example. A complete trust in a leader would ensure that the organization achieves its goals in an efficient way.

The qualities of a leader and the style of their functioning let us understand the nuances of leadership and how we can adapt these in our own work. We would now look at another essential aspect of organizational management that serves as a marker of success of an organization.

### SAQ III

- a) What is the difference between leadership and management?
- b) Why is strategic thinking important for a leader?
- c) What, according to Drucker, is the key to successful leadership?

## 15.5 GENDER ISSUES AT WORKPLACE

In an organizational setup, it is of utmost importance to address gender specific issues that may arise in various forms. There are many challenges that an organization may face if it does not ensure that all individuals within the organization are working in an environment conducive to their professional growth. Despite the presence of a considerable number of women and people from LGBTQ+ in the workforce at different levels of the organization, the problems of pay disparity, limited opportunities in career advancement, discrimination within the organization, under- representation in leadership roles and sexual harassment at workplace exist and mar the reputation of the organization. An organization that seeks to be successful must provide a judgement free environment to all its members and ensure their well-being. Following is some of the areas in which an organization, its leadership and the managerial authority can work to facilitate a congenial work environment and make the workplace inclusive in the true sense of the word.

**Gender Sensitization:** An organization must have a routine sensitization programme and training for all its members. The members become aware of their biases, conscious of them, and can work to resolve them to promote a respectful and safe work environment. For example, a workshop on sexual harassment at the workplace will not only inform its female, male and LGBTQ+

members of their safeguards but will also help others understand the gravity of the situation.

In India, the POSH (Prevention of Sexual Harassment) Act was enacted in 2013 to make the workplace safe and provide a legal framework for the redressal of complaints. It seeks to encourage a dignified work culture for all the members in an organization whether private or public. POSH mandates the constitution of an Internal Complaints Committee (ICC) to address complaints of sexual harassment in all organizations. It also lays down the details of procedure to file a complaint, seek redressal and support. An organization must ensure that it complies with POSH and its various regulations to make the workplace environment respectful and equal for all.

**Equal Pay:** All employees must be paid equal for the concerned positions irrespective of their gender. Pay disparity has been an issue that has acted as a deterrent for many people to enter and work in an organization. Such a disparity in wages may keep the best talent out of the organization.

**Recruit Inclusively:** There should not be any discrimination while recruiting the employees and while promoting them. Their work and dedication alone should be the criteria for judgement of their contribution. An organization that adopts this policy goes a long way in fostering its success.

**Flexible Work Environment:** Flexible working hours, work from home, and also catering to diverse urgencies of employees creates a positive environment for all. When the employees feel safe at work, they will put more effort in their work that will result in the progress of the organization.

How can a manager help?

A manager, as they are the central figures in organizing, planning and executing the tasks for an organization, must ensure the following:

- **Inclusive Behaviour:** Show respect and execute work with complete fairness while interacting with every employee working under them.
- **Support System:** Offer resources and support to employees facing gender-related challenges.
- **Encourage Conversation:** Create an environment where employees feel comfortable discussing gender issues without any hesitation.

Addressing gender issues in the workplace is essential for promoting a fair and productive organizational culture. By implementing policies and fostering an inclusive environment, organizations can enhance employee satisfaction and ensure overall success.

## SAQ IV

- a) Why is sensitization important at the workplace?
- b) How will equal pay ensure the success of an organization?
- c) What is the role of a manager in providing a congenial atmosphere to all genders?

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## 15.6 SUMMARY

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Let us summarize what we have learnt in this unit:

- This Unit has introduced you to concepts of organizational management while also making you aware of the meaning and function of an organization.
- We have understood how a task is conceptualized in an organization and its process through different stages of planning and execution to achieve a fruitful result.
- The aim of any organization ultimately is to progress by maintaining a congenial work environment for all individuals. We have discussed various management and leadership strategies through which an organization can achieve the goal successfully.
- To facilitate this, a manager with leadership skills and attributes is a prerequisite. We have discussed the role a manager plays and the importance of their position in the efficient functioning of an organization.
- A separate section on gender issues at the workplace expands the understanding of organizational management and makes you aware of the aspects of organizational life often overlooked.
- An efficient organization capable of succeeding financially would ensure its progress when it pays attention to all the aspects of its life and behaviour.

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## 15.7 TERMINAL QUESTIONS

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1. What do you understand by the term organization?
2. What are the main managerial functions established by Henri Fayol?
3. Describe the various roles of a manager in an organization?
4. What are the important traits of a leader? Discuss. You may add others of your own.
5. How can an organization ensure a safe working environment for its members?

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## 15.8 FURTHER/SUGGESTED READINGS

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- *Organizational Behaviour: A Management Challenge* by Linda K. Stroh, Gregory B. Northcraft, Margaret A. Neale
- *Handbook of Principles of Organizational Behaviour* by Edwin A. Locke
- *Difficult Conversations: How to Discuss What Matters Most* by Douglas Stone, Bruce Patton, Sheila Heen

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## 15.9 ANSWERS

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### SAQ I

- a) Effectiveness, Efficiency, Planning, Organizing, Coordinating, Commanding and Controlling

- b) An organization should be an enabler for its people by providing infrastructural and capital resources apart from providing a congenial atmosphere which has a clear route map of the task to be accomplished and coordinated amongst the individuals.
- c) Controlling ensures that the organization is moving towards the desired directions and goal. It is through controlling that any organization keeps a check on its progress by assessing and evaluating its strategies.

### **SAQ II**

- a) A manager plays a crucial role in any organization and the ten roles when performed efficiently ensure that progress of an organization. A manager in an organization named ABC keeps all the employees in a loop of information, regularly checks their progress on an assigned project and furnishes all the required documents and information to a third party for a deal on behalf of the organization. Such a manager can be said to perform the informational roles efficiently. As a figurehead, a leader and a liaison, a manager will represent the organization ABC in a conference held on a national forum and would be able to maintain contacts with all the stakeholders they meet in that conference. If required, they would also update their team about the information received at the conference. A manager will also design a new project and discuss it with the team, and negotiate the terms and conditions, procure the resources and settle down the differences, if any, within the team. This is how they will be able to fulfil their role as an entrepreneur, disturbance handler, resources allocator and a negotiator.
- b) Monitor, Disseminator, Spokesperson
- c) They should analyse the situation carefully and resolve the issues judiciously exhibiting their human skills.

### **SAQ III**

- a) Leadership provides guidance and inspires the organization whereas management handles the issues regarding planning, organizing, coordinating, commanding and controlling.
- b) To be able to create an environment that is productive.
- c) To employ all the good practices consistently and inculcate qualities of being mission oriented, responsible and trustworthy.

### **SAQ IV**

- a) To make individuals aware of their biases and prejudices and make the workplace environment safe and respectful for all.
- b) Disparity in wages may keep the best talent out of the organization. An equal pay irrespective of gender will encourage the best talent to become the part of an organization and contribute for its growth.
- c) A manager with their inclusive behaviour can provide a support system to the members of the team and can also promote an environment for open conversation.

## **Terminal Questions**

1. Please refer to section 15.1.
2. Please refer to section 15.2.
3. Please refer to section 15.3.
4. Please refer to section 15.4.
5. Please refer to section 15.5.



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## GLOSSARY

- Congenial Atmosphere** : A pleasant, friendly, and harmonious environment, typically one that promotes positive interactions and cooperation among people.
- Compensation Package** : The salary along with other benefits that an employee receives.
- Comprehensive Overview** : A detailed description.
- Conflict Resolution** : Conflict resolution is the process of resolving disputes or disagreements between individuals or groups in a constructive manner. It involves communication, negotiation, and problem-solving skills to find a mutually acceptable solution while maintaining positive relationships.
- Coordinating** : The act of organizing and aligning activities, tasks, or resources to ensure they work together efficiently and effectively to achieve a common goal.
- Disseminate** : To spread or distribute information, knowledge, or ideas widely so that they reach a large audience.
- Disturbance Handler** : A managerial role or function that involves dealing with unexpected problems, conflicts, or crises in the workplace, ensuring they are resolved effectively.
- Emotional Intelligence** : Emotional intelligence (EI) is the capacity to recognize, understand, and manage one's own emotions, as well as the ability to recognize, understand, and influence the emotions of others. EI includes skills like empathy, self-regulation, and social awareness.
- Establishing Rapport** : Establishing rapport is the process of building a mutual sense of trust, understanding, and connection with others. It involves creating a positive and comfortable atmosphere where both parties feel respected and understood.
- Ethics** : It refers to a set of moral principles or values that govern the behaviour of individuals or groups. It involves distinguishing right from wrong and making decisions based on fairness, integrity, and respect for others.
- Gender Sanitisation** : The process of removing gender biases, stereotypes, or discriminatory practices from language, culture, or organizational policies, often to promote equality and inclusivity.
- Honing Skills** : Improving skills with effort and diligence
- Infographic** : An infographic is a visual representation of any kind of information or data in digital form.
- In a short and crisp manner** : Briefly in an attractive language which is easy to comprehend

- Initiative** : This is the ability to take action and make decisions independently. It reflects a proactive attitude and the willingness to step forward and address challenges or seize opportunities.
- Integrity** : Adherence to strong moral and ethical principles, such as honesty, fairness, and transparency, both in personal behaviour and in professional conduct.
- Interpersonal Skills** : Interpersonal skills are the abilities used to interact effectively with others. These include communication, empathy, active listening, teamwork, and conflict resolution, all of which help build positive relationships and manage social interactions.
- Leadership** : The ability to guide, influence, and inspire individuals or groups toward achieving common goals. It involves making decisions, motivating others, and taking responsibility for outcomes.
- Liaison** : A person or role responsible for facilitating communication and cooperation between different groups, organizations, or departments to ensure smooth collaboration.
- Networking** : It is the exchange of information and ideas among people with common profession or special interests. These days, networking is done through internet. Several popular social media platforms are: WhatsApp, Facebook, Instagram, Twitter.
- Online Courses** : The courses which are not face to face, instead offered via internet.
- Organisational Life** : The overall culture, dynamics, and functioning of an organization, including its structure, processes, values, and the way it operates on a day-to-day basis.
- People Skills** : People skills refer to the ability to interact effectively with others in a variety of situations. This includes good communication, empathy, active listening, and the ability to resolve conflicts, making it easier to build and maintain relationships in both personal and professional contexts.
- Secondary benefits** : Examples are health care, expenses for the children's education, leave travel concession, etc.
- Social Competence** : Social competence refers to the ability to navigate and interact effectively in social situations. It involves understanding social norms, demonstrating appropriate behaviour, and forming successful relationships with others.
- Visionary** : A person who has a clear and strategic long-term view of the future, often focused on innovation and setting ambitious goals to guide others toward achieving that future.

Dear Learner,

While studying the theory course **MGY-013 (Research Methodology and Professional Skills in Geoinformatics)**, you may have found certain portions of the text difficult to comprehend. We wish to know your difficulties and suggestions, in order to improve the course. Therefore, we request you to please fill out and send us the following questionnaire, which pertains to this course (i.e., **MGY-013**). If you find the space provided is insufficient, kindly use a separate sheet.

*Please mail to:*

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**Questionnaire**

1. Name: \_\_\_\_\_

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3. Regional centre code and name: \_\_\_\_\_

4. Study centre code and name: \_\_\_\_\_

5. How many hours did you spend for studying the each unit?

| Course       | MGY-013 (Research Methodology and Professional Skills in Geoinformatics) |    |    |    |    |    |
|--------------|--|----|----|----|----|----|
| Unit no.     | 10   | 11 | 12 | 13 | 14 | 15 |
| No. of hours |  |    |    |    |    |    |

6. Please give your reactions (by '√' mark) to the following items based on your reading of the theory course:

| Items                                      | Excellent | Very Good | Good | Poor | Give specific examples, if poor |
|--|-----------|-----------|------|------|---------------------------------|
| Presentation Quality                       |           |           |      |      |                                 |
| Language and Style                         |           |           |      |      |                                 |
| Illustrations used (Diagrams, Tables etc.) |           |           |      |      |                                 |
| Conceptual Clarity                         |           |           |      |      |                                 |
| Self Assessment Questions (SAQ)            |           |           |      |      |                                 |
| Feedback to SAQ                            |           |           |      |      |                                 |

7. Your specific comments on the course MGY-013

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