

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ, МОЛОДІ ТА СПОРТУ УКРАЇНИ**

**ХАРКІВСЬКА НАЦІОНАЛЬНА АКАДЕМІЯ  
МІСЬКОГО ГОСПОДАРСТВА**

**МЕТОДИЧНІ ВКАЗІВКИ**

для організації практичної роботи  
з дисципліни

**ІНОЗЕМНА МОВА  
ПРОФЕСІЙНОГО СПРЯМУВАННЯ  
(АНГЛІЙСЬКА МОВА)**

*(для студентів 1 курсу заочної форми навчання  
за напрямом підготовки «Туризм»)*



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Методичні вказівки для організації практичної роботи з дисципліни «Іноземна мова професійного спрямування» (англійська мова) (для студентів 1 курсу заочної форми навчання за напрямом підготовки «Туризм») / Харк. нац. акад. міськ. госп-ва; уклад.: С. О. Зубенко. – Х.: ХНАМГ, 2013 – С. 61.

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Методичні вказівки призначені для організації практичної роботи студентів у першому та другому семестрах згідно з затвердженою робочою програмою навчальної дисципліни «Іноземна мова професійного спрямування», укладеної відповідно освітньо-кваліфікаційним вимогам до знань і вмінь студентів напряму підготовки «Туризм», які в майбутньому будуть працювати у сфері туризму.

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# 1. MANAGEMENT

**Management** in all business and organizational activities is the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively. Management comprises *planning, organizing, staffing, leading or directing, and controlling an organization* (a group of one or more people or entities) or effort for the purpose of accomplishing a goal. Resourcing encompasses the deployment and manipulation of human resources, financial resources, technological resources, and natural resources.

Since organizations can be viewed as systems, management can also be defined as human action, including design, to facilitate the production of useful outcomes from a system. This view opens the opportunity to 'manage' oneself, a prerequisite to attempting to manage others.

## History

The verb manage comes from the Italian *maneggiare* (*to handle, especially tools*), which derives from the Latin word *manus* (*hand*). The French word *mesnagement* (later *ménagement*) influenced the development in meaning of the English word management in the 17th and 18th centuries.

Some definitions of management are:

Organization and coordination of the activities of an enterprise in accordance with certain policies and in achievement of clearly defined objectives. Management is often included as a factor of production along with machines, materials and money. According to Peter Drucker (1909–2005), the basic task of a management is twofold: marketing and innovation. Nevertheless, innovation is also linked to marketing (product innovation is a central strategic marketing issue). Peter Drucker identifies Marketing as a key essence for business success, but management and marketing are generally understood as two different branches of business administration knowledge.

Directors and managers have the power and responsibility to make decisions to manage an enterprise when given the authority by the shareholders. As a discipline, management comprises the interlocking functions of formulating corporate policy and organizing, planning, controlling, and directing the firm's resources to achieve the policy's objectives. The size of management can range from one person in a small firm to hundreds or thousands of managers in multinational companies. In large firms, the board of directors formulates the policy that the chief executive officer implements.

## **Levels of management**

Most organizations have three management levels: **first-level, middle-level, and top-level managers**. These managers are classified in a hierarchy of authority, and perform different tasks. In many organizations, the number of managers in every level resembles a pyramid. Each level is explained below in specifications of their different responsibilities and likely job titles.

### **Top-level managers**

Consists of board of directors, president, vice-president, CEOs, etc. They are responsible for controlling and overseeing the entire organization. They develop goals, strategic plans, company policies, and make decisions on the direction of the business. In addition, top-level managers play a significant role in the mobilization of outside resources and are accountable to the shareholders and general public.

Top management's role is:

- Lay down the objectives and broad policies of the enterprise.
- Issue necessary instructions for preparation of department budgets, procedures, schedules, etc.
- Prepares strategic plans and policies for the enterprise.
- Appoint middle level executives, i.e., departmental managers.
- Controls and coordinate activities of all departments.
- Maintain contact with the outside world.
- Provides guidance and direction.
- Answer to shareholders for the performance of the enterprise.

### **Middle-level managers**

Consist of general managers, branch managers and department managers. They are accountable to the top management for their department's function. They devote more time to organizational and directional functions. Their roles can be emphasized as executing organizational plans in conformance with the company's policies and the objectives of the top management, they define and discuss information and policies from top management to lower management, and most importantly they inspire and provide guidance to lower level managers towards better performance. Their functions include:

- Design and implement effective group and inter-group work and information systems.
- Define and monitor group-level performance indicators.

- Diagnose and resolve problems within and among work groups.
- Design and implement reward systems that support cooperative behavior.

### **First-level managers**

Consist of supervisors, section leads, foremen, etc. They focus on controlling and directing. They usually have the responsibility of assigning employees tasks, guiding and supervising employees on day-to-day activities, ensuring quality and quantity production, making recommendations, suggestions, and up channeling employee problems, etc. First-level managers are role models for employees that provide:

- Basic supervision
- Motivation
- Career planning
- Performance feedback



<http://en.wikipedia.org/wiki/Management>

## **2. BASIC MANAGEMENT PRINCIPLES**

In order to be a good manager one needs to fully understand all the principles of management. This is not something that can be acquired overnight, and it requires careful study and years of experience to master.

Being an effective manager is no easy task by any means, and no matter what field you are operating in, principles remain the same for business administration and management. Whether you are heading or running a multimillion dollar corporation, or even if you are organizing a birthday party for your child, there are some rules and concepts that universally apply to every situation where people, time and resource management is necessary.

Development of management in itself is a huge field of study and there are professionals who have dedicated their lives towards studying it and commenting on it, but the true essence of managing comes from effective people skills. It basically involves gathering the right people to do a certain job, and to show them the right way to do it, and to motivate them to do so constantly.

## **Basic Project Management Principles**

### **Basic Functions**

Primarily, there are 5 different functions of management, and this is what the process aims to achieve at all points. Here are these concepts, and the realms they cover.

**Planning:** This is the very first step, and it involves the setting of the goals of certain activities. People can work better only when they have a clear vision of what it is they are setting out to achieve. Management involves the fixing of these goals, and communicating them to people. This is most commonly seen in the form of mission statements and vision statements that are created by companies, and also in the form of realistic targets.

**Staffing:** The next function is to recruit the right people for the job. There is a proper method in which to carry out this task, and choosing the most appropriate people is vitally important. People with the right skill sets and experience levels are absolutely necessary for the smooth working of an organization.

**Organizing:** Once the goals are set and the people are acquired, it is important to determine and establish the exact nature of job of each employee. This ensures that there is no duplication of work, and also no confusion about who is supposed to do what. This also involves the division of labor, the delegation of authority and departmentalization.

**Controlling:** This is perhaps the most important function of all, as it involves comparing the real performance with expected performance. If there is a difference then the manager needs to understand why, and then proceed to solve the problem. This is where leadership skills and motivational qualities of the manager come in. On the other hand, if the performance is better than expected, then the manager has to reward the workers, and ensure that they keep these performance levels up.

**Directing:** As mentioned earlier, the manager has to react once results have been compared to the expected performance. The reasons for disparities should be found, and the manager should strive to make the workers improve their performance in a positive manner. This also involves the inculcation of time management.

### **Qualities of a Manager**

In order to achieve and follow these principles, there are certain qualities and characteristics that a manager must mandatorily have. These skills will help him

make a genuine connection with people, and it will also help him to get the best out of them. Here are some of the features that all good managers naturally possess.

- Problem solving
- Logical thinking
- Technical knowledge
- Ethical thinking
- Effectively communicating
- Reasonable and understanding

With the right skills, no obstacle can be big enough to pull the team down. Good managers ensure that the team works for each other, and all disputes and resolves are solved amicably, with the sole aim of achieving the objectives and goals.

### **Importance of Strategic Planning**

Strategic planning is another area that is crucial to the running of a business. One of the risk is to make a detailed **SWOT (Strengths, Weaknesses, Opportunities and Threats)** Analysis of the business and then handle each factor with extreme care. Strategic planning is a basic blueprint of the aims to be achieved and how to go about achieving them.

Strategic planning also gives details about what could potentially derail the task, and how it should be dealt with. All possible outcomes must be thought about, and one must be as best prepared as possible. There are many unseen forces and contingencies that could ruin everything, and only effective strategic planning can help one avoid calamities. This list of different types of management styles will also prove very helpful to you.

This information is just the tip of the iceberg, and there are many more nuances involved in the art of management. You must read all that you can on the subject and that will improve your knowledge substantially.

By Rahul Thadani Read more at Buzzle:

Listening <http://www.buzzle.com/articles/basic-management-principles.html>

### **3. FUNCTIONS OF MANAGEMENT**

The different functions of management ensure that an organization achieves its goals in a strategic manner, with the application of certain principles. These core functions have been explained here.

Management is an essential in any kind of business. Whether it is managed by one person, or by a group of people, the basic functions of management and the responsibilities involved are similar. Some functions may vary based on the type of business organization it is, but the core functions are always the same. All the functions of business administration and management are interrelated, and one function cannot be performed effectively without ensuring the execution of the other. These functions help increase the productivity of the organization and aid goal achievement, and have been clubbed together to be termed as business process management in some cases.

### **The Core Functions of Management**

The four functions that form the foundation of a good organization include planning, organizing, leading and controlling. Before these functions were condensed, staffing was also an important function. All these functions have been explained here.

#### **To Plan**

Planning is the most basic and important function of management. Determining the goals of an organization and planning an effective way to achieve them is essential on part of a manager. A logical thought process is one of the important management skills that is required in order to plan well. This element of planning may include the basic business model that includes the financial aspect, marketing plans, advertising plans, sales plans, and the vision and mission statement of the organization. All these and more (such as an employee recruitment plan) will be required for an organization to function in a structured manner. Planning is required throughout, and not just at the start of an organization. Strategic planning, along with some kind of preparation for unforeseen events and situations are all included in the planning process.

#### **To Organize**

Organization of resources and the people that make up the organization is another important management function. This aspect of business process management includes mainly organizing employee roles to ensure that they provide their best to the job. For instance, if a particular business organization requires employees to work in shifts, then taking care of this by assigning each employee to convenient shifts is one of the important functions of management. Working in an organized environment with access to necessary resources is expected, and this expectation is fulfilled by the management. Not only employees, the resources that go

into ensuring an organized work environment in the daily setting is also an important function.

### **To Recruit (Staffing)**

Recruiting or staffing is one of the prime functions of human resource management. Not only does this department in an organization shortlist the right people for the right job, it also plays a function in training the employees to the job requirements, gauging employee performance, ensuring their appropriate function in the organization, determining a suitable compensation for their services, and addressing their grievances. The basic principle here is that if employees are kept happy, the productivity in the workplace will increase.

### **To Lead or Direct**

Not every manager is a leader, though this is what is required in an ideal situation. A manager's job does not only include employee management. A manager is also required to inspire them to work better for their personal gain, as well as the gain of the organization. Good leadership is a very essential component of management. A leader that employees can look up to, someone who will guide them, help them cross various hurdles in the job, discipline and control them when required, and enable them to attain their own career goals, is someone who is required in every organization. Thus, creating this powerful combination of leadership and management should be the goal of every organization.

### **To Control**

Controlling involves ensuring that all the aforementioned functions are carried out effectively, for the benefit of the organization. Checking that the employee performance is reflecting in the total output, that the overall planning methods are bringing about results, and whether the finances spent are proving useful in the goal achievement of the organization come under this function. This function must be carried out with utmost care as it will determine the future of the business.

Apart from these core functions of management, reporting, budgeting and coordinating form other important functions of this profile. All these functions have to be balanced well by a manager, in order to ensure productivity and to attain the goals (short-term and long-term) that have been charted out by the organization.

By Puja Lalwani

Listening: <http://www.buzzle.com/articles/functions-of-management.html>

## 4.MANAGEMENT STYLES AND TECHNIQUES

Management styles and techniques differ from organization to organization. Here are the commonly seen techniques in the corporate world today.

A leader or a manager should be very careful, while choosing the business management styles and techniques for an organization. This is because the success of an organization depends upon the kind of management styles and the management skills which the managers exhibit. Some management styles are people oriented, while others are project or work oriented. Here are the three management styles which are primarily used by the managers in today's organizations.

### Management Styles

**Teamwork Style** In teamwork style of management, tasks are accomplished by constituting teams first, and then dividing the tasks among the teams. It is commonly observed that tasks are accomplished more efficiently through teams. That is why, most organizations today, follow this style of management. The different team members bring their knowledge to the table, while accomplishing various tasks and hence, tasks can be done more quickly in teams rather than by individuals on their own. In order to function properly, there should be proper workplace communication between the various team members and also, between the manager and the team members. "Team spirit" is a prerequisite for the success of this style of management.

**Directing Style** In this style of management, the manager communicates the "goals, expectations and standards" to the employees very clearly in the beginning itself. The manager is in direct control of the situation literally, i.e. he dictates to the employees what tasks have to be done, how they have to be done and the deadline for those tasks. The manager has all the decision-making powers and seldom asks the employees for a feedback. This management style is considered slightly impersonal, but sometimes such situations arise in organizations, such as meeting a deadline or when the number of employees is too huge, that only top-down management approach or directing style of management can bring desired results.

**Participatory Style** Participatory style of management is based on the principle of "faith". Under this style of management, the leadership and management places full faith in the abilities of the employees. The tasks are given directly to the employees and are well-explained to them in advance. Their inputs on the tasks are also given due importance. The employees know how their work is fitting into the organization's big goals. When their inputs are sought and they are also made aware how important they are to the health of the organization, their motivation levels become very high and they perform better. This style is usually seen in smaller organizations, with lesser number of employees.

## **Management Techniques**

Management techniques are those management concepts or strategies, which are followed to run an organization efficiently and profitably. Management techniques, whether pertaining to employees, the customers of the organization or the partners, in case of partnerships, should be chosen only after evaluating the needs of all three. An example of a management technique pertaining to employees is the use of incentives, so as to motivate them, or to provide them with training in order to update their skills. Management techniques pertaining to customers are usually aimed at keeping them happy and satisfied, so that they keep on coming back. An example of this, could be the various discount offers that are given to the customers on special occasions, such as Christmas. Whatever management techniques are chosen by organizations, the main thing to consider is that they should fulfill the needs of the organization and also, of the employees, customers and the partners.

According to business experts, the most effective techniques are those that are a mix of all the styles. The management styles that are followed, should depend upon the situation that an organization is facing. In the fast changing business environment, it will neither be practical nor profitable, to stick to only one style. That is why the management gurus, when giving management tips, always insist that only the organizations that evolve their management techniques, according to the everchanging corporate culture, will survive to see the future.

By Aastha Dogra

Listening: <http://www.buzzle.com/articles/management-styles-and-techniques.html>

## **5. HUMAN RESOURCE MANAGEMENT**

The field of human resources pragmatically attempts to assist employees in using their individuality to benefit the business as a system, while simultaneously using the system to benefit the individual. Human resources specialists, also referred to as personnel specialists, serve a variety of functions in regard to the workforce of a company or organization. While the primary function of these specialists is to oversee the interviewing and hiring process, they also assume the responsibilities of training employees, controlling and overseeing various employee benefits programs, and promoting the needs and desires of employees in a general sense. Among the various employee programs human resources managers and specialists oversee are health and life insurance, retirement plans, and various company policies on substance abuse, leave, vacation time. Below articles provide information on human resources and Human Resource Management (HRM).

## **Traits of a Good Manager**

A good manager is true leader - good at deciding things and getting things done; influential and respectable; encouraging and optimistic. He is someone who dares to dream and has the passion to make his dreams come true. Here, we tell you more about the traits of a real manager. Read on to know the qualities a manager should have.

Management skills and confidence make an individual a good manager. His managerial skills matter most. What are they? Actually it is a skill set that consists of leadership, decision-making abilities, an understanding nature and confidence. Thorough knowledge of his domain, expertise in his field, effective strategic planning skills and foresight make him a real manager. An effective manager is someone who can be both strict and understanding. Strict when he has to implement the decisions taken, when he has to get things done within a stipulated time, and understanding when it comes to considering employee concerns, accepting their feedback and catering to their difficulties. A manager should be able to differentiate between the right and the wrong. He knows where to play the stickler for rules and when to be considerate.

### **Leadership**

Leadership is one of the vital qualities of a manager should possess. A good manager is often seen exercising effective leadership in the organization. By effective and fair leadership we mean, the skills to guide team members, to encourage them towards attainment of the organization's goals and take the right decisions at the right time. A manager should have confidence in his abilities, and should be innovative enough to experiment. Nevertheless he should be brave enough to accept failures. Leadership skills involve the ability to take not just decisions, but also the responsibility of their consequences.

### **Planning and Delegation Skills**

Planning is a part managerial skills. Ideally, a manager has foresight that helps him plan effectively. He devises fail-proof plans, divides the task at hand into subtasks and delegates them to team members. Effective delegation involves understanding employees' skills, scheduling tasks and getting them done from the employees within set deadlines. Delegation enables division of responsibility, helps accomplish the plan faster while also giving the delegates an opportunity to excel. Effective execution of a plan requires a manager to dream, dedicate resources towards fulfillment of the dream and lead the team in making that dream come true.

## **Communication Skills**

These are often the most talked about when it comes to leading or managing. It's essential for a manager to have good communication skills, both written and verbal, to be able to manage effectively. In every aspect of being a good manager, communication plays a major role. Leading a group of people needs an understanding of their strengths and weaknesses and that comes only through interaction. While planning and delegating tasks to subordinates, a manager needs to communicate with them. To get the tasks done from people, a manager needs to be in constant touch with them so that he is able to track work progress and know the difficulties they may be facing at work. Listening skills are yes, a part of communication. Whatever knowledge a manager possesses or the domain expertise he has, to put his knowledge into practice, it needs to be shared. And that again demands communication skills.

## **Intelligentsia**

The very uncommon common sense is something that a manager should possess. A manager needs to have complete knowledge of his field and feel confident about what he knows. Thorough knowledge of one's position and responsibilities is the trait of an effective manager. Intelligence is another characteristic of good managers. Having a witty sense of humor is an added advantage. They have it or they develop it, but once it's there, it's of great help in tackling difficult situations. Along with intellect and humor, creativity is another essential attribute of managers. A manager needs to have a creative mind to welcome new ideas from team members and subordinates, and execute the bright and feasible ones. An effective leader, that a manager is, needs to think out of the box! That's what innovation is. A manager always aims at bringing reforms to his work patterns, adapt to change, experiment with his working style, come up with new schemes for business growth; all that in order to lead the organization on the path of success. Emotional intelligence is another important trait of a manager. It translates into understanding of the strengths and weaknesses of his team and a concern for their problems.

## **Listening Ability**

A good manager possesses an optimistic attitude and has motivating abilities. Listening skills and concern for his people are among the other important traits. An effective manager must motivate his team and be aware of the strengths and weaknesses of his team members. He needs to be a good listener to be able to cater to his team's problems, be open to their views, accept their criticism and understand their capacities. A manager is always aware that subordinates are also humans and he

treats them with respect and due consideration. He never forgets that he is in charge of the most important assets of an organization - its people.

### **Skill of Keeping Cool**

Being able to keep one's cool in all kinds of situations is a trait that managers should have. Ideally, he should not lose his calm even under the worst of circumstances. When situations become difficult to deal with, when employees become a nuisance, when strategies fail... there are so many scenarios when a manager's ability to keep calm is put to test. If he can't keep his cool in situations like these, he can't take the right decisions and that's when there are high chances that the situation at hand worsens. Thinking and acting with a cool head under every circumstance is the secret to effective management. To be a good and effective manager, one must be able to maintain his temperamental balance at all times.

Do you find a similarity between these traits and the attributes you have? Could you spot a good manager in you? Build on these abilities and you could be a successful business manager some day.

By Manali Oak      Listening: <http://www.buzzle.com/articles/traits-of-a-good-manager.html>

## **6. LEADERSHIP AND MANAGEMENT**

Being manager is not sufficient to be a leader. In fact, Leadership is the nucleus of all managerial and administrative activities.

Leadership is the nucleus of all managerial and administrative activities. Leadership for all managerial responsibilities includes:

- To envision and direct
- To strengthen
- To set and enforce absolute standards of behavior, attitude, presentation and performance,
- To see things through to completion
- To encircle themselves with expertise so that any gaps in their own capacities are filled.

John Adair, British management trainer and author talks about leadership in a short course.

- The six most important words - " I admit I made a mistake."
- The five most important words - "I am proud of you."

- The four most important words - "What is your opinion?"
- The three most important words - "If you please"
- The two most important words - "Thank You"
- The one most important word - "We"
- The least most important word - "I"

That's all for leadership.

If I talk about leader than leadership for a while, it will be really a sensible reading for you all because ultimately leadership comes from leader only. It is worthwhile to discuss on leader.

Winston Churchill one becoming Prime Minister said, " I am the leader. Therefore I must serve."

According to Peters and Austin, a leader is : 'cheerleader, enthusiast, nurturer of champions, hero finder, wanderer, dramatist, coach, facilitator and builder'.

Nepoleon Bonaparte once articulated « A leader is a dealer in hope. »

«Leaders are the custodians of a nation's ideals, of the beliefs it cherishes, of its permanent hopes, of the faith which makes a nation out of mere aggregation of individuals.» - Lippmann.

In words of Bill Gates « Leaders will be those who empower others... Empowering leadership means bringing out the energy and capabilities people have and getting them to work together in a way they wouldn't do otherwise.»

«Identifying Great Leaders in way of David Ogilvy " Great leaders almost always exude self-confidence. They are never petty. They are never buck-passers. They pick themselves up after defeat...»

«Great leaders are always fanatically committed to their jobs. They do not suffer from the crippling need to be universally loved. They have the guts to make unpopular decisions - including the guts to fire non-performers...»

«Good leaders are decisive. They grasp nettles.»

«Good leaders do not use fear as a tool. The most effective leader is the one who satisfies the psychological needs of his followers.»

Isn't it enough to identify whether you are on right track as a leader?

Match following attributes with yourself and decide 'Do you have it in you?' If yes, you are a leader identified by great leaders.

Understanding, tolerance, sympathy, wisdom, perspective, equanimity, mind-reading, second sight, inspire a shared vision, challenge the process, encourage hearts, good listener, forethought and prudence, humble, common touch, knows every one names in team, open door problem-solver, advice giver, comfortable with people in their workplace, available, fair, trust people, gives credit to others, honest & frequent feedback giver, believe in discussion rather written reports, arrives early and stay late, nothing reserved for him alone, decisive, persistent, with strong conviction, delegates all important jobs, honest, straightforward, open, promotes from within, keeps promises, organization is top of the agenda, often takes the blame and see mistakes as learning. (Peters and Austin: 1986)

In organization most of the time, we misunderstand management as leadership. To be a manager is not sufficient to be a leader. Philosophy differs.

Peter & Warren differentiated "Management is doing things right; leadership is doing the right things."

According to Grace Hopper "You don't manage people, you manage things. You lead people."

Tom Peters wrote in "The Leadership Challenge" , « Leadership, many have said, is different from management. Management is mostly about 'to do' lists- can't live without them. Leadership is about tapping the wellsprings of human motivation- and about fundamental relations with one's fellows.»

Stephen Covey wrote in 'The 7 habits of Highly Effective People', "Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall."

Thus it is very true only being successful manager is not being successful leader as thinking and beliefs are different in leadership than management.

«Leadership is not so much about technique and methods as it is about opening the heart.

Leadership is about inspiration of oneself and of others.

Great leadership is about human experiences, not processes.

Leadership is not a formula or a program, it is a human activity that comes from the heart and considers the hearts of others.

It is an attitude, not a routine.» - Lance Secretan

However management is following up of techniques, methods, processes, formula, program and routine.

By Jay C

Listening : <http://www.buzzle.com/editorials/11-21-2004-61975.asp>

Video <http://www.youtube.com/watch?v=ptKNVsf7b9Y>

## **7. GOOD MANAGER QUALITIES**

Every business needs people with good managerial qualities at its helm. In adverse times, these are the qualities that can sustain a business. To know more, read on...

Good managers are useful in managing their business smoothly. They are most useful in managing the staff of the company or the organization and coordinating their activities towards the fulfillment of the goals of his department as well as the company. Achieving goals or targets of the business is related to its survival and essential to the job security of its staffs. Their main task is to use inputs that are at his or her disposal, such as the resources in the form of men and material, to obtain the maximum output in the form of profit.

A good manager is like a lens which focuses the sunlight at a target. He or she is the one who imparts strength to his or her team and functions as the brain and the backbone of the team. Let see some of the good manager qualities.

### **Communication**

The success of every business depends on the teamwork of its employees. Effective communication is the key to make the goals or the targets of the organization, clear to each and every employee. It is also a key to harness energy, with a word of encouragement for the employees, at the individual and team level. On the other hand, he needs to be firm with a misbehaving staff member and communicate a warning using firm words.

### **Knowledge**

As a manager, you must put extra efforts to know all about the business you are involved in. You must have specific information about the business activities and practices of your organization. Your knowledge is incomplete, if you do not know what your competitors are doing to promote their services and products. The perfectness of your business knowledge, will enable you to arrive at a timely decision

and act decisively. It will also help you in planning, organizing tasks and meeting targets.

### **Handling of Staff**

Knowing how to handle the staff is of at most importance to any manager. Each man is different from the other and needs different approach to cultivate, motivate and inspire. A good manager recognizes the need for self-fulfillment and recognition of each employee. A little tactful approach in this matter, works well for a manager.

### **Reliability**

The key is to promise within the reason and deliver more. Trust is the most fragile commodity. You have to gain the trust of your employees. It is also necessary to demonstrate to them that you are fair in dealing with all of them. Your willingness to listen patiently to their problems and complaints, will be your goodwill. Reliability is one of the good attributes. Without this attribute, it is hard to see a person, succeed as a manager.

### **Delegation**

Even though, you are the decision maker, you cannot do all the work yourself. It is necessary to delegate some of your responsibility to your juniors. It is important to choose safe hands and a sound mind to take up a part of the workload off you. You should also make it quite clear that with authority goes responsibility.

### **Introspection**

A manager must know the importance of introspection. It helps him to understand how effective is the management style he is using to conduct his business. It also helps him understand which aspect of the business or his own personality is the driving factor. For him it is important to know, whether it is having a good or bad effect on his decision-making capability and so on.

### **Fair Play**

It is never easy to be unbiased. When there are two individuals then there are two different views about how to interpret or execute a thing. This leads to frictions, however negligible, in their relationship. Damaging effects are also applicable to the decisions taken for a business organization. Though such issues are not personal, egos are primed; lines are formed and the battles are fought. This totally sidetracks the issue at hand or it becomes personality centric, and the decisions are taken on the basis of emotions rather than on the basis of merits. When it comes to delegating responsibilities or when it is time for promotions or attributing success to, there are

chances that such an opponent is downplayed by his manager. That is why a manager's ability to play fair and be unbiased towards each staff member is of really importance.

A good manager is a **solution-minded person** trying to put together a self-directed and motivated team. When the team is lagging in achieving the target, he or she pinpoints the weak points, in the chain of execution and tries to find to solution. This a time when he needs to show determination and strength of character. One of the traits is that whatever the situation, he holds his forte and does not let the stress of the job cloud his judgment and response.

By Shrinivas Kanade

Listening : <http://www.buzzle.com/articles/good-manager-qualities.html>

## **8. MANAGEMENT STYLES**

The types of management styles in business play a very important part in conflict resolution at the workplace...

"If you pick the right people and give them the opportunity to spread their wings - and put compensation as a carrier behind it - you almost don't have to manage them."  
- Jack Welch

It is a proven fact that if the management of a company is strong and effective, the productivity of employees naturally turns out to be high. Those working in the corporate sector should have an idea that there are different management styles. A management style is referred to as the pattern of management which the leadership adopts regarding treating employees, involving them in decision-making process, providing certain benefits, and similar other aspects. Every style has its own characteristics, strong points, shortcomings, and even ways of getting the work done. If the management of an organization adopts a management style which employees favor, the employee output tends to be acceptable.

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## **9. TYPES OF MANAGEMENT STYLES IN BUSINESS**

There are four primary types of leadership styles, further classified as per specific methods of management. They are autocratic, democratic, participative, and laissez-faire.

**Democratic** In this business leadership style, the manager delegates power to his subordinates for carrying out the decision-making process. One essential point here is that those who are being handed over the decision-making process should be efficient to execute the task as expected by the management. This style is most effective in a situation where the manager wants to teach his workforce as to how decisions are made.

**Autocratic** When it comes to autocratic leadership style, the manager is completely responsible for making decisions all by himself. Here, there is no participation of employees in the decision-making process. The good side of this style is that it is suitable in situations where a prompt decision is to be taken and the delivery time is strict. However, this corporate leadership style can demotivate employees, hampering their productivity.

**Participative** The participative leadership style is believed to be one of the best methods of providing motivation to employees to work harder. As the name clearly indicates, the manager allows his subordinates and staff to get involved in decision-making process. This in turn creates a feeling among the employees that their suggestions are being valued by the management, resulting in they showing real interest in work. Though there is a collective decision, the final decision rests on the manager himself.

**Laissez-faire** This is somewhat similar to the democratic style. In laissez-faire management, the leader gets the tasks done completely by his staff, without involving much in the work. This act can be misunderstood to be a matter of irresponsibility. This is one of the best conflict management styles, as the leader would not want to seem to be partial on one particular side. The laissez-faire style is one wherein there is very less communication between the management and staff.

These are just the basic types of styles used in today's corporate world. There are many others listed below:

- Charismatic Management
- Situational Management
- Transformational Management
- Bureaucratic Management
- Task-oriented Management
- Transactional Management
- Relation-oriented Management

The best leadership style preferred by employees is 'situational management' wherein the leader changes roles, rules, and concepts of management depending on the situation to get the job done appropriately. The leader thinkably needs to adopt a specific style depending upon the work to be done, and according to the skills and the mindset of employees.

By Stephen Rampur

Read more at Buzzle: Listening <http://www.buzzle.com/articles/management-styles.html>

## **10. WHAT ARE THE SKILLS NEEDED TO BE A GOOD MANAGER**

A manager has a very important role to play in a company and for that he needs to possess certain skills. Take a look at some of the skills needed to be a good manager.

In order for any organization to run smoothly, there has to be a great team in place. While the employees make all the work happen (so to say), the managers ensure that all the work is done well enough. In that order, a good manager is a boon for any company. He is the one who has to ensure that the organization's affairs are well taken care of. Thus, a good manager needs to have a strong knowledge about the functioning of the company so that he can make valuable contributions to the same. But isn't 'good' a rather ambiguous term to use when describing the qualities of a manager? What does 'good' mean? By using the term 'good' we mean a capable and responsible person, one who can make things happen. This is merely to state a few. While it is true that there are a few who are born to be natural leaders, there are others who need to work their way towards becoming one. In this following article, we will look at some of the ways in which to become a good manager and the skills that are necessary for the same.

There are certain skills that a person must possess in order to become a responsible manager. Let us review some of the skills necessary for the same.

**Great Communication:** The most important skill that makes a good manager is his ability to communicate well with his team. Unless he is able to communicate with his team and explain to them what the management expects from them there will be no results garnered.

**Problem-Solving and Decision-Making:** In the course of achieving a goal, a team will be faced with several problems and difficult times. In such a situation, it is necessary that the team manager be adept at decision making and problem solving.

**A Set of Skills:** There are several skills that a manager should possess. The most important one being that he should be able to organize and plan well. This becomes necessary in order to meet the goal that has been set. For this to happen, he must also possess the knowledge of effective time management. A person who manages to plan the schedule and divide time equally between tasks can be an asset for the organization.

**Ability to Guide:** A good manager should have all the basic leadership skills. There are various ways in which a person can handle different situations through various leadership roles. A good leader should be able to guide his/her teammates to be able to perform well. Leadership does not mean dominating people. It means encouraging them such that they work to the best of their abilities and produce positive results.

**Building a Great Team:** Team building is not a simple task and the test of a good manager lies in the fact whether he can build a great team. For this, it is necessary that he learns what the skills of each team worker are and makes use of them in the best possible manner for the good of the greater goal. He must possess the ability to listen and encourage his team as well. For a team to perform efficiently, a good manager should be able to motivate the team for their tasks. He/she should encourage talents. In case of people with low performances, he/she should tackle the situation with professionalism to reach a positive conclusion.

**Knowledge:** It is very, very important that a manager keep himself constantly updated about the workings of his field. This is necessary so that he can use the knowledge and make positive contributions to the goal.

**Possessing Goals:** A good manager should also have a visionary sight for the benefit of the company. He/she should plan the future steps for the growth of the company.

**Other Skills:** Here are some other skills that a good manager must possess:

Even in a crisis, a person with good managerial skills should be able to perform well. He/she should be mentally tough to handle any kind of situation and tackle a trying period with ease.

He/she should also be responsible enough to maintain a good office atmosphere. A manager should be sensitive towards others in the workplace. A happy atmosphere would only lead to more productivity for the company.

With these skills, a person can definitely strive to be a good manager and thus be an asset for any organization.

By Kashmira Lad

Read more at Buzzle:Listening

<http://www.buzzle.com/articles/what-are-the-skills-needed-to-be-a-good-manager.html>

## **11. TYPES OF MANAGEMENT STYLES**

Since the advent of corporate and organizational culture, different types of management styles have been conceptualized and put forward by management scholars and gurus. Be it Mayo or Drucker, all have proposed some theories that have been hailed as these classic styles.

Management styles are a group of principles that any firm can follow as a part of their management policy to garner maximum output from its employees and grow collectively as a team. As the wheels of time have progressed and the business world has grown into an extremely challenging field, they have become significant in imparting stability and good governance to private firms. Basically, it is not necessary that every management style suits every firm. The fact is that a management style followed in one company may fail in the other company. Every management style is unique and some people may respond positively to a management style whereas some may not perform effectively for the same management style.

### **Types of Management Styles**

Some of the popular styles that have been studied in depth by scholars and business students are the theories given by Taylor, Fayol, Weber, Mayo, Maslow, Schein and Drucker. All these theories have been based on the experiences of these scholars who have researched and come up with their theories.

#### **Authoritarian Management Style**

In this style, a manager at the top governs and decides all the management policies. In this style of management, the manager expects the employees to perform tasks as they have been outlined by the boss and senior managers. In this style of management, the employees know what to do, how to do and when to do.

## **Democratic Management Style**

The managers who follow the democratic style of management focus on giving flexibility to the employees so that the team can together evolve as one unit. By involving the team members in taking decisions and delegating tasks, the managers give the employee a sense of ownership and so that every employee feels as one family. In this style, team building skills, social harmony and cooperation are aimed to achieve a target.

## **Paternalistic Management Style**

Pater in Latin stands for 'father' and the paternalistic style of managers try to act as a father figure to the employees, thereby ensuring that all employees 'feel happy and bonded' while working in the company. Managers at the top will listen to the employee and at times ask for feedback and opinions while taking any decision. The social need of recognition of the employee is taken care of, in this style of management. This style matches with the theory of social needs by Maslow.

## **Theories Hailed as Management Styles**

Famous management experts and scholars like Taylor, Hawthorne, Drucker put forward certain theories regarding management styles and leadership on the basis of their experience and study. These theories become so popular that they are now considered as unique styles of management in their own right. Let us take a glance at some of these theories

### **Taylor's Theory of Scientific Management**

It was proposed by Frederick Winslow Taylor in 1900, popularly known as 'Taylorism', Taylor's theory of scientific management focused on developing a standard method to perform any job. According to Taylor the main task of decision making must be decided by the management board and workers should focus on their tasks.

### **The Hawthorne Effect Studied by Elton Mayo**

This management style evolved between the 1930s to 1940s, from the study of Elton Mayo, a management professor who studied the effect of working conditions on the employees in the Western Electric Hawthorne Works in Cicero, Illinois (a suburb of Chicago). According to this management style, the necessary condition for receiving quality performance from the employees is to provide them with all the adequate needs. Elton believed that human beings are not single dimensional entities and so if a firm needs quality performance, employees must be satisfied by firm's care

and support. Proper working environment and other facilities must be provided to the employees for maximum output.

### **Peter Drucker's Management Style of Focusing on Objectives**

Peter Drucker, often hailed as the guru of modern management, gave this management style in 1954. The principles given by Drucker in this theory have become extremely popular in today's markets. According to this management style, motivation of the employees, excellent communication, coordination and clarity of the targets are the three important governing factors in the success of a firm.

The list of management styles is exhaustive and has evolved over many years. Depending on the need, board of directors, top executives and managers used these styles to take their firm to new heights of success and stability.

By Kundan Pandey

Read more at Buzzle: Listening <http://www.buzzle.com/articles/types-of-management-styles.html>

## **12. TYPES OF MANAGERS**

Almost all working professionals are familiar with most types of managers. Let us skim through the most prominent types based upon various parameters.

Most of us have encountered the various types of managers in an organization or otherwise, in many walks of our lives. Managers are mostly typecast according to the different types of management styles, personality, function and involvement. The role of a manager, on a general note, is to get things done by others by making optimum use of available resources, exercising authority over and taking responsibility for all such resources that are allocated to be under his/her supervision. In short, to perform all the functions of management! All said and done, let's take a look at the various kinds of managers and their unique characteristics based upon their roles, functions, personalities and typecast quirks!

### **Types of Managerial Personnel in a Company**

Typically, based upon organizational functions, you will find the following manager types in a standard commercial organization.

**Purchase Manager** who is responsible for procuring raw materials in a manufacturing company.

**Production Manager** who is responsible for managing the manufacturing process.

**IT Manager** who is responsible for supervising all computing and IT communication related issues.

**Marketing Manager** who is responsible for supervising the promotion and advertising of the company's products/services.

**Sales Manager** who looks after the sales department and sets targets for sales personnel and appraises their performance on the basis of the extent of target achievement.

**Finance Manager** who is responsible for the financial management of the organization.

**Human Resources Manager** who is responsible for the HR department and oversees all human resource management functions like recruitment, payroll, attendance, employee exit, etc. besides displaying all basic management skills.

**Product Development Manager** who is authorized with the management of the technical division of new product design and product innovation.

Other than these, a standard company may have a **general manager** and an **operational manager**, depending upon the type and scale of its operations. Software development and testing companies also have two types of project managers - **functional project managers** who are deeply involved with every technical aspect of the project and **activity or resource managers** who manage the operational and people part of the project, leaving the technical aspects to his subordinate IT professionals. In most companies these days, we can see another school of managers called case managers. These case managers are chiefly vested with the responsibility of attending to employees' medical well-being. There are, broadly, two types of **case managers** - medical case managers who are responsible for getting medical aid for emergency medical contingencies of the employees and **liaison case managers** who act as the mediator between the medical professionals and the employer organization.

Listening <http://www.buzzle.com/articles/types-of-management-styles.html>

### **13. TYPES OF MANAGERS BASED UPON MANAGEMENT STYLES**

There can be the following sorts of managers based upon the four most prominent types of management styles. Each subheading underlines different aspects of management styles and techniques.

**The Authoritarian Manager** is one who is the sole decision maker for his management unit and prefers his subordinates to perform their tasks exactly as outlined by him. In a way, this type of manager makes work easier for the employee as the latter knows exactly what is expected of him/her and the way in which the task is to be performed. The thinking part is left to the boss while the doing part lies with the subordinate. This type of manager displays management skills of strong leadership and direction but may lack the knack for delegation.

**The Democratic Manager** is that person who believes in majority consensus and takes any decision only after consulting his/her subordinates. This type of manager displays participative management style by allowing his subordinates' participation in the decision-making process, giving them a sense of belonging and deeper involvement in the organizational fabric.

**The Paternalistic manager** is the one who acts like a parent figure to his subordinates and makes sure to regularly bond with his subordinates to listen to their professional issues and lend a helping hand to ease their operational difficulties. A paternalistic manager encourages his subordinates to work as a family and be supportive of the collective effort for the bigger organizational well-being.

**The Laissez Faire Manager** communicates the tasks to be performed by his subordinates and sets targets and deadlines for the completion of such tasks. Thereafter he leaves the method to the subordinates. As long as the employees complete the task in line with the organizational standards and within the specific deadline, it doesn't matter what methods are employed by them to do so.

### **Types of Managers Based Upon Idiosyncratic Behavior**

I don't think I need to elaborate on the following varieties of managers. One look at the type captions and you'll get what kind of manager I'm hinting at and how well they fare on a management skills list!

**Dump-and-Leave Manager** - They show up only when a situation arises, make hasty decisions and suggest whirlwind solutions, ruffle everyone's feathers and then disappear as quickly as they show up!

**Absentee Manager** - They are the exact opposite of micromanaging bosses who constantly breathe down your neck; all the freedom's good but sometimes, stability, which results from supervision, goes for a toss!

**The Credit Snatcher** - You do all the hard work, sweat over your assignment like a pig but Boss-man swoops in just in time to take all the credit!

**The Show Off Manager** - It's good if the boss likes to show off his team to other departments as examples of good hiring decisions. What if he insists on showing off his bossiness to others by throwing his weight upon the team??

**The Please-All Manager** - Upside: diplomatic; Downside: lacks a backbone!

**Pitch-Fork Manager** - The Devil incarnate, constantly on your case!

**The One-Stop Problem Solver** - He's the person to go to for issues ranging from compensation grievances to technical glitches as he is sure to offer you a practical solution. Perhaps he IS that good at everything or, maybe, he is on excellent terms with all relevant verticals so that he can put a word in for you if the need arises!

**The Pontificator/Situational Innovator** - The lopsided genius!

**The Passive Manager** - He runs the show from backstage!

**The Proactive Manager** - He needs to be involved in and updated about each and every task assigned to the team. In fact, this boss likes nothing more than rolling up his sleeves and working things out in the field with his team in tow!

After going through the above types of managers, I'm sure you must have been able to identify which category our own boss belongs to. On the other hand, if YOU are the boss, you may have identified by now where you stand vis-à-vis your management style and personality. If you have just been promoted to a managerial position, you may do well to do some research on leadership skills for managers and management skills for new managers. One cannot say for sure which type of manager is THE IDEAL - different operations and different people require different management styles for optimization of organizational goals. All different kinds of managers have their own brownie points, provided the right type supervises the right people and right operations.

By Ishani Chatterjee Shukla

Read more at Buzzle: <http://www.buzzle.com/articles/types-of-managers.html>

## 14. HOW TO MANAGE A TEAM

Managing a team is an art that requires patience and subtle tact. This article gives the various ways for effective team management, in order to ensure a smooth operation, and gain higher productivity.

As a manager, one's prime responsibility is to effectively manage a team. A well-managed team has proven to be more productive and innovative in its approach to all business issues. But managing a team is not all that easy, it requires deep insight, forethought, planning, and good leadership skills. Probably, that is one of the reasons many companies keep upgrading their manager's knowledge and skill through team management capsules, or sessions. Before getting on with the concept of managing a team, let us understand what a team is. A team is a group of people with different skills that come together, either for a short or long period, to effectively work on assigned assignments, or perform daily operational tasks. Whether one is managing a new team, a project team, or any other team, the guidelines are alike; as the end goal of smooth, and productive operations and services has to be met.

### **Effective Management of a Team**

**Communication:** A manager is responsible for ensuring that the vision of the plan borne by the senior management on paper is efficiently and successfully implemented, and becomes a ground reality. There are just a few differences in a way a new team with new members is inducted, as opposed to a new team being formed with existing employees of the company. A new team needs to be introduced, whereas a team of existing employees just need to get reacquainted (if they work in different departments). Communication is the key to resolve all issues, including a conflict. As a team head, you should understand the goals and expectations that the senior management has from you as a team manager, while you should be well-aware of all the vital information about the team you intend to lead. You should educate your team about the objectives, roles, authority, responsibilities, and deadlines.

**Assessment:** The team manager should assess the strengths, weaknesses, opportunities, and threats involved in assigning tasks to team members as well as its overall impact on the project. Make sure you delegate the work based on the skills, knowledge, and interest levels of each member. Synchronizing group development and efforts will take time, but as a team head you need to facilitate these changes at a good pace. Be very clear with instructions, ambiguous language will only give rise to confusion, and will create disharmony in the team. Make sure your team knows that with power comes responsibility and accountability. This needs to be handled delicately. The members will not take risk, even calculated ones, if they feel that their team head will not support them through a failure.

**Fair Treatment:** While being a part of a team, bear in mind that the group will also watch for biased treatment on your part. Being biased towards a few is natural, however, what is not expected as a team manager, is to act upon it consistently and blindly. Repeated incidents of biased behavior can have serious repercussions not

only on the project, but will also cast a doubt on your ability to lead a team. Be stern where required, and soft where essential. It is a fine line, but balancing it well will reflect well on you. Make sure all your paperwork is also in place.

**Conflict Management:** Conflict of interest is an expected part of any organization. Clash of thoughts, ideas, processes, procedures, or even attitude can derail a project, if not handled well. However, not all conflict is bad, when well-channelized it can be highly productive. While resolving a conflict, study its causes and consequences well. Figure out the best way to resolve it, without sounding biased. Do not get involved into all conflicts, give time to the members to resolve it on their own. Let them know subtly that you trust their intelligence and experience, and have enough confidence that they will work through their conflicts. Inculcating or choosing people with more or less common shared values will ensure a good working relation among the team. Clearly define your team's code of behavior, and workplace ethics about what is and isn't acceptable. Personal issues, sexual misconduct, and backbiting should not be encouraged.

A team comprises a variety of people with different personality traits. Hence, managing a team requires team management and leadership skills. Gone are the days when the authoritative management style was followed. Today, people follow participatory style of management where every member of the team is involved at his level in the work. Hence, the role of a team manager has become even more crucial to achieve success, and to keep the team going stronger.

### **Tips for a Better Team Management Experience**

**Be an Excellent Team Member:** You have to first be a team member before becoming a team leader. You should understand that you are a part of the same team, and follow the rules before expecting others to follow them. You should be involved in every activity of the team, and have a positive attitude towards work. A team likes a leader who walks what he talks. Hence, as a team manager you will have to set examples through your actions. It can be achieved through a simple example like punctuality, to a major achievement like introducing an innovative process.

**Motivate your Team:** Motivate by giving the right awards and rewards to the deserving team members. They are motivated not only by pecuniary gains but also by a few genuine words of appreciation. It is necessary that good work which benefits the company is acknowledged, and appreciated in front of the entire team. This also encourages others in the team to do well.

**Manage Multilocation Teams:** A team manager has to manage teams which are located at different locations. It can be a very tedious job to keep control over distant teams. Ensure that the same set of rules are applicable to all the teams. Thanks to the latest technology, you may utilize the software tools to communicate with these teams on a regular basis.

**Support your Team:** You will have to evaluate the strengths and weaknesses of people before delegating work to them, and assure them that you will be available whenever they need your help and support. You will have to take the matter in your own hands if there is something beyond the understanding of the team members.

**Encourage Development and Training:** Every team member likes to develop his abilities to take up larger responsibilities in future. Meet up with your team members, and understand their development needs and inclinations. Outline a yearly training program for each one of them. Their capabilities and skills should consistently enhance with time.

**Manage Stakeholders' Perceptions:** It is important that you know how the external or internal stakeholders perceive your team. You should know clearly what they expect from your team, so that you can chart your work plans accordingly. Always remember, not to take actions on unnecessary negative team criticism, or unreasonable expectations expressed by the stakeholders. You will have to learn to draw a line wherever necessary.

**Plan and Meet Targets:** Educate your team to plan their work to avoid unnecessary pressure and stress at the last moment. If the need arises to stand by your team, you should be able to put your foot down and defend them.

**Maintain Discipline:** Without discipline it will be impossible to finish the tasks within the set deadline. It will also help in maintaining a decorum in the office. Rules of the workplace are also to be maintained. For example, if your organization has a uniform, you may reprimand a team member who comes to office in a casual attire on a weekday. Team members learn by observing each other.

**Hone your Skill Set:** As a manager or leader you will have to keep on learning and updating your skill set. This will help you in facing conflict, trouble shooting, negotiations, etc. while handling a team effectively.

**Protect the Interest of the Organization:** A team manager should never put his interest before the organization's interest. The team will think that the manager is a selfish human being with a personal agenda, and will stop co-operating with him.

**Aim for Challenging Targets:** It is important that the entire team is on the same page regarding the vision and goals of the team. It is advisable to have short-term quarterly goals rather than having long-term yearly ones. For example, a marketing team can have quarterly goals of completing effective field trips, and feedback for 250 customers in a particular area.

**Build and Sustain a Team Culture:** Every team should have their own culture which should encourage the team members to work well. Team members should also be able to voice their opinions freely in front of the manager, without any hesitation. They should not be afraid to speak their minds. An open and free forum should be provided to the team, to discuss, debate, or deliberate, on any work-related problems.

**Practice Transparency:** A team manager should practice transparency and honesty. Every team member should be called and informed about the decisions or strategies of the management. Hiding the information from some team members, and disseminating it to others creates unrest in the team. It also depicts favoritism on the manager's part. The manager ends up losing the confidence of the team.

**Strengthen Team Bonding:** It is important that at least one team building exercise takes place in every quarter. It can be arranged at both indoor and outdoor locations. This can be done through management games, picnics, sports, outings, movies, etc. This strengthens the bond in the team, and reduces conflict.

**Manage Resources Effectively:** As a team manager you will have to be sensitive towards the personal problems of the team members. In case a team member is absent for a long duration, you will have to make an alternate arrangement so that the work is not hampered. For example, if a female member goes on maternity leave, you can arrange a temporary replacement till the time she is in a position to join back.

**Criticize Constructively:** If the need arises to be critical with any of the team members, it should be done constructively. Personal remarks should be avoided at all costs. The faltering member should not only be informed about what he lacks, but should also be given advice on increasing his capability. He should be given related trainings if necessary.

**Adopt Corrective Measures:** If the team members make mistakes for the first time, be calm and teach them the correct way to do the work. Firing a subordinate in front of others will not create a good image on the team manager's part.

**Be Approachable:** A team manager has to be approachable. He should welcome new ideas and difference in opinions. He should not have a 'I am always correct' air

around him. A manager should encourage his team to consult him in case of any professional or personal problems.

**Be a Good Listener:** To keep the team together, a manager should be a good listener. He should not jump the gun before corroborating the facts. He should not be biased. In case of a conflict he should take the side of the person who is right.

**Shoulder Responsibility:** If a manager avoids taking responsibility for anything that goes wrong and points at his team members, it creates a negative impression on them. It also creates disharmony among the team members.

**Take Initiative:** A team manager should not wait for his boss to delegate the work to him. He should be proactive in thinking about the welfare of the team, and the company at large.

**Celebrate the Success of your Team:** Do not forget to celebrate the success of your team by taking them out for dinner, or by giving incentives.

A good team manager is someone who knows to manage his team well, and has the ability to ensure collective success for the group. Implement the above-mentioned suggestions to manage your team effectively and efficiently.

By Loveleena Rajeev

Read more at Buzzle: <http://www.buzzle.com/articles/how-to-manage-a-team.html>

## 15. LEADERSHIP ACTIVITIES AND GAMES TO BUILD TEAMWORK

Leadership activities and team building games go a long way in increasing the productivity of a team and achieving overall growth. Read on to find out some interesting games to build teamwork.

Many of us are quite enthusiastic about planning leadership activities and team games but we often neglect the fact that organizing team building games requires thought and effort. It is important to choose leadership activities and games that are well-suited to your team. And it's necessary to see that the team members are comfortable participating in them.

It is best to begin with identifying your objectives as a human resource person, team manager or event organizer. Ask yourself whether you intend to build leadership qualities among your team members or aim at identifying the hidden leaders in your team. Evaluate your objectives and choose team activities accordingly. You might

like to go through the following leadership activities and include some of them in your next team building endeavor.

## **Games to Identify Leadership and Build Teamwork**

When it comes to building leadership or identifying leaders in a group, you need to consider the skills that a leader should possess. The skills include problem-solving, decision-making, delegation, trust-building and communication to name a few. Leadership has an important role to play in team performance. Teamwork includes communication, understanding and coordination among the team members along with mutual trust. Here we give you activities that help build some of the skills needed for good leadership and teamwork. We have,

- Leaders' Questionnaire
- Activities to Build Teamwork
- Trust Building Games
- Games to Build Coordination Skills
- Communication Games
- Sports

### **Leaders' Questionnaire**

This game provides the participants with an opportunity to judge their leadership qualities and helps you identify leaders. Give each team member a set of questions, which will help them analyze themselves. Give them survival scenarios and hypothetical situations and ask the participants to resolve them. Once they complete their questionnaire, discuss the answers with the rest of the team. Exchanging answers will help the team members in analyzing each other's ways of handling problems. Reward the best or the wittiest answers as a recognition of their problem solving skills.

Questions like 'how important is it to motivate a team?', 'how to encourage creative thinking in a team?', 'what should the main aim of a leader be?', 'what is that one attribute a leader should not have?', 'is every manager a leader?' can be included in your questionnaire. Answers to questions like these speak a lot about leadership qualities and team skills the participants possess. It's a good idea to discuss the answers or make a concluding speech on the different views expressed through the answers. Depending on the situation, you can decide whether to maintain anonymity with the answers or not.

Scenarios are an excellent way to identify leadership. The way one reacts to a situation tells a lot about his personality. In this activity you can use different

scenarios and ask the participants to say how they would react to them. Include scenarios like, 'you are a team lead and a member of your team is not ready to follow your decision, what would you do?' or 'what would you do in a situation where a team member is putting the blame of his underperformance on a co-worker?' or something like 'given that you have two team members of equal caliber, who would you select for promotion and how?' or 'given that a team member is very good at his work but the only thing going against him is his frequent absenteeism, how would you deal with this?' Here too, participants with the best answers can be rewarded and given the choice to discuss their answers with the rest of the team.

### **Activities to Build Teamwork**

Teamwork is not just about coming together to form a team; it's really about working together towards a common goal. These activities help in bringing the team members together to accomplish certain tasks, thus fostering their team spirit.

For *group problem-solving activities*, divide the team into groups of 5 or more, depending on the size of the team. Give each group a set of tasks to be completed in a stipulated period of time. The tasks could be anything from solving a jigsaw puzzle together or solving questions collectively to carrying out physical tasks within the given time. These group activities would require the team members to communicate with each other and work in coordination. Give them one huge crossword puzzle to solve or a grid of unscrambled words.

As a variant of this activity, you can introduce group projects. Give each group a theme to write and enact a skit on. Or arrange for a poster-making competition. It works well with kids and teenagers. Give each group a separate theme/subject for the poster and the material to make one. Depending on the age group of the participants, you can vary this activity. You can give each group a science project idea with the material required to present it or an experiment idea with the apparatus required to demonstrate it. Both are good picks for kids, young and old. In all these activities, the members need to work as a team to achieve one common goal.

What's on my task list is one more fun team game, where you give each team a set of tasks to be completed in a certain amount of time. You can have a set of activities wherein each team member needs to take up at least one of the tasks in the set. You are sure to see those with leadership qualities quick at organizing their teams and delegating tasks. You can have small tasks like crossing hurdles, juggling, filling bottles with water, writing 1-10 or a-z in the reverse order, building a tower of plastic cups, peeling potatoes, juicing lime, drinking soda, etc. Have the team members take

turns in doing these tasks where each member takes up something he can best do. You are sure to see their team skills at work.

### **Trust Building Games**

Trust is a vital component of leadership. To be an effective leader, it is important for a person to build trust in his followers. You can expect people to follow you only if you can build trust and a mutual understanding between you and your team members. Trust building games can serve this purpose.

**Blind Walk** is one such game. For this game, divide the group into teams of at least 5 or 6. Ask each team to elect a leader for their team. Blindfold all the members of each team but not their leaders. Assign each leader a path to be traced. Now, ask each of the team leaders to direct their blindfolded team members along the path. Effective communication, a sense of responsibility and trust are of importance in this team activity.

**Trust Fall** is another trustbuilding activity where the participants are required to stand in a circle. You may require them to make more circles if the number of participants is more. One member breaks out of the circle and stands at its center. He then lets himself fall freely in any direction and those forming the circle catch him before he falls. The game can continue till all the members of the circle get a chance to do the free fall!

**Mine Field** is a popular trust building activity. For this game, divide the group into pairs. One in each pair is blindfolded and the field is strewn with objects like balls, blocks, cones, rings, etc. The person who is not blindfolded has to guide his blindfolded partner to cross the mine field without hitting any of the mines (objects) laid on the field. The guide can neither enter the field nor touch his blindfolded partner. The instructions need to be in the verbal form. The pair which manages the mine field travel in the least time and with the blindfolded partner hitting the least number of mines, is declared as the winner.

### **Games to Build Coordination Skills**

For this activity, the group members need to use their coordination skills and take quick decisions. In this activity, you will see those with leadership qualities taking the initiative in quickly forming groups based on the given criteria.

**Let's Team Up** is one such game which serves as an exercise to form teams in different ways. Put before the participants different criteria according to which they

need to form teams. For instance, ascending order of their height, descending order of their birth months, order of their lucky numbers, descending order of the first letter of their names, etc. This is an exercise of sequencing themselves. You can have them form teams on the basis of criteria like those born in the same month form a group, those whose names start with the same letter form a group or those with the same zodiac sign form a group and so on. You can even give them names which are not their own and play this game. You can introduce tasks like quick formation of two circles facing each other or quick formation of male-female pairs or forming a square or a triangle by taking correct positions. These activities surely test the group's communication and coordination skills as the members have to arrange themselves in a certain manner through quick communication.

A slight variation to the game above gives you another activity to build coordination; it's called *Teaming Quick*. For this game, the participants are assigned numbers (1 to 100) and then given criteria to form teams. Once each participant gets a number, you can ask the odd numbers to stand together, numbers divisible by 3 to come together or multiples of 10 to form a group and so on. A variant of this is by assigning each member a letter of the alphabet and asking the group to build words. This one gets interesting when the participants have to remember which letters they are, the words they are supposed to form and also spell the words right.

### **Communication Games**

Communication skills are essential for both effective leadership and good teamwork. Those in a team have to know each other's views, strengths and weaknesses so as to be able to work together. For this, they need to communicate. Communication games form a part of leadership activities because leaders need to possess communication skills to be able to lead a team effectively.

*Charades*, though it sounds cliché, is one very good communication game that can be used with literally any group, be it kids, the young or adults. You can bring variations to what is mimed in the game. For example, you can have comic book characters or book or kids' movie names for a group of children, you can have something similar for a group of adults too. But as a corporate team game, you can introduce words related to the organization or the work. You can even have team values being mimed; it's all the more interesting this way. Imagine things like 'leadership', 'work ethics' or 'time management', being explained through actions and others guessing it. Interesting, isn't it?

Guess **who I am** is another good communication game. For this game, one participant chooses to be someone else (it could be a brand, a famous personality or

someone all the participants know). You can let him choose who he is or give him a name. Then he tries to explain who he is through one of these - actions (he is not allowed to talk) or clues (limit the number of clues and restrict him on what can be revealed and what cannot be). Or you can even have the other members ask him questions about who he is, where he is allowed to answer only with a 'yes' or a 'no'.

**I won't buy this** is a communication game that tests how convincing one can be in promoting himself/his product. Divide the team into groups of 6-8 people (a little less or more depending on the team size). Give each group a product to sell or have them come up with a novel product idea. Now each group has to identify the strengths of their product and try to sell it to other groups. Other groups decline the offer till they find something really convincing about the product being marketed. This game exercises the group's communication skills and also builds teamwork.

## **Sports**

**Outdoor games** and sports activities are all-time favorites as activities that build leadership and teamwork. Sports are a must-have for occasions like team excursions or company picnics. Outdoor games like handball, volleyball, soccer, cricket and several others help keep the team spirit alive and also prove to be excellent leadership activities. The way the team members organize themselves and compete with their opponents, speaks a lot about their teamwork and leadership. It is not about who wins or loses; it is about how each team plays! To arrange sports activities, you will have to see if the venue allows and whether the sport can be played in the space and time available. The sport you choose will also depend on the number of people in the group. But no worries if it's more than what's required for the sport. You can divide the spectators into two teams and have them shout and cheer for their own teams. This is a great way to build teamwork in the group.

Remember, team games can prove *to be a sheer waste of time if not planned well*. And you cannot afford to compromise on employee productivity in the name of team building and leadership activities. However, if planned meticulously, team building games can serve as an effective means to make the team members feel together and keep them going! Leadership activities can serve as the best tools to identify leaders in a team and games to build teamwork, the most effective ways to spread a positive vibe.

By Manali Oak

Read more at Buzzle: <http://www.buzzle.com/articles/leadership-activities-games-to-build-teamwork.html>

## 16. WHAT IS LEADERSHIP

Are you pondering over the definition of leadership? Have a look at a brief description of leadership styles, leadership qualities and leadership quotes. You will be surprised at how vast a subject leadership is.

Before we start with understanding how closely leadership and development are inter-related, it is imperative that we understand the former properly. It is easy to look up the web or a dictionary for the definition but understanding and truly grasping the leadership traits is something that is a slow but rewarding process. In layman's terms, a leader is someone who has the courage to lead and the humility to help others lead.

### Leadership Styles

There is a vast difference in the various leadership styles. There is one style which is complete dictatorship, and the other is just the opposite and a lot less intimidating. These are some basic yet effective styles which help you understand the concept effectively.

**Autocratic Leadership:** The autocratic style is old school. This is the military type of style with a touch of dictatorship that was mentioned earlier. In this style, the word of the leader is the rule and has to be followed to a 'T'. This method is effective in certain situations that need a stern hand but the disadvantages are far too many like low morale of the workers, rebellion of followers etc. Hitler followed this style of leadership.

**Democratic Leadership:** This style encourages team work where coming to a decision is a collective task. In this type, everyone's opinions are taken into consideration. The disadvantages caused by the above method are ruled out in this style. This style is also known as participative leadership style. John F Kennedy is an example of a democratic kind of leader.

**Laissez-Faire Leadership:** This French term means to "let it be". Under this style, the leader leaves the individuals to complete the tasks. The leader leaves goal setting and target setting in the hands of the individuals itself. This style involves minimum interference from the leader and much freedom to the followers. On the downside, many tend to take advantage of such form of leadership. Some believe that Ronald Reagan practiced this type of leadership skills.

### Leadership Theories

Leadership theories and principles have progressed and evolved with time. Let's take a look at some of the well-known theories which have greatly changed the way people define a leader.

**Transactional Theory:** This theory is characterized by a military like style of leadership. It is result oriented, highlighted by reward and punishment for failing to achieve the result. In this theory, there is a direct chain of command.

**Functional Theory:** According to this theory, the leader is responsible for the motivation and the functioning of the team. If the team as a group has achieved its target, the leader is said to lead the team well. This theory works through these three aspects: team as a whole, individual and task to do completed.

**Situational Theory:** According to this school of thought, there is no set leadership technique which is effective in all situations. It advocates that every situation is different and thus, the leadership tactic too needs to change accordingly.

### **Leadership Characteristics**

If we look at the various skills, we will realize how leadership and management are interrelated. An organization and a team is as good as its leaders. Eventually, the qualities of a good leader shape the performance of the team. A leader needs to be honest and hardworking. He needs to set an example for his team, therefore it is important that he displays integrity and fairness in his actions. He must delegate judiciously and not burden his subordinate with his work. A leader must be skilled enough to make sound decisions. One of the main qualities that a leader must possess is, the ability to motivate this team and keep the morale of his team at a peak.

### **Quotes on Being a Leader**

Some very inspirational leadership quotes are mentioned below.

"Management is doing things right; leadership is doing the right things."- Peter F. Drucker

"A leader is a dealer in hope." - Napoleon Bonaparte

"Leadership should be more participative than directive, more enabling than performing." - Mary D. Poole

"Delegating work works, provided the one delegating works, too." - Robert Half

"A leader is the wave, pushed ahead by the ship." - Leo Nikolaevich Tolstoy

"A leader is one who knows the way, goes the way and shows the way." - John C. Maxwell

"One never notices what has been done; one can only see what remains to be done." - Marie Curie

These leadership characteristics are the backbone of a well lead organization. Understanding the concept of being a leader, may seem a little daunting initially, but a thorough study of the subject will make the picture much clearer. For some, leadership definition aside from a way of life, is a way of doing tasks and making others touch the peak of their abilities.

By Gagan Dhillon

Read more at Buzzle: <http://www.buzzle.com/articles/what-is-leadership.html>

## **17. HUMAN RESOURCE MANAGEMENT**

The field of human resources pragmatically attempts to assist employees in using their individuality to benefit the business as a system, while simultaneously using the system to benefit the individual. Human resources specialists, also referred to as personnel specialists, serve a variety of functions in regard to the workforce of a company or organization. While the primary function of these specialists is to oversee the interviewing and hiring process, they also assume the responsibilities of training employees, controlling and overseeing various employee benefits programs, and promoting the needs and desires of employees in a general sense. Among the various employee programs human resources managers and specialists oversee are health and life insurance, retirement plans, and various company policies on substance abuse, leave, vacation time. Below articles provide information on human resources and Human Resource Management (HRM).

### **Difference Between Human Resource Management and Personnel Management**

Many of us assume that Human Resource Management (HRM) and personnel management are similar terms and can be interchanged. But, the fact is, even though both these terms share some common grounds, they have some diverse aspects.

The term personnel management originated before the term Human Resource Management (HRM). Human Resource Development (HRD) is another term used in management studies and it covers a wider view of HRM. They have more similarities than differences. One of the obvious similarities between them is that, they both share the same field of activity and have the same objective of 'managing the employees'.

## **What is Human Resource Management?**

The all-importance and requisiteness of HRM is stated by Henry Ford (a pioneer in the field of management) as ~ "take out my building, take out my machines, and all capital but leave my men with me, I will become Henry Ford again." These lines say a lot about the importance of human resources for any organization. The human resources refer to the qualities possessed by the workforce or employees in an organization. These qualities include knowledge, values, skills, abilities, cognition, beliefs, commitment, etc., possessed by the employees, without which any organization cannot grow or achieve their objectives. In short, the efficiency and success of any administrative system depends upon the cooperation of the human resources. HRM directly deals with the human resources in a system. Human Resource Management is defined by Gray Dessler as ~ "The policies and practices involved in carrying out the 'people' or human resources aspects of a management position, including recruiting, screening, training and appraising".

## **Functions of HRM**

- Managing the workforce as assets, that are required to develop the organization.
- Aligning and developing the HR policies, according to the corporate strategies and other business management policies.
- Developing the skills of the employees through adequate training and by providing the necessary resources required to develop their knowledge pertaining to their job.
- Creating an efficient Organization Development (OD) system.

## **What is Personnel Management?**

"Personnel Management is that phase of management which deals with the effective control and use of manpower as distinguished from other sources of power. The methods, tools, and techniques designed and utilized to secure the enthusiastic participation of labor represent the subject matter for study in personnel administration." ~ Dale Yoder.

It is the sub-system of the whole management system in an organization. The production and distribution of goods and services is managed by the Personnel department. This department evaluates the efficiency of the workers and also provides them incentives which can be either monetary or non-monetary. They also assign the departments such as sales and marketing, production, maintenance, etc., where the employee has to work, depending on the skills and knowledge possessed by the employee.

## ***Functions of Personnel Management***

- Developing the organizational structure and planning.
- Managing the wage and salary of the employees and provide appraisals.
- Providing employee benefits and services such as insurance plans, pension plans, fringe benefits, Provident Funds (PF), etc.
- Negotiating on labor union activities like collective bargaining, trade union issues, contract agreements, grievance handling, etc.,
- Auditing the employee policies and practices, to ensure the efficiency of those policies.

## **Comparison Between HRM and Personnel Management**

Point of Difference

|                      | <b><i>Human Resource Management</i></b> | <b><i>Personnel Management</i></b>             |
|----------------------|---|--|
| Key Function         | To improve organization's efficiency    | Employment laws and payroll management         |
| Key Focus            | Build dynamic culture                   | Administer the workforce                       |
| Job design           | Team work                               | Division of Labor                              |
| Standardization      | Low                                     | High   |
| Pay appraisals       | Performance related                     | Job evaluation                                 |
| Intervention         | Wide range of strategies                | Procedural methods                             |
| Management role      | Transformational                        | Transactional                                  |
| Communication Method | Direct                                  | Indirect                                       |
| Key Management Skill | Facilitation                            | Negotiation                                    |
| Contract management  | Individual contracts                    | Trade union or collective bargaining contracts |
| Managerial Task      | Nurturing                               | Monitoring                                     |
| Key Managers         | Business/line/general managers          | Personnel managers or IR manager               |
| Nature of Relation   | Unitarist                               | Pluralist                                      |
| Management Action    | Informal urge for Business-need         | Procedures                                     |
| Decision-making      | Fast                                    | Slow   |
| Conflict             | De-emphasized                           | Institutionalized                              |
| Key Relation         | Customer                                | Labor  |

Both of them are important management sectors that work together for the growth of the organization, by managing and serving their employees. It was found that, nowadays, HRM has a broader scope than personnel management.

By Suganya Sukumar

Read more at Buzzle: <http://www.buzzle.com/articles/difference-between-human-resource-management-and-personnel-management.html>

## **18. FUNCTIONS OF HUMAN RESOURCE MANAGEMENT**

Human Resource Management or HRM refers to manpower management within an organization. The value of human assets within various departments, need to keep appreciating for the company to profit from the potential of employee skills and experience.

The definition of human resource management emphasizes the sphere of influence to encompass 'the strategic approach to manpower management in an organization'. The process calls for a coherent objective to retain and increase employee head-count, any organization's most valued asset. This specialized study and application has come in the wake of realization that the employees of an organization, individually and collectively, are the main contributors to the achievement of business objectives. The management of people hired by an organization involves employing people, designing and developing related resources and most importantly, utilizing and compensating their services to optimize business profitability via employee performance. Today, Human Resource Management operates in tune with other essential organizational requirements and co-exists with the topmost management cadre. Managing human resources within a company calls for a liaison between the organization's management personnel and the administration of the executive rungs. It thrives on the strength of the relationship between the management and workers of the company.

### **Functions of Human Resource Management**

Human Resource Management involves the development of a perfect blend between traditional administrative functions and the well-being of all employees within an organization. Employee retention ratio is directly proportionate to the manner in which the employees are treated, in return for their imparted skills and experience. A Human Resource Manager ideally empowers inter-departmental employee relationships and nurtures scope for down-the-rung employee communication at various levels. The field is a derivative of System Theory and

Organizational Psychology. The Human Resource department has earned a number of related interpretations in time, but continues to defend the need to ensure employee well-being. Every organization now has an exclusive Human Resource Management Department to interact with representatives of all factors of production. The department is responsible for the development and application of ongoing research on strategic advances while hiring, terminating and training staff. The Human Resource Management Department is responsible for:

- Understanding and relating to employees as individuals, thus identifying individual needs and career goals.
- Developing positive interactions between workers, to ensure collated and constructive enterprise productivity and development of a uniform organizational culture.
- Identify areas that suffer lack of knowledge and insufficient training, and accordingly provide remedial measures in the form of workshops and seminars.
- Generate a rostrum for all employees to express their goals and provide the necessary resources to accomplish professional and personal agendas, essentially in that order.
- Innovate new operating practices to minimize risk and generate an overall sense of belonging and accountability.
- Recruiting the required workforce and making provisions for expressed and promised payroll and benefits.
- Implementing resource strategies to subsequently create and sustain competitive advantage.
- Empowerment of the organization, to successfully meet strategic goals by managing staff effectively.

The human resource department also maintains an open demeanor to employee grievances. Employees are free to approach the human resource team for any conceived query or any form of on-the-job stress that is bothering them.

**Performance** of employees is also actively evaluated on a regular basis. These are checks conducted by the HR to verify and thereby confirm the validity of the employees actual performance matching the expected performance.

**Promotions, Transfers or expulsion** of services provided by the employee are some duties that are enforced by the human resource department. Promotions are conducted and are predominantly based on the overall performance of the individual, accompanied by the span or tenure he has served the organization. The Human

resource department also looks at the possibilities of the employee migrating from one job to another, maintaining the hierarchy in the company and considering the stability of post and the salary obtained over a period of time.

Ideally, a Human Resource Management Department is responsible for an interdisciplinary examination of all staff members in the workplace. This strategy calls for applications from diverse fields such as psychology, paralegal studies, industrial engineering, sociology, and a critical understanding of theories pertaining to post-modernism and industrial structuralism. The department bears the onus of converting the available task-force or hired individuals into strategic business partners. This is achieved via dedicated Change Management and focused Employee Administration. The HR functions with the sole goal of motivating and encouraging the employees to prove their mettle and add value to the company. This is achieved via various management processes like workforce planning and recruitment, induction and orientation of hired task-force and employee training, administration and appraisals

By Gaynor Borade

Read more at Buzzle: <http://www.buzzle.com/articles/functions-of-human-resource-management.html>

## 19. SWOT ANALYSIS

**SWOT analysis** (alternatively SWOT Matrix) is a structured planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. A SWOT analysis can be carried out for a product, place, industry or person. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieving that objective. The technique is credited to Albert Humphrey, who led a convention at the Stanford Research Institute (now SRI International) in the 1960s and 1970s using data from Fortune 500 companies.

**Strengths:** characteristics of the business or project that give it an advantage over others

**Weaknesses:** are characteristics that place the team at a disadvantage relative to others

**Opportunities:** elements that the project could exploit to its advantage

**Threats:** elements in the environment that could cause trouble for the business or project

Identification of SWOTs is important because they can inform later steps in planning to achieve the objective.

First, the decision makers should consider whether the objective is attainable, given the SWOTs. If the objective is not attainable a different objective must be selected and the process repeated.

Users of SWOT analysis need to ask and answer questions that generate meaningful information for each category (strengths, weaknesses, opportunities, and threats) to make the analysis useful and find their **competitive advantage**.

### **Internal and external factors**

The aim of any SWOT analysis is to identify the key internal and external factors that are important to achieving the objective. These come from within the company's unique value chain. SWOT analysis groups key pieces of information into two main categories:

**Internal factors** – The strengths and weaknesses internal to the organization.

**External factors** – The opportunities and threats presented by the external environment to the organization.

*The internal factors* may be viewed as strengths or weaknesses depending upon their effect on the organization's objectives. What may represent strengths with respect to one objective may be weaknesses for another objective. The factors may include all of the 4Ps; as well as personnel, finance, manufacturing capabilities, and so on. The external factors may include macroeconomic matters, technological change, legislation, and socio-cultural changes, as well as changes in the marketplace or competitive position. The results are often presented in the form of a matrix.

SWOT analysis is just one method of categorization and has its own weaknesses. For example, it may tend to persuade its users to compile lists rather than to think about what is actually important in achieving objectives. It also presents the resulting lists uncritically and without clear prioritization so that, for example, weak opportunities may appear to balance strong threats.

It is prudent not to eliminate too quickly any candidate SWOT entry. The importance of individual SWOTs will be revealed by the value of the strategies it generates. A SWOT item that produces valuable strategies is important. A SWOT item that generates no strategies is not important.

The usefulness of SWOT analysis is not limited to profit-seeking organizations. SWOT analysis may be used in any decision-making situation when a desired end-state (objective) has been defined. Examples include: non-profit organizations, governmental units, and individuals. SWOT analysis may also be used in pre-crisis planning and preventive crisis management. SWOT analysis may also be used in creating a recommendation during a viability study/survey.

### **SWOT Analysis Sample**

SWOT analysis is used by most organizations to weigh their strengths and weaknesses. On an individualistic level, one can use it for career planning. Let us take a look at the topic in detail.

SWOT is an acronym for Strengths, Weaknesses, Opportunities and Threats. SWOT analysis provides information which helps a firm to gauge its resources and capabilities in the competitive market. It helps a firm in market research and in developing business growth strategies which are critical for the growth of the organization. Let us take a detailed view of the subject.

### **Strengths**

**Strengths** are the resources and capabilities that give you an edge over your rivals in the market. Some examples are:

- Good reputation in the market.
- Exclusive access to certain resources.
- Highly motivated workforce.
- Cost advantages.
- Good distribution network.
- Weaknesses

**Weaknesses** can be defined as the areas in which an organization faces some challenges. Some weaknesses can be:

- A weak brand name.
- A disinterested staff.
- Poor reputation among customers.
- Poor distribution networks.
- Debt of shareholders

## Opportunities

**Opportunities** are the favorable external factors that contribute to the expansion of a business. Some opportunities are:

- An unfulfilled customer need.
- Technological improvement.
- Lenient regulations.
- Removal of international trade barriers.

## Threats

A sudden change in the external environment which is unfavorable to the organization is classified as a threat. Some **threats** can be:

- Change in customer's tastes preferring other brand to yours.
- Stricter regulations.
- Increased trade barriers.
- SWOT Analysis Sample

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## 20. MCDONALD'S SWOT ANALYSIS

### Strengths

It is the largest fast food chain in the world and is one of the widely recognized international brands.

Offers a variety of products keeping in view the socio-religious factors. For example, while beef burgers are common in western and Muslim world, they are not a part of the menu in India where cow is considered sacred.

It offers drive-through service for customers on the move, promoting itself as a company for people who don't have enough time in their hands.

McDonald's has a positive image amongst customers, thanks to the Ronald McDonald House Charity which has done a commendable jobs in the recent years.

**Weaknesses** The recent spate of accusations against McDonald's about the high-fat content foods has turned many health conscious people away. Also, the million-dollar lawsuits have only made the matters worse.

While many agree that when it comes to burgers, McDonald's is up there at the top, but lack of non-hamburger sandwiches are turning customers away to brands like Pizza Hut, Taco Bell etc.

### **Opportunities**

McDonald's has recently started the program of going green. This can go a long way in helping McDonald's emerge as a societal company.

McDonald's can develop healthier food which in turn will appeal to health conscious people, who currently avoid it.

McDonald's has already set up coffee shops, which can considerably increase the sales and open up new avenues for the company.

### **Threats**

The monopoly McDonald's once enjoyed has come to an end with different brands coming up their own exciting menu of burgers. Apart from the established names like KFC, Subway, Burger King, Yum etc., it is facing the challenge from other local establishments around the world.

McDonald's has one of the highest turnover ratios, that is, people working for McDonald's do not see as a long-term option and just 'fill in' there for time being

McDonald's inadvertently has become the symbol of American capitalistic economy and has been accused of exploiting its workers. This may not be entirely true, but then it has left a bad taste in the mouths of many customers.

It is very essential for a firm to review their strengths and weaknesses. It also becomes important to plan against threats and take advantage when the opportunities knock on your door. Using SWOT analysis can definitely help in business planning, provided it is carried out in a right way.

By Rahul Pandita

Read more at Buzzle: <http://www.buzzle.com/articles/swot-analysis-sample.html>

## **21. WHAT IS A BUSINESS PLAN**

Business planning is vitally important to set your business on the right path to success. The content of a business plan depends on the aims of the business as well as the audience.

Whether starting out your own business, or buying a business, or expanding your business, business planning will be one of the vital factors that help give form and structure to your dreams and ideas. A business plan, basically, is a conventional form of stating a set of goals for your business, giving the reasons why they are expected to be achievable, and the plans for attaining those goals. It can also comprise the background information pertaining to the team or organization undertaking the achievement of those goals.

### **Various Types and Aims of Business Plans**

The business goals being endeavored can either be for profit or non-profit organizations. Business plans that are focused on profit usually center on financial goals, whereas business plans for government agencies and non-profit organizations incline towards service goals. It can also include changes in branding and perception by the customer, taxpayer, client, or even the community at large. A business plan that is focused on changes in branding and perception is referred to as a marketing plan.

Business plans may be focused **externally or internally**. Plans that are **focused externally** are aimed at objectives that external stakeholders, especially financial stakeholders, hold in importance. Typically, they have information in detail about the team or organization endeavoring to achieve those goals. As far as companies or business organizations where profit is the main motive are concerned, the external stakeholders comprise customers and investors. The non-profit organization's external stakeholders include the clients of the services of the organization and its donors. The external stakeholders of government agencies comprise government agencies at higher levels, taxpayers, and international lending entities like the World Bank, the UN's economic agencies, development banks, and the IMF.

Business plans that are **focused internally** are aimed at the intermediate goals that are required for achieving the external goals. They may include an organization being restructured, a factory being refurbished, the financial restructuring of an organization, setting up a new IT system, a new service, or a new product. An internal business plan is usually formulated along with a list of vitally important factors for success and a balanced scorecard. This enables the success of the plan to be evaluated using non-financial parameters. Business plans, which identify and specify internal goals, but only provide generalized guidance about how they are supposed to be achieved, are referred to as strategic plans.

**Operational business plans** outline the goals of a department, working group, or an internal organization. The aims of a particular project are described in a project plan.

A project plan may also cover the significance of the project according to the larger strategic aims within the organization.

### **Contents of Business Plans**

Business plans can be considered as tools for decision-making. There is no hard and fast content for business plans. Actually, the format and content has to be based on the audience and goals. Hence, the plan should include any information that is required for determining whether a goal should be pursued or not.

For instance, the contents of a non-profit organization's business plan could include how the plan fits with the mission of the organization. Since banks are usually concerned about the chances of defaulting on repayments, hence the content focused on a bank loan should create a convincing argument about the ability of the organization to repay the loan. Initial investment, the feasibility, as well as the exit rating are what venture capitalists are mainly concerned about; hence, the content for a venture capitalist has to focus on those elements. A plan written for a project that requires equity financing will have to explicate why the current resources, maintainable competitive advantage, and forthcoming opportunities for growth will result in a high exit rating.

Making a business plan requires drawing knowledge from various business disciplines such as marketing, management of human resources, finance, management of intellectual property, operations management, management of the supply chain, and so on. A business plan can be regarded as a compilation of sub-plans, each focused on one of the chief business disciplines.

By Rita Putatunda

Read more at Buzzle: <http://www.buzzle.com/articles/what-is-a-business-plan.html>

## **22. HOW TO WRITE A BUSINESS PLAN PROPOSAL**

There are many things you need to consider before writing a business plan. This article throws light on how to write a business plan proposal...

A business plan proposal is considered the resume of your company, which attracts clients to give you contracts and business. It is a document which includes what your company is all about and what all services it provides. It has to be created in a well-planned manner, as it is directly related to your company's growth, goodwill and reputation. Generally, this proposal is drafted for two reasons; firstly, if you are starting your own business and need some financial help or secondly, if you want to

expand the boundaries of your current business. If you are wondering how to write a business proposal, just follow the tips mentioned below.

## **Guidelines for Writing a Business Plan**

### **Executive Summary**

Prepare the summary in a way that will induce and motivate the investor or reader to know more about your company. If the summary is prepared in a well-planned manner, the reader will certainly be impressed and would like to read on. Keep the language and idea simple.

There are many cases where readers or investors are not able to understand much about the business after reading the executive summary. If your business is really complicated, mention the details later on. The recommended length of the summary should just be 2-4 pages.

### **Company Analysis**

Inform readers about the history of your organization, and explain why your team is suitable for augmenting their business. The history should include the organization's background, date of business commencement, office branches, stage of development, etc. Provide details about the company's track record and previous accomplishments, which also include details of reputed clients and successful product launches.

### **Industry Analysis**

The reader will read this section to determine if there really is a demand and scope for the product and service you are offering. Make readers feel the need for your product. Refer to credible sources while reporting the size and growth potential of your market. Emphasize on the appropriate market section for your product or service. Do not refer to the whole market, if you are only related to the business in just a part of the complete market. Ensure that you mention how your company is capable of overcoming possible negative trends. Such points will certainly relieve the investor from the insecure feeling of potential market failures.

### **Customer Analysis**

In this section, you need to include the basic necessities of customers, and ways in which your company's products satisfy them. Be very precise when mentioning target customers. Provide elaborate information about customers' needs, locations of demand, and some other important factors. You may use statistics or tables for

putting forth an easy idea of customer satisfaction. Also explain the reasons why consumers prefer your products and services.

### **Competitive Analysis**

Give a detailed explanation of why your products are superior to those available in the market. List the close competitors to your business, and also mention the additional benefits that you provide. Many companies make the mistake of mentioning that they have very few or no competitors. This may create a doubt in the mind of the investor regarding your company's credibility. If possible, carefully mention the strong and weak points of your competitors. However, you need to ensure that the competitor's weaknesses should be mentioned solely as per the market research information.

### **Marketing Strategies**

Mention significant points which will clearly describe the company's ways to get into the competitive market, deliver products and services, and effectively retain customers. Focus on points that depict existing products and future services. Explain what all efficient marketing strategies the company uses and why. Make sure that you present the pricing strategies very carefully. Also explain how the products and services will reach targeted consumers. You even need to mention customer retention strategies in detail.

### **Operations Strategies**

Give the readers or investors an idea of how the processes and systems in your company are carried out. Refer to long-term goals of the company, and the steps the company is taking to achieve them. Do not concentrate more on just the operational concepts. You also need to present investors with all the real operations carried out which have the potential of making profit. Make sure that the mentioned ambitions and goals are achievable. You certainly would not like the investor to assume that the goals are exaggerated.

### **Financial Strategies**

Explicate how the company's way of working would prove profitable to investors. Detail all factors in the business which have the capability of generating income. Be very careful when you provide details regarding the company's current financial standings and also the projected financial position. Investors would evidently want to know how finances are going to be used. Give them elaborate information about general expenses in marketing, recruiting, technological upgrades, and other developmental aspects.

Ensure that all the information mentioned in the business plan proposal is true. Business writing is an important part of creating an impressive business offer document. I hope by now you have a clear idea regarding how to write a business plan proposal.

By Stephen Rampur

Read more at Buzzle: <http://www.buzzle.com/articles/how-to-write-a-business-plan-proposal.html>

## **23. BASICS OF RISK MANAGEMENT**

**Risk management** is a broad term that encompasses identification and solving of problems that are likely to occur in an organization. Here is some information about the basics of risk management.

Risk management is the branch of study that deals with identifying, assessing and monitoring threats or risk (any uncertainty) for an organization. It can be applied to both public and private sectors. In public sector, this can be done in certain infrastructure development projects like construction of public buildings; whereas private sector would include business or workplaces. Financial risk management, analyzes the economic value and manages the associated financial risk (if any). Enterprise risk management, on the other hand, encompasses all types of risk of a company, either financial or strategic.

### **Basic Information About The Risk Management Process**

The main principle behind any type of risk management is to recognize and minimize the upcoming problems, so as to decrease the losses that will be incurred in the near future. It can be either continuous or non-continuous. In the former case, assessment of risk is done continuously, from the start of a project till its completion; whereas in the latter one, risk assessment is usually done only once during the initial stages of the project.

### **Reviewing Previous Data**

Reviewing work or previous operations is applicable while assessing risk for private companies. The risk management committee analyzes the official data of the previous years, so that they can understand the company profile, and the current terms and policies of the company.

## **Identifying Potential Risk**

Risk identification is an essential step in management of risk. In this stage, as the name suggests, the risks are identified and named. While identifying the risk, it is obvious that the sources of the risk are also examined in order to analyze the possible impact(s). The team can compare the standard risk lists in relation to the particular project.

## **Assessing Risk**

Risk assessment is done in terms of probability ratio. The probability of the risk should be greater than zero, otherwise there are no chances of the risk occurring. In other terms, if probability is usually less than 100, then uncertain problems may occur. If the probability ratio is 100, then the risk is referred to as an issue that is handled under issue management. Risk can also be assessed in terms of scale viz. low, medium, high and critical. Though, people think mostly about the negative impact of risk management, there can also be a positive impact.

## **Monitoring and Controlling Risk**

After assessment of risk, there are four strategies that can be implemented; avoiding the risk (changing the plan), transferring the risk (to someone more responsible to handle it effectively), mitigating the risk (doing something to minimize the impact) or accepting the risk (applicable if the risk is negligible). By controlling the risk, we mean to assess the ongoing project and check for any new risk (if present).

To be precise, the whole risk management process involves keeping control over the risk. Hence, it is quite possible that an organization may suffer losses, even after risk management. Managing risk is not a difficult task, rather we can call it a crucial job. It should be conducted by professionals, who are experienced enough to bring forth ideas and promote practices for the benefit of the organization. In a company, the project manager usually handles the management of risk. If this management is not done properly, can lead to loss of opportunities and/or business. If you have a deep interest in managing and solving problems, then this can be a rewarding and satisfying profession. Nowadays, there are certain schools that offer risk management courses.

By Ningthoujam Sandhyarani

Read more at Buzzle: <http://www.buzzle.com/articles/basics-of-risk-management.html>

## 24. CONCEPTS OF RISK MANAGEMENT

In the recent years, a lot of emphasis has been put on effective application of the concepts of risk management by risk managers. Keep reading to know more about the same.

*"The first step in the risk management process is to acknowledge the reality of risk. Denial is a common tactic that substitutes deliberate ignorance for thoughtful planning."*

Charles Tremper

On an individual level, saving some modest income from your monthly salary and investing it in good investment schemes can ensure that you're ready to face any possible risk of financial crisis in the near future. For large organizations, who are multibillion dollar enterprises with significant global presence, financial risks are compounded many times relative to individual financial risks. Failure of economy, rising prices, labor strikes, accidental hazards - the possibility of any of these risks can't be denied and emergency readiness is something that can be of great help in such situations.

### **Definition of Risk Management**

It is difficult to confine the word, 'risk' in limitations of verbal language, as its scope and extent is far and wide. However, pertaining to risk management, it can be said that it is the scientific and holistic assessment of potential risks hidden in a project. By using tools and techniques explained in the risk mitigation strategies, the probability of occurrence of any risk is analyzed. Similarly, in the event of the occurrence of the risk, the financial impact on the organization and actions that can be taken to minimize the loss is also given a deep thought. Many a time, the concepts enshrined in risk management are generally associated with negative connotations. However, it is a fact that risks also present opportunities, though in disguised forms. Risk managers must not only focus on negative aspects of risk but they must try to find various positive dimensions and hidden opportunities in risks.

### **Purpose of Risk Management**

Risks are an integral and inevitable part of life. As individuals, every decision that we take regarding our personal or professional life brings along with it the risk of failure or success. Similarly, for large corporations and governments, assessing risks before investing billions of dollars in projects is vital to abort the chances of loss of men, money and material. Risks can be man-made or natural. Human mistakes that lead to operational failure often pose risk to human life safety. For example, if a

nuclear engineer in a nuclear power plant is careless about his duties, even a minor error can lead to dangerous consequences. On the other hand, if the radiation is caused due to a natural disaster (earthquake, Tsunami), then the risks are triggered by natural phenomena. While occurrence of risks due to operational failure or poor human performance can be controlled by improved technology and better training, threats of natural disasters are difficult to handle.

It is a harsh reality that even with the growth of advanced science and technology, it is not possible to predict occurrence of natural disasters to mathematical accuracy. Even if they're predicted, the loss caused by catastrophic risks can only be lessened, but not completely averted. Hence, when we study risk management, the basic objective is to analyze threatening situations that can cause extreme loss to governments or any organization. Though practically it's not possible to completely eliminate risk in any situation, the discipline of risk management that has been developed in the past couple of decades aims to study, analyze and predict occurrence of adverse events to avoid loss of men and money.

In the recent years, multinational companies, corporate honchos and investment tycoons have heavily relied on this newer aspect of management to make wise decisions in terms of investing money in certain geographical locations. A career in risk management is now an extremely popular, recognized and a mainstream area with loads of research, study and analysis in B-schools and research institutes. Be it the insurance companies, investment banks, real estate, infrastructure, private holdings, public enterprises - all are laying significant emphasis on recruiting experienced and well qualified risk managers. Since the art of risk management serves the purpose of saving companies from irreparable losses, it is growing by leaps and bounds.

## **Risk Management Concepts and Guidance**

Analysis forms the core of risk management concepts. Knowing what you're going to do is very important. It is the ignorance that nothing will go wrong, which becomes the nemesis for companies.

**Know the Project :** Awareness about numerous aspects of the project is vital to make effective business plans. Lacking in knowledge in any of the area can be a loophole for poor planning. Hence, know the project well before you began to assess the risks associated to it. Only then you'll be able to figure out minor and major risks.

**Analyze :** Make a list of all possible risks and estimate or calculate probability of occurrence of those risks. You may consider using numerous risk management tools and techniques to come with accurate estimates. For this, you need to have databases

and information regarding your project. Further, after evaluating the probability, you've got to know the impact of the risk. Make a note of all that can be lost due to the risk. Now, think of ways to minimize probability (mitigation) and impact (contingency). Also, calculate by how much you should reduce the amounts of mitigation and contingency to lessen financial risks. After you've done that, you can directly calculate the reduction by multiplying mitigation and contingency. Subtracting reduction from risk will give you 'exposure' and it is called the amount that you simply can't avoid, even with your risk analysis. Exposure is the minimum risk that you have to bear even with everything being perfect. This step by step approach can help you deal with financial risks effectively.

**Brainstorm :** The more research and analysis you do, better will be your chances of coming out with effective risk control strategies. That is why, it is helpful to take ideas from all the staff of the risk management team. You can certainly take advice from experts in the same field. Sometimes, thinking out-of-the-box can be very beneficial.

**Monitor :** Risk monitoring is a continuous process during the project. You can take help of software designed to handle the task of huge databases effectively. During the monitoring process, you have to oversee that all steps regarding safety are being taken properly and everyone is working with an awareness to minimize risks. Effective communication is very important to explain things to employees from various educational and cultural backgrounds.

The concepts of risk management are not something that are difficult to master. It can be summed up to be a scientific way to avert the chances of losses based on statistics and data handling, common sense, good judgment skills and effective execution of plans.

By Kundan Pandey

Read more at Buzzle: <http://www.buzzle.com/articles/concepts-of-risk-management.html>

### **Literature**

1. <http://www.buzzle.com>
2. <http://en.wikipedia.org>
3. [http:// youtube.com](http://youtube.com)

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*Навчальне видання*

МЕТОДИЧНІ ВКАЗІВКИ

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з дисципліни

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ПРОФЕСІЙНОГО СПРЯМУВАННЯ  
(АНГЛІЙСЬКА МОВА)**

*(для студентів 1 курсу заочної форми навчання  
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