

## **CHAPTER 2**

### **ANALYSIS OF TERMS**

#### **2.1 INTRODUCTION**

This chapter deals with the definition of Management and their explanations followed by the analysis of various terms used in Human Resource Management.

Number of Management terms and their meanings change with the changing time. They change according to the changes in value system, political, economic and social scenario. As the changes in society influence the terms, the terms also reciprocally influence the society. Most of the times it is a positive change. These changes make employees more realistic and practical to face the challenges in job.

The global changes are reflected in the language of Management as it is a universal language. It has been observed that in the wake of new era and new mentality the terms and their tones also have changed.

Rebellions, revolutions, wars, industrial expansion, globalization, urbanization, liberalization and reforms have affected language of Management. It has changed behavior of people towards each other. We could also observe changes in customer- owner, employer- employee, peer group dynamics.

Henry Mintzberg has said, “Management is, above all, a practice where art, science and craft meet.” Management is the most essential part of

our life. Moreover Management of ourselves is essential for a satisfying existence. According to Oxford Advanced Learner's Dictionary, Management is an act of controlling and running a business or similar organization.

The verb manage comes from the *Italian Maneggiare* that means to handle, train, control horses, which in turn derives from the *Latin, manus* i.e. hand. The *French* word *management* which later became management influenced the development in meaning of the English word Management in the 15th & 16th centuries.

We can define Management in a very simple manner like –

Management = Manage + men + tactfully.

Management is an exercise in harmonizing men, money, machinery, materials and methods towards fulfilling of set of objectives leading to human development, excellent performance, social benefit and global welfare.

Management is a continuous, lively and fast developing science. Management is a universal concept and applied in all aspects of business organization.

Some important definitions of Management by the stalwarts were:

1) **Peter Drucker**(The Practice of management, 1954)

Management is an economic organ of industrial society. It means taking action to make the desired result to pass.

2) **Harold Koontz, Cyril O Donellell**– (Principles of management: An analysis of Managerial functions, 1968)

Management is the art of getting things done through and with people in formally organized groups. It is the art of creating an environment in which people can perform as individuals and yet cooperate towards the attainment of group goals. It is the art of removing blocks to such performance, a way of optimizing efficiency in reaching goals.

3) **Theo Haimann**– (Management in the Modern Organization,1974)  
Management is the sum total of all processes including planning, direction, control and organization.

Earlier Management was viewed functionally, as measuring quantity, adjusting plans, meeting goals, forecasting. This is applicable even in the situation when planning did not take place. But then **Henry Fayol** considered Management to consist of six functions – forecasting, planning, organizing, commanding, coordinating and controlling. He was one of the most influential contributors to modern concepts of management.

**Mary Parker Follett (Organizational Studies, 1920)**, defined Management as “the art of getting things done through people.”. She described management as philosophy.

Some people however find this definition useful but far too narrow. The phrase “Management is what managers do” occurs widely, suggesting the difficulty of defining management, the shifting nature of definitions and

the connection of managerial practices with the existence of a managerial cadre or class.

One school of thought regards Management as equivalent to '*business administration*' and thus excludes Management in places outside commerce.

Many a times the term 'Management' or 'the Management' is used as a collective word describing the decision makers of an organization. Historically this use of the term was often in contrast with the term 'labour' referring to those being managed.

Management is a purposive activity. It is something that directs group efforts towards the attainment of certain pre-determined goals. It is the process of working with and through others to effectively achieve the goals of the organization, by efficiently using limited resources in the changing world. Of course, these goals may vary from one enterprise to another. E.g. For one enterprise it may be launching of new products by conducting market surveys and for other it may be profit maximization by minimizing cost.

Management involves creating an internal environment:- It is the management which puts into use the various factors of production. Therefore, it is the responsibility of management to create such conditions which are conducive to maximum efforts so that people are able to perform their task efficiently and effectively. It includes ensuring availability of raw

materials, determination of wages and salaries, formulation of rules and regulations etc.

Therefore, we can say that good management includes both being effective and efficient. Being effective means doing the appropriate task i.e. fitting the square pegs in square holes and round pegs in round holes. Being efficient means doing the task correctly, at least possible cost with minimum wastage of resources.

As a process, management refers to a series of inter – related functions. It is the process by which management creates, operates and directs purposive organization through systematic, coordinated and co-operated human efforts, according to George R. Terry, “Management is distinct process consisting of planning, organizing, actuating and controlling, performed to determine and accomplish stated objective by the use of human beings and other resources”. As a process, management consists of three aspects:

- 1. Management is a social process:** Since human factor is most important among the other factors, therefore management is concerned with developing
- 2. Relationship among people:** It is the duty of management to make interaction between people – productive and useful for obtaining organizational goals.

**3. Management is an integrating process:** Management undertakes the job of bringing together human physical and financial resources so as to achieve organizational purpose. Therefore, it is an important function to bring harmony between various factors.

**4. Management is a continuous process:** It is a never ending process. It is concerned with constantly identifying the problem and solving them by taking adequate steps. It is an on like various other activities performed by human beings such as writing, playing, eating, cooking etc, management is also an activity because a manager is one who accomplishes the objectives by directing the efforts of others. According to Koontz, “Management is what a manager does”.

## **2.2 MANAGEMENT AS BOTH SCIENCE AND ART**

Management is both an art and a science. The above mentioned points clearly reveal that management combines features of both science as well as art. It is considered as a science because it has an organized body of knowledge which contains certain universal truth. It is called an art because managing requires certain skills which are personal possessions of managers. Science provides the knowledge and art deals with the application of knowledge and skills.

A manager to be successful in his profession must acquire the knowledge of science and the art of applying it. Therefore management is a judicious blend of science as well as an art because it proves the principles

and the way these principles are applied is a matter of art. Science teaches to 'know' and art teaches to 'do'. E.g. a person cannot become a good singer unless he has knowledge about various ragas and he also applies his personal skill in the art of singing. Same way it is not sufficient for manager to first know the principles but he must also apply them in solving various managerial problems that is why, science and art are not mutually exclusive but they are complementary to each other.

The old saying that "Managers are Born" has been rejected in favour of "Managers are Made". It has been aptly remarked that management is the oldest of art and youngest of science. We can say that art is the root and science is the fruit.

History of Management science shows that the insignificant place that the term had in India hundred years ago today had spread to almost all the walks of life in India. We have terms like hospital Management, stress Management, event Management, hotel Management along with business Management. It is clearly seen that it has occupied not only our business but also entered our minute particles of our minds.

This naturally means that the term touches different fields of human life of all sorts of people. Ordinary people may not be closely linked with business Management; but they are a part and parcel of school Management. When terms expand like this, they are invested with

additional meanings. This study envisages studying these changes in this chapter.

## **2.3. ISMS**

Capitalism, neoclassicism, environmentalism, Marxism, Leninism, Trotskysm, Maoism and various semantic dimensions attached to these isms influence the language of Management.

### **2.3.1. CAPITALISM**

Capitalism is an economic system in which the means of production are privately owned and operated for a private profit. Decision regarding supply, demand, price, distribution, and investment are made by private actors in the market rather than by central planning by the Government. Profit is distributed to owners of businesses and wages are paid to workers employed by businesses and companies.

### **2.3.2. MARXISM**

Marxism is a political philosophy as well as an economic and sociological event worldwide, which is based upon a materialist interpretation of history. Marxist analysis is critique of capitalism. It is a theory of social language, and a view of human liberation derived from the works of Karl Marx and Friedrich Engels.

### **2.3.3 INDUSTRIALISM**

David Hume and Adam Smith, the economic theorists in the mid-18th century, challenged fundamental mercantilist doctrines as the belief

that the amount of the world's wealth remained constant and that a state could only increase its wealth at the expense of another state.

During the industrial revolution, the industrialist replaced the merchant as a dominant actor in the capitalist system and affected the decline of the traditional handicraft skills of artisans, guilds, and journeymen. Also during this period, the surplus generated by the rise of commercial agriculture encouraged increased mechanization of agriculture. Industrial capitalism marked the development of the factory system of manufacturing, characterized by a complex division of labor between and within work process and the routinization of work tasks and finally established the global domination of the capitalist mode of production.

## **2.4. NEW ECONOMIC POLICIES AFFECTING MANAGEMENT TERMS**

### **Liberalization**

Liberalization refers to a relaxation of previous government restrictions in the areas of social and economic policy. In some contexts this process is often referred to as deregulation. Liberalization of autocratic regimes may precede democratization.

### **Privatization**

Privatization, has several meanings. Primarily, it is the process of transferring ownership of a business, enterprise, agency, public service or public property from the public sector to the private sector, either to a

business that operates for a profit or to a nonprofit organization. It may also mean Government outsourcing of services or functions to private firms, e.g. revenue collection, law enforcement and prison management etc.

### **Globalization**

Globalization implies the opening of local and nationalistic perspectives to a broader outlook of an interconnected and interdependent world with free transfer of capital, goods, and services across national frontiers. It is also called as free economic policy or open door policy.

There is one more literary aspect which is very essential and has a great influence over language of Management. It is Euphemism which is used as a shock absorber in adverse social and industrial situation. Many Management terms are the outcome of this Euphemism.

A euphemism is a generally innocuous word or expression used in place of one that may be found offensive or suggest something unpleasant. Some euphemisms are intended to amuse, while others use bland, inoffensive, and often misleading terms for things the user wishes to dissimulate or downplay. Euphemisms are used for dissimulation, to refer to taboo topics.

As a part of research, the researcher has focused on management terms. Their etymology and development. Changing the structure of Management studies and changing attitude of customers towards the organization and vice versa is studied by the researcher. Euphemism plays

an important role in the development of Management terms. It entirely changes the tone of the term so that the intensity goes blunt.

Here are some of the specimen Management terms which are specially used in Human Resource Management. They show the peculiarities of language, newly coined terms, the usage of those terms, their history and development, their effect on employees and the organization etc.

## **2.5 TERMS USED IN HUMAN RESOURCE MANAGEMENT**

### **1. Adverse selection**

It is originally an insurance term. It is a tendency of customers to reap maximum advantage out of policy contract which may go against the company.

The concept of insurance came into existence in ancient age when the goods were transported in big ships. All types and all number of goods were not carried at a time to avoid risk. The concept of general insurance came through the marine insurance.

Even in ancient India, Chanakya spoke about the distribution of loss which was the basic of insurance. Scientific Insurance began in United Kingdom. It came to India with East India Company but the company insured only Britishers as they underestimated Indians. With Gandhiji's Swadeshi movement many Indian companies came into insurance sector. By 1956 there were 250 Indian insurance companies. In the same year under

National Development Programme C D Deshmukh and Jawaharlal Nehru nationalized all the private insurance companies to form Life Insurance Company.

In 2002, according to new government policies, private insurance companies entered Indian market. There are 13 private insurance companies established and have captured Indian market by 2013.

All the insurance companies have their own policies for life and health insurance of people. Adverse selection is a major parameter in it.

It means the process of singling out potential customers who are considered higher risks than the average ones.

It is also called, anti-selection, or negative selection .It is a term used in economics, insurance, risk management, and statistics. It refers to a market process in which undesired results occur when buyers and sellers have asymmetric information , the "bad" products or services are more likely to be selected.

(Source-Polborn M. K., Hoy M., Sadanand A. (2006). *Advantageous Effects of Regulatory Adverse Selection in the Life Insurance Market*, Economic Journal **116** (508): 327–354. doi:10.1111/j.1468-0297.2006.01059.x. )

## **2 Attitude Surveys**

Attitude survey is a modern marketing funda . It is essential to maintain and improve the brand of the product as per the need of the

customer. In the highly competitive market scenario and in the cut throat global competition of various product brands. Attitude Survey is an assessment of the feelings of a population toward a particular brand, product, or company. Attitude surveys can be useful for identifying latent markets, determining what demographics a company should focus on to maintain or improve sales and measuring the market effect of announcements or events.

These surveys are conducted in the big malls by giving free test samples of the product. It can also be done through demonstrations of products by expert. Print media as well as audio visual advertisements are also used to make people aware of the brands and products their utility.

In the current market, the customer is the king and there should be change in the product according to his needs.

In recent times attitude became the prime line for products. This new marketing strategy hits the attitude of the mass. The marketing manager has to study the survey and read the minds of customers and accordingly change the marketing policy.

### **3. Armchair General**

Armchair general is a sarcastic juxtaposition of two opposites. Armchair symbolizes a position of retirement and rest. Word general comes from an active life of an army. Armchair General in army is a person who

comments on the strategies of the army from his cozy position in the armchair.

A person who speaks authoritatively but not convincingly on topics that one has no practical experience with is called armchair General.

The definition of armchair is concepts or ideas which are not based on direct involvement or experience.

*An example of armchair knowledge is someone who learns about a country by reading travel books.*

A person who sits in a chair behind a computer and leads people instead of doing it in person. Usually such people complain sitting at home about government, organization, military, political, or religious events through blogs, forums, and social networking sites.

For example, A: “Wow! The workers are so enthusiastic that they will bring some positive changes in the organization.”

B: “No, they are just armchair generals, they won’t do anything if they have to work hard. They just speak sitting in cozy surrounding.”

Armchair general is one who has no military experience but criticizes the military. Similar to backseat driver.

Monday morning quarterback meaning one finds fault with a football team when the game is over; as if he could have done a better job of calling the plays. It is something like an armchair general.

#### **4. Balanced scorecard**

The balanced scorecard (BSC) is a strategy performance management tool. A semi-standard structured report supported by design methods and automation tools. It can be used by managers to keep track of the execution of activities by the staff within their control and to monitor the consequences arising from these actions.

Design of a balanced scorecard is about the identification of a small number of financial and non-financial measures and attaching targets to them. So that when they are reviewed it is possible to determine whether current performance 'meets expectations'. The idea behind this is that they can be encouraged to focus their attention on these areas. As a result they can trigger improved performance within the part of the organization.

The original thinking behind a balanced scorecard was to be focused on information relating to the implementation of a strategy. This is illustrated well by the four steps required to design a balanced scorecard included in Kaplan and Norton's writing on the subject in the late 1990s:

1. Translating the vision into operational goals;
2. Communicating the vision and link it to individual performance;
3. Business planning; index setting
4. Feedback and learning, and adjusting the strategy accordingly.

These steps go far beyond the simple task of identifying a small number of financial and non-financial measures. They illustrate the

requirement to fit within broader thinking about how the resulting balanced scorecard will integrate with the wider business management process. This is also illustrated by books and articles referring to balanced scorecards confusing the design process elements and the balanced scorecard itself. In particular, it is common for people to refer to a "strategic linkage model" or "strategy map" as being a balanced scorecard.

(Source- Kaplan R S and Norton D P. *The Balanced Scorecard: measures that drive performance*, Harvard Business Review Jan – Feb 1992, pp. 71–80.)

## **5. Blue Collar Worker**

The term *blue collar* was first used in reference to trades and jobs in 1924, in an Alden, Iowa newspaper.

A blue-collar worker is a working class person who performs manual labor .The term was used first in the USA. Blue-collar work may involve skilled or unskilled work.

For example, workers in manufacturing, mining, oil field, construction, mechanical, maintenance, technical installation and other types of physical works are included in blue collar work. These workers are often well built.

Blue-collar work is often paid hourly wage-labor, although some professionals may be paid by the project. There is a wide range of pay scales for such work depending upon field of specialty and experience.

Industrial and manual workers often wear durable canvas or cotton clothing that may be soiled during the course of their work. Navy and light blue colours conceal potential dirt or grease on the worker's clothing. The cloth helps him or her to appear cleaner.

Historically the popularity of the colour blue among manual labourers contrasts with the popularity of white dress shirts worn by men in office environments. The blue collar/white collar colour scheme has socio-economic class connotations. However, this distinction has blurred with the increasing importance of skilled labour and the relative increase in low-paying, white-collar jobs.

Blue-collar can be used as an adjective to describe the environment of the blue-collar worker. For example, a blue-collar neighborhood or restaurant.

With the information revolution Western nations have moved towards a service and white collar economy. Many manufacturing jobs have been offshored to developing nations which pay their workers lower wages. This offshoring has pushed formerly agrarian nations to industrialized economies and concurrently decreased the number of blue-collar jobs in developed countries.

In the United States an area known as the Rust Belt comprising The Midwest, Western New York and Western Pennsylvania, has shrunk significantly. Due to this economic osmosis, the rust belt has experienced high unemployment, poverty, and urban blight. On the other hand because

of off shoring all the Eastern and especially Asian countries are benefitted as they got employment overseas. It helps developing the economy of Eastern countries.

(Source- Wickman, Forrest. *Working Man's Blues: Why do we call manual laborers blue collar?* Slate.com, 1 May 2012.

*Blue Collar can also describe the environment.* Retrieved 2006-08-15.)

## **6. Competency Building**

In the ancient time, a work was given to someone who was physically strong. It was all labour and manual work. Such physically strong workers were considered as able labours. They increased the production. With the changing time educated workforce entered into market with their qualifications. They are called as qualified workers. They not only add in quality of production but also to the reputation of the company. In the modern times competency is a major area of selection of workforce. Competence is a combination of practical and theoretical knowledge, cognitive skills, behavior and values used to improve performance. For instance, life management competency might include systems thinking and emotional intelligence, and skills in influence and negotiation. It adds profit, reputation as well as consistency of the organization to sustain in the highly competitive age.

Competence is the ability of an individual to do a job properly. A competency is a set of defined behaviors that provide a structured guide

enabling the identification, evaluation and development of the behaviors in individual employees. The term competence first appeared in an article authored by R.W. White in 1959 as a concept for performance motivation. Later, in 1970, Craig C. Lundberg defined the concept in "Planning the Executive Development Program". The term gained traction when in 1973, David McClelland, wrote a seminal paper entitled, "Testing for Competence Rather than for Intelligence".

Professional competency is frequently valued in a specific organization or professional community. They are usually the competencies are demonstrated in a job interview. But today there is another way of looking at it. There are general areas of occupational competency required to retain a post, or earn a promotion. For all organizations and communities there is a set of primary tasks that competent people have to contribute to all the time.

Competency models can help organizations to decide their overall business strategy. It prioritizes competencies to business strategies. An organization can recruit and select employees for their own organization. Competency is a measurement to distinguish superior from average or below average performance. Competencies extend beyond measuring baseline characteristics and skills used to define and assess job performance. In addition to recruitment and selection, a well sound

Competency Model helps with performance management, succession planning and career development.

## **7. Compensation package**

Compensation package is the combination of benefits that an employer offers to employees. This includes wages, insurance, vacation days, guaranteed raises, and other perks. Strong compensation packages are often used to attract and keep good employees and to promote certain company values and ethics. It improves the reputation of the company in the market. for example, . A low paid job with the facility of PF and quarters to stay is a dream job.

Almost every compensation package includes consistent wages or salary. This includes a guarantee of regular increases based on the cost of living, time with the company, work from home or the job performance of the individual. Employees in some industries work solely for commission or may accept no wages in exchange for another form of compensation, but this is rare and is not legal in some countries.

Child care facility for women, time off, either paid or unpaid, is also a common benefit. Paid leave for vacation, sick leaves, casual leaves, earn leaves, perks and facilities attract employee to the organization. It also enhances the performance the employees at the workplace.

Health insurance is considered compensation in places where it is not nationally funded. This insurance may be paid by employers or employees

or by contributions from each. Not all coverage is the same, and a company that cannot offer higher salaries may offer better healthcare plans in order to attract new talent.

Other types of benefits vary widely. For instance, a female employee chooses to have childcare services on the premises. If an employer provides it, free of cost that's a prime thing for attraction. Some provide development classes or pay for continuing education. They provide assistance in upgrading their knowledge and skills in the particular field. It becomes an asset to the company. Other perks may include the use of a company car, cell phone service, office equipment for working at home.

(Source- Frydman Carola, Saks Raven E. *Historical Trends in Executive Compensation 1936-2005*, 2007)

## **8. Corporate Social Responsibility**

The concept of corporate social responsibility originated in the 1950s in USA. The concept came into prominence in public debate between the 1960s and 1970s. Corporations generally recognized a responsibility to society and weighed against the demands of being competitive in a rapidly changing global economy. Corporate social responsibility is fundamentally a philosophy about the relationship of business and society. It is a process of continuous improvement which begins small, grows and expands over a period of time. It is called caring capitalism in contrast to financial capitalism. Corporate Social Responsibility is also known as corporate

responsibility, corporate citizenship, responsible business and corporate social performance. It is a form of corporate self-regulation integrated into a business model. CSR policy functions as a built-in, self-regulating mechanism. These businesses monitor and ensure their adherence to law, ethical standards, and international norms. Business bears responsibility for the environment, consumers, employees, communities, stakeholders and members of the public sphere. Furthermore, business proactively promotes the public interest by encouraging community growth and development. It voluntarily eliminates practices that harm the public sphere, regardless of legality. CSR is the deliberate inclusion of public interest into corporate sector. It honors People, Planet, and Profit.

People, planet and profit is a new coinage in corporate sector. It can be said that mere words people, planet and profit do not go together from traditional linguistic point of view. But new Management terminology has made it a catchy, meaningful linguistic unit in which planet means the Earth and profit means reasonable share of income in the industry. The word people are assigned additional meaning as the employees of the factory. Repetition of a letter and sound /p/ in the group accord the string easiness to remember.

Corporate social responsibility is not a new concept in India. Indian culture and various religions teach to donate 1/10th part of the profit to the uplift of the deprived class in the society. It was morally and ethically

binding on everyone despite one's social status. People became materialistic and self centered after industrial revolution, a rift between rich and poor widened. Industries became profit making centers. They used all the natural resources of the nation for their benefit. When the concept of CSR reemerged and Government made it mandatory. Only few big companies started working on it.

International Labour Organization set the norms concerning labour regarding working hours, health, safety, sanitation and general welfare of working class. National as well as international laws concerning welfare of the working class were to be observed not only in words but in spirit.

Workers' participation in management of industry at all levels was must. Workers should have a say in decision making. Industries like production of sugar, animal husbandry, cotton-jute growing, plantations, mining are rural based. Rural development through the development of these industries in rural areas was expected to bring about overall development of rural society.

Not only philanthropy but the sense of duty and recognition of rights of human beings and oneness with rural people helped to create a society of Gandhi's dreams.

(Source- McWilliams, Abigail Siegel, Donald. *Corporate social responsibility: A theory of the firm perspective*, Academy of Management Review, 2007, **26**: 117–127.)

## **9. Dashboards**

The term dashboard originates from the automobile dashboard where drivers monitor the major functions at a glance via the instrument cluster. Dashboards help the user to know if something is wrong.

Dashboard is a new term in Management field. Dashboards provide at-a-glance views of key performance indicators. These indicators or competencies relevant to a particular objective or business process like sales, marketing, human resources, or production.

The corporate world has tried for years to come up with a solution that would tell them if their business needed maintenance, if the temperature of their business was running above normal. Dashboards are limited to show summaries, key trends, comparisons, and exceptions. There are four key elements to a good dashboard:

1. Simple to read and communicate;
2. Clear and to the point, it avoids confusion;
3. Supports organized business with meaning and useful data;
4. It is applicable to human visual perception to visual presentation of information.

In management information systems, a dashboard is an easy to read, often single page, real-time user interface, showing a graphical presentation of the current status and historical trends of an organization's key

performance indicators to enable instantaneous and informed decisions to be made at a glance.

Dashboard was first developed in the 1980s in the form of Executive Information Systems. There were problems primarily with data refreshing and handling. It was soon realized that the approach was not practical as information was often incomplete, unreliable, and spread across too many disparate sources. When the information age quickened pace and data warehousing, and online analytical processing allowed dashboards to function adequately. Despite the availability of enabling technologies, the dashboard use became popular, with the rise of key performance indicators. Today, the use of dashboards forms an important part of Business Performance Management.

In this scientific and technical age digital dashboards replaced the earlier slow dashboard. They help managers to monitor the contribution of the various departments in their organization. Digital dashboards allow one to capture and report specific data points from each department within the organization. It provides a snapshot of performance.

Benefits of using digital dashboards:

It provides visual presentation of performance measures;

It has an ability to identify and correct negative trends;

It measure efficiencies or inefficiencies;

It has got ability to generate detailed reports showing new trends;

Quick decisions are made based on collected business intelligence;

To set strategies and organizational goals;

It saves time compared to running multiple reports;

It is visible at a time for all systems;

It identifies data outliers and correlation quickly.

(Source- [www.clicdata.com/](http://www.clicdata.com/) Peter McFadden. *What is Dashboard Reporting*, Retrieved: 2012-05-10)

## **10. Exit interview**

An exit interview is an interview conducted with an individual who is leaving an organization or relationship. It is also called as survey. This occurs between an employee and an organization in industry and a student and an educational institution in education sector, or a member and an association in general. Exit interviews are important for an organization to assess what should be improved, changed, or remain intact in the present set up. An organization can use the results from exit interviews to reduce employee, student, or member turnover and increase productivity and engagement. Thus, it reduces the high costs associated with turnover.

The value of conducting exit interviews is high. The information is used for shortening the recruiting and hiring process, reducing absenteeism, improving innovation, sustaining performance, and reducing possible litigation if in case there is any mentioned in the exit interview. It is

important for each organization to customize its own exit interview in order to maintain the highest levels of survey validity and reliability.

In the past, exit interview data was collected by the organization but not much was done in terms of interpreting the data and making it actionable. Today there are metrics, analytics, benchmarks, and best practices that help organizations make sense and use the data towards proactive organizational retention programs. In recent times, an array of exit interview software has been developed and popularized. These programs facilitate and streamline the employee separation process. It allows surveys to be completed via the web. This makes separation and retention trends easy to identify, and amass actionable data which can increase organizational effectiveness and productivity.

Common questions include reasons for leaving, job satisfaction, frustrations, and feedback concerning company policies or procedures. These questions relate to the work environment, supervisors, compensation, the work itself, and the company culture.

## **11. Employee Assistance Programs**

Employee Assistance Programs are innovative programs offered by many employers for employee benefit. EAPs are intended to help employees deal with personal as well as problems that might adversely impact their work performance, health, and well-being. EAPs include

short-term counseling and referral services for employees and their family members.

Employees and their family members can use EAPs to help managing issues in their personal lives. EAP counselors typically provide assessment, support, and referrals to additional resources for example, Counselors for a limited number of program-paid counseling sessions. The issues for which EAPs provide support vary, it includes:

- Substance abuse at the work place.
- Emotional distress at home and workplace
- Major life events like births, accidents and deaths
- Health care
- Financial or non-work-related legal matters
- Concerns about ageing parents

An EAP's services are free to the employee and their family members, as it is pre-paid by the employer. In most cases, an employer contracts with a third-party company to manage its EAP. Some of these companies rely upon other companies for specialized services to supplement their own services, such as: financial advisors, attorneys, travel agents, elder/child care specialists etc.

Confidentiality is maintained in accordance with privacy laws and ethical standards.

Employee assistance programs have been criticized for their lack of impartiality in cases. Because if this employee seeks assistance or where an employer recommends that an employee seek help through the program. Programs where EAP providers are employed by the same company as the program participants are particularly criticized as another arm of company management. HR department takes care of all these departments.

The concept of an EAP started in the early 1940's when companies wanted to retain a good but troubled employee. Companies recognized the difficulty and costs associated with the discipline, firing, replacement and training period. Organizations attempted to arrange help for that employee.

(Source- *Employee Assistance Programs for a New Generation of Employees*, U S Dept. of Labor. 2009, Retrieved on 2011.)

## **12. FUD factor**

The term originated to describe disinformation tactics in the computer hardware industry but has been used more broadly. FUD is a manifestation of the appeal to fear.

FUD is the Fear Uncertainty Doubt factor. It is a marketing strategy used by a dominant or privileged organization. It restrains competition by introducing suspicion and uncertainty into the marketplace. It is done by not revealing future plans to the competitor company or by changing them frequently. It presents a moving target for competitors. In this way, customers are persuaded to believe that products from competing vendors

are not interface properly with the hardware or software from the dominant vendor.

Fear, uncertainty and doubt is a tactic used in sales, marketing in commercial context, public relations in social context and propaganda in political concept.

FUD is a strategic attempt to influence perception by disseminating negative and dubious or false information. An individual firm, for example, might use FUD to invite unfavorable opinions and speculation about a competitor's product. It increases the general estimation of switching costs among current customers and maintain leverage over a current business partner who could potentially become a rival.

There is some element of fear that goes along with making a sale, although it comes down to a matter of degrees. It is something that every businessman and salesperson has to deal with. It is a skill to distract the competitors and increase the sale.

The first thing one need to do is to know and understand the details of the products one is selling. If one cannot explain how something works and why a potential customer should buy it, then one cannot effectively sell it. One becomes very confident after knowing the product and speaks about it to any customer. When one displays confidence in one's product line, then the customers have confidence in the product.

A good eye contact, meeting deadlines and return phone calls promptly is the secret of a successful businessman.

All the above things increase reliability and trustworthiness of the product and the company.

(Source-[www.wikipedia.org](http://www.wikipedia.org)/[www.entrepreneurship.org/](http://www.entrepreneurship.org/)  
[www.morebusiness.com](http://www.morebusiness.com))

### **13. Gold-collar worker**

This is a modern term used for young workers. It is a neologism which used to describe either young, low-wage workers who invest in conspicuous luxury. Traditionally highly skilled knowledge workers were called as white collar. But the ones who have recently become essential enough to business operations are called as gold-collar workers. The best example, is youngsters working in BPOs and MNCs on higher salary and minimum education. These are 18 to 25 year-old persons in a position to divert a significant portion of their earnings towards material luxuries. They have 2 years of post-high school education. Like their counterparts attending college, they are often employed as retail workers or in the hospitality industry, particularly food service as servers. This group tends to have more disposable income than college students, who often pay high tuition costs, take on a number of financial loans, and often move away from their parents.

These youngsters do not have financial obligations, in this situation with a higher level of disposable income, they use to finance luxury goods. The main challenge faced by gold-collar workers is the short-lived nature of their financial security. The income is not permanent and the jobs are not secure. More often, these people marry and have children, and take on additional financial responsibilities such as mortgages and health insurance. With partial or no higher education, however, their job prospects could be viewed as narrow and fairly restricted.

Gold Collar workers are entry level workers usually unskilled workers from middle-class families. They are in their twenties and want flex time hours, self-control, independence, empowerment, to furnish their own offices, a signing bonus, full tuition reimbursement, flex benefits, to work as a team, casual Friday every day, to work from home, to have fun, and don't want to feel loyal to the company. About gold collar worker Anthony Carnevale said,

“These people are going to be cash-rich 19-year-olds and cash-poor 30-year-olds... If you're making 22 grand a year and not paying for college, you can earn enough disposable income to have an apartment and a car. But it tops out there. Job security is not good, and you end up in the lower middle class and working poor.”

There are controversies about the meaning of gold collar workers. When Kelley's book was published in 1985, these were typically

understood as being young, college-educated, and specialized. Now a days the colour gold applies to these workers because they are highly skilled.

(Source-Jayson, Sharon. *New 'gold-collar' young workers gain clout, USA Today*. Retrieved 2008.)

#### **14. Grey-collar**

The workers who are other than blue and white collar are classified as gray collar.

Although grey-collar is a self explanatory term which describes those who work beyond the age of retirement. It is also used to refer to occupations that incorporate some of the elements of both blue- and white-collar, or are completely different from both categories.

Grey-collar occupations include:

- Health care, elderly care, child care, and the personal service sector
- Food preparation and the catering industry
- Farming, fishing, forestry, and other forms of agribusiness
- Protective services and security
- Typists, stenographers, and paralegals
- High tech technicians
- Skilled trades, technicians, etc.

Grey-collar workers have secured degrees from a community college in a particular field. They are not like blue-collar workers. Blue-collar

workers are trained on the job within several weeks whereas grey-collar workers already have a specific skill set.

The field which most recognizes the diversity between these two groups is that of human resources and the insurance industry. These different groups are insured differently for liability as the potential for injury is different still Gray collar workers contribute in the enhancement of national economy. Nowadays working after superannuation is very common. These gray collar workers can utilize their time and experience to develop an organization.

### **15. Colour Worker:**

These classifications may fall under more than one of the categories or subcategories.

- Green-collar worker (1984) – Environmentally friendly jobs. They include gardeners, landscape designers, solar equipment designers, farmers etc.
- Yellow Collar – People in the creative field are called Yellow collared workers. They include photographers, filmmakers, developers, etc. They may spend time doing both white and blue collar tasks as well as tasks outside either category.
- Light Blue Collar – These are temporary workers, they are work as a blue or white collar workers. Light Blue is a combination of white and blue.

- Orange Collar - Workers who wear an orange safety vest during work are called as Orange collar workers.
- Open Collar – It's a modern concept. Open collar workers are workers who work from home or the freelance trainers or the consultants. It also means openness of thoughts.

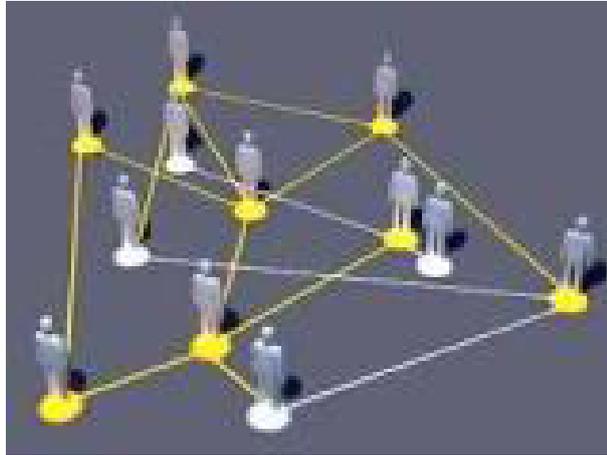
## **16. Grapevine or Informal Communication**

The term originated in the 1860s during the American Civil War. This term is used interchangeably with the term informal communication. It was used as a term that described the telegraph lines that were strung through the trees in a manner that resembled grapevines. It is an informal communication (gossips) that was not very effective because the telegraph system was not a reliable source of communication at the time. It was discovered that the path of grapevine communication does resemble a cluster of grapes almost a century later.

Informal communication or grapevine communication occurs when formal communication is not sufficient or ambiguous information is transmitted through formal communication. Some organizational theorists feel that some informal or grapevine communication is needed in organizational life. In fact it is the need of time.

The way grapevine communication works is one person, Person 1, sends a message to Person 2 and Person 3. Then, Person 2 tells Person 4 and Person 5. And Person 3 tells Person 6. Not all participants within the

grapevine send messages. Some participants are just receivers. Grapevine communication is common among managers as well as subdivision employees.



Grapevine communication spreads rumors of two types:

1. Spontaneous and 2. Premeditated. Spontaneous rumors are spread when people are stressed or in an untrustworthy environment. Premeditated rumors spread within highly competitive environments.

Grapevine communication has proved very useful for expanding business through chain marketing. It saves time, huge expenses over advertisements and attractive wrappers.

For example, foreign companies like Oriflame and Amway have adapted grapevine communication as their business strategy and captured a good share in the market all over the world.

Grapevine communication is the need of time, as it is faster in transmitting useful messages. It is an outlet for imagination and apprehension, and helps build teamwork and corporate identity.

Surprisingly, 75% of all organizations' practices, policies, and procedures are shared through grapevine communication. There is a negative thought about grapevine communication. The employees find grapevine communication to be more effective than formal channels of communication because it coexists with the formal communication system.

Grapevine Communication is flexible, it hasn't got any record and its spontaneous.

(Source- Papa, Michael J., Tom D. Daniels and Barry K. Spiker. *Organizational Communication: Perspective and Trends*, SAGE Publications, 2008.)

## **17. Human Resource Information System**

HRIS can be briefly defined as integrated systems used to gather, store and analyze information regarding an organization's human resources. (Hedrickson, 2003, p.381).

History of HRIS – before II World War, personnel was the word used for human resources. The main function of personnel was record keeping viz. name, address, phone, employment history etc.

Between 1945 and 1960 this branch was dealing with human capital issues, formal selection and development of human capital. It was not much different from earlier days.

In 1960s to 1980s the term personnel became HR as Government and regulatory agencies increased reporting requirements. But still, HRIS was used mostly for keeping administrative records.

Contemporary HRIS has changed drastically as large and small businesses are utilizing HRIS. With the wake of technology usage of personal computers increased. There are many tools available from simple record-keeping to complex analytical tools to assist management decision making.

Even in modern corporate scenario this department looks into payroll, time and labor Management. It benefits administration of an organization. In short, it manages HR branch.

Companies are benefitted by HRIS in the following way:

- Efficient and effective use of time
- Cost efficiency / Cost effectiveness
- Increases accuracy.
- Creates new opportunities for better analysis of the workforce.
- Streamline the activities within the HR department.

## **18. Job board**

Job boards facilitate employers to post about job openings. It includes job description, job roll, number of positions, reviews of various

organizations, career advice, job-search and other facilities are also provided in some employment sites.

Job boards help job seekers to find out a particular job, fill the application form or submit their CVs or resumes for the interested job position online. Job boards have been around for many years and they still serve as useful means of employment for both the employers as well as job seekers.

It is observed that 20% of hiring takes place through job boards, which is second to jobs through referrals. Job boards still stand as important means of hire. Job boards continue to evolve to keep with the dynamic social media. Job boards are a best way for learning about the new job openings that show up in the industry. The skills required to qualify for those roles and how application procedure is mentioned in it.

Job boards industry opened during 1990-1994, with job listings coming up on Usenet, Career Mosaic, and Monster. few developments were witnessed between 1995 and 1997, such as new website launches and newspaper job listings going online. Major changes took place in the years 1998 and 1999. Recovery and developments were seen between 2000 and 2002. Significant growth time for the industry was 2003-2007. After the recession during 2008-2010, job boards industry picked up again and entered the modern era.

## **19. Job enlargement**

Job enlargement is an expansion of job in a horizontal level. It implies expanding the scope of the job through increasing the duties and responsibilities associated at the same job level.

Job enlargement is to motivate an employee by increasing his efforts and exposure towards achieving the organizational goals as set for the job. The employees do not perform a single job in a monotonous fashion with increased responsibility and accountability. It can lead to boredom and reduction in working efficiency. Job enlargement makes the individual realize of his increasing importance in the organization due to the increased scope of work.

Job enlargement requires the management of the organization to provide their support in providing appropriate training to the employees. That makes them able to adapt to the enlarged job scope. This is a time consuming process but the final results of this strategy is always advantageous to the organization.

Job enlargement means increasing the scope of a job through extending the range of its job duties and responsibilities within the same level. When the world is talking about job enlargement, some industries apply a contradictory principal of specialization and the division of labour whereby work is divided into small units. In it work performed repetitively by an individual worker and the responsibilities are always clear.

## 20. Job enrichment

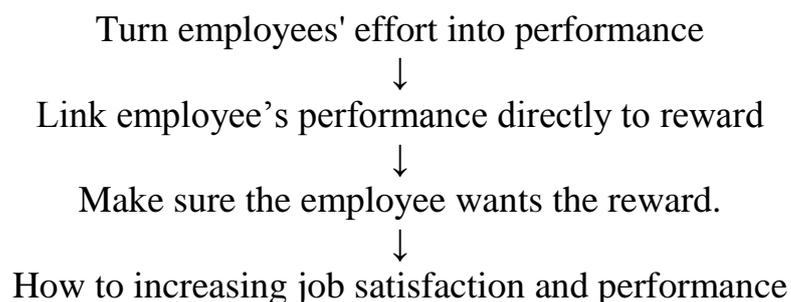
Job enrichment is an attempt to motivate employees by giving them the opportunity to use the range of their abilities. It is an idea that was developed by the American psychologist Frederick Herzberg in the 1950s.

It can be contrasted to job enlargement which simply increases the number of tasks without changing the challenge. Job enrichment has been described as 'vertical loading' of a job, while job enlargement is 'horizontal loading'. An ideal enriched job contains:

- A range of tasks and challenges of varying difficulties- physical or mental.
- A complete unit of work – i.e. a meaningful task
- Feedback, encouragement and communication

While monetary satisfaction is one way to motivate employees. More and more workers want to be appreciated for the work they do. Allowing employees to have more control over their work taps into their natural desire to succeed. A freehand and freedom is given to the employees to achieve the given target and get the maximum benefit.

Job enrichment, as a managerial activity includes a four steps technique:



Enrichment strives to heighten autonomy and variety in positions by allowing employees to engage in tasks that have normally been reserved for workers in higher positions. Job enrichment increases job satisfaction, helping companies retain experienced employees.

## **21. Job evaluation**

Job evaluation is a systematic way of determining the value of a job in relation to other jobs in an organization. It makes a systematic comparison between jobs to assess their worth for the purpose of establishing a rational pay structure.

Job evaluation is different from job analysis. In job analysis systematic gathering of information about a job is done. However, job evaluation method requires at least some basic job analysis to provide factual information about the jobs concerned. In this way, job evaluation begins with job analysis and ends at that point where the worth of a job is ascertained for achieving pay equity between jobs.

The purpose of job evaluation is to create and find out such jobs on which a rational and acceptable pay structure can be built. There are some important features of job evaluation. They are:

It assesses the job not the persons.

Job evaluation standards are subjective and relative.

Job evaluation is done on the basis of job analysis.

Job evaluations are carried out by groups, not by individuals.

Some degree of subjectivity is always there in job evaluation.

Job evaluation does not fix pay scales, but merely provides a basis for evaluating a rational and a just wage structure.

## **22. Just in time**

Just in time is a business strategy to improve business returns on investments. It increases profit by reducing process inventory and associated carrying costs. JIT is a continuous improvement and can improve a manufacturing organization's return on investment, quality, and efficiency. To achieve continuous improvement key areas of focus could be flow, employee involvement and quality.

JIT relies on other elements in the inventory chain as well. For eg, its effective application cannot be separated from other key components of a manufacturing system. In recent years manufacturers have continued to try on various forecasting methods such trial method of 13 weeks or implementation of JIT at the plant. However, some research demonstrates that basing JIT on the presumption of stability is inherently flawed.

JIT is beneficial in any organization because:

It reduces setup time. Cutting setup time allows the company to reduce or eliminate inventory for "changeover" time.

The flow of goods from warehouse to racks improves.

Job rotation is successfully done. As the employees are trained for the different work of manufacturing process, they are asked to work on various stages with newness and efficiency.

Production is done according to the needs of market. If there is no demand for a product at the time, it is not made. This is monetarily affordable to the company as there is no extra expense on overtime or special training or extra production.

Increased emphasis on supplier relationships helps in eradicating the problems of shortage of material.

If the supplies are synchronized according to the production demand, it minimizes storage space needed and there is smaller chance of inventory breaking/expiring.

Just-in-time is a means to improving performance of the system, not an end.

(Source- Management Coaching and Training Services, (2006). The Just-In-Time (JIT) Approach. Retrieved June 19, 2006 from the World Wide Web: [1])

### **23. Knowledge workers**

Knowledge workers are workers who ‘think for living’ and whose main capital is knowledge. For example, software engineers, doctors, architects, engineers, scientists, public accountants and lawyers.

Knowledge work is different from other work as it performs "non-routine" problem solving. It requires a combination of convergent, divergent, and creative thinking.

All workers involved in the chain of producing and distributing knowledge products are called as knowledge workers.

Knowledge workers spend 38% of their time searching for information. They are working in various departments and time zones or from remote sites.

For example, Home offices, work from home, airport lounges.

Knowledge workers have a deep background in education and experience includes doctors, lawyers, inventors, teachers, nurses, financial analysts and architects. As businesses increase their dependence on information technology increases. In the recent time, the number of fields in which knowledge workers must operate has expanded dramatically.

Knowledge workers sometimes are called as 'gold collars', because of their high salaries, as well as because of their relative independence in controlling the process of their own work. They are also more prone to burnout and very close normative control from organizations they work for, unlike regular workers.

## **24. Key Performance Indicators**

KPI is a measurement as a human activity. It is not new. It emerged in ancient times as a mean for discovery and sense making. Archaeologists consider the first measurement tool used in human history to be the Lebombo bone, a baboon fibula containing 29 cut notches. Dated 35,000 BC, this tally stick was discovered in the Lebombo mountains in Swaziland.

Evaluation, as a form of measurement was used as early as the 3rd Century AD, by emperors of the Wei Dynasty.

The industrial revolution bought the concept of “organization as a machine.” It helped in driving improvements in efficiencies and effectiveness. It evolved an organizational performance management model based on mechanistic, command-and-control thinking, driven by subjective individual assessments and financial indicators and crowned by pay-for-performance arrangements.

Key Performance Indicators are quantifiable measurements that reflect the critical success factors of an organization. They are different from organization to organization.

For example, a business has one of its Key Performance Indicators the percentage of its income that comes from return customers.

A college has its Key Performance Indicators on graduation rates of its students.

A Key Performance Indicator for an NGO is number of clients associated and assisted during the year or the works taken up by the organization.

The Key Performance Indicators must reflect the organization's goals. They must be key to its success and they must be quantifiable. These are long-term considerations.

The definition of measurement changes according to the change. The goals of KPI change as the organization's goals change. Thus, closer to achieving a goal.

Not everything measurable in an organization can be applied in KPI. They should be related to the goals of an organization. It is essential to keep small number of KPI to achieve maximum number of goals. For example, for different departments of any company, the goals are different to achieve. KPI helps to achieve those goals to hit overall target of the company. It helps in the growth of an organization.

(Source- David Parmenter. *Key Performance Indicators*, John Wiley & Sons 2007, ISBN 0-470-09588-1.)

## **25. Layoff**

Layoff is a sugar coated term for suspension or termination of an employee. It can be temporary or permanent. It is also called as downsizing. It's a good example, of euphemism. It happens when there is a slowdown in the market.

The term layoff referred exclusively to a temporary interruption in work. When factory work cyclically falls off. The term nowadays means the permanent elimination of a position unless the word 'temporary' is specified specially.

Many synonyms such as workforce reduction, downsizing and slimming are used. They are euphemisms or doublespeak and more abstract descriptions of the process. They are also used for more inclusive processes than that of reducing the number of employees. Downsizing is defined as the "conscious use of permanent personnel reductions in an attempt to improve efficiency and/or effectiveness." Since the 1980s, with adoption of new economic policy, downsizing has become increasingly common. Downsizing is regarded by management as one of the preferred tools to save declining organizations, costs cutting and improving organizational performance.

'Mass layoff' is defined as 50 or more workers laid off from the same company around the same time. Defined by the US department of labour.

'Attrition' means the positions will be eliminated as workers quit or retire as the organization is in loss.

'Early retirement' means workers are retired though they are eligible for their superannuation benefits

There are many ways of reducing the workforce. Following are some eg.s -  
RIF - A generic reduction in force.

eRIF - Layoff notice by email.

IRIF - Involuntary reduction in force-That means the employee(s) did not voluntarily choose to leave the company.( S) he has not resigned or retired but fired because of bad performance or some problematic behavior. So the words 'with cause' are appended to the IRIF letter.

VRIF/VRS - Voluntary reduction in force – In it employee(s) has chosen to leave the company, most likely through resignation or retirement. Sometimes the employees are pressurized to leave the company because bad market conditions or company policy to reduce the workforce. In such instances company offers them attractive retirement package or it can be said compensation package.

WFR - Work force reduction.

## **26. Mergers and acquisition**

In the wake of new era, India is aspiring to be a superpower. India is a big market for international giants. Indian industrialists also striving hard to get recognition in global market. Earlier mergers and acquisition was done by foreign companies but in recent past Indian entrepreneurs also showed up in the global scenario with big mergers and acquisitions.

Both, mergers and acquisitions are aspects of corporate strategy, corporate finance and management dealing with the buying, selling, dividing and combining of different companies. It can help an enterprise

grow rapidly in its sector , location of origin, a new field or new location. It doesn't create a subsidiary, other child entity using a joint venture.

The distinction between a "merger" and an "acquisition" has become increasingly blurred in various respects particularly in terms of the ultimate economic outcome. It has not completely disappeared in all situations. From a legal point of view. A merger is a legal consolidation of two companies into one entity. An acquisition occurs when one company takes over another and completely establishes itself as the new owner. In such case the target company still exists as an independent legal entity controlled by the acquirer. Sometimes diplomatically an acquisition for legal purposes may be euphemistically called a "merger of equals". In it both CEOs of companies come together for the best interest of both of their companies. When the deal is unfriendly it is an 'acquisition'.

'Acquisition' means a purchase of a smaller firm by a larger one. Sometimes, a smaller firm acquires management control of a larger and/or longer-established company. In such cases the name of the larger company is retained after acquisition and established as a combined entity. This is known as a reverse takeover. One more type is the reverse merger. A form of transaction that enables a private company to be publicly listed in a relatively short time frame. When a privately held company with strong prospects is eager to raise financing buys a publicly listed shell company, with no business and limited assets then a reverse merger occurs.

M and A has many advantages including economic development, quality improvement of products, recognition of Indian brands in global market.

(Source- Cartwright Susan, Schoenberg Richard .*Thirty Years of Mergers and Acquisitions Research: Recent Advances and Future Opportunities*, British Journal of Management,2005.)

## **27. Minutes of Meeting**

Minutes, are known as protocols. Informally they are called notes. It is the instant written record of a meeting or hearing. They typically describe the events of the meeting. It includes a list of attendees, list of statement of the issues considered by the participants, and related responses or decisions for the issues.

Minutes are written during the meeting by a typist or PA who uses shorthand notation and then prepares the minutes and issues them to the participants afterwards. Nowadays, the meeting can be audio, video recorded, or a group's appointed or informally assigned secretary may take notes, with minutes prepared later. Many government agencies use minutes recording software to record and prepare all minutes in real-time. It is lengthy and includes all unnecessary details but in private organizations, minutes include only summary of discussion and decisions. The minutes of corporate board of directors, must be kept on file and are important legal documents.

There is another type of minutes i.e. public minutes. The recording of minutes for public meetings and Governmental hearings are public meetings. In it speakers' words are recorded verbatim, or with only minor paraphrasing, so that every speaker's 76 comments are included. This is required at public hearings that are called for particular issues or council meetings.

Publicly held companies are generally required to keep minutes of the proceedings of: general meetings and meetings of the Board of Directors. Minutes include presented reports and discussion of legal issues.

It includes timing of commencement of meeting, end of meeting, date of next meeting, issues to be discussed and project to be completed. Minutes are submitted to the secretary, signatures of all the members are taken on the minutes as a note of their consent on the matters discussed and decisions taken.

If there are errors or omissions then the minutes will be redrafted and submitted again at a later date. Minor changes may be made immediately, and the amended minutes may be approved "as amended". It is normally appropriate to send a draft copy of the minutes to all the members in advance of the meeting. So that it doesn't consume much time in reading the drafts

In the minutes, the name of the persons to whom the responsibilities are assigned are also recorded. They have to report the progress of the

assigned work in the next meeting .Review of the past actions is typically an important part of meeting agendas.

## **28. Off Shoring**

Off shoring is the relocation by a company or a business process from one country to another. It is an operational process, such as manufacturing, supporting or accounting. Off shoring is associated primarily with the sourcing of technical and administrative services supporting domestic and global operations from outside the home country. Government and non Government agencies also offshore for expansion purpose. The term is used in various ways. It includes substitute services for foreign sources. They are formerly produced internally to the firm. In some cases, only imported services from subsidiaries or other closely related suppliers are included. But a half completed goods like computers, cars which have to be completed by off shoring is not included in these services.

Off shoring is seen in the context of production or services. After its accession to the World Trade Organization in 2001, China emerged as a prominent destination for production off shoring. Another focus area has been the software industry. It includes Global Software Development and Global Information Systems. Technical progress in telecommunications improved the possibilities of trade in services. Many third world countries

including India have emerged as offshore destination though India is a leading market today.

It reduces costs by labor arbitrage, to improve corporate profitability. Jobs are added in the destination country providing the goods or services. A lower-cost labor is available in such countries and they are subtracted in the higher-cost labor country. The increased safety net costs of the unemployed may be absorbed by the Government in the high-cost country or by the company doing the off shoring. Europe experienced less off-shoring than the United States due to policies.

Rip Van Winkle was a story of a person who slept for years together and when he woke up, everything around had changed and he was unable to recognize it. In the same way like Rip Van Winkle, American industry slept while off shore competitors took them over. By the 1980s and 1990s all the US company's shifted to close by countries as it was cost effective and could get excellent workers in cheap rate.

(Source- Ashok DeoBardhan & Cynthia Kroll. *The new wave of Outsourcing*, Fisher Center for Real Estate & Urban Economics. Fisher Center Research Report, 2003. Report #1103.

<http://repositories.cdlib.org/iber/fcreue/reports/1103>)

## **29. Onboarding**

Onboarding is also known as organizational socialization. It refers to the mechanism through which new employees acquire the necessary

knowledge, skills, and behaviors to become effective organizational members and insiders. It is a part of induction programme where the new employee is familiarized with the norms and mannerisms of a company.

Means used in this process include formal meetings, lectures, videos, printed materials, or computer-based orientations to introduce newcomers to their new jobs and organizations. It is discovered that these socialization techniques lead to positive outcomes for new employees. For example, higher job satisfaction, better job performance, greater organizational commitment, and reduction in stress and intent to quit. Every company needs to retain a competitive advantage in an increasingly mobile and globalized workforce. Every company needs retention of employees for growth and development of the company in this competitive world. This helps a company in sustaining itself in the cut throat competition.

Onboarding helps new employees to be very comfortable in the totally unknown work culture. This business strategy helps the organization as well. When an employee is more comfortable and familiar with the work culture, company norms and specific hierarchy and the way to communicate, comfort zone increases and automatically the efficiency goes up.

### **30. Employee Orientation and on boarding**

Employee orientation is an effective, carefully planned orientation which assists new employees in adjusting to their job and work

environment. At the same time instilling a positive attitude and increasing motivation.

It allows the new employees to complete paper work to begin his/her duties. It educates new employees to job responsibilities and functions and also about the organization's history and values. It imparts valuable information about "who's who" in the organization. At the employers spare time and effort to deliver an effective orientation to the new comers. It conveys the message that the organization is committed to employee development. The organization provides the training and resources to do a great job.

There are some other benefits of an effective orientation programme viz.

- Reduction in startup costs and employee turnover;
- Reduction of anxiety and improvement in comfort level.
- Development in realistic job expectations and job satisfaction

Recently, in the private sector, the orientation is conducted for a long time for about 6 months to one year. It is not like traditional first few days. This extended process has been termed "on boarding" and is increasing in use. Management helps to ensure that new hires are not overwhelmed with information in one initial session, by stretching out the orientation process. It avoids frustrations and questions that arise weeks or months after the start date can be addressed.

On boarding is a process of building engagement from top to bottom. It is an ongoing process and it goes on till the employee becomes established within the organization. Orientation, on the other hand, is a stage of on boarding where new employees learn about the company and their job responsibilities. On boarding is to make the potential employee feel comfortable to work in an organization whereas goal of orientation is to integrate new employees into the organization as seamlessly as possible.

### **31. Organizational orientation**

Organizational orientation is an individual's predisposition toward work, motivation to work, job satisfaction, and ways of dealing with peers, subordinates, and supervisors on the job (Papa 2008).

This concept was developed decades ago in the field of management by Presthus in 1962. According to Presthus the different types of orientations results in employees having different views about their job satisfaction, motivation to work, and ways of dealing with coworkers or supervisors. He viewed his theory of as organizational behavior. He believed that people learned their traits through experiences while working in an organization. His theory produced three different traits that employees would have - upward mobile, indifferent, and ambivalent (McCroskey 1998). Recently the organizational orientation concept has drawn the attention of quantitative researchers in the field of communication. McCroskey conducted research that explained a large amount about the

relevance of this concept to organizational communication (McCroskey 2004).

Employers now are aware of the competitive scenario they realized that orientation isn't just a nice gesture put on by the organization. It serves as an important role in the recruitment and retention process.

There are some key purposes of organizational orientation. They are as follows:

- To Reduce Startup Costs
- To Reduce Anxiety
- To Reduce Employee Turnover
- To Save Time for the Supervisor
- To Develop Realistic Job Expectations, Positive Attitudes and Job Satisfaction

Employee orientation is essential. Orientation provides a lot of benefits to the employer and the employee. Even one can use feedback to make one's orientations better.

Nowadays, many companies make it compulsory for all new employees to complete an employment orientation program. It is specially designed to assist them in adjusting to their jobs and work environment and to instill a positive work attitude and motivation at the onset.

### **32. Pink-collar worker**

Service oriented occupations are called Pink Collar work. Mostly women prefer pink collar occupations. They are the most common occupations in the world. Pink-collar occupations include:

- Babysitter / day care worker / nanny
- Cosmetologist / beauty salon employee
- Flight attendant / stewardess
- Florist
- Hairdresser
- Librarian
- Maid / domestic worker
- Receptionist / Secretary / Administrative Assistant
- Waitress/Hostess
- Nurse / Phlebotomist / Massage Therapist / Speech Therapist /  
Midwife
- Public Relations
- Teacher
- Dancer

Earlier, women were for just running the household and looking after the children. They all were dependent on their male counterparts for

financial security. It was difficult for a divorcee or widowed women to support themselves or their children..

In 20th century women began to develop more opportunities when they moved into the paid workplace which was dominated by men earlier. At this juncture women aimed to be treated like the equals of their male counterparts. Women won the right to vote ,it was a turning point in their roles in life.

In the First World War women got jobs in military as personnel to type letters, answer phones and perform other tasks as stenographers, clerks, and telephone operators.

Nursing was also a good and acceptable profession for women in those days and it continuous to be so even nowadays.

In the Second World War women began to work in high-paying industrial jobs. They worked in factories and some even joined the armed forces. In those days these women were segregated from men in separate groups. Even then they encountered discrimination in and out of the work place. Now also in this era of equality and despite antidiscrimination law, women face problems in the workplace.

Thousands of women started office jobs and most of the sectors were dominated by them. *Pink ghetto* is a term used for these sectors. Ghetto describes the limits women have in furthering their careers, since the jobs are often dead-end, stressful and underpaid.

*Pink ghetto* is also described as the placement of female managers into positions that do not lead them to the board room. They are confined by the glass ceiling. They are given jobs as HR manager, customer services etc. and other areas that do not contribute to the corporate "bottom line". Though women rise up to managerial level. For important decisions they are not considered and the highest posts are not given to them as male co-workers do not cooperate and underestimate them.

(Source- May, Elaine Tyler. *Pushing the Limits*. New York: Oxford University, 1994.)

Hartmann, Susan M. *The Home Front and Beyond*. Boston: G.K. Hall & Co. 1982.)

### **33. Quality circle**

Quality circle is a concept used by all the areas of development. A quality circle is a volunteer group of workers or students, under the leadership of their supervisor or an elected team leader. They are trained to identify, analyze and solve work-related problems and present their solutions to management in order to improve the performance of the organization. To motivate and enrich the work of employees. It should be given some time to be mature or used to, after that true quality circles become self-managing, having gained the confidence of management.

Earlier, for getting results, labours were divided, small compartments were done and there was limited scope for functioning. Quality circle is

used for improving occupational safety and health, improving product design, and improvement in the workplace and manufacturing processes. The term *quality circles* were defined by Professor Kaoru Ishikawa in a journal entitled and circulated throughout Japanese industry in 1960.

The first company in Japan to introduce Quality Circles was the Nippon Wireless and Telegraph Company in 1962. It was then a movement and by the end of that year there were 36 companies registered with JUSE. By 1978, the movement had grown to an estimated 1 million Circles involving some 10 million Japanese workers.

Dr. Juran and Dr. Deming doubted whether this concept can be implemented in the West. Quality circles are the groups formulated of trained personnel to identify the basic problems. They identify problems, gather information and analyze through the statistical solutions. Quality circle can select any problem other than salary and work co ordination. These problems are handled by Management people. Quality circles are generally free to select any topic they wish other than those related to salary and terms and conditions of work, as there are other channels through which these issues are usually considered. Quality circles have the advantage of continuity; the circle remains intact from project to project.

### 34. SWOT Analysis



SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. SWOT analysis is a structured planning method used to evaluate these components involved in a project or in a business venture. This analysis is useful for all business elements viz. a product, place, industry or person. Every industry has an objective to achieve to reach the goal. To get the profit and sustain in the competitive market is the biggest struggle. To reach it properly without many efforts and to smoothen the path of success, SWOT analysis is done. In this analysis the first step is to identify the objects, next is specification of internal and external factors is done and at the end whether these factors are favorable or not is analyzed. Strategic fit is a concept for the degree to which the internal environment of the firm matches with the external environment.

Setting the objective is done after the SWOT analysis. This allows achievable goals or objectives to be set for the organization.

- **Strengths:** is the plus point of business or project that gives it advantage over others;
- **Weaknesses:** is the minus point where the business is at a disadvantage relative to others;
- **Opportunities:** these are the elements that the project could exploit to its advantage;
- **Threats:** these are elements in the environment that could cause trouble for the business or project.

For planning function of any industry, identification of SWOTs is important so that they can inform later steps to achieve the objective.

When the SWOT analysis is done, experts analyze whether the objective is attainable. If it is attainable then the planning is proceeded. If it is not then a different objective must be selected and the process repeated.

To get the positive result from the analysis and implement it to get competitive advantage ,users of SWOT analysis need to ask and answer questions that generate meaningful information for each category i.e. SWOT.

### **35. Subject Matter Expert**

SME means the Subject Matter Experts. There is a vast difference between SME and an instructional designer expert. An SME provides the content while instructional designer arranges that content into material that can easily be learnt.

SMEs are responsible on how tasks, to include the order of performance steps, are to be performed.

- SMEs are responsible with the technical-jargon.
- SMEs are responsible for acceptable performance levels.
- SMEs are responsible for providing the performance objectives.

There is a simple indicator that will help to identify the complexity of the problem one is facing and that is the source of one's information.

There are four experts from who you can obtain information:

- **Exemplary Performers-** They are imitators, they do not have deep and thorough knowledge about subject.
- **Subject Matter Experts-** These experts know the subject very well but they cannot perform it practically. They have bookish knowledge.
- For example, A professor of Management teaches management in an excellent way but he is not a good manager in the real life. He can teach the business but cannot be a good businessman.
- **Expert Performers-** they are able to perform the tasks for a certain subject area and are worthy of imitation; in addition they have a great deal of knowledge about the peripherals surrounding the subject or task.

For example - A PA who not only performs the duties, but has performed in a number of surrounding areas that gives him or her a broad context of the subject and tasks. An expert performer is both an SME and Exemplary Performer.

SME are often the best experts with the best knowledge for solving wicked problems. Unfortunately, they are used as guinea pigs to get the results .SMEs are not hired in large numbers in the organization. They are few in numbers but work hard to get the positive and desired results.

In any organization, training department finds out the needs of organization and train the SMEs based on that need. Sometimes they simply provide the technical expertise. SMEs are responsible for providing the tasks and the performance .Trainers are responsible for turning that information into practical work. For example, Designing, learning, providing best training solutions etc. SMEs can handle developmental work but not the developmental responsibilities.

(Source-Subject matter experts and training, *Subject Matter Expert*, iSixSigma. Retrieved 2012-03-21)

### **36. The Delphi Technique**

The Delphi Technique was previously thought as a way to obtain the opinion of experts without necessarily bringing them together face to face. Nowadays, it has taken on an all new meaning and purpose.

Delphi technique is a unique but unethical method of getting consent or consensus of a group on a controversial matter. It should be handled by a well trained professional who creates tension among group members and provokes them. He makes the viewpoint appear ridiculous so the other becomes "sensible" whether such is warranted or not.

The Delphi Technique is to bring oneness in the minds of participants. It's a three step of thesis, antithesis, and synthesis. In the first two steps of thesis and antithesis, all present their opinion or views on a given subject, establishing views and opposing views. In the third step of synthesis, opposites are brought together to form the new thesis. At this stage all accept ownership of the new thesis and support it. They change their own views to align with the new thesis. Through a continual process of evolution, oneness of mind will supposedly occur.

In actual workplace the theory of the Delphi and the reality of the Delphi are quite different. The reality being that 'Oneness of Mind' is impossible but only the illusion. Participants who do not believe in oneness of mind refuse the Delphi technique.

### **37. Training Analysis**

Training analysis is the process of identifying the gap in employee training and related training needs. It is also called training needs analysis.

Training is an acquisition of skills, concepts or attitudes that result in improved performance within the job environment. Training analysis is

done on aspect of an operational domain to identify the initial skills, concepts and attitudes of the human elements of a system and appropriate training is given.

There is a close relationship between development and training requirements.

In the wake of 21st century the workforce is looked at in a larger perspective. Intelligence and specialization was not the only factors but their decision making, cognitive abilities, data assimilation, communication skills, and attitude are all considered as crucial. Even at the work, diverse knowledge and skills are required. Training analysis is done to enhance the skills develop a formal approach.

The task of training is divided into a number of discrete components, each addressing a different part of the overall learning process like-psycho-motor skills, procedural skills, knowledge transfer, communication skills, colossal thinking, attitude learning, performance training, physiological stresses etc.

Training analysis is a bridge between design data and training objective in order to transfer the training elements into the operational environment.

If a company has multi user system then a user to task map is constructed. It shows the relationship between the tasks and the identified team structure. It also identifies new groups of users that would need to

have an understanding of the system. A comparison is done between goals and tasks and worked upon by the individuals and the existing training to access the training gap.

Very many training methods are used like traditional lecture-based teaching to sophisticated simulators. According to the appropriation various media are used for various activities. It is necessary to determine the most suitable and cost-effective training media for the different areas.

There are different approaches defined, but the system approach to training is the most successful.

Training Needs Analysis is defined as the “Identification of training requirements and the most cost effective means of meeting those requirements”.

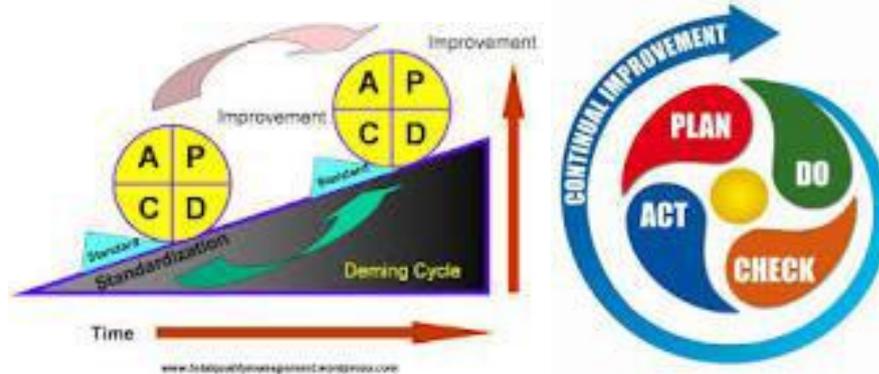
A TNA is used to develop policies equipment acquisition or procedures. It is deemed to have potential impact upon the current training regime.

(Source-[www.dirjournal.com/guides/how-to-conduct-a-training-needs-analysis/](http://www.dirjournal.com/guides/how-to-conduct-a-training-needs-analysis/) [en.wikipedia.org/wiki/Training\\_needs\\_analysis](http://en.wikipedia.org/wiki/Training_needs_analysis))

### **38. The Deming Cycle**

The Deming cycle was invented by W. Edwards Deming in 1950. According to him business process should be analyzed to identify elements that deviate from customer requirements. He proposed that there should be a continuous feedback system in business process so that managers can

identify and change the part of the process that needs improvement. He created an oversimplified diagram for the continuous assessment of the process. It is called Deming cycle or PDCA (Plan, Do, Check, Act).



- **PLAN:** to design business process to improve results
- **DO:** to implement the plan and measure its performance 90
- **CHECK:** to assess the plan and report the results to management
- **ACT:** to implement changes needed to improve the process

Deming was concerned about industrial production processes, and he sought improvement in the level of production. Even now such kinds of improvements are needed. It occurs only on the level of business strategy. Strategic development is a long term process. To show the relationship of business unit processes to strategic processes, one may construct two nested PDCA. This is called as wheel within a wheel.

In a large company there are several departments. They have their own goals and targets to meet. They too have their own metrics. This 'wheel within a wheel' describes the relationship between strategic management and business unit management in a large company.

This cycle is also called as Shewhart cycle by the name of an American Statistician. It is believed that Shewhart was the pioneer of this concept and Deming adapted it in his theory of PDCA.

The Deming cycle is like a scientific research method. There is a hypothesis developed, experiments are carried out, the results are assessed. At the end, the hypothesis is revised and retested.

PDCA cycle is useful for Daily routine management-for the individual and the team, problem-solving process, project management, continuous development, human resource development, vendor development, new product development and process trials.

### **39. The Pygmalion effect or Rosenthal effect**

Pygmalion is a play written by G.B. Shaw. The central theme of the play is, if greater expectation is placed upon people, they perform better. The same thing is applicable to the performance of the employees in any organization. So this effect is named after Pygmalion.

The Pygmalion effect is a form of self-fulfilling prophecy. People internalize their positive labels, and those with positive labels succeed accordingly.

It is also called as Rosenthal–Jacobson study. Robert Rosenthal and Lenore Jacobson (1968) studied Pygmalion effect in the classroom at length. They proved that if teachers were led to expect outstanding

performance from some children, then the children indeed show that enhancement.

This experiment proved that even unconsciously biased expectations come true in reality if the motive is high. This research can effect vice versa on teachers in the classroom. That means if the students expect high from teachers, they also perform beyond the expectations. This experiment does not bring only positive results. It depends on the expectations. If the expectations are high the result is high. If the expectations are low, the result is low. Positivity or negativity of expectations affect the result.

The student enacted either positive or negative nonverbal behaviors toward the subject during the teaching session. It is observed that teacher receiving positive non-verbal behaviors taught the lesson more effectively. In this way, the study found that a teacher's performance is indeed influenced by the expectations and subsequent behavior of their students. It is called as a true Pygmalion effect.

#### **40. White-collar worker**

The term "white-collar worker" was coined in the 1930s by an American writer, Upton Sinclair. It means a typical middleclass salaried professional, typically referring to general office workers and management. He referred to contemporary clerical, administrative and management workers during the 1930s. A white-collar worker performs professional, managerial, or administrative work. Typically, white collar workers are

cubicle creatures and monotonous office workers.. Within Marxist thought, white collar workers are proletarian.

The term was popularized in the Western countries as the white dress shirts of male office workers were very common in those days. It was opposite to the blue shirts, uniforms or cover-alls of manual or service workers. Blue collars were thought as rowdies whereas white collared were considered as sophisticated.

After Industrialization in early industrial societies, white-collar workers have become a majority due to modernization and exportation of manufacturing jobs.

In the modern era, the discrimination of blue collar and white collar is vanishing fast as office attire has broadened beyond a white shirt and tie. Employees in office environments may wear a variety of colors, may dress business casual or wear casual clothes altogether. The work tasks have become blurred. A white-collar employees is also performing blue-collar tasks or vice versa.

For example - In a bank, if a cashier is absent, any bank official performs his functions or vice –versa. Or in a service industry, a person has to perform the roll of manager or front office attendant or even a waiting table attendant.

(Source- Mills, Charles Wright. *White Collar: the American Middle Classes*, in series, *Galaxy Book[s]*. New York: Oxford University Press, 1956. *N.B.*: "First published [in] 1951.")

#### **41. Culture Shock**

When a person is placed in such a situation where the dominant, beliefs, values and norms are totally different from his own, he is surprised and disoriented that is called cultural shock. Generally, culture shock is experienced when people visit different countries.

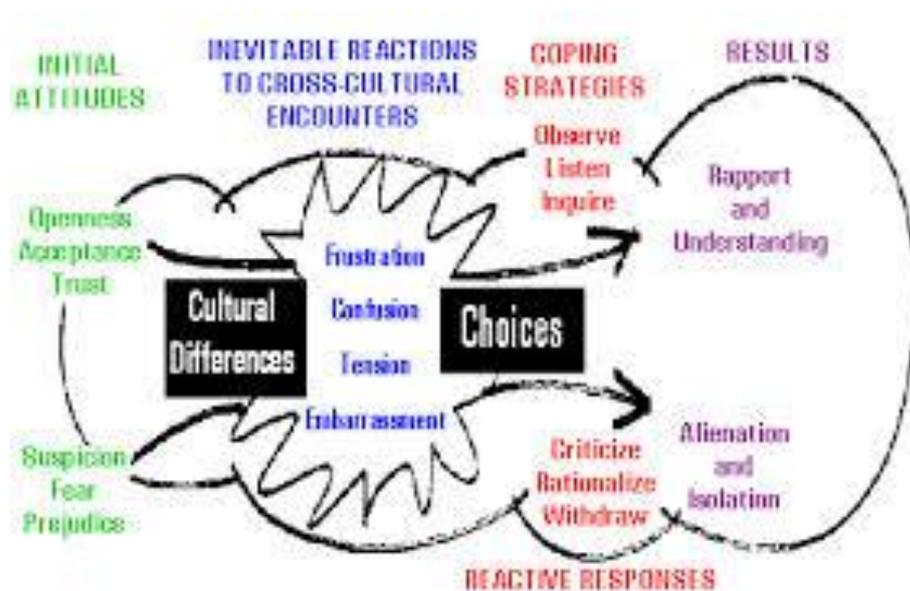
In business environment culture shock is used to describe the confusion, concern and feeling of being an 'outsider'. When a person moves from one organization to another, or one social group to another, he feels alienated. The cultural shock can subside after gradual familiarization and socialization.

Sometimes people are unable to adjust in new situation. Sometimes they are adamant to adjust in that culture. During such circumstances some prefer to leave as soon as they get chance.

This is an age of globalization. One has to work anywhere in the globe. Such opportunities prosper a person as well as it enhances their career graph. There is a craze to work abroad. At first, for some people it is difficult to work in altogether, different corporate cultures. It is also difficult to adjust with social culture too. It takes some time to get adjusted with business culture as well as social atmosphere. When one adjusts

oneself, it becomes routine. Many times when one is not able to adjust with either of the situations, one feels uncomfortable and leaves the organization as soon as possible.

Nowadays, many organizations organize cultural training to avoid the cultural shock. In this training social, cultural and business environment of a particular country (where an employee is deputed) is given. It helps an employee to absorb the culture shock and adjust in a different business environment. It helps enhancing the productivity of employees.



The most common problems in cultural shock include: information overload, language barrier, generation gap, technology gap, skill interdependence, formulation dependency, homesickness, job dependency, response ability through cross cultural sensitivity. There is no true way to entirely prevent culture shock, as individuals in any society are personally affected by cultural contrasts differently.

## **42. Demotion**

It is basically a punishment for an employee. It is an act of moving employees down in the organizational hierarchy. It reduces their status and also lowers their remuneration. It is a result of negligence and incompetence of an employee. Instead of firing an employee from the job, a mild but useful punishment is given in the form of demotion. It saves the job and employee gets the proper punishment.

Sometimes demotion is done without the fault of an employee. For example, if the organization undertakes delaying, the high status employees have to accept lower-status position. They are given less responsibilities. Many a times they do not suffer a reduction in pay. If they deny accepting demotion, they have to leave the organization.

Demotion is opposite to promotion. In the period of recession, many organizations opt for lay offs. Many organizations go for down sizing. It is a survival measure. They also curb on payments or stop increments. If the management cannot remove the high status officials, they are demotioned. Till the end of recession the condition remains the same. After recession the condition gets better and the employees get their posts back, if they remain in the organization.



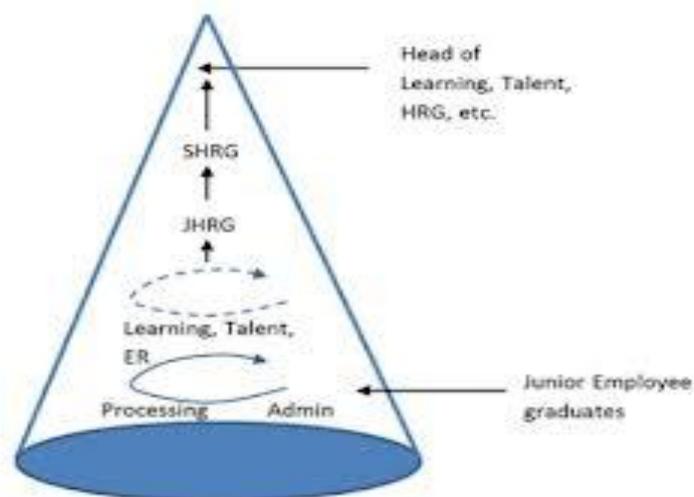
A demotion is a compulsory reduction in an employee's rank or job title within the organizational hierarchy of a company or public service department. A demotion leads to the loss of other privileges associated with a more senior rank and a reduction in salary or benefits. An employee is demoted for violating the rules of the organization by a behavior such as excessive lateness, misconduct, or negligence. In some cases, an employee is demoted as an alternative to being laid off and if the company is facing a financial crisis. A move to a position at the same rank or level elsewhere in the organization is called a lateral move or deployment. Sometimes a voluntary move to a lower level is also a deployment as it is not compulsory.

### **43. Entry Shock**

It is a common phenomenon in the Indian organization where an employee gets one information about, an organization and when he gets

into the picture is altogether different. In short, it's a mismatch between what a new employee expects the organization to be like before he joins and what he finds it to be like after he joins. Newcomer feels disappointment as he gets entry shock. It is because the true information is not given to the newcomer by the management of the organization. The outcome is, the process of socialization becomes more difficult or even impossible.

In many organizations, it is found that employees do not stay for long as they suffer from entry shock. Entry shock explains their short time stay in an organization. This is obviously a very costly affair for any organization, since the recruitment process has to be repeated. This emphasizes that all the organizations need to provide accurate information to candidates during the recruitment process. It is also called as realistic job previews.



**There are Four Phases of entry shock. They are as follows:**

Honeymoon phase - As newly married couple love everything at the beginning, the same thing happens with the employees newly deputed to a foreign country.

During this period, the differences between the old and new culture are seen in a romantic light. For example, (s) he might love the new food, the pace of life, and the locals' habits. They associate with nationals who speak their language, and who are polite to the foreigners.

**Negotiation Phase** - After some time differences between the old and new culture become apparent. It may create anxiety. Excitement may eventually give way to unpleasant feelings of frustration and anger. Language barriers, stark differences in public hygiene, traffic safety, food accessibility and quality may heighten the sense of disconnection from the surroundings. A different environment puts special pressure on communication skills. People adjusting to a new culture often feel lonely and homesick. The language barrier may become a major obstacle in creating new relationships.

**Adjustment phase** - After some time, one grows accustomed to the new culture and develops routines. One knows what to expect in most situations and the host country no longer feels all that new and things become more "normal". One starts to develop problem-solving skills for dealing with the culture and begins to accept the culture's ways with a positive attitude.

### **Mastery phase - It is also called as bicultural stage.**

In this mastery stage individuals are able to participate fully and comfortably in the host culture. Mastery does not mean total conversion. People often keep many traits from their earlier culture, such as accents and languages.

### **44. Human Resource Development**

Human resources are employees, personnel or the workforce of an organization. As capital, property, raw materials and energy. As these resources have to be harnessed and managed effectively, the human resource should also be managed with care. This human resource should not only be managed but also developed for the development of an organization.

Human Resource Development (HRD) is a process to encourage employees to acquire new skills and knowledge through various training programmes, courses and various learning packages. Such skilled employees achieve the organizational objectives within the time frame.

HRD provides various opportunities that are beneficial to build the carrier of employees.

It makes the employee more valuable to the organization and the management and so helps in improving job security.

Job rotation, job opportunities within the organization is enhanced. Because of training an enhancement of skill competency of employees

increase. It increases individuals employability outside the organization too.



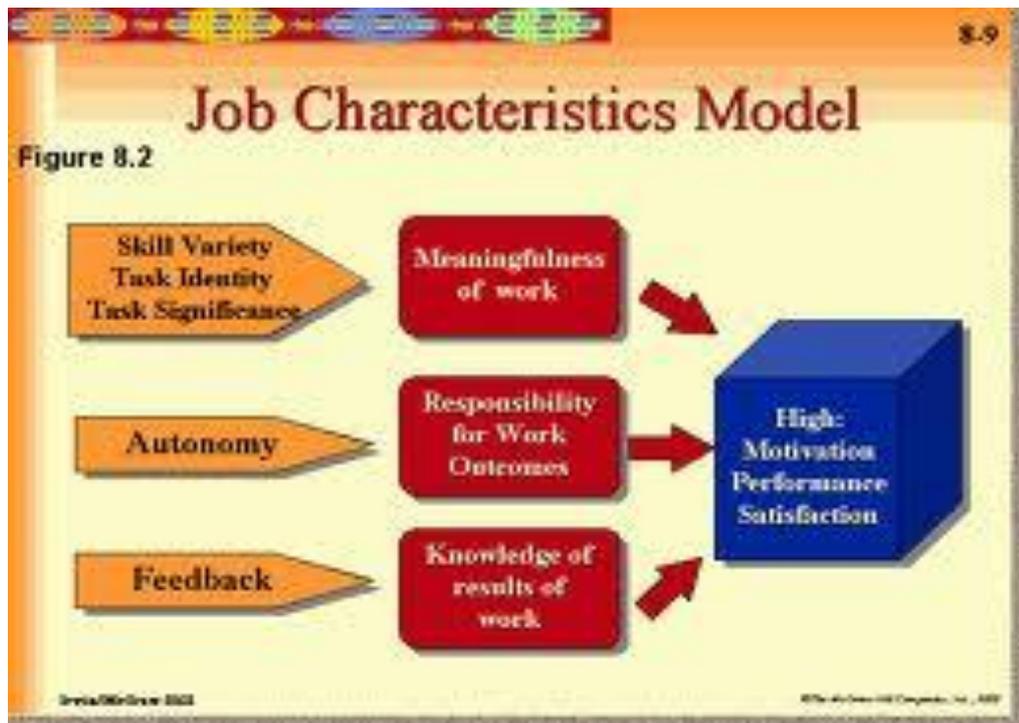
It broadens the scope of work responsibility of an employer. It can raise intrinsic reward employees derive from their job. If HRD is to be successful, it needs cooperation and free hand from senior management. Sufficient resources should be allocated to HRD department. Moreover, the Line Managers should be involved in training delivery. Thus they can commit to the HRD.

It is said that HRD requires long term focus frequently. Many organizations have short – term objective. Hence, they are reluctant to commit resources to HRD initiatives. When there is down turn in the market, the training/development budget is the first area where managers in an organization make cutbacks.

## **45. Job Characteristic Model (JCM)**

This model is developed by J. Richard Hackman and Greg Oldham the two organizational psychologists. It is a normative approach to job enrichment. In this age of cut throat competition, a big problem in front of any organization is labour turnover, absenteeism. To avoid these problems and to enhance productivity a model based on 5 core job dimensions is developed. These dimensions will lead to a very positive state of mind of an individual employee. They are as follows:

- 1) Skill variety – It includes the range of tasks one performs.
- 2) Task Identity – One’s ability to complete the whole job from start to finish.
- 3) Task significance – The impact of job on others. These three dimensions add to the meaningfulness of the work. That means, the higher the contribution, the more meaningful the work is to the employee.
- 4) Autonomy – This means the extent of discretion and freedom to an employee over his/her tasks. If the free hand is given to the employee, (S) He feels very much responsible for the outcome of his/her work.



Job characteristics theory is a theory of work design. It provides a set of implementing principles for enriching jobs in organizational settings. The original version of job characteristics theory proposed a model of five “core” job characteristics i.e. skill variety, task identity, task significance, autonomy, and feedback that affect five work-related outcomes i.e. motivation, satisfaction, performance, and absenteeism and turnover through three psychological states i.e. experienced meaningfulness, experienced responsibility, and knowledge of result.

**There are 5 Core Job Characteristics. They are:**

- *Skill Variety*: Every job needs different skills and talents. Jobholders can experience more meaningfulness in jobs that require more skills and ability than when the jobs are elementary and routine.

- *Task Identity*: The jobholders identify and complete a work piece with a visible outcome. Workers experience more meaningfulness in a job when they are involved in the entire process rather than just being responsible for a part of the work.
- *Task Significance*: Employees feel more meaningfulness in a job that substantially improves either psychological or physical well-being of others than a job that has limited impact on anyone else.
- *Autonomy*: In this characteristic employer provides the employee with significant freedom, independence, and discretion to plan out the work and determine the procedures in the job. For jobs with a high level of autonomy, the outcome is splendid. The workers work harder to achieve the target. In such cases, the jobholders experience greater personal responsibility for their own successes and failures at work.
- *Feedback*: The degree to which the job can provide direct and clear information to workers about the effectiveness of their performance. When employees receive direct and clear information about their work performance, they try to either improve it if it is bad or sustain it if it is good.

### Motivating Potential Score (MPS)

When a job has a high score on the five core characteristics, it generates three psychological states, which can lead to positive work

outcomes. They are high internal work motivation, high satisfaction with the work, high quality work performance, and low absenteeism and turnover. This tendency for high levels of job characteristics to lead to positive outcomes can be formulated by the motivating potential score (MPS). The motivating potential score (MPS) can be calculated, using the core dimensions discussed above, as follows;

$$\text{MPS} = \frac{\text{Skill Variety} + \text{Task Identity} + \text{Task Significance}}{3} \times \text{Autonomy} \times \text{Feedback}$$

According to the equation above, a low standing on either autonomy or feedback will substantially compromise a job's MPS. A strong presence of one of the those three attributes can offset the absence of the others. On the contrary, a low score on one of the three job characteristics that lead to experienced meaningfulness may not necessarily reduce a job's MPS.

#### **46. Feedback**

It means the extent to which the job provides the employee with information about the effectiveness of his/her performance. This is the appreciation of the outcome of the work of an employee. Thus, if an organization provides positive psychological state, automatically the outcome is positive for an individual as well as the organization, it results into low labour turnover, low absenteeism, high motivation, high quality performance, high job satisfaction etc.

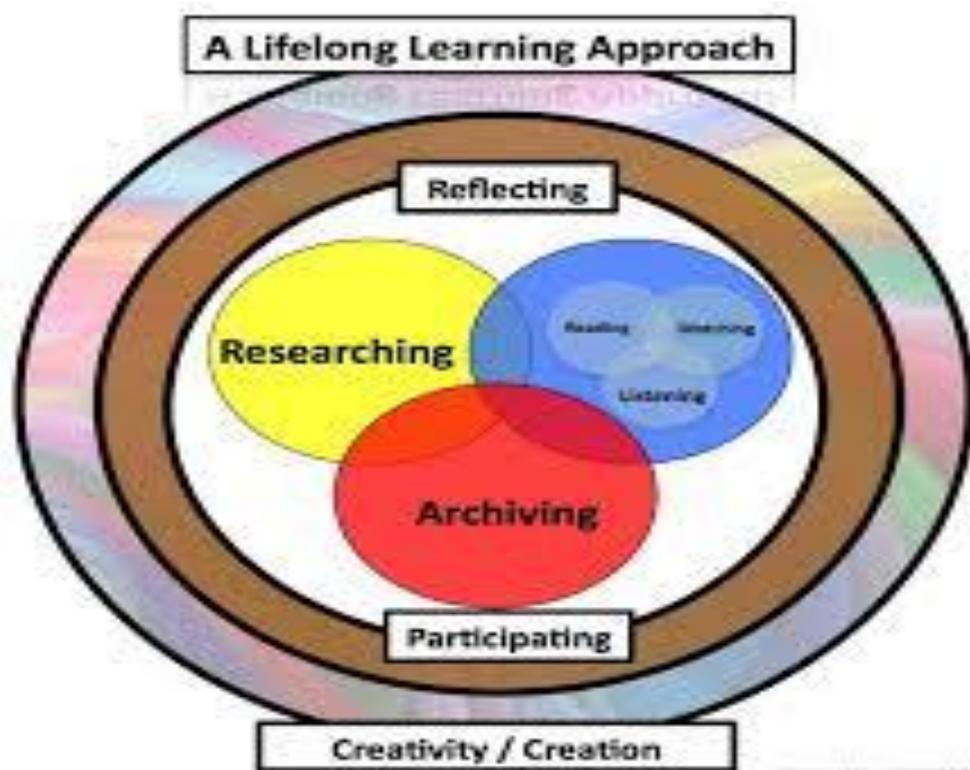
This model is used to assess the motivational potential of particular jobs and thus suggest which of these jobs could be redesigned. For doing this a questionnaire is designed based on the components of JCM and the motivational potential score (MPS) is calculated.

$$MPS = \frac{\text{Skill Variety} + \text{Task Identity} + \text{Task Significance}}{3} \times \text{Autonomy} \times \text{Feedback}$$

Formula- The ultimate score is based on the formula of JCM.

#### 47. Lifelong Learning

Before 1990, the concept of job in society was totally different. A Govt. and a permanent job were more important than a high salary temporary job. The concept 'permanent' and 'temporary' mattered a lot. A person used to get his P.G. in a particular field, get a job in the same field and then work till retirement.



After 1990, with the spread of the global market in all developing countries. The concept of lifelong learning emerged. Globalization brought competition. To maintain quality and to sustain in the market, one should be in pace with global changes. To prove oneself one should always be updated. Employees need continually to update their knowledge and skills in order to ensure that they are employable in the future. The pace of change has increased and will continue to be so in future. Specially in technical developments economic changes and the rat race in globalization, skills must be updated constantly. This concept applicable everywhere. The employees are encouraged to update existing skills, where to retain and acquire new skills and knowledge. It stresses the importance of education and learning continuing beyond normal years of schooling and lasting throughout a person's working life. This is also a self development funda to get a good job and perks. (S)He should make sure that his skills are updated. It gives them an opportunity to prove them in public and private sector.

#### **48. Line Manager**

Line Manager is an ambiguous term in many respects because it depends on specific context. It is used to describe varied roles in different organizations. There are two well known meanings of this term.

- 1) A person who is directly responsible for achieving the objectives of the organization. Every line manager is supported by all the staff

managers who provide support functions. These managers support in administration, training, maintenance etc.

- 2) A person who is accountable as an employee. Irrespective of the functional role or level of the manager, (s) he has to be responsible for allocating work to the employees working under him/her. The manager is also responsible for monitoring their performance. The employees working under him/her should directly report to the manager.



- 3) A line manager has several management responsibilities, including direct management of employees, administrative management and functional management. Some line managers work directly with employees but do not have other responsibilities, such as administrative and functional management.
- 4) Line Management describes the administration of activities that contribute directly to the output of products or services. In corporate

hierarchy, a Line Manager holds authority in a vertical product line. He or she is charged with meeting corporate objectives in a specific functional area or line of business.

- 5) The line management often crosses into other functions such as human resources, finance, and risk management. Human resources obligations are also increasingly being assigned or 'devolved' to line managers.
- 6) Line management is also responsible for adopting any type of organizational culture change.

#### **49. Maslow's Hierarchy of Needs**

It is a motivational theory that shows that human beings function most effectively when their needs are met. This theory of hierarchy of needs is invented by a well-known psychologist Abraham Maslow. He categorized five needs in ascending order.

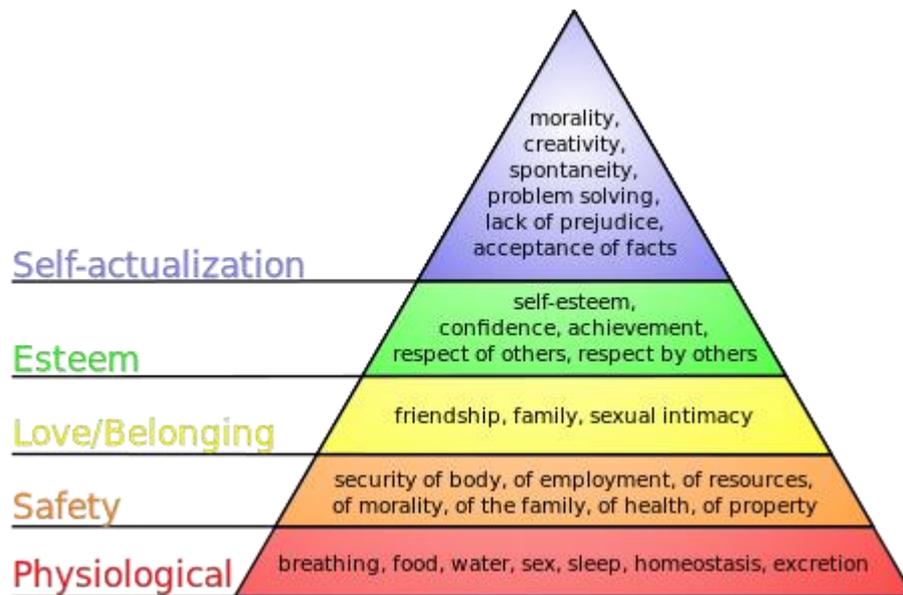
- 1) Physiological – This is at the base of all needs. When someone gets an employment, his/her intention is to fulfill the basic requirements of a good post and a good salary.
- 2) Safety – Next comes safety in job. This employee wants a permanent job, so that (s) he settles down and is ready to take, some more personal and professional responsibilities.

- 3) Social – When the employee is settled down and he needs social recognition. For that (s) he needs a high status post and higher salary. People should know him/her for his post.
- 4) Esteem – In this stage, a person needs self esteem. Money, status and position are yet an employee needs esteem. It's a growth need. Development of self or personality is more important than money.
- 5) Self-actualization – This is the highest need where an employee needs self actualization. It is something that needs to be fulfilled after all the needs. In it a person reaches its peak. (S)He is fully developed and wants to contribute to the society by one way or the other.

The deficiency needs must be fulfilled and satisfied before the higher order growth needs. After satisfaction of one need, the next level needs become very important to an employee. It is assumed in the workplace that managers should satisfy all the needs of employees to enhance their performance.

Many workplaces give importance to deficiency needs. It is far more challenging to satisfy the growth needs. To satisfy growth needs initiatives are taken to *redesign the job, empowerment and team work*.

All these stages are experienced by all the employees in their career in a particular period of time.



An interpretation of Maslow's hierarchy of needs, represented as a pyramid with the more basic needs at the bottom. Maslow used the terms Physiological, Safety, Belongingness and Love, Esteem, Self-Actualization and Self-Transcendence needs to describe the patterns that human motivations generally move through.

### **Physiological needs**

Physiological needs are basic needs like air, water, food, clothing, shelter and sex. They are the physical requirements for human survival. If these requirements are not met, the human body cannot function properly and will ultimately fail. Physiological needs are thought to be the most important. They should be met first.

### **Safety needs**

With their physical needs relatively satisfied, the individual's safety needs take precedence and dominate behavior. In the absence of economic safety. These safety needs manifest themselves in preference for job

security, savings accounts, insurance policies, accommodations, etc. Safety and Security needs include:

- Personal security
- Financial security
- Health and well-being
- Safety net against accidents/illness and their adverse impacts

### **Love and belonging**

After physiological and safety needs are fulfilled, the third level of human needs is interpersonal feelings of belongingness. due to negligence and lack of love the individual develops an ability to form and maintain emotionally significant relationships in general, such as:

- Friendship
- Intimacy
- Family

According to Maslow, human beings need to feel a sense of belonging and acceptance among their social groups, regardless of the size of groups. For example, – social groups, work places, clubs, sports teams etc.. Human beings need to love and be loved – both sexually and non-sexually – by others. This need for belonging may overcome the physiological and security needs.

## **Esteem**

Esteem presents the typical human desire to be accepted and valued by others. People often engage in a profession to gain recognition. These activities give the person a sense of contribution. All human beings have a need to feel respected.

## **Self-actualization**

This refers to what a person's full potential is and the realization of that potential. Individuals may focus on this need very specifically. For example, , someone wants to be a good athlete, the other wants to be a good photographer. Maslow believed that to understand this level of need, the person must not only achieve the previous needs, but master them. "What a man can be, he must be." This quotation forms the basis of the perceived need for self-actualization.

## **50. Performance Appraisal**

It is a process of evaluating performance of an employee and assessing the development and training needs of an employee is performance appraisal. It has got two sides.

- 1) Judgmental side – where actual performance is compared against performance targets and feedback given (+ve or –ve).
- 2) Developmental side – where the needs of an employee are evaluated in terms of the training required to improve skills and knowledge to achieve future objectives of an organization.

The overall balance varies from department to department in an organization or from organization to organization. Sometimes performance appraisal is used to determine the pay scale. If the appraisal is favourable, there is hike in the salary. If the appraisal is poor, there is no pay increase. There are many problems if the appraisal is related to pay scale. Usually these appraisals are very open and supposed to be honest. Employees always hide their shortcomings, training needs and problems. When the appraisal points out to the employees shortcomings, they become very defensive. They give many reasons to avoid decrease in payment. Hence, an appraisal should mean to be of mutual benefit to the employee and employer. Both parties should gain because the appraisal is supposed to be formal, well structured Frank discussion with employees can offer what support (s) he needs from the organization. It also makes clear expectations of organization from an employee.

In case the employee feels defensive, the frankness of the discussion should be compromised. Problems also occur when the appraisal is poorly structured. It is not treated seriously by both the parties. Appraisal system involves considerable time and efforts from managers. Sometimes some 'cynic' managers view appraisal as bureaucratic exercise which takes them away from their 'real' work. In the same way, some employees also think that appraisal is unnecessary hoop they have to jump they have to jump

through every year. They think it makes no difference in their work or opportunities the organization has given to them.

There are different types of appraisals.

- 1) Self appraisal
- 2) Peer appraisal
- 3) 360° Feedback.



A performance appraisal (PA), also referred to as a performance review, performance evaluation, (career) development discussion or employee appraisal is a method by which the job performance of an employee is documented and evaluated.

There are three main methods to collect PA data: objective production, personnel, and judgmental evaluation. Judgmental evaluations are the most commonly used. Historically, performance appraisal has been conducted annually. However, nowadays many companies are moving towards shorter cycles (every six months, every quarter), and some have been moving into even shorter-cycle (weekly, bi-weekly) performance

appraisal. The interview could function as providing feedback to employees.

Some applications of PA are compensation, performance improvement, promotions, termination, test validation, and more.

There are 4 methods of PA. They are as follows:

- **Self-assessments:** for self-assessments, individuals assess and evaluate their own behavior and job performance.
- **Peer assessments:** members of a group evaluate and appraise the performance of their fellow group members.
- **360-degree feedback:** 360-degree feedback is multiple evaluations of employees which often include assessments from superior(s), peers, and one's self.
- **Negotiated Performance Appraisal:** The Negotiated Performance Appraisal (NPA) is an emerging approach for improving communication between supervisors and subordinates to increasing employee productivity. A facilitator meets the supervisor and with the subordinate separately to prepare three lists. What employees do well, where the employee has improved in recently, and areas where the employee still needs to improve, is found out through this.

## **51. Retention**

It is an ability to hold on to employees. Earlier it was not a problem as the jobs were limited and once the job is grabbed, the employee used to

stick to it till his/her superannuation. Now, because of globalization there are many opportunities of jobs. Skilled workers do have liberty to switch on to another organization if they don't adjust themselves in an organization. When organization finds that it is losing valuable staff, they have retention problem.

To overcome the retention problem there are different measures to be taken. It is a good practice to develop a retention plan based on collecting and analyzing data from an ongoing attitude survey, through which management understands the climate and the opinions within an organization. Another way to collect information is a regular salary survey. The third is Training Need Analysis and the fourth is exit interviews.



Surveying all the above ways a retention plan is made. It is a broader part in HR planning. It is a critical component in managing retention of human resource flow.

Retention problem is mainly due to monetary dissatisfaction. Many skilled employees are not getting good salary whereas many of them do not

like work environment. Sometimes the problem is of perks and amenities. Many a times the cause is HR policies.

In many organizations the workforce is neglected. They are not given facilities. So the unsatisfied workforce opts for a new organization.

There are various ways of retention and the management has to look into it to save the reputation of the organization in the market as well as in the society.

Employee retention refers to the ability of an organization to retain its employees.

Employers effort to retain employees should be targeted at employees. Employee turnover is a symptom of a deeper issue that has not been resolved. It includes low employee morale, absence of a clear career path, lack of recognition, poor employee-manager relationships etc. A lack of satisfaction and commitment to the organization can also cause an employee to withdraw and begin looking for other opportunities. As is typically believed that pay always plays a large role in turnover but it is not always true.

In a business setting, the goal of employers is usually to decrease employee turnover. It decreases training costs, recruitment costs and loss of talent and organizational knowledge. Employers can seek "positive turnover" whereby they aim to maintain only those employees who they consider to be high performers.

For organizations and employers, understanding the environment is the first step to develop a long-term retention strategy. Organizations should understand why employees join, why they stay and why they leave an organization. For that a retention model called join, stay and leave is developed. This join, stay, leave model is akin to a three-legged stool. Organizations will be unsuccessful in implementing a proper retention strategy without data on all three. By getting information and survey reports the model is successfully implemented and retention is controlled. Turnover costs can have significant negative impact on a company's performance.

It is important to first pinpoint the root cause of the retention problem before implementing a program to address it. Once identified, a program can be tailored to meet the unique needs of the organization. A variety of programs exist to help increase employee retention.

There are some retention tools: Employee Surveys, Exit Interviews, Employee Retention Consultants, Socialization, Training and development, Compensation and rewards, Effective Leaders, Employee Engagement.

## **52. Teamwork**

It is an increasingly popular means of organizing work in contemporary organization. In the modern era team of workers work to achieve the target or the organizational goals with flexible timings. The results are more than expectations and in time.

Traditionally, the workforce was undertaking specialized, segmented, repetitive tasks. Contemporary management thinking suggests that groups of workers who have been trained to perform a range of tasks are of greater use to the organization. Flexible teams of workers undertake greater variety of work. Teams built up a collective spirit within them. Teams are highly motivated. There is a competitive spirit between the teams in an organization. There is a distinction between a group and a team. Some people work in a group to achieve the target. They are not bound together. They just perform a part allotted to them. There is no involvement or encouragement. It is just a mechanical function, whereas, in a team all the team players motivate each other. They are strongly bound to each other. They perform the task as a responsibility. They do not simply work alongside each other and share common work experience but they work truly as a team.

Teamwork is not a new term. In a team everyone has to contribute to hit the target. In our mythology we can see the example, of 'Ramsetu' (a bridge between India and Shrilanka), China wall which is one of the wonders in the world is built in a very small span of time by a powerful teamwork. There are many examples of team work in history. Sphinx and pyramids are among them.

In most of the organization nowadays teams are the parts and parcel of their day-to-day work. It is receiving a considerable attention from

management. Still very few organizations give a team an autonomous status; rest of the teams is responsible for monitoring and maintaining their own quality standards.



There are some drawbacks of teamwork.

- 1) Every member has to compromise and act according to the instructions to get the results.
- 2) There is no autonomy for teams,
- 3) A weak member in the team is bullied and tortured by all the other strong members in the team.
- 4) The members who do not fit in the team are either thrown out or ignored.

Still teams give enormous results and can achieve the given target within time. So, teamwork is accepted in corporate world.

### **53. Theory x, y and z**

Douglas McGregor defined contrasting assumption about the nature of human resource in the workplace. These assumptions are the basics of x and y theory. McGregor invented this theory in 1960.

Theory x assumes that people are lazy and avoid work whenever possible. There should be direct control and pressure to make them work effectively. Such people require a rigidly managed environment. They always need threats of disciplinary action as a prime source of motivation. Sometimes, such employees just respond to monetary rewards to perform up to the mark or above. The authorities take their decisions on their own and inform the workers to carry out the same. It is an autocratic style of 'hard' management. The managers are authoritative, risk oriented and concerned about getting the job done at any cost.

Theory y is a most popular view of the relationship between managers and workers. This theory assumes that people are creative and eager to work. Workers tend to get more responsibilities than the earlier theory x workers. They all want to be a part of decision making process. The workers in this theory are much comfortable in creative and opportunistic work environment. The workers enthusiastically to involve in organizational planning. Here the managers have to create a motivate environment around the employees to get the work done. Ingenuity, creativity and imagination are increasingly present throughout the work.

Theory y has a 'participative' style and 'soft'/democratic style of working. These two theories were having some plus and some minus points. That's why the third theory emerged.

Theory z was invented by William Ouchi. It refers to the 'Japanese management style'. It is a hybrid management style. This theory speaks about more participative, multi tasking workforce. It emphasizes things as job rotation, job enrichment, job enlargement, broadening of skills, generalization Vs specialization and the need for continuous training of x workers. This theory is based on Japanese culture at workplace.

Theory z assumes that all the co-workers do have cordial and intimate relations like a family with each other. These workers give equal importance to their family, culture, tradition as the work. Management must have high degree of confidence in the workers. They should participate in all the decisions of the company. A worker must be knowledgeable about the organization. A worker in theory z is aware of all issues of the organization because of the job rotation. The workers in this theory are generalists and not specialists.

This theory shows that the workers are not merely machines or labours but they are resources. His wages do not remain as salary but becomes a share in the growth of a company.

## THEORIES X, Y AND Z

	Theory X	Theory Y	Theory Z
<b>It is Human Nature to</b>	Avoid work Need compulsion Shirk responsibility Seek to be commanded Value security Lack ambition	Find work natural If committed, show initiative self-control self-direction Seek responsibility Value creativity	(Same as Y)
<b>Commitment</b>	Irrelevant	People need to commit to the organization	The organization needs to commit to people.

The most important part in the assumption is the loyalty of workforce towards the organization for an entire career. It is expected that once an employee gets a higher position, (s) he knows more about the organization and its operations. At such levels (s) he will be able to use theory z effectively on newer employees.

In theory x, management assumes employees are inherently lazy and will avoid work. They inherently dislike work. As a result of this, management believes that workers need to be closely supervised. A hierarchical structure is needed with narrow span of control at each and every level. According to this theory, employees will show little ambition without an enticing incentive program and will avoid responsibility whenever they can. Beliefs of this theory lead to mistrust, highly restrictive supervision, and a punitive atmosphere. The theory X manager tends to believe that everything must end in blaming someone in most situations,

without questioning whether it may be the system, policy, or lack of training that deserves the blame He or she thinks all prospective employees are only out for themselves. Usually these managers feel the sole purpose of the employee's interest in the job is money. It is the manager's job to structure the work and energize the employee. One major flaw of this management style is, it is much more likely to cause diseconomies of scale in large picture.

### Theory Y

Theory Y as a positive set of beliefs about workers.

In this theory, management assumes employees may be ambitious and self-motivated. It is believed that employees enjoy their mental and physical work duties. They possess the ability for creative problem solving, but their talents are underused in most organizations. Given the proper conditions, theory Y managers believe that employees will learn to seek out and accept responsibility and to exercise self-control and self-direction in accomplishing objectives to which they are committed. They believe that the satisfaction of doing a good job is a strong motivation. It is employee development that is a crucial aspect of any organization. This includes managers communicating openly with subordinates, minimizing the difference between superior-subordinate relationships, creating a comfortable environment in which subordinates can develop and use their abilities. This environment would include sharing of decision making so

that subordinates have a say in decisions that influence them.

#### **54. SMART**

This is an acronym which stands for Specific, Measurable, Agreed, Realistic and Timed. It is a standard set of words used in corporate world. The words of these initials may differ from organization to organization and theorist to theorist.

In some organizations 'specific' is replaced by 'stretching' and 'Agreed' replaced by 'Achievable' or 'Appropriate'. This term is related to performance management. It refers to either business or employee objectives adopted in an organization. The theoretical rationale for adopting SMART theory to achieve objectives is derived from goal setting theory.

If this theory is applied in the organization, it enhances the performance of employees. A team or an individual employee sets his/her goal to be achieved in a certain set of time. If (s) he applies to this theory, the work is done perfectly and in time. The work SMART work instead of 'Hard' work is establishing in the corporate field. This is just because the SMART theory makes an employee finish his/her work in time and with perfection. It results in achieving the target and also job satisfaction. It reduces efforts and adds quality. Thus, it's a smart way to apply SMART for performance enhancement.

## **55. Beauty Contest**

In general usage the term means a competition of beautiful women to be chosen as most beautiful, to be chosen as best personality. But this term is used for the competitive bidding of trade unions in corporate world. This bidding is undertaken by trade unions to secure recognition from an employer. It involves unions presenting rival recognition packages to an employer. So that they choose the same union to represent workers. Generally, these companies do not have this facility earlier or a non-union enterprise.

Usually, an employer chooses the ‘most attractive’ union – the one with the terms of recognition that are most favorable to the employer.

It is also called as ‘sweet heart deal’ for single-union agreement where an employer agrees to recognize a particular trade union on the condition to sign no-strike clause. It prohibits industrial action.

Many unions criticize it as it is not democratic way of deal. It involves unions concluding recognition agreement without reference to the views of the existing or prospective members. It is against the spirit of trade unionism. Many unions see it as an opportunity to set a foot in an organization that is otherwise will be non-union.

## **56. Mystery Shopper**

There are many new methods of evaluating performance of employees. A mystery shopper is a person who is hired by an organization

to evaluate secretly the performance of the staff. He pretends to be a customer and observes the services given to the customer as well as evaluates the behavior of the staff. A mystery shopper also assesses the product availability in the shop. This evaluations are conducted in big malls and supermarkets. The management or the owner sends a fare customer or a mystery shopper to find out the availability of the product in the mall or supermarket. They also want to see and check the polite behavior of the staff.

If the report is positive, it enhances the profit of the company as many customers visit the mall or supermarket. If the report is negative, the management of the mall or supermarket decide to adopt new policies of production sell. They also decide upon the trainings to be given to the staff or changes to be made in the product. Many a times they decide upon the products to be kept to enhance the sell.

In airlines such mystery shoppers are called as ‘ghost riders’ to experience the services given by flight attendants.

Sometimes the information about employee performance is gathered from consumers and visitors. A form asking feedback is given to the customer to fill up. Many a times a questionnaire is given to the customers which are used to discipline and reward the employees. Customer’s complaints and suggestions are directly reported to employers for an action.

The bogus shoppers or the mystery shoppers also directly reports on employee behavior to the employer.

Thus, after getting the reports in various ways, the management decides upon the new policies to get more profit. It enhances the behavior of the employees. The measures are taken to improve upon the behavior of the staff towards the customers. All this improves the overall growth of the organization.

### **57. Portfolio Career**

This term is also called job shift. It is a very popular concept in modern corporate world nowadays. There is an increasing craze of shifting jobs to get more money and experience. This concept describes how a person develops his/her career through acquiring diverse set of skills and experiences. Earlier an employee was looking for a promotion in a company's hierarchy but now it is a passé term. Now even lateral career moves within the organization or across the organization. A person's career is being evaluated now in lateral manner instead of upward manner. A collection of various work experiences that demonstrate practical expertise, knowledge and ability acquired through lateral career moves is more important than traditional ways of going upward in the hierarchy.

Nowadays, the concept of long term employment is declining and short term, skill based jobs are in demand. Charles Hardy, a management writer also suggested about witnessing a fundamental shift in the structure

of labour market. Portfolio is a collection of experiences through skill sets. Job shift refers to the claim that post industrial societies are moving to a 'jobless' state, the long term, open-ended are slowly disappearing. In place of it, it is said that the development of mobile or portfolio careers are increasing. These jobs are based on self employment and short assignments with a large number of clients or employers. Instead of looking for long term job in developed and developing countries, short term, freelance job is in demand. Job stability is a vanishing term. In the wake of globalization jobs based on skill are in demand. They can be short term assignment in various organizations.

## **58. Taylorism**

Fredrick Taylor has proposed this concept in the beginning of twentieth century. It is so appropriate that even in the beginning of 21<sup>st</sup> century it is practiced in various bigger companies. Taylorism in a management theory is based on the belief that there is one best way of organizing work. This theory advocates that the use of scientific techniques can maximize the product and the profit. These scientific techniques are time and motion studies to measure work activities to find the optimum methods of performing them. After the analysis, managers and specialists plan the activities centrally. Each activity is prescribed for a particular employee.

Managers are guided by four principles for organizing work. They are as follows :

- 1) The division of manual and mental labour.
- 2) Careful selection and training of employees to fit the job.
- 3) Control of employees through close supervision.
- 4) Rewards linked directly to productivity through piece rate payments.

The results are highly fragmented. No opportunity is given to the employees to use their discretion. They are constantly under supervision to monitor performance.

Thus, the results are expected. The profit is also high. For Example, even now world's leading company 'McDonalds' organize their work according to Tayloristic principle. It is working and is gaining much profit.

### **59. Sick Building Syndrome (SBS)**

This term is used in recent times when various health problems related to the structure of a work place occur. This Syndrome occurs when work related health problem are prevalent among the occupants of a particular building. This syndrome is recognized by the WHO (World Health Organization).The diseases are related to eye, nose, throat irritation, skin rash, mental fatigue, headache, etc.

Many people deny the link between a building structure and work efficiency. WHO also drew some norms for healthy work atmosphere. The rules and regulations established by WHO for ideal workplace are mandatory for organizations to build an infrastructure. Government of the State and Centre are also eager about following these norms by the entrepreneurs in raising a new plan or building an industry. There are many health problems that occur in a particular workplace where there is no ample sunlight or ventilation. In some workplaces good restrooms, changing rooms and toilets are not provided.

Some years back it was considered that health problems like cancer and pneumonia occur in mine workers or people working in chemical factories. But, now it is discovered that in most of the industries and organizations, such problems are prevalent. The main causes of disease are the unhealthy workplace and unhygienic atmosphere. Population, working conditions, breaks are important factors to sustain and improve the productivity. If the work conditions are positive the results are excellent. If they are negative obviously the conditions are very bad.

Hence, before entering into a work organization, it is necessary to look at all the premises and check basic facilities so that the workers stay there and work nicely.

## **60. Survivor Syndrome**

Nowadays, because of the recession and depression, the lay offs and downsizing takes place everywhere. When an organization faces downsizing, many employees have a feeling of remorse.

Initially, they are relieved while many of their colleagues have to suffer removal. This feeling later turns to the feeling of betrayal by management and anger against management.

They feel guilty at keeping their job and also resentment for survivor envy. There is a feeling of uncertainty about their job security. This feeling decreases the performance and increases the stress. They react in abnormal way. This is called a survivor syndrome. This syndrome is less likely to occur when survivors think that the process of downsizing is done in fair way and handle well by the management people.

This syndrome is found in most of the organization of modern times. Many organizations help the survivors to overcome it and help the employees to regain their confidence and work to maximize profit.

### **Conclusion**

The second chapter includes sixty Management terms and their analysis. They are especially from the Human Resource branch. Their importance and significance in the corporate field. We can see the history, development and etymology of these terms. Their impact on the human mind and the society. The effect of new economic policies and open door

policy on these terms. The effect of various 'isms' on these terms. Their usage in earlier time and usage in today's world. They have acquired different colours during various movements. Impact of social and political events on them.

This chapter fulfills the aims and objectives of the research work. Its significance in the modern world .The scope for further studies. It also shows the research development .Thus, the chapter is dedicated to Management terms and their analysis.

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