

need their help. If we are verbally skilled we will be able to express more of our emotional needs and thereby have a better chance of filling them. If we are effective at listening to the emotional troubles of others, we are better able to help them feel understood, important and cared about.

Happiness

The only real way to know that we are happy is when we feel happy. When we feel happy, we feel content and fulfilled. This feeling comes from having our needs met, particularly our emotional needs. We can be warm, dry, and full of food, but still unhappy. Our emotions and our feelings let us know when we are unhappy and when something is missing or needed. The better we can identify our emotions, the easier it will be to determine what is needed to be happy.

Unity

Our emotions are perhaps the greatest potential source of uniting all members of the human species. Clearly, our various religious, cultural and political beliefs have not united us. Far too often, in fact, they have tragically and even fatally divided us. Emotions, on the other hand, are universal. Charles Darwin wrote about this years ago in one of his lesser-known books called "The Expression of Emotion In Man and Animals". The emotions of empathy, compassion, cooperation, and forgiveness, for instance, all have the potential to unite us as a species. It seems fair to say that, generally speaking: Beliefs divide us. Emotions unite us.

Role of Emotions

Until now, the concept and components of Emotion has been one of the most controversial topic in psychology and source of intense discussion and disagreement from the earliest philosophers to present day thinkers.

When a person is in the emotional level we call **apathy**, behaves in certain way. He becomes careless of others, talks very little or nothing, has strong doubt of own reality, is persistent towards self-destruction, thinks about suicide, cries for pity, shows very little ability for solving problems of survival and is very close to his own demise.

When a person is in the emotional level called **anger**, behaves as follow: He is blatant and destructive, he is unreasonable, has a brutal sense of humor, can not be trusted, takes the "I am right - you are wrong" stand, uses punishment and alarming lies, he experiences constant failure in surviving.

When a person is in the emotional state of **enthusiasm** shows intense interest in life, feels high self-worth and respects others, communicates well and accepts exchange of beliefs and ideas to broaden own reality, has an inherent sense of responsibility, finds existence full of

environment of the organization must be designed effectively and positively so as to motivate the employee. This theory is a strong tool for analyzing controlling mechanism for individual's behaviour. However, it does not focus on the causes of individual's behaviour.

Methods of Reinforcement

The managers use the following methods for controlling the behaviour of the employees:

- **Positive Reinforcement-** This implies giving a positive response when an individual shows positive and required behavior. For example - Immediately praising an employee for coming early for job. This will increase probability of outstanding behavior occurring again. Reward is a positive reinforcer, but not necessarily. If and only if the employees' behavior improves, reward can be said to be a positive reinforcer. Positive reinforcement stimulates occurrence of a behavior. It must be noted that more spontaneous is the giving of reward, the greater reinforcement value it has.
- **Negative Reinforcement-** This implies rewarding an employee by removing negative / undesirable consequences. Both positive and negative reinforcement can be used for increasing desirable / required behavior.
- **Punishment-** It implies removing positive consequences so as to lower the probability of repeating undesirable behavior in future. In other words, punishment means applying undesirable consequences for showing undesirable behavior. For instance - Suspending an employee for breaking the organizational rules. Punishment can be replaced by positive reinforcement from alternative source.
- **Extinction-** It implies absence of reinforcements. In other words, extinction implies lowering the probability of undesired behavior by removing reward for that kind of behavior. For instance - if an employee no longer receives praise and admiration for his good work, he may feel that his behavior is generating no fruitful consequence. Extinction may unintentionally lower desirable behavior.

Implications of Reinforcement Theory

Reinforcement theory explains in detail how an individual learns behaviour. Managers who are making attempt to motivate the employees must ensure that they do not reward all employees simultaneously. They must tell the employees what they are not doing correct. They must tell the employees how they can achieve positive reinforcement.

4. Explain the terms 'Attitude and Values'.

Answer

attitudes. We may reflect attitudes from others such as; parents, friends, leaders or persons of prestige. We may acquire them from the cultural influence of a certain geographical area such as; a farm, small town or slum. Also, age, position and education may affect attitudes. In the early stages of development, attitudes can be changed by new experiences. In later stages of development, attitudes have a tendency to be fixed and difficult to change. Attitudes, once formed, make up a frame of reference for a person's actions. Attitudes may cause a person to do things that do not seem to be based on any logical reason. Not all attitudes can be easily changed. Those, which involve strong emotional factors (religion, politics, and race), are difficult to change. However, most attitudes can be changed to some degree by providing new conditions, new experiences and new information.

Section B

Case let 1

M/s. ABC Ltd is a medium-sized engineering company producing a large-range of product lines according to customer requirements. It has earned a good reputation as a quick and reliable supplier to its customers because of which its volume of business kept on increasing. However, over the past one year, the Managing Director of the company has been receiving customer complaints due to delays in dispatch of products and at times the company has to pay substantial penalty for not meeting the schedule in time. The Managing Director convened an urgent meeting of various functional managers to discuss the issue. The marketing manager questioned the arbitrary manner of giving priority to products in manufacturing line, causing delays in wanted products and over-stocking of products which are not required immediately. Production Control Manager complained that he does not have adequate staff to plan and control the production function; and whatever little planning he does, is generally overlooked by shop floor manager. Shop floor managers complained of unrealistic planning, excessive machine breakdowns, power failure, and shortage of materials for scheduled products because of which it is impossible to stick to the schedule. Maintenance manager says that he does not get important spares required for equipment-maintenance because of which he cannot repair machines at a faster rate. Inventory control manager says that on one hand the company often accuses him of carrying too much stock and on other hand people are grumbling over shortages. Fed up by mutual mud-slinging, the Managing Director decided to appoint you, a bright management consultant with training in business management to suggest ways and means to put his "house in order".

Questions

3. How would you design a system of getting correct information about job status to identify delays quickly?

The need of the hour in ABC Limited is the implementation of a robust MIS mechanism linked to the Key Performance Indicators (KPI's) for the company. Integrated data collation, reporting and review on the KPI's by the senior management of the company would ensure focus on the key processes required for achieving improved sales performance, which is the impending problem on hand. There is also a requirement for implementation of a centralized planning cell to ensure synergies in operations of different functional departments keeping in mind the macro organizational objectives. The planning cell will track the progress of various key operational processes like sourcing, maintenance, production and finally, marketing to ensure that delays are eliminated or reduced on a case by case basis.

4. What would you suggest to promote co-ordinate interaction of various people to meet the scheduled dates?

The situation in ABC Limited calls for a dedicated central planning cell which will co-ordinate the operations within the organization and ensure that there is a systematic method by which production plans are initiated, processed and finally delivered to the end customer. The planning cell would interface the various operational functions in the organization and ensure proper focus and delivery of production targets. The cell would typically comprise of the best functional brains in production, marketing and shop floor personnel to ensure that a co-ordinated action is initiated and implemented keeping all individual departmental objectives in mind. Maintenance and inventory control functions, though essentially support functions would also get adequate focus. This integrated planning approach will ensure timely product delivery. The planning cell would also ensure focus on core products of the company and divestment of non-remunerative product streams.

Case let 2

Rajender Kumar was a production worker at competent Motors Limited (CML) which made components and accessories for the automotive industry. He had worked at CML for almost seven years as a welder, along with fifteen other men in the plant. All had received training in welding both on the job and through company sponsored external programmes. They had friendly relations and got along very well with one another. They played Volleyball in the playground regularly before retiring to the quarters allotted by the company. They work together in the company canteen, cutting Jokes on each other and making fun of everyone who dared to step into their privacy during lunch hour. Most of the fellows had been there for some length of time, except for two men who had joined the ranks only two months

Undecided—he or she can't make a decision

Confused—he or she doesn't have enough information or has too much information

Locked in—he or she doesn't know any alternatives

How do you counsel?

First, try to understand the situation. Listen carefully. Summarize. Check the facts.

Paraphrase to make sure you understand.

Second, help list as many options as possible.

Third, help list the disadvantages of the options.

Fourth, help list the advantages of the options.

Finally, let the person decide on a solution. The counselor's role is to give encouragement and information, not advice.

Representing the Group

Where do you represent the post? Post leaders represent the post at post committee meetings, Advisors' meetings, officers' meetings, and planning conferences, and to the participating organization. The leader represents the post in two situations:

- Without consultation—when he or she doesn't have the opportunity to consult with post officers about a decision

- With consultation—when he or she can meet with post officers about the issue

In some cases the leader must represent the post's decision exactly; in other cases, he or she must use independent judgment. You will need to solicit and analyze participants' views and attempt to represent those views within the guidelines of your post, your participating organization, and Exploring.

Effective Teaching

Effective teaching is a process to increase the knowledge, skills, and attitudes of the group and its participants. The focus is on learning, not teaching. For teaching to be effective, learning must take place. The steps of effective teaching include

Choosing the learning objectives

Providing a discovery experience that helps the learner understand the need for the skill

Demonstrating or explaining the skill

Allowing the learner to practice the skill

Evaluating the process

Most Important Leadership Traits

There are many qualities that promote effective leadership. When I was in the Marine Corps several years ago, we had an acronym for leadership traits that was deeply embedded (brainwashed) in our soft youthful minds. I use the term "brainwash" endearingly because