ANALYSIS OF TERMINOLOGY USED IN MANAGEMENT SCIENCES

A Thesis Submitted to
Tilak Maharashtra Vidyapeeth, Pune

For the award of
Vidyavachaspati (Ph.D.)
(Doctor of Philosophy) in
English Literature

By

Ms. Shah Roopa Parshwakumar

Under the Guidance of
Dr. R. S. Jain

Board of Arts and Fine Arts Studies
September-2014.

CERTIFICATE

This is to certify that The thesis entitled " Analysis of Terminology Used In Management Sciences" which is being submitted herewith for the award of the degree of Vidyavachaspati (Ph.D.) in ………………………………… of Tilak Maharashtra University, Pune is the result of original research work completed by Shri / Smt. Shah Roopa Deepa Parshwakumar under my supervision and guidance. To the best of my knowledge and belief the work incorporated in this thesis has not formed the basis for the award of any Degree or similar title of this or any other University or examining body upon him/her.

Place: Dr. R. S. Jain.

Date: Research Guide

DECLARATION

I hereby declare that the thesis entitled “Analysis of Terminology Used in Management Sciences” completed and written by me has not previously formed the basis for the award of any Degree or other similar title upon me of this or any other University or examination body.

Place: **Ms. Shah Roopa Parshwakumar**

Date: **Research Student**

ACKNOWLEDGEMENT

Completing a Doctoral thesis makes one learn a lot; not only about the intricacies of the research topic but also about life, mistakes and patience. It also teaches one humility, and makes one realize the indispensability of the support system of the near and dear ones! I would like to remain indebted to my well wishers forever!

No words can express my gratitude to my research guide Dr. R. S Jain. In fact, half the battle was won when Dr. R. S. Jain, a stall ward in the field of English Literature, consented to guide me on this subject.

I cannot express my gratitude in words for late Dr. Vivekananda Phadke for sparing time from his heavy responsibilities to discuss even the most trivial issues and for entertaining my amateurish questions with an amused tolerance. He shared my interest and enthusiasm about the topic of this research. This in itself was a tremendous morale booster. I have gained enormously from his learned guidance on the subject. This thesis is a tribute to him.

My sincere thanks to Dr. Suresh Shastri for his moral support throughout and making me know my potentials.

My heartfelt thanks to my friend Dr. Ameya Ghanekar, because of him only my dream of being doctorate is coming true.

Many many thanks to Ms Malati Shah, Professor, Maharashtra labour Institute, Mumbai.(Retd.).She almost compelled me to maintain the *momentum of the study and I seriously doubt whether I could have completed the thesis in absence of her cooperation, candid opinions and cordial support.*

I am extremely grateful to Mr. R.S. Shah, Executive Director, LIC (Rtd.), for his unconditional cooperation, enthusiasm about the subject and for his valuable inputs on many areas.

I am very grateful to my father Dr. Parshwakumar Shah for 'being always there' with his support and encouragement at every stage of this research.

Thanks to my friend Mr Mohammad Mohsin for his perfect Technical support, his selfless cooperation, his ever ready attitude and smart work.

I must thank my sister Ms Shruti Shah, Government Pleader for her timely and appropriate help.

Thanks to Dr. Pradeep Patkar, who have been my friend, philosopher and guide throughout this journey.

My son Abhijaat was the only person having a veto right over the use of my time. I thank him for not using it very frequently during the whole period of my study.

All my thanks to my friend Roopa Khatavkar and Mohammad Mohsin and Urmilaa Prakash for their cooperation, during interview.

Thanks to all who directly or indirectly supported me in this vast journey.

ABSTRACT

The topic relates to the terms of Management field. Nowadays Management field has grown many folds and is an integral part of our life. Moreover, HRM is very much related to the people working in an organization. Loss and benefit of any organization depends upon its HR department. This department handles the workforce tactfully. It deals with the human psyche, their aspirations, their shortcomings, their plus points. After a thorough study of all these aspects, the department decides upon the training. The workforce is motivated by various aspects like money, position, recognition etc. like Maslow's hierarchy of needs.

All human beings have got some strengths and some weaknesses. HRM deals with it and make them feel at ease. They provide the trainings to the workforce subjectively. When the workforce is satisfied and motivated automatically the profit of an organization increases.

There are various aims and objectives of this study viz.

1. This study deals with the uniqueness of language used in Management Sciences.
2. It also proves that the language of management is universal.
3. The study shows the effect of dialect, sociolect, genderlect and register on language of Management and vice versa.
4. The study also deals with the effect of Management language on the mindsets of people.

5. It also shows the effect of modernization on language of management.
6. The study aims at finding peculiarities of the language used in Management science.
7. The study proves that the language of management is always straightforward, practical and plain.
8. The study aims at providing a guide for proper usage of HR terms.
9. The study will help teachers and students of Management to know more about the terms they use in routine.
10. The study will be useful for further research.

In the process of research, the researcher opted for qualitative method of research. Grounded theory in it is the most appropriate method for this research.

In the course of research the researcher is able to find out the truth about the following statements. It is treated as hypothesis.

1. There is no special language of Management.
2. The Management terms have remained the same from the very beginning.
3. There have been no external elements which affected the Management terms.

Methods of analysis

The researcher has done the research at two levels. On the level of terms and at the level of passages on the following points:

1. The etymology of the term
2. Use of terms locally in India and globally in the world.
3. The way it should be used.
4. Social, political, economic and cultural changes in the term.
5. Language of Management.

While analyzing the text the researcher has thought about the following points:

1. Difficulty level of the text.
2. Formation of text
3. Words used in the text
4. Sentence structure.
5. Logical sequence in the text.

The researcher and guide discussed about the chapter scheme in the following way:

Chapter 1: The first chapter of the study deals with the introduction of the topic, **Analysis of the Terminology Used in Management Sciences**. It shows the exploration of the topic. Some explanation of the topic, comparison with various terms in other fields and the linguistic variations.

It also discusses about the aims and objectives, scope and limitations of the study. It then finds out the previously done works on the same topic for further guidance.

The first chapter deals with the research methodology and design that the researcher has to adopt for completing the research. It says more about the methods of analysis with various examples.

Chapter 2: 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.

The researcher has chosen 40 terms from HR to explain all the peculiarities of language of Management and the difference in Language of Management and language used in other fields.

Chapter 3: This chapter consists of some specimen passages and its linguistic analysis. They show linguistic peculiarities in it. There is a difference in language of Management and the common language of layman. Language of Management is direct. It is dry and not ornamental like language of literature. This language is full of proofs. To prove any point some realistic quotations are given. It’s a technical language and universally acknowledged. Examples from industries and analysis of situation are the sources of explanation. Some case studies are given for brainstorming. There is no room for imagination or fiction. Whatever is the solution, it is based on the given situation and a practical and applicable solution is expected in such cases. In short language of management is straight forward and universal. It is not bound to any dialect or national language.

Chapter 4: This chapter concludes the observation of the researcher’s study of the Management terms used in HR. This chapter consists of summary of findings. Various aspect of language are also discussed. It includes hypothesis testing, where the earlier assumptions of the researcher about the language of Management prove wrong in the course of study. Some proposed suggestions for further studies are also provided.

As the researcher admitted it earlier that this is not a full and perfect work. There is surely a place for further research in this field and in some other branches of Management. This work can be used as a reference for further studies.

Bibliography: It is all about the references used to prove the points discussed earlier. Books and journals, the researcher has used during the study are mentioned in it. Webliography is also important nowadays as it plays an important role in getting quick and rich information. Books and journals and website are given in different sections. Also alphabetically arranged for convenience. There are some figures included in the thesis for better understanding of the topics. The figures and their sources are given in the tabular form at the end.

INDEX

CERTIFICATE OF THE GUIDE	II
DECLARATION	III
ACKNOWLEDGEMENT	IV
ABSTRACT	VII

Chapters 1	**INTRODUCTION**	1-48
1.1	Introduction	1
1.2	Researcher’s exposure to language of Management	4
2	Linguistic variations	6
3	Registers Specific to Management Sciences.	14
4	Comparison With Legal Jargon	19
5	Comparison With Hospitality Jargon	19
6	Comparison With Poetic Language	21
7	Aims and objectives and research methodology	21

Chapters 2	**ANALYSIS OF TERMS**	49-166
2.1	Introduction	49
2.2	Management as both Arts and Science	54
2.3	Isms	56
2.4	New Economic Policies	57
2.5	Terms Used in Management Science	59

Chapters 3	**ANALYSIS OF PASSAGES**	167-257
3.1	Introduction	167
3.2	Analysis of Passages	168
3.3	Buzzwords	230

Chapters 4	**CONCLUSION**	258-271
4.1	Introduction	258
4.2	Summary of findings	259
4.3	Hypothesis testing	261
4.4	Proposed suggestions	262
4.5	Areas for further research	262
4.6	Conclusion	263

	BIBLIOGRAPHY AND WEBLIOGRAPHY	272-292
	FIGURES AND SOURCES	293-294

FIGURES AND SOURCES

1	The Classic Product Life Cycle	**16**
2	Grapevine or Informal Communication (bconsi.blogspot.com)	**84**
3	SWOT Analysis (dentaltown.com)	**111**
4	The Deming Cycle (/encrypted-tbn3.gstatic.com/) (https://www.totalqualitymanagement.wordpress.com)	**118**
5	Culture Shock (home.snu.com)	**123**
6	Demotion (www.working.com)	**125**
7	Entry Shock	**126**
8	Human Resource Development (www.webzeest.com)	**129**
9	Job Characteristic Model (JCM) (www.csupomona.edu)	**131**
10	Lifelong Learning (edreach. us)	**134**
11	Line Manager (live.surveyshack.com)	**136**
12	Maslow’s Hierarchy of Needs (http://en.wikipedia.org/wiki/File:Maslow's_hierarchy_of_needs.svg)	**139**
13	Performance Appraisal (justlogin.com)	**143**
14	Retention (www.simplicant.com)	**145**
15	Teamwork (mutebuttonblog.wordpress.com)	**149**

16	Theory x, y and z (www.newfoundations.com)	**152**
17	The Organization Learning	**175**
18	Motivation Theories	**180**
19	Cultural Due Diligence (Degree Of Cultural Difference)	**199**
20	The Negotiation Process (Employee's bargaining Range)	**201**

CHAPTER – I

INTRODUCTION

1.1 INTRODUCTION

The topic of this research is **Analysis of Terminology Used in Management Sciences.** This thesis is about language of Management, how it differs from day-to-day language and literary language. We study the language of Management because knowingly or unknowingly, consciously or unconsciously, Management has become a part and parcel of our life. We use many Management terms in our daily communication. They are used as a habit most of the times. The users are unaware of their meaning and significance in context.

The researcher has been teaching Management students for the last few years and has found that they use the Management terms without understanding their real meaning. The reason is that most of the students come from schools and colleges where regional language is the medium. Most of the times, they use bookish language. These users do not have exposure to real corporate language. Hence, they use some familiar terms without knowing much about them.

The researcher chose this topic because she was interested in providing an informative guide to the Management terms to these users coming from rural background. This is a challenging task .Some people have attempted to do it by providing dictionary meaning of Management terms. The researcher wants to go right up to the etymology of the terms and wants to trace gradual change in their meanings.

Earlier, the scope of language of Management was narrow; gradually, it became wider. Therefore, the researcher chose this topic to explore what Osgood, Suci and Tannenbaum call ‘the semantic space’ around each term of Management.

It is observed that language affects people’s attitudes. The same rule is applicable to the language of Management. The researcher wants to find out their positive and negative effects on the society. Global social trends, social movements, economic, cultural, political changes affect language. The business sector grows and spreads globally very fast and therefore the Corporate vocabulary may be first to get affected. Naturally, this corporate diction is accepted and used widely. Language of Management is very sensitive towards these changes. New words are coined, terms and phrases are evolved according to the changes in the corporate trends. The researcher is keen to find out such terms, their significance and impact on society. To develop an insight into the terms and find out their appropriate meaning is the primary motto of this research. This will improve the users’ language and enrich their vocabulary.

Many a times the blind imitation of terms without knowing their real semantic significance becomes a habit. The users use the language in wrong context. It is essential to make them aware of their mistakes and provide them with a simple and interesting guide of these Management terms.

Management, as it is understood today, is the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively. Management comprises planning, organizing, staffing, leading, directing and controlling an organization. Resourcing encompasses the deployment and manipulation of human resources, financial resources, technical resources and natural resources.

Management in business and organizations means to coordinate the efforts of people to accomplish goals and objectives using available resources efficiently and effectively. Management comprises planning, organizing, staffing, leading or directing, and controlling an organization or initiative to accomplish a goal. Resourcing encompasses the deployment and manipulation of human resources, financial resources, technological resources, and natural resources. Since organizations can be viewed as systems, management can also be defined as human action, including design, to facilitate the production of useful outcomes from a system. This view opens the opportunity to 'manage' oneself, a prerequisite to attempting to manage others.

In today's world competence in language is essential. We use jargons from different fields to make it richer. An appropriate vocabulary can make a positive change in the attitude of listener. The researcher wants the users of Management terminology to use it appropriately. Hence, to make them aware of the proper usage, the researcher attempts to show them a journey of the words from their origin to the present era. It will help them in choosing a proper word in proper place. Oliver Wendell Holmes has said, "Language is the blood of the soul into which thoughts run and out of which they grow".

1.2 Researcher's exposure to language of Management

The researcher has been teaching over the last 14 years in various branches of education. In all the branches of Management, the researcher has chosen the language used in Human Resource purposefully, as it deals with human beings and their problems.

Human Resource is an integral part of human life. When studied thoroughly, the researcher found that every term has got different shades of meaning during different eras. Its treatment was different. It affected society and vice versa. It is very interesting to study those changes. The study opens up new avenues and new trends in language.

For eg. Instead of the term Class three labour if we use the term Blue Collared Worker, it provides a sense of social dignity to the designation of the concerned person. Use of the term 'Down Sizing' instead of the word termination affects people positively.

The researcher has noticed that the terminology changes according to the work environment, workers' relationship with management, the management policies etc. The Human Resource field in Management has got tremendous importance because it deals with actual human beings. People are aware of Human capital in the industry. Profit and loss depends on the way the workers are treated. The reputation of an industry depends upon the job satisfaction and monetary welfare of the workers.

Earlier the owners of the industry treated workers as slaves but in the mid 19th Century workers began to be treated as human beings. One of the reasons is the increasing competition in the market. In 19th century, the workers' unions were formed. The world grew smaller and most of the countries have opened their doors for MNCS through Free Economic Policy. This has made the Human Capital an important segment of industries. The employees also have realized their rights. Eventually the slaves became laborers, the laborers became workers, workers became employees and now they are treated as stock holders or human capital.

The vocabulary of Management also has changed drastically over a period of time. It will be interesting to study the change from the philological perspective. The researcher aims to study words in actual practice. It is obvious that the social, political, cultural and economic changes affect the language of the society. There are some newly coined words and some obsolete words. It was really interesting for the researcher to trace the evolution and development of the terms with the changing times. With this focus on philology, etymology is also extremely important. This will help the users to convey their thoughts clearly and unambiguously.

When one studies the phenomenon of linguistic variation, it makes a language rich in content and usage.

2. LINGUISTIC VARIATION

Linguistic variation is defined regional, social, or contextual differences in the ways that a particular language is used. Randi Reppen has described linguistic variations as

"*Central to the study of language use. In fact it is impossible to study the language forms used in natural texts without being confronted with the issue of linguistic variability. Variability is inherent in human language: a single speaker will use different linguistic forms on different occasions, and different speakers of a language will express the same meanings using different forms. Most of this variation is highly systematic: speakers of a language make choices in pronunciation, morphology, word choice, and grammar depending on a number of non-linguistic factors. These factors include the speaker's purpose in communication, the relationship between speaker and hearer, the production circumstances, and various demographic affiliations that a speaker can have.*"

Using Corpora to Explore Linguistic Variation by Randi Reppen, Susan M. Fitzmaurice, and Douglas Biber (John Benjamins, 2002).

Linguists commonly use *language variety* as a cover term for any of the overlapping subcategories of a language, including dialect, idiolect, register, and style. In *The Oxford Companion to the English Language* (1992), Tom McArthur identifies two broad types of **varieties**: "(1) *user-related varieties*, associated with particular people and often places . . . and (2) *use-related varieties*, associated with function, such as *legal English* (the language of courts, contracts, etc.) and *literary English* (the typical usage of literary texts, conversations, etc.)."

- Linguistic variation can be listed as follows-
- Dialect
- Idiolect
- Social dialect or sociolect
- Jargon
- Genderlect
- Registers
- Varieties according to medium – written and spoken.
- National Dialects such as Welsh English, Irish English, Estuary English etc.

Some linguists also think of Canadian English, Hinglish, Chinese English as varieties of English.

It will not be out of place to write about terms in short.

2.1 Dialect

Dialects are defined as regional or social varieties of a language distinguished by pronunciation, grammar, or vocabulary. It is especially a way of speaking that differs from the standard variety of the language.

The scientific study of dialects is known as **dialectology**, commonly regarded as a subfield of sociolinguistics.

Marathi also has major dialects like Pune Marathi, khandeshi Marathi, Konkan Marathi etc. Dialects are not different languages. They are considerable similarities among the dialects of a language. They differ in a choice of some words, their accents and some grammatical uses. Hence, they are not unintelligible to he other group from the same language. Thus, there is a basic difference between the regional varieties and the national varieties in which the former varieties are exchangeable whereas the later are not so.

2.2 Idiolect

Idiolects are the distinctive speech habits of an individual, considered as a linguistic pattern unique among speakers of his or her language or dialect.

Thomas P. Klammer, in his book Analyzing *English Grammar* (3:137) speaks about Idiolect as factors,

"Because each of us belongs to different social groups, we each speak a language variety made up of a combination of features slightly

different from those characteristic of any other speaker of the language. The language variety unique to a single speaker of a language is called an ***idiolect****. Your idiolect includes the vocabulary appropriate to your various interests and activities, pronunciations reflective of the region in which you live or have lived, and variable styles of speaking that shift subtly depending on whom you are addressing."*

Every user of language has some peculiar habits of speech such as repetition of a word without reason, use of grammatical items like verb or accent patterns. Thus, peculiarities accord a person some personal identity by which a person is recognized.

2.3 Sociolect

The sociolect is a variety of speech associated with a particular social class or occupational group within a society.

Walt Wolfram,(Social Varieties of American English ,1:27) sees it as *"Even though we use the term '****social dialect****' or 'sociolect' as a label for the alignment of a set of language structures with the social position of a group in a status hierarchy, the social demarcation of language does not exist in a vacuum."*

Indian social structure is made of different social groups based on caste, class, religion and culture. Many a times such groups are identified by the way they speak. A person belonging to a so called lower caste section has his own sociolect, separate from the so called upper caste terminology.

2.4 Jargon

Jargon is a specialized language of a professional, occupational, or other group, often meaningless to outsiders. It is a negative term for odd language of various kinds, including slang or speech perceived as gibberish.

David Lehman defines Jargon as *‘ the verbal sleight of hand that makes the old hat seem newly fashionable; it gives an air of novelty and specious profundity to ideas that, if stated directly, would seem superficial, stale, frivolous, or false.’*

We have business jargon, education jargon, film industry jargon etc.

2.5 Register

Register is a linguistic usage according to situations. It is usual to distinguish the medium of communication, the social relation between the participants, and the role of communication.

The social relation between the participants determines the tone of the discourse – whether it is colloquial or formal, familiar or polite, personal or impersonal. Place of language is the place it has in the manifold patterns of human activities. Types of language as Legal English, Scientific English, Literature English, Advertising English, Journalism English are varieties of English. Registers, are distinguished by special features of semantics, vocabulary, grammar, sometimes even of pronunciations.

2.6 Genderlect

Language and gender is an area of study within sociolinguistics, applied linguistics, and related fields that investigate varieties of speech associated with a particular gender. A variety of speech associated with a particular gender is sometimes called a genderlect.

There are many facets to the language we speak. We each have a dialect, a sociolect, and a genderlect. Speech based on one's gender identity is known as a genderlect. Although we think of gender in binary terms, our genderlect can be plotted on a continuum. Not all men speak in exactly the same way, just as not all women speak in the same way. Simple observation can bring to our notice that there is a remarkable difference between the ways female and male sex use language. Their choice of words and interjection differs to a great extent.

2.7 Spoken and Written Modes

The mode is the medium of communication, which is divided into speech and writing. These are different communication systems. While the spoken mode is coded in sounds, the written mode is coded in symbols. Many people imagine spoken and written English are closely related notions. Close examination reveals that there are many differences in the two.

Most important characteristic of the written form is that there is an opportunity to revise and correct.

Writing is long lasting while speech is ephemeral.

Each mode may range from spontaneous, to planned .When we talk about manner of speaking, we cannot ignore elaborated and restricted code of speaking.

2.8 National varieties

Every country has a peculiar way of using language. English has been used in many countries for years now. Apart from political implications of such phenomenon, it has acquired a status as a language of opportunity. All the five continents in the world use English to a small or large extent. This has created national varieties like Indian English, Australian English, African English etc. National variety of English has a queer mixture of original national language like Hindi and borrowed language like English. Indian variety of English has English lexis and syntax along with Indian tone. The words are English. They are brought together by using the rules of English grammar. But pronunciation and intonation patterns are indigenous. Eg. Welsh English, Irish English, Estuary English, Canadian English, Hinglish, Chinese English etc.

National dialects are affected by the political as well as geographical factors of the country.

Indian English

Indian English is one of the major national varieties of English in the world. Though it is difficult to define Indian English in exact term, one can certainly explain it with examples at the level of phonology and syntax. Indian speakers for example can not say / / in vision clearly. So we replace it by / / without any damage. Indian languages do not have as many diphthongs as British English has. Consequently, there is some replacement that takes place.

Indian English has to tackle Indian cultural vocabulary. Hence, words like Sanskar, Yagna,Janave, Dashkriya etc. find their way in it. Domestic and family relations in Indian society are close knitted. Hence, we have to devise different words to specify relations like Kaka, Mama, Mavsa and Kaki, Mami, Mavshi.

Indian English is a "network of varieties", resulting from an extraordinarily complex linguistic situation in the country. This network comprises both regional and occupational dialects of English. The widely recognized dialects include Malayali English, Tamilian English, Punjabi English, Bengali English, Hindi English, alongside several more obscure dialects such as Butler English, Babu English, and Bazaar English and several code-mixed varieties of English.

3. REGISTERS SPECIFIC TO MANAGEMENT SCIENCE

A register is a variety of a language used for a particular purpose or in a particular social setting. For example, when speaking in a formal setting an English speaker may be more likely to adhere to prescribed grammar, pronounce words properly.

As with other types of language variations, there is a spectrum of registers. There is a countless number of registers that could be identified with no clear boundaries. There are cases in registers where other kinds of language variations, such as regional or age dialect, overlap. As a result of this complexity, there is far from consensus about the meanings of terms like ‘register’, ‘field’ or ‘tenor’. Additional terms such as diatype, genre, text types, style, acrolect, mesolect and basilect may be used to cover the similar ground. Some prefer to restrict the domain of the term ‘register’ to a specific vocabulary, while others argue against the use of the term altogether. These various approaches with their own ‘register’ or set of terms and meanings fall under disciplines such as sociolinguistics, stylistics, pragmatics or systemic functional grammar.

Every native speaker is normally in command of several language styles, which vary according to the topic under discussion, the formality of the occasion, and the medium used.

Adapting language to suit the topic is a fairly straightforward matter. Many activities have a specialized vocabulary. If one is playing a ball game, one needs to know that 'zero' is a *duck* in cricket, *love* in tennis, and *nil* in soccer. If you have a drink with friends in a pub, you need to know greetings such as: *Cheers! Here's to your good health!*

Like variation in our manner of dress, stylistic variations in language cannot be judged as appropriate or inappropriate.

Example, one would not call an intimate friend to a child, and a professor using the same style of speech. Using the term ‘TQM’ while speaking with a child is inappropriate and using the phrase ‘It’s so sweet of you’ instead if ‘It’s so nice of you’ is inappropriate while communicating with a professor.

It is observed that many new words arrive and are used as the global socio-economic condition changes. There are abbreviations, newly coined phrases and blends.

The changes affect person’s mentality and attitude towards a particular thing. They are constructive and destructive too. It helps change the society and social norms. Some of them are as follows:

3.1 The Corporate Lingo

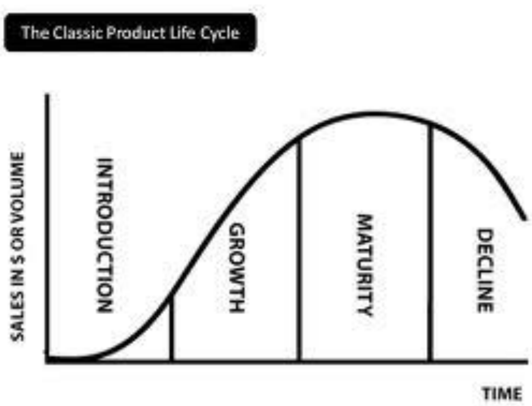
Terms, expressions, even acronyms that are used in a specific company, industry or across corporate land**,** and are generally accepted, or can be intuitively understood in different contexts are called corporate lingo.

They are normal words that are used in specific contexts to mean something different from its original intent. For example: "bandwidth" is used to refer to the amount of time and/or brain power one has to devote to a certain task, "firefighting" is used to refer to addressing issues in a reactive manner, when the harm is already done; "parallel processing", better known today as *multi-tasking* refers to doing two things at the same time.

Invented terms humorously refer to some kind of mess .For example: "crapplet", is used to refer to a poorly coded or badly performing applet.

Fancy acronyms are short forms of whole sentences, such as "BENOFTMUE" [ben-ofta-moo], which stands for *Big Event No One Foresaw That Messes Up Everything*. "SSDD"(same shit, different day), is very much in use in the workplace.

Buzzwords follow a similar curve that we see in a lot of product lifecycles. They are invented, overused as they are ‘in’, then in the course of time new words come, the previous ones lose their utility and after some time they are thrown in dustbin.



3.1.1 The Newcomers… Newly Launched Terms

"ideate": sure, let us talk… but can we make it sound simultaneously scientific and zany

"2020": finally, a plan for the future that we do not have to change next year

"…certainly…" This is new, but spreading like wildfire. It can be injected anywhere in a sentence to let others know you're both open and sincere

"Chaos": is a new term prevalent in the consultant and analyst space.

3.1.2 The Mainstays… Widely Accepted Terms

"New normal": took off after the recession as a way to say, "Seriously, it's not getting any better."

"what we're really talking about here is..": is a handy way of saying, let me try to fix what someone else has said

"balance": means you can not do the same thing the same way and expect a different result

"Black swan": no, I have not read the book, but it sounds so much cooler than just saying "risky."

"At the end of the day…": a nicer way of saying, "We have talked about this far too long."

"take it offline": means let us never speak of this again

"leverage": plagiarize and steal are such nasty words

"See what sticks": there is no time for critical thinking or filtering. Can you handle that part?

"tie out": I will be giving you some more work later

"Toolbox": a way of talking about how we work that appears like more work.

3.1.3 Dead in 2012… End of Lifers

"Action Item": I am delegating tasks, but now we all feel more like superheroes.

"...ping...": "I will ping you later". "yay! more email because I can not just tell you now."

"Synergy": I am not sure what is happening, but let us assume it's awesome for everyone.

"Core Competency": I can do at least one thing right.

(Source- www.newBuzzwords.com, www.corporatelingo.com)

Vocabulary in general is different from vocabulary of specific field. The researcher taught Law students and Hospitality students. A clear difference in the meaning of the same words was observed while interacting with these students. Every field has got its own abbreviations of words. Many fields have got influenced by a particular country and its language as these fields emerged and established in these countries first. Later on these fields spread and were accepted worldwide with a peculiar touch of vocabulary, accents and diction of the particular country. Let's have a look at it as it provides us with some useful information about the usage.

Legal jargons and hospitality jargons are different. The general usage is explained in the following examples.

4. COMPARISON WITH LEGAL JARGONS

We can find out a great difference in the usage of the words used in the legal field. The researcher has purposefully selected some words which are used in day today life. They convey a different meaning in Legal context. Many legal jargons are derived from Latin language.

Legal jargons

Bar-Word 'Bar' is used in different fields with different sense. Bar in legal terminology is used to refer to a community of advocates, all those who belong to the profession of barristers. The same word refers to a place where wine is served in the hotel. Bar in sports refers to a pole in the ground.

Bench – This term used to refer to judges or the court in legal spectrum whereas in general bench is long seat made of wood or stone. It is also a long working-table for carpenters.

Biological Father – the natural father of a child in legal language. Whereas in general we use the word father for an elderly person, respectable person or the head of the family.

5. COMPARISON WITH HOSPITALITY JARGONS

Following are some hospitality jargons:

BAR - best available rate.

CRM - customer/client relationship management.

DDR - the daily delegate rate for conferences and events.

HLTT - the hospitality, leisure, travel and tourism sector.

Occupancy - the proportion of bedrooms available during a period.

Bar – Counter where alcoholic drinks are served.

Hospitality language has been influenced by French language. France, its language, food and fashion have always given English a new way of expression. It may be a new way of speaking, or newer ways of clothing or delicacies of various kinds. There has been a strong French influence on the Scandinavian language. It is said that French provided the English their "bread" and "butter" which means that they actually gave these words to the English language. Here are some basic French phrases, which are used in English.

"Bon appétit" means may you have "good appetite" and enjoy your meal. It is usually said to wish people good appetite and is commonly used in the hotel industry.

"Enchanté" means "it was a pleasure meeting you."

à la carte: meal choice from complete menu, regardless of price.

à la minute: made to order.

à la mode: topped with ice cream, usually dessert such as apple pie.

People in the same profession can understand the jargons but not the common man in his day today life.

6. COMPARISON WITH POETIC LANGUAGE

The poetic language is a language in which the connotations play as great a part as the denotations.

T.S. Eliot commented upon 'that perpetual slight alteration of language, words perpetually juxtaposed in new and sudden combinations'. The terms are continually modifying each other, and thus deviating from their dictionary meanings.

7. AIMS AND OBJECTIVES

The research focuses on the study of the development, evolution and social cognizance of the terms.

7.1.1. The researcher aims at showing the journey of HR terms in the focus of etymology and evolution. The researcher's object is to provide a guide of changing vocabulary to Management from the very beginning to the recent times. Newly coined words and their origins are also provided.

7.1.2. The study aims at selecting the terms that are specific to Management sciences.

7.1.3. This research aims at making the students aware of the words, terms and concepts used by them.

7.1.4. Management is a part and parcel of life. It is very helpful in all the sectors of life. It is playing a significant role in society through Human development, personality development, workers' development etc. This has resulted in usage of new terms. Hence, the research aims at showing such terms where the development of society is reflected.

7.1.5. It is the universal truth that a developing society looks for development of suitable concepts and terms. As the society contributes to the development and evolution of terms, terms also contribute to the development of the society. So many changes are made on paper first and then practiced in usage. This research aims at studying this process.

7.1.6. The research compares and contrasts these terms with their use in other fields.

7.1.7. It aims to explain these terms with the example from the language used in Management science.

7.1.8. The objective of the study is to make learners aware of the words, terms and phrases used in Management science and in day to day situation.

7.1.9. The study aims at distinguishing between the various registers used in language.

7.1.10. It also aims at dialectal difference between Management language and day to day language.

7.1.11. The study is to find out the universal usage of Management terms.

7.1.12. The objective of the research is to teach these terms to the learners of English in Indian circumstances.

7.2 Review of literature

The researcher has found very little work done in this field. There are few stray references to the etymology of these terms in standard text books of Management.

Some works are as follows:

1. Little Peter (1997) *Communication at work* (Pitman publication, 1997, 2nd edition) the book deals with the language diversity, its effects on the usage of language. Specially, while communicating in an organization or in general the influence of local language is obvious. We generally call it MTI (mother tongue influence). It affects positively or negatively at the work place. This workbook uses two powerful psychological tools designed to enhance communication skills: self-assessment and journaling.

Participants will learn more about themselves as well as the impact of effective and ineffective communication patterns.

Communicating at Work enhances the strategic approach, real-world practicality and reader-friendly voice that have made this text the market leader for three decades.

On every page, students learn how to communicate in ways that enhance their own career success and help their organization operate effectively.

The leading text in business communication, 'Communication at Work' takes a pragmatic approach that features a strong multicultural focus, a heavy emphasis on effective presentations and a pedagogical program designed to encourage group activities and skill building.

Its combination of clear writing and effective use of tables makes this text an excellent teaching tool. The new edition now addresses informal business presentations such as briefings, reports, and sales presentations, and offers expanded coverage of ethical issues throughout.

Communication at Work provides clear, actionable advice one can put to use right away and simple drills to practice during next meeting, one-on-one conversation—or even sitting at the desk.

2. Thill John, Bovee Courtland: *Excellence in Business Communication*. (Prentice Hall Publisher,10th edition)

The book speaks about the role of language, the tenth edition is a more efficient, rigorously revised textbook that maintains solid coverage of fundamentals while focusing on today's social media revolution and the impact it will have on readers' future careers. Localization of Corporate Language and influence of local language on corporate language. This best-selling book captures the dynamics of business communication as no other on the market does.

It presents the subject in a fascinating way, powerfully stimulating and motivating readers; this book gives the foundation for excellent, effective, and practical business communication.

By offering 'On the Job' simulations that feature actual companies, readers apply business communication concepts to real situations and sharpen their problem-solving skills.

It starts with Orient, which outlines what is going to be covered in the chapter and then connects these topics with a 'role-model' business professional. Next is Explore, which looks at the skills that their 'role-model' used in order to be successful.

Third is Confirm, which revisits what they have learned in the chapter. And, finally, Apply allows students to use the skills they have learned in the chapter.

Only Bovee / Thill texts thoroughly address the new-media skills that employees are expected to have in today's business environment.

Business Communication Essentials presents these technologies in the context of proven communication strategies and essential business

English skills. The fifth edition includes updated and new content on social media and technology.

3. Oshua A.Fishman, Robert Leon Cooper, Bernard Spolsky *The* Influence *of* Language *on Culture and Thought* (Walter de Gruyter publication, 1991).

It is all about the second factor in the failure to recognize fully the mutuality of *language influence* in contact settings is probably a tendency to think. The *local* English is being *influenced* by the *local* non-English *language*, as well as influencing it.

This book describes the ways in which politicians, church officials, generals, and other leaders try to influence our use of language.

Using many examples, Professor Cooper argues that language planning is never attempted for its own sake, but rather for the attainment of nonlinguistic ends.

Examples discussed include the revival of Hebrew as a spoken language, feminist campaigns to eliminate sexist bias in language, adult literacy campaigns, the plain language movement, efforts to distinguish American from British spelling, the American bilingual education movement, the creation of writing systems for unwritten languages, and campaigns to rid languages of foreign terms. This is the first book to define the field of language planning and relate it to other aspects of social planning and to social change.

Languages, like cultures, are rarely sufficient unto themselves. The necessities of intercourse bring the speakers of one language into direct or indirect contact with those of neighboring or culturally dominant languages. The intercourse may be friendly or hostile.

It may move on the humdrum plane of business and trade relations or it may consist of a borrowing or interchange of spiritual goods—art, science, religion. It would be difficult to point to a completely isolated language or dialect, least of all among the primitive peoples.

One of the main goals of this book was to investigate the role of language in theory of mind development.

More specifically, one explores whether one specific linguistic construction, namely sentential complements, rather than more general aspects of language, can facilitate the development of a representational theory of mind.

4. Jockers' **Macroanalysis - Digital Methods and Literary History**

is an inspiring book that gives a well-rounded description of digital techniques in the field of literary studies. The book is divided into three parts. The first one (Foundation) is an account of the basis on which his approach is built upon. The central one (Analysis), is a description of the methodological landscape of macro-analysis, it is divided into five sections of increasing complexity, culminating in an interesting and innovative discussion of literary influence. The last one (Prospects) highlights some issues that digital literary scholars are facing or will face in the near future.

Jockers' Methodology gives amore cogent, coherent and focused approach towards literature. He gives more emphasis on macro level of the literary system. He gives secondary importance to external elements of literature such as genre, gender, ethnicity, time and geography. This method can be called as stylometric description of the opposition between creative freedom and external systematic constraints.

This macro – analysis focuses on features at macro level over an entire corpus rather than a single or a few randomly chosen works.

In the first section, Jockers gives a genealogy of the macro-analytical approach. Which is in part a response to Franco Moretti's (Moretti 2000, 56-58) discussion of the need for distant reading in literary studies. In part it is related to text analysis and humanities computing, in part indebted to stylometry and the use of statistics to evaluate and analyze corpora of texts. The unifying element is the "sampling game" in literary studies. It is only with the emergence of big data and large digital libraries that a real distant reading of some sort became possible. The help of computing machines.

Being a book on digital humanities, Jockers' *Macroanalysis* has some peculiar difficulties. There is a need to find a balance between technical explanations and critical discourse. Although the need for a more detailed and explicit technical explanation is sometimes felt, I have to say that the overall approach seems to be effective in introducing and promoting the new way of thinking about our object of study.

Exploring the potential of large-scale digital literary analysis -

The creation of enormous and inclusive databases, the digitization of literary works, and the steady improvement in search engines enable scholars in the digital humanities to ask questions. Using computational analysis to retrieve key words, phrases, and linguistic patterns across thousands of texts in digital libraries, researchers can draw conclusions based on quantifiable evidence regarding literary trends.

In this volume, Matthew L. Jockers introduces readers to large-scale literary computing and the revolutionary potential of macroanalysis. It is new approach to the study of the literary record designed for probing the digital-textual world in digital form and in large quantities. Moving beyond the limitations of literary interpretation based on the 'close-reading' of individual works, Jockers describes how this method of studying large collections of digital material can help us to better understand and contextualize the individual works within those collections.

5. Erez Aiden and Jean-Baptiste Michel, the two Haward scientists reveal a ground breaking way of looking at history and culture.

One of the greatest untapped resources of today isn't offshore oil or natural gas—it is data. Gigabytes, exabytes of data are sitting on servers across the world. Erez Aiden and Jean-Baptiste Michel are two young scientists at Harvard teamed up with Google to create the Ngram Viewer, a Web-based tool that can chart words throughout the massive Google Books archive. On the day that the Ngram Viewer debuted in 2010, more than one million queries were run through it.

On the front lines of Big Data, Aiden and Michel realized that this big dataset had huge implications for looking at our shared human history. The tool they developed to delve into the data has enabled researchers to track how our language has evolved over time.

Aiden and Michel gained widespread media attention when they first demonstrated their innovative use of the Google Books project, which made available more than 30 million books in digitized form. This "big data" is at the core of this fascinating glimpse into the pair's decade-long work. Using a new scientific tool specially designed to be used with Google Books, the Ngram viewer, the pair were able to count words for "track certain kinds of cultural change over time" and to make "careful measurements that probe important aspects of our history, language, and culture." The result is like using a new kind of telescope that allows one to see more closely the evolution of words. A long appendix of charts provides a range of fascinating Ngram-based insights as well.

Harvard Society Fellow Aiden and Harvard University scientist Michel, here address a hot topic: mining big data. They joined with Google to build the Ngram Viewer, a web-based tool that can chart words throughout the Google Books archive. The one million-plus queries run through the viewer since 2010 reveal startling cultural patterns on everything from how languages change over time to how art has been censored. Not just for geeks.

7.3 Scope and limitations

7.3.1 It is difficult to cover all the terms from the very beginning. No doubt the study will have to peep into the history of terms but some terms are not frequently used and some have evolved and developed with time. The term ‘Management’ was used first in early 18th century. Hence the research would start from early 18th century. Touching some landmarks, the study will look at the most important terms evolved in 19th century.

7.3.2 There are numerous branches of Management. It is impossible to cover even frequently used terms in these branches. The researcher plans to restrict her research to one of the important branches of Management that is HRM .Human beings working in factories and other establishments come under this category. Human beings use language in various situations. It is interesting and instructive to study the use of language by those people in HRM. So there is a great scope for research.

7.3.3 Management has a wide range of activities. It can be a Management of ideas, Management of people, Management of economics, risk Management etc. The terms have evolved in all these areas of Management. It's just impossible to study all the terms of Management to give justice to the subject. Therefore this study will restrict itself to frequently used terms in HRM.

7.3.4 When it comes to the terms we have to divide them in two parts i.e. formal and informal. As the researcher has mentioned earlier that terminology of Management changes with the time, because the terms get the color of changing scenario of society, the changing values of society. The terms evolve with the need of time. This study will restrict itself to formal terminology.

7.3.5 The researcher comes across formal and informal terminology of HRM. Again it will be difficult to study a wide range of formal and informal terminology. So the researcher has decided to study FORMAL terminology in HRM.

Following are some examples of formal terms used in HRM:

1. CSF

Critical Success factors are those factors which are key to an organization's success or competitive advantage.

2. Demand Forecasting

Manpower demand forecast refers to the process of projecting number of employees required at a future date.

3. Goal sheet

A document used to record the set goals for each individual. This can be referred to by the individual to perform in his/her job and can also be used from monitoring and appraising the individual.

7.4. Research Design and Research Method

Different methods can be used to tackle research problem. Research design is a specific outline detailing how a chosen method will be applied to answer a particular research question.

Research Methods

Qualitative and quantitative research methods are established ways of approaching research problems. Not all methods can be applied to all research problems, so the choice of method is limited by the area of research that one wishes to explore.

Research Design

Research design involves determining how a chosen method will be applied to answer a research problem. The design of a study can be thought of as a blueprint detailing what will be done and how this will be accomplished. Key aspects of research design include: research methodology; participant/sample collection and assignment and data collection procedures and instruments.

Choice of research methods and design is thought of as a reciprocal process extending well into your study. For example, it may arise over the course of study that there is a flaw in the design. Changing the design of the study may lead to the choice of a different method which, in turn, may lead to subsequent changes in the design to accommodate the new method.

A research design encompasses the methodology and procedure employed to conduct scientific research. The design of a study defines the study type and sub-type, research problem and hypotheses, independent and dependent variables, experimental design if applicable, data collection methods and a statistical analysis plan.

The researcher's research design is based on correlation of variables. It is a rational study of various social, economic, political, geographical and cultural changes that affect the evolution and development of Management terms. It is definitely not the manipulation of situation and circumstances. Hence, we can not call the research as fully non experimental design though it is flexible.

After going through all the methods, the researcher and her guide felt that grounded theory is the most apt theory that can give justice to the research. The researcher opted for qualitative method of research where the data is collected by various ways first (collecting passage for analysis from various HR books and the terms related to HR Management) rather than beginning by researching and developing a hypothesis. The data is made valid by the four principles of Grounded Theory i. e. fit, relevance, workability, and modifiability.

Hypothesis:

In the course of research the researcher will be able to find out the truth about the following statements. They can be also treated as hypothesis.

1. There is no special language of Management.

2. The Management terms have remained the same from the very beginning.

3. There have been no external elements which affected the Management terms.

7.4.1. Methods of analysis

The researcher has done the research at 2 levels. On the level of terms and at the level of passages on the following points:

1. The etymology of the term

2. Use of terms locally in India and globally in the world.

3. The way it should be used.

4. Social, political, economic and cultural changes in the term.

5. Language of Management.

While analyzing the text the researcher has thought about the following points:

1. Difficulty level of the text.

2. Formation of text

3. Words used in the text

4. Sentence structure.

5. Logical sequence in the text.

7.4.2. Selection of terms and text of passages

The varieties of terms in all the fields of Management are astonishing. As Management is a vast field to deal with and it is very difficult to choose the terms from all branches of Management. The researcher decided to choose a Human Resource Development branch of Management, search the terms in it and work on them. The study has selected the terms from Human Resource Management. Because, HRM directly deals with human beings and their behavior. The branch is also related to all the other branches of Management. HRM is a live branch. The changes are reflected in human behavior and changes in human behavior are reflected in the use of terms. New words are coined according to the changes in the corporate sector. Some established words become passé. Some become obsolete.

The researcher wants to study the language of management. The researcher selected some terms from renowned HRM books.

Newly coined buzzwords as well as new terms are also included in the analysis of the terms. The sample passages are chosen from the Human resource Management books by well known writers in the field of HRM.

Specimen passage and analysis:

1. Indian Airlines' HR Problems 'Fighter' Pilots?

IA's eight unions were notorious for their defiant attitude and use of unscrupulous methods to force the management to agree to all their demands. **Strikes, go-slow agitations and wage negotiations** were common. For each strike there was a different reason, but every strike it was about pressurizing IA for more money. From November 1989 to June 1992, there were 13 agitations by different **unions**. During December 1992-January 1993, there was a 46-day strike by pilots and yet another one in November 1994.

The cavalier attitude of the IA pilots was particularly evident in the agitation in April 1995. The pilots began the agitation demanding higher **allowances** for flying in International sectors. This demand was turned down. They then refused to fly with People **re-employed** on a contract basis. Thereafter they went on a strike, saying that the cabin crew earned higher wages than them and that they would not fly until this issue was addressed. Due to adamant behavior of pilots many of the cabin crew and the airhostesses had to be **off-loaded** at the last moment from aircrafts. In 1996, there was another agitation, with many pilots reporting sick at the same time. Medical Examiners, who were sent to check these pilots, found that most of these were false claims. Some of the pilots were completely fit; others somehow managed to produce medical certificates to **corroborate** their claims. In January 1997, there was another strike by the pilots, this time asking for increased foreign allowances, fixed flying hours, free meals and wages parity with Alliance Air. Thought the strike was called off within week, it again raised questions regarding IA's vulnerability. April 2000 saw other **go-slow** agitations by IA's aircraft engineers who were demanding pay Revision and a change in the career progression pattern.1 The **strategies** adopted by IA to overcome these problems were severely criticized by analyst over the years. Analysts noted that the people heading the airline were more interested in making peace with the union than looking at the company's **long-term benefits**. Russy Mody (Mody), who joined IA as chairman in November 1994, made Efforts to appease the unions by proposing to bring their salaries on par with those of Air India employees. This was strongly opposed by the board of directors, in view of the mounting losses. Mody also proposed to increase the age of retirement from 58 to60 to control exodus of pilots. However, government rejected Mody's pattern.2

These engineers were already earning Rx 60,000 per month, excluding perks.

The government claimed that Mody had failed to turn IA around. It appointed a seven-member committee under the chairmanship of Vijay Kelkar, the then petroleum secretary to make suggestions regarding turnaround. In its report submitted in November 1996, the ommittee declared that IA's losses were caused by factors that were beyond the control of IA. It recommended that the government provide **substantial financial aid** to the carrier and revamp its fleet. This report was later evaluated by P. S. Brar, then joint Comptroller General of Accounts in the Department of Expenditure of the Finance Ministry. Brar severely criticized the kelkar recommendations, saying that any money given to IA would 'go down the drain' and IA said that it had to go for **massive cost-cutting** and human resource management initiatives if it wanted to get back on the tracks. The **hard-hitting** Brar report received criticism from IA and Kelkar's supporters.

(*Case Studies in Human Resource Management*, Volume I, ICFAI, Hyderabad, 2005, Page 107)

Analysis of the text:

The passage speaks about H.R. problems in Indian Airlines. It starts with the satirical title of the passage. **Indian Airlines' HR Problems 'Fighter' Pilots?**

The words in single inverted commas denote the difference between the actual meaning and textual meaning.

The terms in bold show the usage of HR terms in the passage.

The pilots strikes are written in details (year wise from 1992 to 1996) in first paragraph. So we can see the changes in their attitude. We can read footnotes if we can not understand some short forms or references.

The flow of language is simple but truly related to HR. We are interested in getting whole information about Union and its behavior. We know more about the strikes and various ways to get the things done from the Management .The conflict between Management and the employees. Its solution and the reader start thinking about it.

The passage is written in different style. The theme is well organized.

Analysis of Terms in Human Resource management

There are some terms in HRM which are frequently used . these terms can be explained in the following way:

1. TQM (Total Quality Management)

This term was pioneered by Armand Feigenbum, Juran and Deming from America. Initially it was called as **Inspection.**

The term developed in the modern era and became **Total Quality Management**

Now its branded interpretation is **Six Sigma.**

Its roots are traced to early 1920's production quality control ideas and this concept developed in Japan in late 1940s.

This has led to the development of essential process, ideas theories and tools that are central to organizational development, change management and performance improvement that are generally desired for individuals, teams and organizations. In India many companies are inspired by TQM, its success in other countries and acquired the same in their setup. Unfortunately they fail to achieve success due to several factors.

We can apply TQM in all the walks of life and make the life easier to live. If we overcome shortcomings of TQM. If everyone in the society follows TQM, it will change the face of society in any era. Job satisfaction leads to peace of mind and solve all the physical, mental and monetary problems.

It is difficult to adapt the changes easily but it's not impossible. Our culture always prefers quality to quantity. We are ethical when it comes to speeches or writing but we always give some excuse to quality. There should be a drastic change in the mentality of workers. We are very passive to accept the continuous evaluation to maintain the quality.

2. Howthorne Effect

This term was coined in 1955 by Henry A Landsberger. This term is used to identify a short-lived increase in productivity. This term gets its name from a factory called the Hawthorne Works, where a series of experiments on factory workers were carried out between 1924 and 1932. Howthorne Works had commissioned a study to see if its workers' productivity improved when changes were made. It was suggested that the productivity gain was due to the motivational effect of the interest being shown in them.

Howthorne Effect in Indian companies will definitely improve the productivity. We Indians are very emotional .A simple warm pat on the back works more than money. Human beings welcome the appreciation for what they have done. Indian companies have hierarchical structure in the workplace; upward communication in an organization creates a positive attitude in the work environment. The workers feel pleased that their ideas are being heard. This helps a lot in improving the productivity and performance.

Recently we have witnessed that the winners in Commonwealth Games are appreciated by the society and Government. Automatically this appreciation has changed their attitude to the system. Hereafter they will play for our nation and not for themselves.

3. Kaizen (Continuous Improvement)

This is a Japanese word used for Improvement.

Kaizen business strategy involves everyone in an organization working together to make improvements without large capital investments.

After World War II, a team of American experts came to rebuild Japanese industry.

Dr. Deming is the pioneer of this term. From 1949 his team had started working on it and finally in 1960 it was implemented successfully.

Kaizen is a culture of sustained continuous improvement focusing on eliminating waste in all systems and process of an organization. The Kaizen strategy begins and ends with people. With kaizen, an involved leadership guides people to continuously improve their ability to meet expectations to high quality, low cost and timely delivery. Kaizen transforms companies into Superior Global Competitors.

Massaki Imai made the term famous in his book **Kaizen.**

The Kaizen activity can be defined in PDCA (Plan-Do-Check-Act and Problem Finding-Display-Clear-Acknowledge).

The Kaizen attitude makes the firm adept at exploiting new technology. Kaizen –driven firms do not suffer from 'not invented here' syndrome. Every new idea and ' hannels' are welcomed.

Kaizen is a common word and very natural to individual, continuous improvement in personal life, home life, social life and working life.

4. Performance Appraisal

This term is invented in early 20th century. It is implemented after II World War.

People can judge the work performance of oneself or others working with them through appraisal Traditional emphasis on reward outcomes was progressively rejected in 1950's in the US. Appraisal as a tool for motivation and development was gradually recognized.

Modern appraisal is an interaction- a periodic interview. swot analysis is done for improvement and development of skills. it helps in getting hype in salary and perks.

Actually getting incentives and perks for meeting target is a great thing. People get motivation and work more to increase the productivity.

The great example of failure of performance appraisal in India is Premier automobile in Mumbai. Workers were getting perks and incentives for increasing the production. After a considerable time, the workers started getting more incentives than the personal from management cadre. The production increased tremendously and there was no market available. So in early 90s the company was in loss. Many people think the reason behind the loss is paying over incentives.

There should be strict job classification and every detail should be taken into account .A good competent management should be there. There should be check on all activities. Proper decision making should be done.

5.Open Door Policy

It originated in the treaty port system that emerged in China during 1840s. China had resisted the efforts of Western traders to penetrate into their country for centuries . After Britain's military victory over first

Opium War, there was no choice for Qing Dynasty but to grant major concession. They opened 11 ports of Yangtez River for foreign traders.

In 1890s America faced economic collapse and to overcome it they started to show interest in Chinese market to overcome it.

Former PM of India P V Narsimha Rao welcomed free economic policy in 1990s. It opened Indian markets to the whole world. It helped a lot in the development of Indian economy.

Open door policy helps in developing a congenial organizational culture which reduces the possibilities of any sort of communication gap between the subsequent hierarchies. This provides a very transparent construct within the company which assist in solving employee problems faster and more efficiently rather than piling on the pressure due to lack of inter hierarchical communication. It enhances the personal courage and problem solving skills of the employees.

Open door policy at work requires equal contribution from all the echelons of the organizational pyramid. Each employee should be able to put his message across effectively without any intervention from his/her immediate boss. It is true that there should be some limitation on approaching undesirably superior level of authority who would not be able to entertain his/her demands.

This policy is criticized for bringing to attention the sloppiness of handling the workforce and highlighting the lack of trust between the junior and the successive superior parties. We can minimize its drawbacks by justifying the position of managers properly and implementing the policy effectively in the workplace.

We can use some handy ways to implement this policy effectively to enhance the employee performance through employee motivation in daily business.

A manager should:

1. Do a casual conversation

2. Be a good listener

3. Felicitate on achievement or innovation

4. Stay tolerant to new ideas

Open door policy at work helps in building a harmonious and productive hierarchy, where every workforce level gets the opportunity to contribute in uplifting the communication standards within the organization.

Some latest buzzwords which are added in corporate vocabulary are:

Oh no! Second- That minuscule fraction of time in which one realizes that one has made a BIG mistake.

Cube Farm- An office full of cubicles.

Bag of snakes- A business situation with many unexpected problems.

Pay the piper- To settle a debt.

Word of mouse- referral advertising over a computer network.

Conclusion

Thus, the first chapter of the study deals with the introduction of the topic, **Analysis of the Terminology Used in Management Sciences**. It shows the exploration of the topic. Some explanation of the topic, comparison with various terms in other fields and the linguistic variations.

It also discusses about the aims and objectives, scope and limitations of the study. It then finds out the previously done works on the same topic for further guidance. The first chapter deals with the research methodology and design that the researcher has to adopt for completing the research. It says more about the methods of analysis with various examples.

It includes comparison of the terminology used in various fields other than Management field so that the peculiarity of language of Management becomes clear. The research is done on two levels, on the level of terms and on the level of passages. At the end of the chapter some specimen examples of Management terms and their explanation is given to show the development of the HR terms. A specimen passage is also given to show the study of linguistic differences in the language of Management and the language used in other sciences.

First chapter gives overall outline of the entire thesis. Aims, objectives, hypothesis and outcome. It is the gist of entire study done on this topic.

WORKS CITED

- Case Studies in *Human Resource Management*, volume I, ICFAI, Hyderabad, 2005, Page 107
- Joshua A. Fishman, Robert Leon Cooper, Bernard Spolsky. *The Influence of Language on Culture and Thought,* Walter de Gruyter publication,1991
- Little Peter. *Communication at work*, Pitman publication, 2nd edition, 1997.
- Matthew L. Jockers. *Macro analysis: Digital Methods and Literary History*, Urbana, Chicago, Springfield: University of Illinois Press, 2013.
- Thill John, Bovee Courtland. *Excellence in Business Communication*, Prentice Hall Publisher, 10th edition.
- Thomas P. Klammer. *Analyzing English Grammar* 3:137
- Tom McArthur. *The Oxford Companion to English Language*, Oxford Press, 1992.
- Randi Reppen, Susan M. Fitzmaurice, and Douglas Biber, John Benjamins. *Using Corpora to Explore Linguistic Variation* 2002.
- Walt Wolfram, *Social Varieties of American English* ,1:27
- www.newBuzzwords.com
- www.corporatelingo.com

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 houses, 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**, Cyrill 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 vise 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 by2013.

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 revolutionWestern 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, Abagail 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/* 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/*www.entrepreneurship.org/ 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.

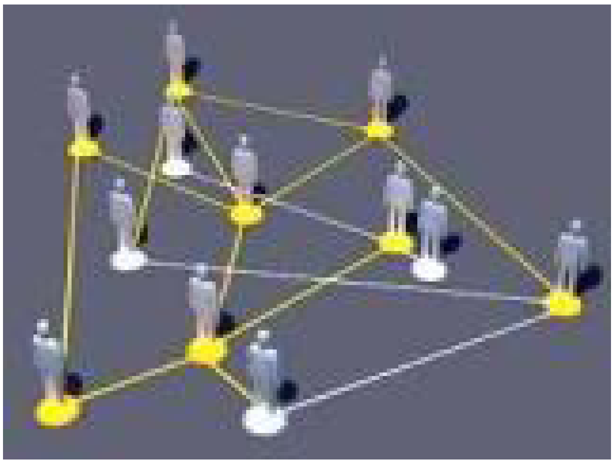
- Orange Collar - Workers who wear an orange safety vest during work are called as Orange collar workers.
- Open Collar – It's a modern concept. Open collar workers are workers who work from home or the freelance trainers or the consultants. It also means openness of thoughts.

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:

Turn employees' effort into performance
↓
Link employee’s performance directly to reward
↓
Make sure the employee wants the reward.
↓
How to increasing job satisfaction and performance

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 specifies specially.

Many synonyms such as workforce reduction, downsizing and slim sizing 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 word s ‘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 confined 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

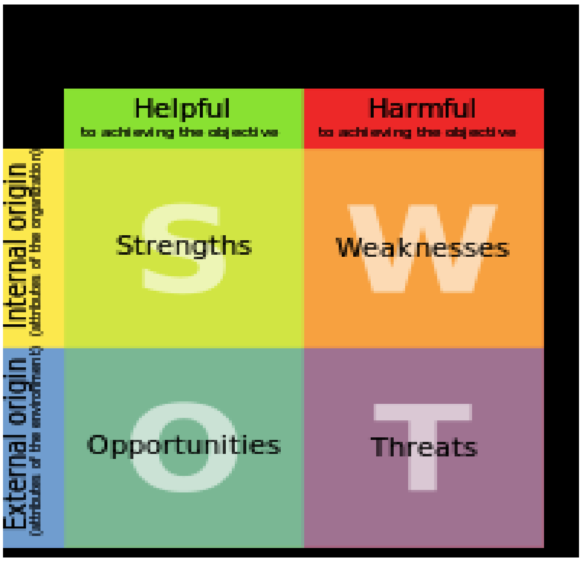
Quality circle is a concept used by all the areas of development. A quality circle is a volunteer group of workers or students, under the leadership of their supervisor or an elected team leader. They are trained to identify, analyze and solve work-related problems and present their solutions to management 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.

- **S**trengths: is the plus point of business or project that gives it advantage over others;
- **W**eaknesses: is the minus point where the business is at a disadvantage relative to others;
- **O**pportunities: these are the elements that the project could exploit to its advantage;
- **T**hreats: 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.

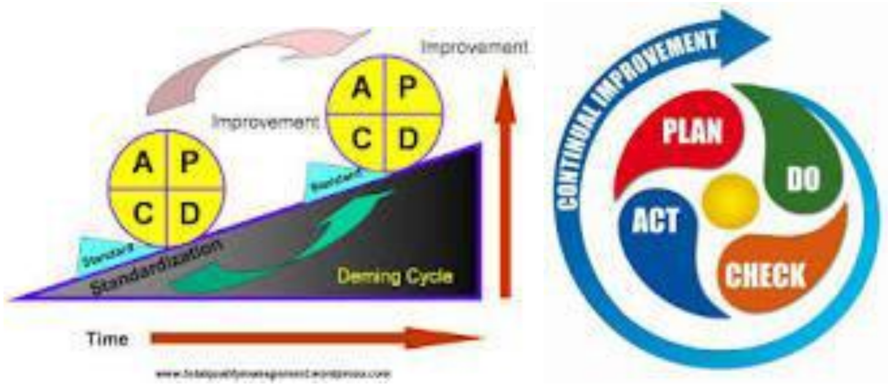
Training Needs Analysis is defined as the "Identification of training requirements and the most cost effective means of meeting those requirements".

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****/ 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

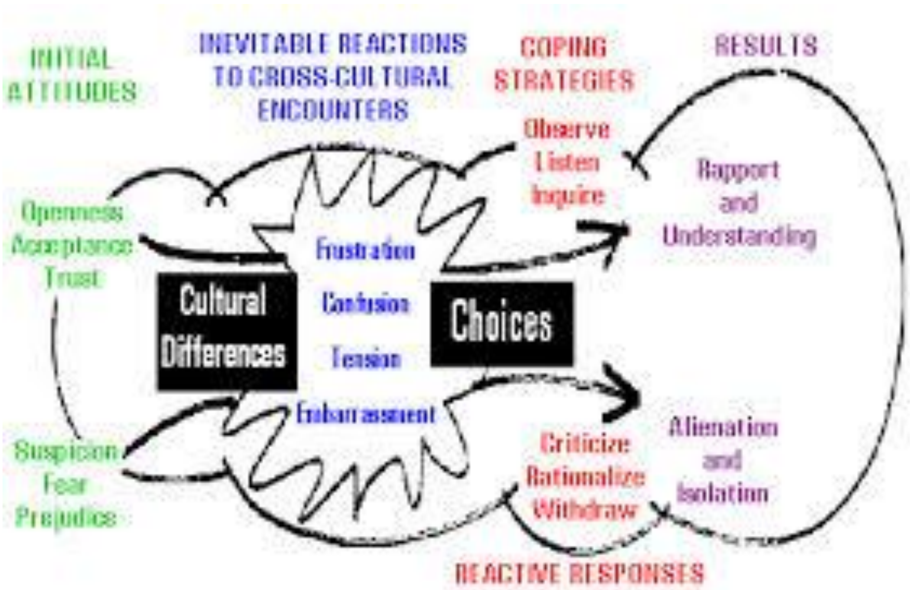
When a person is placed in such a situation where the dominant, beliefs, values and norms are totally different from his own, he is surprised and disoriented that is called cultural shock. Generally, culture shock is experienced when people visit different countries.

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.

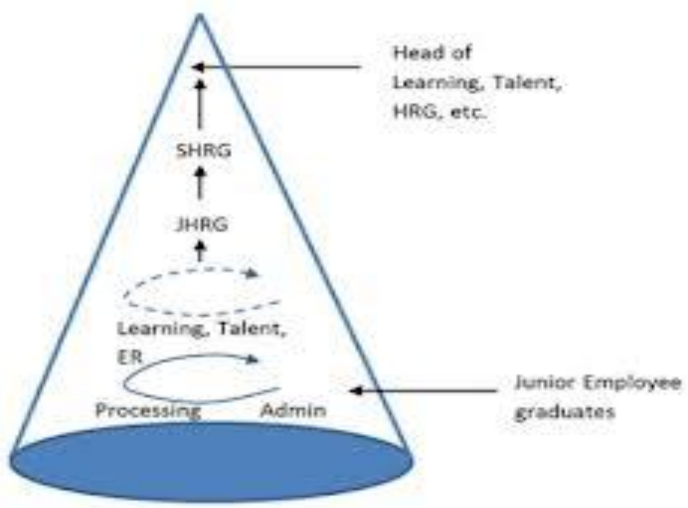
Demotion is opposite to promotion. In the period of recession, many organizations opt for lay offs. Many organizations go for down sizing. It is a survival measure. They also curb on payments or stop increments. If the management cannot remove the high status officials, they are demotioned. Till the 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.

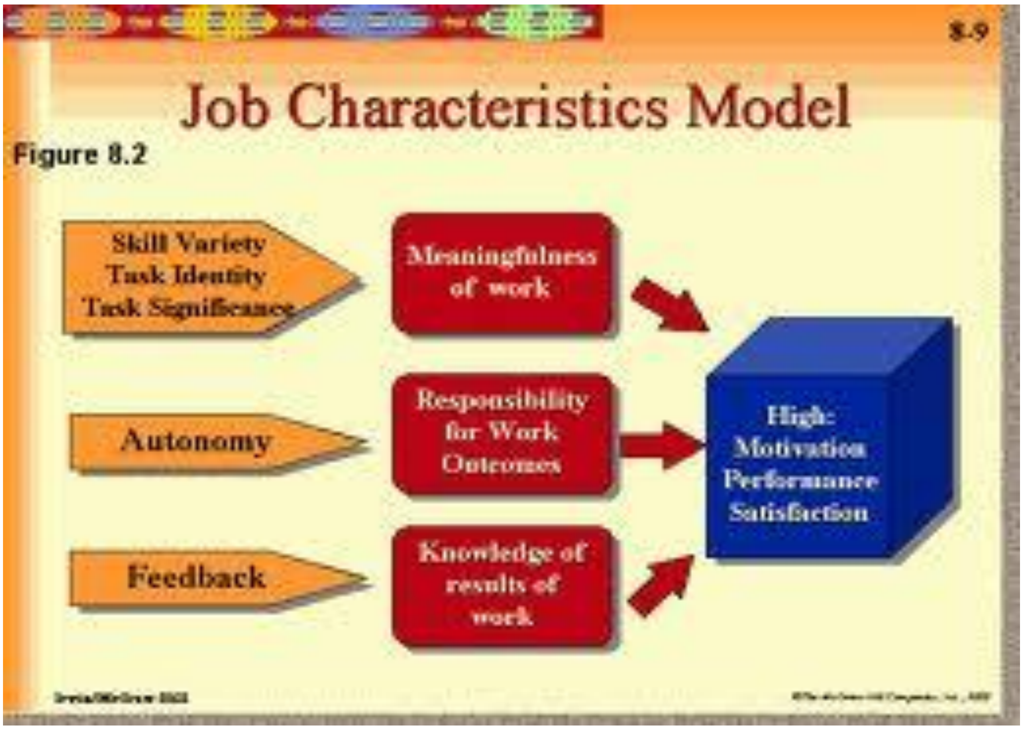
It broadens the scope of work responsibility of an employer. It can raise intrinsic reward employees derive from their job. If HRD is to be successful, it needs cooperation and free hand from senior management. Sufficient resources should be allocated to HRD department. Moreover, the Line Managers should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

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

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.

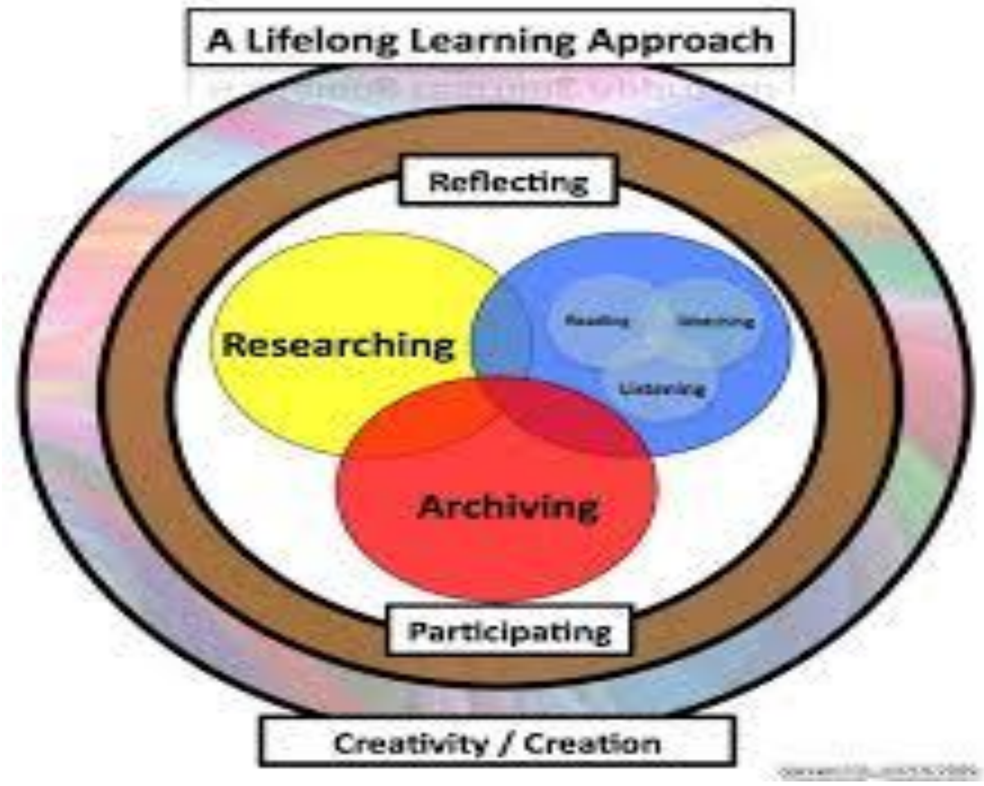
This model is used to access the motivational potential of particular jobs and thus suggest which of these jobs could be redesigned. For doing this a questionnaire is designed based on the components of JCM and the motivational potential score (MPS) is calculated.

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

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.

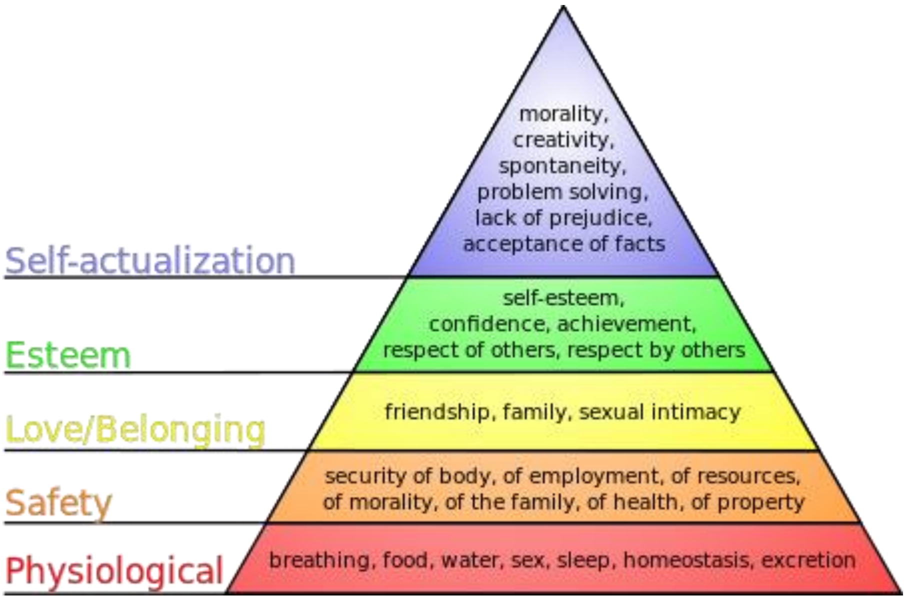
1) Physiological – This is at the base of all needs. When someone gets an employment, his/her intention is to fulfill the basic requirements of a good post and a good salary.
2) Safety – Next comes safety in job. This employee wants a permanent job, so that (s) he settles down and is ready to take, some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

Fedrick Taylor has proposed this concept in the beginning of twentieth century. It is so appropriate that even in the beginning of 21st 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.

WORKS CITED

- Ashok Deo Bardhan and Cynthia Kroll. *The new wave of Outsourcing Fisher Center for Real Estate & Urban Economics.* Fisher Center Research Reports, 2003. Report #1103.
- Blue Collar can also describe the environment. Retrieved 2006-08-15.
- Cartwright, Susan, Schoenberg, Richard. *Thirty Years of Mergers and Acquisitions Research: Recent Advances and Future Opportunities,* British Journal of Management 17, 2006.. S1: S1–S5. doi:10.1111/j.1467-8551.2006.00475.
- Cascio, W.F. 2006. *Managing Human Resources: Productivity, Quality of Work Life, Profits* (7th ed.). Burr Ridge, IL: Irwin/McGraw-Hill. Mitchell, T.R., Holtom, B.C., & Lee, T.W. How to keep your best employees, 2001.
- Christofi, Victoria, and Charles L. Thompson. *You Cannot Go Home Again: A Phenomenological Investigation of Returning to the Sojourn Country After Studying Abroad.* Journal of Counselling & Development 85.1 (2007): 53-63. Soc INDEX with Full Text. EBSCO. Web. 15 Oct. 2009.
- David Parmenter. *Key Performance Indicators.* John Wiley & Sons 2007. ISBN 0-470-09588-1.

- *Employee Assistance Programs for a New Generation of Employees.* US Dept. of Labor. 2009. Retrieved 2011.
- Frydman, Carola; Saks, Raven E. *Historical Trends in Executive Compensation*, 2007.
- Hackman, J. R. & Oldham, *G. R. How job characteristics theory happened. The Oxford handbook of management theory: The process of theory development*, 2005. 151-170.
- Harold Koontz, Cyrill O Donellell. Principles of management: An analysis of Managerial functions, 1968
- Hartmann, Susan M. *The Home Front and Beyond*. Boston: G.K. Hall & Co., 1982. p. 88.
- http://repositories.cdlib.org/iber/fcreue/reports/1103
- Jayson, Sharon. *New 'gold-collar' young workers gain clout*. USA Today. Retrieved 2008.
- Kaplana R S., and Norton D P. *The Balanced Scorecard: measures that drive performance*, Harvard Business Review Jan – Feb 1992. pp. 71–80.
- Management Coaching and Training Services, *The Just-In-Time JIT Approach. R*etrieved June 19, 2006.
- Manasa, K. & Reddy, N. *Role of Training in Improving Performance.* The IUP Journal of Soft Skills, 2009. Page no.72-80.

- Maslow, A (1954). *Motivation and personality*. New York, NY: Harper. p. 236. ISBN 0-06-041987-3.
- Maslow, A.H. *A theory of human motivation*, Psychological Review, 1943, 50(4), 370–96.
- http://psychclassics.yorku.ca/Maslow/motivation.htm
- May, Elaine Tyler. *Pushing the Limits*. New York: Oxford University, 1994.
- McWilliams, Abagail, Siegel, Donald. *Corporate social responsibility: A theory of the firm perspective.* Academy of Management Review 26, 2001.
- 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.
- Papa, Michael J., Tom D. Daniels and Barry K. Spiker. *Organizational Communication: Perspective and Trends*, SAGE Publications, 2008.
- Peter Drucker. *The Practice of management*, 1954.
- Peter McFadden. *What is Dashboard Reporting*, Retrieved: 2012.
- Polborn M. K., Hoy M., Sadanand A. *Advantageous Effects of Regulatory Adverse Selection in the Life Insurance Market*, Economic Journal 116, 2006.

- Subject matter experts and training Subject Matter Expert. iSixSigma. Retrieved 2012.
- Theo Haimann. *Management in the Modern Organization*, 1974.
- Wickman, Forrest. *Working Man's Blues: Why do we call manual laborers blue collar?*, Slate.com, 1 May 2012.
- wikipedia.org/www.entrepreneurship.org/ www.morebusiness.com
- www.clicdata.com/
- www.dirjournal.com/guides/how-to-conduct-a-training-needs-analysis/ en.wikipedia.org/wiki/Training_needs_analysis.

CHAPTER 3

ANALYSIS OF PASSAGES

3.1 INTRODUCTION

This study attempts to prove that the language of Management is universal and used with a particular standard worldwide. It is unambiguous. It is true that sometimes it is little difficult to understand as Management jargons are used in it and only corporate people can understand it. Sometimes it is very lucid and easy, even a layman can understand it. The language is simple. The matter is precise and to the point. In short, Management writing is logical and systematic. Use of diagrams, graphs and tables is made for more comprehension. Italic fonts are also used to show different points.

There is analysis, explanation and discussion to prove the point. Illustrations and examples are also used. Case studies and live examples are used to make the subject clearer. The text is well organized and crystal clear so that there is no misconception.

Modern words, modern illustrations and modern trends are used in the text. There is no scope for imagination and illusions.

The study attempts to show all the above qualities of Management texts with the help of some texts of passages. The researcher has chosen the passages from the Human Resource Management books by renowned management Gurus. The researcher has chosen 25 passages from various

Management books as research samples and analyzed them according to their linguistic peculiarities.

In the research the researcher has chosen 7 passages as specimen texts and analyzed them. Primarily it shows that the language of Management is different from day to day language.

3.2 ANALYSIS OF PASSAGES

(Here Are Some Specimen Passages From H R Management Books.)

Text No. 1. THE HUMAN RESOURCES' CHALLENGE

Analysts said that Starbuck's biggest **challenge** in the early 2000s would be to ensure that the **company's image** as a **positive employer** survived its rapid expansion program, and to find the right kind people in the right numbers to support these **Expansion plans**.

Considering the rate at which the company was expanding, analyst wondered

Whether Starbuks would be able to retain its spirit even when it doubled or tripled its size. By early 2000s, the company began to show signs that its **generous policies** and high **human resources costs** were reflecting on its **financial strength**. Although the company did not reveal the amount it spent on employees, it said that it spent more on them than it did on advertising, which stood at $68.3 million at fiscal 2004.

That the company was finding its human resource costs burdensome was reflected in the fact that it affected an increase of 11 cents on its beverage prices in mid-2004.Analysts wondered whether the company's **cost problems** could be met by a **price increase**, as customers already paid a premium for Starbuks beverages. On the other hand, it would not be easy for the company to **cut down on benefits**, as it could result in a major problem within the company.

Most **retailers** dealt with this issue by restricting **benefits and perk** to full-timers, but Starbucks could not afford to take that route as it had built up a reputation of being friendly, to part-timers. It was estimated in 2004 that about 65 percent of the company's work force comprised **part-time workers**. This made a huge impact on overall **human resource costs**. Additionally, costs were only likely to grow as the company expanded.

The company however, justified **the expenditure** saying that people were the foundation of its success, and without **motivated employees**, growth would not be possible. "We're not giving these benefits to our employees because we're a successful company. We're successful because we're giving to our people. We believe it's a fundamental way to run our business" said David Pace, an **executive vice president** at the company. It also did not cost the company much to administer the benefits program. Health costs were low, as the company had a young work force .Similarly there was reduced **absenteeism** and **better retention**, which justified high costs. However, it was apparent that health costs would rise as the employees stayed longer with the organizations and grew older.

(*Case Studies in Human Resource Management*, Volume I, ICFAI, Hyderabad, 2005, page 226)

Analysis of the text:

There are 14 sentences in the passage.

The passage explains the general policies of Starbuck in human resource department. Starbuck believes in manpower and gives perks and good pay to employees. These expenses bring stability, loyalty and trust towards employers.

HR department in any organization plays an important role. It understands the value of workforce in an organization. A strong and positive HR department helps in overall development of an organization. Starbuck is not an option. The HR departments of the company make some new policies for the betterment of their workforce. Automatically company gets greater benefit as the employees are satisfied and work more dedicatedly. They strive for the development of the company. In case if the company suffers from loss, all the employees stay there loyally and serve for the upliftment of the company as they trust the goodwill of the company.

The expenses for the trainings, benefit policies and other development plans are borne by the company as it is essential to retain the workforce. It is an investment for the future. Human force is the foundation of any organization and their retention is essential. Motivation in any kind will help them do their work in time and with perfection. It brings profit to the company.

Repetition of the words like employer, benefits, costs and the use of terms like estimate, executive, financial strength, cut down etc. show that the language of this passage is from Management science. Its references to advertising, percentages etc. show that Management science has to use such words.

This passage is written in a report form, which means that the writer of this passage has kept his distance from the material of his write up.

The writer has provided evidence by quoting people in order to prove his point.

The example of the passage is simple to understand. A layman can understand the statistics too. The sentences are longer and structure of paragraph is easy to understand. In short the passage is very well organized.

Text No. 2. HR INFORMATION SYSTEM

In order to be able to do an **audit**, the HR manager need to have a considerable amount of **data**. We have also seen earlier that HR **planning** activity, too, needs a considerable amount of data. An adequate, comprehensive and ongoing **information system** is, therefore, necessary.

Obviously, the size of the **workforce** would be a major determinant for a firm organizing HR Information systematically. The larger the workforce, the more complex and difficult it becomes to keep track of individual employees. In this context, it is useful to note that routine paperwork has increased very considerably—a matter compounded in large organizations due to the number of programmes and benefits that are now in use.

Several factors have been identified which make it necessary for management to seek the aid of **Mechanized information systems**. They are, firstly, the complexity and detail of the present-day **wage and salary** administration **package**, with its many **allowances,** differentials between **skills and costs** of **living escalator** clauses, all to be worked out in a fairly short time-span. Added to this factor are the **tax deductions** made by firms—including calculation of **allowances**—and finally, calculation of accruing **retirement benefits** and **salary deductions** thereon.

The next area concerns the organizational structure of a firm, especially one which has **multi-plant locations**. Both the central office and the local offices will need timely and accurate information for a variety of purposes, for instance, **statutory data requirements** and **collective bargaining** demands, and for more efficient **managerial decision-making** regarding utilization and deployment of **manpower.** It might also be a wasteful practice if two locations maintained the same data which can be as efficiently maintained at one location and passed on, whenever necessary, saving costs and increasing accuracy at the same time.

The third and final area is with regard to innovation in management science in general. Over the years, new and better systems have been devised to keep track of employees.

The problem is to get timely and accurate information about employees without duplication and extra costs, in order to stay abreast of the increasingly complex situation that human resources Management can create for an organization. For example, in **collective bargaining** situation, where very accurate **multi-faceted** information is required, or in **HR planning,** where the availability of an existing skill in an organization may not be tapped due to ignorance of the fact.

Again, especially in the Indian context, there is a great deal of legislation that has to be complied with. Defaults would not only result in the government taking punitive action but in employee unions raising objections and needlessly disrupting **goodwill and harmony**.

It is not timely information that we are concerned with but the entire process of **management control**. It cannot be stressed too often that information is needed to monitor the process of a scheme and changes are needed if any, to effectively utilize a firm's human resources.

(Mirza S. Saiyyadain, *Human Resource Management*, The McGrow Hill Company, 4th edition, 2009, page 475)

Analysis of the text:

There are 19 sentences in the passage.

The passage is about HR info system. The technical language .Is used but its simple to understand. The information is in detail and lengthy but appropriate.

The passage tells about the efficiency of HR department in any organization. For audit of any organization a detailed data of workforce, their salary structure, various policies and benefits require. For a big organization it is very difficult to maintain the large data and paperwork.

The package, salary, perks and allowances are also taken into consideration. The calculation of salary tax deduction, retirement benefits, provident fund and other benefits also should be counted.

If an HR department is able enough then it saves time and money of an organization. It also monitors the performance of employees and gives an idea about the type of workforce existing and required in future. The management can decide upon new policies about employees in the organization based on the accuracy of the information received from HR department.

No passive voice but simple present is used for comprehension.

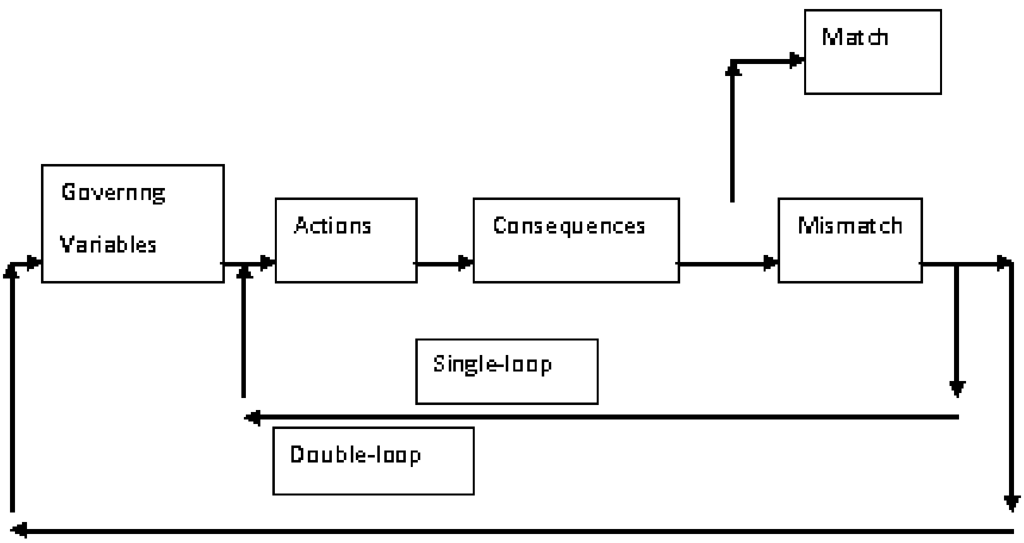
We find very useful information through this passage. It is information and knowledge.

It is a well-organized passage where three areas of various problems are discussed which seeks the help of H. R. information. Though it is in the category of information System, it tells more about other things like legislations, Management process etc.

Text No. 3. THE ORGANIZATION LEARNING

Although organizations as entities cannot learn (only individuals as corporate agents can learn) conditions in the organization can be created in order to facilitate this learning. Hence Argyris' (1992) **single- and double-loop learning** represent a **cyclical process** where actions (single-loop) or **governing variables** (double-loop) are adapted or changed (Figure 5.4)

Figure 5.4: Argyris' Single and Double Loop earning



Single-loop learning takes place when mismatches between the outcomes that are intended and those that actually occur are corrected by simply changing the actions that were initiated in the preceding cycle. **Double-loop learning** occurs when these mismatches are corrected by examining and altering governing variables and then actions. Such governing variables are sets of beliefs and values that can be seen to drive a guide people's action as agents for the organization.

Senge (1990), who has had much influence in developing and propagating worldwide the concept of the learning organization, proposes five 'component technologies' that contribute towards developing learning organizations:

- **System thinking**: This is essentially an ability to see above the isolated parts of the system, and to see how it all fits together.
- **Personal mastery**: This involves continually clarifying and deepening personal vision, to focus on energies, and developing patience in order to see reality objectivity and to provide a commitment to develop mastery.
- **Mental models**: This involves an ability to understand an change shared mental models which pervade the organization and prevent change.
- **Building shared vision**: This is more than publishing a mission statement; it is developing an ability to unearth shared vision and foster commitment rather than compliance.
- **Team Learning**: This begins with capacity of members of a team to suspend judgment and start to think together and to recognize the patterns of interaction within a team that militate against learning.

Senge(1990) contends that teams are fundamental learning units in an organization.

(P.L.Rao, *International HRM- Texts and Cases*, New Delhi: Excel Books, 2008. page 99)

Analysis of the text:

The passage is of 11 sentences.

Hence Argyris' figure of organizational learning explains everything about organization. Single loop learning and double loop learning becomes clearer through the figure. In single loop learning, to correct the mismatches between intended and occurred outcomes.

In double-loop learning, the mismatches are corrected by altering variables and then the actions. Thus, the organizational learning helps an organization to develop and grow by learning more about various aspects in various ways.

In the same passage, another Management Guru Senge speaks about learning organization. According to him few factors affect the organizational learning. They are as follows:

1. System thinking.
2. Personal mastery
3. Mental models
4. Build shared vision
5. Team learning

Each component focuses on various important factors of an organization. It is about clarifying and developing personal vision, foster commitment and thinks together. All this relates to a team work, a cohesive work for the benefit of an organization.

The sentences in this passage are long winding and complex. This passage speaks about the organizational learning. It is aptly made clear by a figure. Two types of learning are explained through it.

Senge and his learning techniques are put in Italics to differentiate.

The language is difficult to understand and general people cannot understand it in one reading.

The passage is well organized and a person who is in the system or who knows about it understands it better. The categorization is not made.

Text No. 4. HUMAN RESOURCES MANAGEMENT

Motivational Challenges

The framework of motivation indicates that motivation is a simple process. But in reality, the task is more daunting.

One reason why motivation is a difficult task is that the **workforce** is changing. Employees join organization with different needs and expectations. Their values, belief, backgrounds, lifestyles, perceptions and their attitudes are different. Not many organizations have understood these and not many HR experts are clear about the way of motivating such **diverse workforce**.

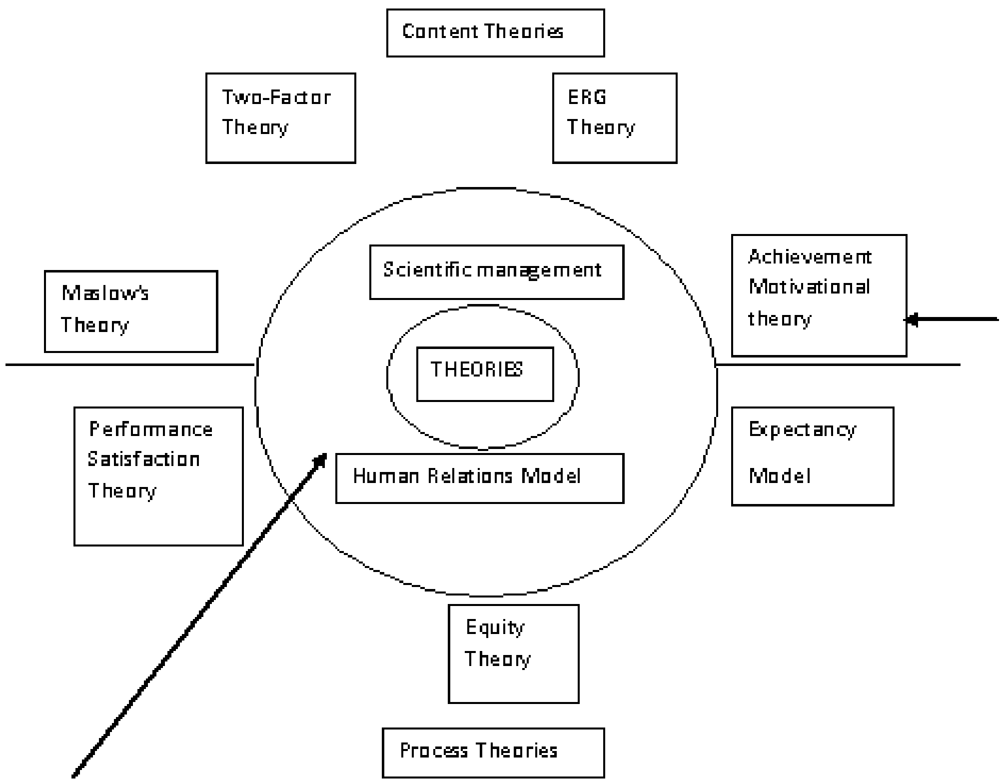
Motivating employees is also more challenging at a time when firms have dramatically changed the job that **employee perform**, reduced **layers of hierarchy**, and jettisoned large numbers of employees in the name of **right-sizing or down-sizing**. These actions have considerably damaged the levels of trust and communication necessary for employees to put in efforts above minimum requirements. Some organizations have resulted to hire and fire and **pay-for-performance** strategies almost giving up motivational efforts. Such strategies may have some efforts (both positive and negative) but fail to an individual over reach himself or herself.

Third, motives can only be inferred, but not seen. The director of a **B-School** finds two girls working is his office showing varying performance, though both of them are of same age, same educational qualifications and **identical work experience**. What motivates one girl and fails with another is difficult to understand.

The dynamic nature of needs often poses challenge to any manager in motivating his or his **subordinates**. An employee, at any given time, has various needs, desires, and expectations. Further, all these change overtime and may also conflict with each other. Employees who put in extra hours at work to fulfill their **needs for accomplishment** may find that these hours conflict directly with needs for affiliation and their desire to be with their families.

However, there is no shortage of **models, strategies, and tactics** for motivating employees. As a result firms constantly experiment with next **motivational programmes** and practices. For discussion purpose, it is useful to classify motivational models into two general categories, as shown in Fig. 15.2. Motivation Theories.

Figure 15.2



(K Ashwatthapa, *Human Resource Management*, *Text and Cases*, The McGrow Hill Company, Fifth Edition,2008. page 362)

Analysis of the text:

The author has written this book keeping in view-the current trends in subject. The new role of H.R. Professionals is not to be stagnant but to contribute and perform to organization's bottom line. For changing workforce the motivation varies. It is difficult to decide the motivational training for different people as they have their own needs and expectations, background and beliefs and values. HR department is not much clear about these factors. Hence, it is very difficult to decide upon the way of motivation to such workforce.

The organization structure also changes with the time like change in hierarchy system, employee performance and down sizing etc. Because of these difficulties, the organizations prefer hire and fire policy instead of investing money on motivational programme.

Motivations can be inferred but not seen. In such situation it is too subjective and one can not predict any specific result out of it. According to needs the motivation training is provided.

There are many tactics of motivations to attract the employees. It is a constant experiment and practice for them for better performance.

According to the author new and good things are happening in the field of HRM at a fast pace. An HR is a strategist in such conditions. He is a change agent and organizational transformer. HR is a creator of organizational infrastructure that impacts everyone.

The writer wants to capture all these aspects in this book. So that the role of the HR should be clear.

The passage consists of 20 sentences.

The paragraph is about Motivational challenges. It is explained in very plain language. In small and simple sentences the complex figure is explained. In one reading only we can understand the contents properly. The flow of language is good. After reading the passage we can read the figure very well.

If we just try to read the figure, it is too difficult. But the author has explained that difficult part. Everyone, management and non-management people can also understand the passage. There is no distraction or no more examples. So, it become easier for readers as the information is organized in a nice way.

Text No. 5. HUMAN RESOURCE MANAGEMENT AND PERSONNEL MANAGEMENT

INTRODUCTION

In the rapidly ever changing management scenario of today **Human Resources Management** has a crucial role to play. The **world market** today is characterized by intense **competition, technological revolution, consumer sovereignty and environmental constraints**. It is the human resource which provides an edge to the organization in such a **complex environment**. Human resources management is at the centre of actuating which forms the crux of **perspective management.**

Nature of Human Resource Management

Human Resource Management (HRM) is concerned with the human beings in an organization. It reflects a new philosophy, a new outlook, approach, and strategy, which views an organization's **manpower** as its **resources and assets**, and not as **liabilities** or mere hands.

The term '**Resource**' is used to denote the means which can be drawn on. They are collective means for **production, support and defense**, as well as a **source of strength and aid**. Human resources are human wealth or means that can be drawn on. **Human capital or manpower resources** of a company can be treated as its human resource. It can be regarded as the resourcefulness of human beings. In generic terms, human resource can be defined as the **total knowledge, skills, creative abilities, approaches and beliefs** of the individuals involved in the affairs of the organization.

Human resource is the sum total or aggregate of **inherent abilities, acquired knowledge and skills** represented by talents and aptitudes of the employed persons in an organization.

It should be noted that the human resource approach considers the potentially and vitality of the people available for the organization. In this electronic age manpower is the most essential and indispensable resource of any organization. Resourcefulness of different categories of people like **managers, scientific and research personnel executives, supervisors** skilled as well as unskilled workers and all such people available for the organization to be drawn on, can be treated as human resource. No business or organization can exist and grow without appropriate human resource. Hence, **human resource management** has drawn the attention of today's **progressive organizations**.

(Dr. P C Pardeshi , *Human Resource Management*, Nirali prakashan, 4th edition, January 2005, Page 1)

Analysis of the text:

The passage consists of 14 sentences.

In today's jet age and in cut throat competition, only HR department manages to survive an organization.

HRM is directly related to the manpower. It is concerned with their views, expectations, abilities and shortcomings. Human resource is a great strength to any organization be it a production, support or defense. It collects all the assets of workforce in an organization.

HRM is a bundle of skills, knowledge, approaches, abilities and beliefs of the individuals and that can be used for development of an organization. In any progressive organization HR is an integral part, without which no organization can survive. The passage is an introductory passage of HRM. It explains what is Human resource and its importance. The crux of the paragraph is, no business or organization can exist & grow without appropriate human resource.

It is explained in a sophisticated and simple & lucid language. When we start reading it, an interest is created in further reading.

Curiosity to know about HRM is intact throughout reading of this passage.

The passage is developed in an interesting way.

According to the author the most spectacular aspect of management is HRM. Because of globalization, liberalization & commercialization there is a need for a fresh look at HRM.

In order to ensure proper management of HR people should be managed effectively & efficiently. HR is involved in developing, training, motivating, actuating, redeeming by cancelling, appraising and so on. This book highlights HRM perspective which is relevant-today for Indian students. A simple and easily understandable language is used in this book. The author made an attempt to make the book user friendly.

Text No. 6. HAWTHORNE STUDIES

A study undertaken at the Western Electric Co.'s Hawthorne Works in Chicago between 1927 and 1932, under the direction of Harvard psychologist, Elton Mayo, concluded that:

a) A worker's behavior and sentiments were closely related.

b) Group influences were significant in affecting the individual behavior.

c) Money was lesser important in determining worker output than group standards, sentiments and security.

Researchers began by examining the relation between physical environment (represented by illumination, temperature and other working conditions) and productivity. Initial experiments were conducted by changing intensity of illumination with various groups of workers. Result indicated that output varied but increase or decrease in output was not proportional to the increase or decrease in illumination. A control group was then introduced. The experimental group was presented with varying intensity of illumination, while the controlled group unit worked under a constant illumination intensity. It was observed that as the light level was dropped, productivity continued to increase (till intensity reduced to moonlight). Researchers concluded that illumination intensity had only a minor influence among many other factors which affected employees' productivity. They could, however, not explain the witnessed behavior.

A follow-up experiment was conducted at a Relay Assembly Test Room. A small group of women were isolated from the main work group so that their behavior could be more carefully observed. The room had the same work layout except that a researcher was also placed who kept record of output, rejections, working conditions and a daily log sheet describing everything that happened. Over a period of two and half years, the group's output and morale was that the group's performance was significantly influenced by its status of being a special group.

A third experiment in the bank wiring observation room was similar in design to the experiment at the relay test room, except that male workers were used. Additionally, a sophisticated incentives scheme was introduced. The following observations were made:

a) Employees did not individually maximize their output. Rather, their output become controlled by a group norm that determined what a proper days' work was.

b) The group was leveling output in order to protect itself from the possibility of cutting unit incentive rate or occurrence of layoff or reprimand of slow work.

c) Group norms included a number of 'don'ts'

I. Don't be a rate-buster, turning out too much work

II. Don't be a chiseler, turning out too little work

III. Don't be a squealer on any of your peers

(Biswajeet Pattanayak, *Human Resource Management*, Eastern Economy Edition, Third edition, 2010, page 186)

Analysis of the text:

In early 1990s after the beginning of LPG process organization has come to know the fact that people are the centre of the whole system. Most of the problems are related to human resource because it is complex and dynamic. Even the Indian economy has changed drastically in last few years. Mergers & acquisition cannot increase profit rate cause of cultural mismatch.

So for getting success and profit managing human resource is the best solution. Labor law also implemented in HR domains to sustain human resource.

The author thought of all these things and focused on sustaining HR to get peak performance.

There are 26 Sentences in the passage.

The passage speaks about the Hawthorne studies for examining the relation between physical environment and productivity. It explains all about the experiment and its output. Though the scientific language jargons are used, it is easy to understand. Because it is explained in a very simple manner. Anybody can understand the experiment.

The language is lucid & simple.

The observations are put accordingly and point-wise. So a flow of language is maintained throughout. Three examples of experiments done in various sectors are given. Women’s group in an organization is taken as a specimen for the experiment. It is observed that if given a special treatment, the productivity increases. In the bank sector also only men were experimented and for getting more incentives they worked hard.

In short, according to their various motivations the workforce works hard and gives result. Only the thing is HR department should know the motivational elements subjectively and get the work done in strengthening the organization.

The passage is well organized. Paragraphs are close kind to the topic. No categorization is done.

Text No. 7. REWARDING TEAMS

Cross-functional teams are becoming a dominant feature of every organization. Teams are today setting new standards in productivity, problem solving and innovation. They are taking organizations to newer heights. It has, therefore, become important to logically link the rewards of the team members to the performance of their teams. However, that is where calculations become complex. How do we set target for them? How do we appraise their performance? Do we pay every team member equally and thus reward non-performance equally or do we create a difference by isolating the top performers within each team? Do we link all the increments to team performance or only a part of it? And just how much do we pay a team?

Corporate India is learning that the answer lies in designing a comprehensive appraisal-and- reward-system that splits employees' compensation between company standards, individual merit and team performance. To throw more light on these new and upcoming strategies, the practices following by today's successful team players-some case studies are presented here.

How to reward teams, some of the guidelines, which could be followed are given below:

a) Set quantifiable targets while evaluating team performance for rewards.

b) Ensure that top performance in each team earns the highest level of rewards.

c) Link team performance closely to the company's profits and overall financial health.

d) Avoid subjectivity while assessing both the teams and the individual performance.

e) Offer uniform no-team based increments to employees within each grade.

Creating motivation amount employees is not enough to have continued high productivity. It is equally very important to sustain the motivation among people at work through innovative reward scheme which can reinforce them in enhancing job commitment.

(Biswajeet Pattanayak, *Human Resource Management*, Eastern Economy Edition, Third edition, 2010, page 265)

Analysis of the text:

There are 18 Sentences in the passage.

This passage deals with the various ways to reward the teams for their performance. Not only rewarding but sustaining their performance too. These rewards help in enhancing their job commitment. Highest performance, individual performance as well as team performance should be awarded to improve and increase team spirit. Setting the target and announcing reward for its completion is one of the widely accepted trick to improve the individual and group performance.

Rewarding best performance in the team for motivation is elaborated in the passage. Though the language is language of Management, and use of jargons are made freely. But it is very simple to understand. Even a common man can understand the meaning. Simple and day-to-day lg. jargons make the passage easy to understand.

The detailed guidelines for rewarding teams clear every doubt.

In short the language has Management flavor which is known to all.

Point wise guidelines are given.

The passage is really very well organized. Because of point wise guideline so team is a far chance of distraction. And the purpose is served.

Text No. 8. THE SPILT LIQUID

A mechanic operator spilled a large quantity of liquid on the floor around his machine. The **supervisor** told the operator to clean-up the spill. The operator refused stating that the specifications for his job did not include clean-up. Not having time to check the exact wording of the **specifications**, the supervisor called a service worker – a general helper kind of worker assigned to the department, to do the cleaning. The service worker was called at 2.55 p.m.; which happened to be just before the scheduled afternoon general ten-minute rest period shut down. But he refused to do the clean-up because he claimed that his job specification did not include such chores.

On reviewing the three **job specifications**, it was found that the job specification of the machine operator stated that the operator was **responsible** for keeping the machine in clean operating order, but nothing about floor cleaning. The job specification for the service worker listed responsibility for assisting operators in various ways such as getting materials and tools and when called on for assistance, but nothing was said about the clean-up. Although the sweeper was not present at that time, his job specifications were also checked; it did include all forms of cleaning, but specification stated that the sweeper's hours of work commenced after the **shift ended.**

Questions:

1. Comment on the theoretical base of job specification in this case.
2. What suggestions do you have to give to settle this case and also to prevent a recurrence of such **conflicts of opinion**?

Maximum time to solve this case study: 25 *minutes.*

Taken from the examination paper on Organizational Behaviour of MBA Part II, Semester-III examination of Shivaji University held in 1999.

(H. Kaushal. *Human Resource Development*, 2nd Edition, 2010.)

Analysis of the text:

The author attempts to teach and introduce new methods of solving case studies. He thinks business schools do not provide adequate knowledge in solving cases in Indian context.

To solve this problem, the author introduced various case studies in different difficulty level – in 4 chapters. And all the case studies have been set in Indian environment. A serious attempt is made to cover all the aspects of HRD theory through these case studies. Briefly, brushing up the management principle, on which a case study is based, will help not only in solving the case study but also in understanding the theoretical concepts in a better manner.

The job specification should be clear enough to get help in the time of emergency. As there is ambiguity in written provisions, there is a problem. How problem arise is stated through this case study. Once you know the problem you can get the solution.

The passage is a case study. It states a problem in straight forward and simple manner. The flow of language is good. We can easily understand that kind of problem solutions to be provided.

Text No. 9 RETRENCHMENT

This is the reverse side of the **employment** coin. **Strategic decisions** taken at **corporate headquarters** such as **plant rationalization** can result in the closure of host-country operations, as multinationals divest and withdraw or de-internationalize. For example, the US automobile manufacturer Ford Motor Corporation closed 5 of its 11 plants in Europe, resulting a job losses. The English car-assembly plant had been in operation for almost 71 years. Some staff were retained in the R&D (engine design) center in England, but job losses are an inevitable outcome of such actions. The Seagate plant closure in Ireland mentioned above resulted in the loss of 1400 jobs.

Of course, the multinational's ability to carry out **retrenchments** will be determined by the host-country environment. For example, once **hired**, it is not easy to dismiss employees under **Indian labor law. The Industrial Dispute Act** provides strict rules for **layoffs** and **dismissals**. Consequently, dismissals and layoffs are difficult, and such actions can be contested through a petition to the government and can lead to a time-consuming process of **negotiation**. The closure of a host country operation can cause a **political backlash** from local trade unions, retrenched staff and host government ministers, particularly in developed countries, as we will discuss in the next chapter.

Partial retrenchments are also difficult. Often, decisions will be made at headquarters that a certain percentage of jobs must be cut worldwide and **subsidiary** HR staff are expected to translate figures into redundancies. For example, in 2002, the US investment bank Credit Suisse First Boston announced that it would be cutting upto 7% of its global workforce –

resulting in 1750 redundancies. Such announcements cause low morale while subsidiary staff wait to see whose jobs will be lost. The recent downturn in the telecommunications industry saw a similar round of job losses, with both Nokia (Finland) and Ericsson (Sweden) reducing staff in certain divisions worldwide.

A further aspect is the aftermath of a **merger** or **acquisition** as the new management integrates the operations into the existing organizations. There is inevitably some overlap of departments, functions and services that need addressing. Efficiency demands some streamlining and **employee redundancy** results. Multinationals can use voluntary redundancy and natural attrition to achieve some of the necessary **cutbacks** in employee numbers. In some cases, employees can be **proactive,** and exit the organization on their own initiative, which can mean that the organization loses key staff, skills and knowledge. Cognizant of such dangers, when Deutsche Bank (Germany) acquired Bankers Trust (US), it reportedly set aside US $400 million in what was referred to as **retention money** to tie **key executives** to the new organization.

Retrenchment is not confined to subsidiary closures. The decision to shift operations to lower labor cost locations can affect parent-country operations. This applies to the outsourcing of administrative activities in addition to manufacturing operations. For example, the UK **telecommunications** company BT (British Telecom) announced in March

2003, that it will transfer it is call center operations to India, at the cost of 2000 UK jobs. Not surprisingly, the announcement met with angry responses from UK employees, including the threat of **strike** action. Similarly, the UK firm R. Griggs announced in November 2002 that it was closing it is British factories and moving production of it is famous shoes – Dr Martens – to China. This would involve the loss of 1000 jobs.

Consequently, global and subsidiary HR staff can become involved in situations involving strike activity, **boycotts and political pressure**. Some multinationals outsource retrenchment to consultants. The use of consultants may not be possible in all countries, nor is it always desirable to use outsiders to handle sensitive situations. HR staff may be called upon to deal with the consequences of staff retrenchment for those who remain employed, such as low morale and so-called 'survivor guilt'.

(Peter J. Dowling, Denice E Welch, *Cengage Learning, Managing people in a Multinational context*, HRM (India Edition), 2010,4th Edition, Page No. 197-198.)

Analysis of the text:

There are 29 sentences in the passage.

The passage deals with retrenchments, it is causes and effect. Language used is highly professional. It is very formal and is not easy to understand though the explanation of terms are given. The management jargons keep the meaning of passage away from common people. The language used is appropriate but a person who knows the management jargons will be able to understand it well.

Though the information in the passage is well organized, it is too technical. So it is much difficult to understand it in a flow. Some short forms like R&D and BT are confusing. A non-management person is unable to understand it in one go. No doubt, the information is technical. A layman has problem of understanding. He has to get it known by a Management person.

The passage is full of HR terms. It begins with retrenchment, layoff, dismissals, industrial disputes or de-internationalize etc. It is far too tough for common man to get the meaning out of it unless it is explained by an expert.

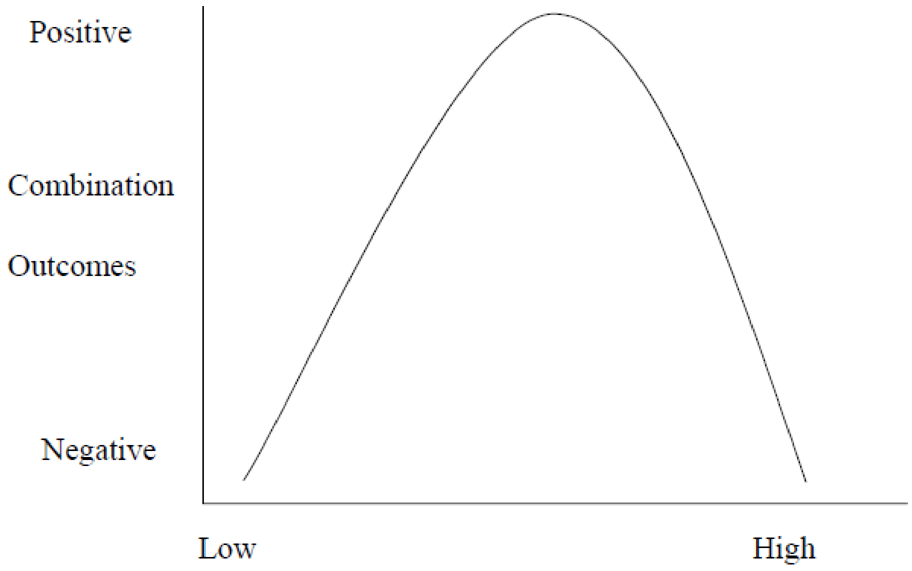
Text No. 10. CULTURAL DUE DILIGENCE

We have already introduced the issue of **cultural assessment** in the context of selecting **alliance partners**. This is even more critical with respect to **mergers and acquisitions,** because **organizational culture** issues come out close to the top of the list of factors influencing M & A success. Despite this, culture assessment is generally not given priority *before* the deal is done. In a survey of European executives actively involved in mergers and acquisitions the assessment of cultural fit came close to the bottom in terms of importance. It is therefore not surprising that culture clashes are so often a source of difficulties after the deal is done.

Much of the research on organizational culture focuses either on the assessing **beliefs and values** or on observing behaviors, with less emphasis on surfacing underlying assumptions. Evaluating culture in due **diligence** is not as simple as comparing numerical scores and looking for a **perfect fit**. Indeed, Marks and Mirvis argue that if the cultures of the merging companies are identical, a combined organization will not necessarily be better than the sum of it is parts. As depicted in Figure 6-3, a moderate degree of **cultural distinctiveness** may be beneficial. The best acquisitions occur when a fair amount of culture clash prompts positive debate about what is most appropriate for the new organization. Ideally, this debate includes consideration of **cultural norms** that may be present in one of the two firms but that are desired in the combined organization.

(Evans, Pucik, Barsouse.*The global challenge,Frameworks for International HRM,* Tata McGraw – Hill Edition - 2010. Page no 269.)

Cultural Differences and M & A Outcomes



Degree of Cultural Difference

(Source: Adapted from M.L. Marks and P.H. Mirvis. *Joining Forces: Making One Plus One Equal Three in Mregers,* Acquisitions and Alliances, San Francisco: Jossey – Bass, 1998. Page no. 67.)

Analysis of the text:

There are 11 sentences in the passage.

Though the passage contains just 11 simple sentences, the terms are very difficult to understand. Unless we read the earlier chapter, we are not able to understand some short forms and words. They are contextual.

The word in italics stresses the process. The given graph is also unusual. It needs explanation.

There is no key sentence or theme. Overall the passage is difficult to understand. However, what I have gathered is that the passage is about merger and acquisitions of different organizations. While a deal is drawn, due care should be taken about the different cultures. If positive attitude is taken, the difference in cultures will be beneficial for both.

The sentences are long winding to understand the meaning of every line. We have to go through passage again and again. It is difficult even for a person in core management without knowing the earlier references.

Thus, it is a tough task to understand the meaning of the passage thoroughly. The different graph confuses us. Overall it is a hard passage to comprehend.

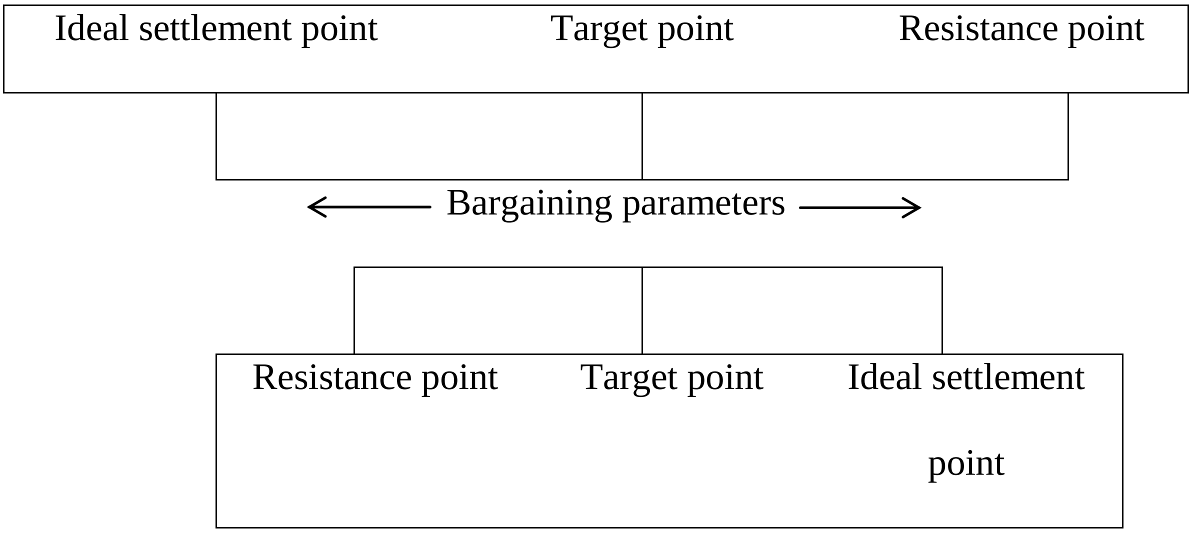
Text No. 11. THE NEGOTIATION PROCESS

Negotiators normally want to reach an **agreement**. In every negotiation there is a **'negotiating continuum'** incorporating the **'bargaining range'** of each side.

An effective negotiation enables each party to identify the 'bargaining parameters' between then and to reach an **agreed settlement** within these parameters (see Figure).

Management's bargaining range in a given **negotiation** runs from it is ideal **settlement point** (what it would ideally like) to it is **resistance point** (the point beyond which it will not go), with a target point of favorable and realistic expectation somewhere between the two. Similarly, the unions also have a bargaining range between their ideal settlement and resistance points (and also with a target point). The two bargaining ranges are **not identical** (different resistance and ideal settlement points), but if negotiations are to be at all possible there will have to be an overlap, and this overlap is bounded by the two sides resistance points, which thus form the **Bargaining Parameters.**

Negotiation bargaining parameters



Employees' bargaining range

(via trade union or staff association)

(Lain Henderson, *Human Resource Management*, Universities Press – 2009. Page 125.)

Analysis of the text:

There are 6 sentences in the passage.

It's a small paragraph about negotiation process. It is difficult for a layman. The figure is also complicated and we can't read it properly. But a person who knows these terms will be able to understand it well because of familiar language.

The passage is full of management language. The negotiation parameters and bargaining range are shown as well as explained. These parameters and range are different for an employer and employee. These parameters and ranges are shown by a figure in the passage. At first it is difficult to read the figure but if we look at it again and again and try to understand it, it becomes clear.

We can understand that the bargaining range is not identical for both the parties. Even the expectations of both the parties are never fulfilled. The figure makes it clearer.

Text No. 12. USES OF 360° FEEDBACK

- Self-Development and Individual Counseling
- Part of Organized Training and Development
- Team Building
- Performance Management
- Strategic or Organizational Development
- Validation of Training and Other Initiatives
- Remuneration

The **360◦ feedback** can be used in the organization for the above purpose. Moreover, the **impact** of this feedback on the organization will be very **beneficial**. The technique presents feedback in a **powerful way** and can have impact on the **quantity** or **quality** of **performance data**, communications, staff motivation and the roles of those involved. This system is not a quick process. The feedback has four categories like:

Category A: Development Areas/Contents – Those behaviors which both the participant and other groups see as **needing improvement.**

Category B: Strengths/Contents – Behaviors where everyone sees **good performance.**

Category C: Discrepancies/Contents – Can represent a painful surprise to some people. Here the participant believes their behavior to be **satisfactory** and effective whereas other groups **disagree.**

Category D: Hidden Strength/Contents – The surprise can be very pleasant because it reveals to the participants that in these behaviors they are held in higher regard by others than by themselves.

The **360° feedback** has become popular recently because of changes in what organizations expect of their employees, through the increasing emphasis on **performance measurement** and **changing major management** concepts and more receptive attitudes.

(HRM Biswajeet Pattanayak.*Human Resource Management* Eastern Economy Edition,Third Edition– 2009. Page 129)

Analysis of the text:

There are 16 sentences in the passage.

In this brief paragraph the writer has discussed about 360° feedback. The use of feedback is explained step by step briefly so that we get into the topic straight. Then the points are explained briefly in the paragraph preceding that. Feedback kinds are simply explained in brief so no need to penetrate into it. Simple language is an advantage here.

The paragraph is well organized. All the points are covered but it is too brief. No explanation is given in it. The points are self-explanatory.

The categorization is made in an appropriate manner however it is too brief. Examples are not given, still we understand it because of it is familiar language. The passage would have been very much informative if the author had included examples for every category.

The purpose of 360° feedback is given point wise in the opening of passage. It is rather a different technique of writing. The reader develops interest in reading the whole passage after reading the beginning. The curiosity remains till the end of the passage.

The increasing craze of 360° feedback in all modern industries is depicted in the passage. Because of simple language, the passage becomes readable.

Text No. 13. PLACEMENT, INTRODUCTION AND SOCIALIZATION

Learning Objectives

After studying this chapter, you should be able to:

1. *Define* placement in an organization.
2. *Explain* the objectives of induction programme.
3. *Describe* the benefits induction offers.
4. *Discuss* the contents of an induction programme.
5. *Identify* the phases of the induction programme.
6. *List the* elements that make an induction programme effective.

7. *Define* socialization and *identify* the stages of the socialization process.

Once a candidate has been selected, he/she needs to be placed on a suitable job. In fact, placing the right person on the **right job** is as important as selecting **right person**. The person put on a suitable job needs to be made familiar with his/her job, the organization and the other employees through **induction** or **orientation** so as to enable him/her to contribute the maximum. This chapter is, therefore, devoted to a detailed discussion on placement, induction, and socialization.

WHAT IS PLACEMENT?

Placement is understood as assigning jobs to the selected candidates. Assigning jobs to employee may involve a new job or different job. Thus, placement may include initial assignment of job to new employee, on transfer, promotion or demotion of the present employees. In this section, placement refers to the assignment of jobs to new employees only. Placement arising out of transfers, promotions, and demotions are discussed.

Placement involves assigning a specific job to each one of the selected candidates. However, placement is **not so simple** as it looks. Instead, it involves striking a fit between the requirements of a job and the qualifications of a candidate. **Pigors and Myers** have defined placement as "the determination of the job to which an accepted candidate is to be assigned, and his assignment to that job. It is a matching of what the supervisor has reason to think he can do with the job demands (job requirements), and what he offers in the form of pay rolls, companionship with others, **promotional possibilities etc.”**

The **importance** of placement lies in the fact that a proper placement of employees reduces employees turnover, absenteeism, accidents and dissatisfaction, on the one hand, and improves their morale, on the other.

It has been customary in most of the organizations to put employees initially on a probation period with a view to adjudge their suitability for the job in the organization. The **probation period** may vary from organization to organization ranging from one to two years. having found the employees’ **performance satisfactory** during the probation period, their jobs are regularized.

(S.S. Khanka, *Human Resource Management (Text and Cases)*, New Delhi: S.Chand Publication, 2008, Page 87)

Analysis of the text:

There are 26 sentences in the passage.

The passage begins with the learning objective which tells about the chapter and our achievements after finishing that.

All paragraphs begin with a sentence in passive voice. The words in italics tell us the possibilities of the topics we understand after studying this chapter.

The concepts are explained in a simple and lucid language. The passage is mainly about placement.

Placement is an HR job. In today's corporate world, it has got a great importance. After the definition of placement, the author explains the function of placement. It is placing a proper person at the proper place knowing exact need. It helps in retaining the employees, improving their moral. It reduces employee absenteeism and employee dissatisfaction. Automatically it improves organizations' product and ultimately the profit.

The above things are said in a very plain manner without using difficult terms. No doubt some management terms like employee turnover, probation, promotion, demotion and placement itself are used frequently as a flow of the topic. These terms are not difficult to understand. In the flow of reading we understand every term.

While reading the passage we come to know the definition, the trends in current corporate world. It enhances our knowledge. These terms are usually used in any work place. They are common to all.

The passage has become very simple because of the proper presentation and unornamented language.

Text No. 14. HUMAN RESOURCE MANAGEMENT

OBJECTIVES

After studying this Unit, you should be in a position to:

- Narrate the Trade Union movement in India and in the banking industry.
- Appreciate the problems faced by trade unions and the present scene.
- Know about collective bargaining and its process.
- Appreciate how the negotiations take place in the banking industry
- Understand the mechanism of Bi-partite settlements.

HISTORICAL BACKGROUND OF TRADE UNION MOVEMENT

The genesis of trade union movement lies in the socio-political environment that existed in the **pre-independence** era. The rise of communism after the Second World War and the rapid increase in the **labour movement** in major parts of central Europe and China in Asia triggered the quick growth of the **leftist movements** in India. While Best Bengal was the first place to embrace communism, it gained legitimacy with the first elected **Marxist government** in history, in Kerala in the fifties.

A study of the social history of the country would indicate the slow growth of **resentment** that built up against the establishment. During the pre-independence days there was a general temperament of **non-cooperation** but even then, the industrial workers who joined the movement started feeling the injustice at the work place. There was an increasing awareness of the fact that the workers were being exploited by the employers. There were no regulations in respect of working hours, no

hygienic working conditions, wages were very low and were paid irregularly.

The origins of the **trade union movement** are however available much prior to the freedom struggle. The industrialization in the country began in 1850. The first Trade Union was founded by Shri Narayan Meghjee Lokhanday in Bombay in 1890. Thereafter, there were a few trade unions in Railways, Printing Industry. Indian Post Offices etc. The unions were aimed at promoting **welfare activities,** spreading literacy amongst workers and for redressing their **grievances**.

With the growth of industrialization the number of industrial workers also increased rapidly. During the struggle for independence, the national leaders provided a **political climate** in which the trade union movement throve. The political **affiliation** of the trade unions continued even after Independence and their spectacular growth in the 1960 to 2000 period was due to the continuous support of the political parties. Due to the conflicting interests and goals of the unions and employers the industrial atmosphere was always tense with the unions fighting for higher wages, and the employers resisting the demand on one ground or the other. **Social imbalances**, the oppression of the have-nots as well as a higher level of literacy, fuelled the growth of a militant movement in all the areas where workers felt exploited. This was the breeding ground for the organized trade union movement in the country, which to this day remains unabated in the two Marxist states of West Bengal and Kerala and the poor interiors of the country where the **Naxalites** hold sway.

The important trade unions in the country today are:

- INTUC - Indian National Trade Union Congress.
- AITUC - All India Trade Union Congress HMS – Hind Mazdoor Sabha
- CITU - Centre of Indian Trade Union
- BMS - Bhartiya Mazdoor Sabha

(HRM - *Indian Institute of Banking Finance*, Macmillan Publication – 2010. Page No 278)

Analysis of the text:

There are 28 sentences in the passage.

Trade Union is one of the major events in the history of management. Its socio-political development, its impact on business world is depicted nicely in a flow in this passage. The spread of Trade Union in Asia and specially in India is written in picturesque style. We can visualize all the years of development of trade union.

The words like Communism, Marxism, Naxalism, welfare activities are woven in such a way that we thoroughly understand the nature of trade unions. At the end a list of some important trade unions is given in detail. Their abbreviations and long forms are given for information.

As a whole, the paragraph is complete in itself. One can get pleasure in reading it as it is informative as well as lucid.

The passage is written in a systematic way. The objectives tell us about gain at the end of reading the topic.

Right from the pre-independence era to post independence era, the development of trade union is shown. Its origin, its establishment and its spread is shown impressively.

The language is rich. We become a part of history while reading it. It is very effective. The right choice of words on right places is impressive. It is documentary kind of writing.

The passage is so nicely organized that comprehension becomes easy.

Text No. 15. STATUTORY PROVISIONS CONCERNING HEALTH

The Factories Act, 1948 insists that the following provisions must be made in industrial establishment of safeguarding employee health.

1. **Cleanliness:** Every factory should be kept clean and free from **effluvia** arising from drain and **privy** refuse, **dirt** and such other **nuisance**. For this, the factory walls, partitions, ceilings, doors, windows, etc. should be whitewashed at least once in 14 months and painted and **whitewashed** once in 5 years. The floor should be swept and cleaned, at least once every week by washing using disinfectant fluid or by similar other methods.

2. **Disposal of Wastes and Effluents:** Effective measure should be taken in very factory for **disposal of wastes** and effluents arising out of manufacturing process. These effluents should be rendered **innocuous.**
3. **Ventilation and Temperature:** Proper provisions should be made in every factory for ensuring circulation of **fresh air**. Temperature should be maintained by using such materials in building walls and roofs as would keep it as low as required and reasonable.
4. **Dust and Fumes:** Effective and suitable measures should be taken to prevent or at any rate reduce the **inhalation** and **accumulation** of dust and fumes. Added to this is use of exhaust appliances near the point of origin of dust, fumes and other **impurity.** Such points should be enclosed as far as possible.
5. **Lighting:** Sufficient lighting, natural or artificial or both, should be made available in every place of factory where workers are working. Efforts should be made to keep all glazed windows and **sky lights**, clean and free from obstruction.
6. **Overcrowding:** Effective arrangements should be made to avoid overcrowding of workers at a room. Every worker should be provided at least **500 sq.ft.** of space for his/her work.
7. **Drinking Water:** Effective and adequate arrangements should be made to provide drinking water throughout the year at suitable points

conveniently situated for all workers. But, no such points shall be situated within six metres of any **washing place, urinal, spittoon** or any other sources of **contamination.**

8. **Privy:** In very factory, adequate latrines and urinal should be separately provided for men and women employees. These should be adequately **lighted and ventilated.**
9. **Spittoons:** Sufficient number of spittoons should be provided in the factory premises at the appropriate places. Spitting at open places in the premises should be strictly prohibited. Spittoons should be kept and maintained in **clean and hygienic conditions**.
10. **First-Aid Appliances**: Arrangement should be made for adequate number of first-aid boxes. There should also be **adequate** number of personnel to administer **first-aid**. There should be an ambulance readily available in the factory as and when required.

(S.S. Khanka. *Human Resource Management(Text and cases)*, Delhi: S. Chand Publication, 2008. Page No. 235)

Analysis of the text:

There are 22 sentences in the passage.-

The paragraph is full of suggestions of safeguarding employee health.

Passive voice is used throughout the passage because they are suggestions.

It improves our knowledge about statutory provisions concerning health of employees.

The language is understandable. The passage is well organized. Step by step the provisions are explained.

The present book Human Resource Management attempts to fulfill various needs of time. With changing times the business environment changes. The LPG process has made business environment very complex and competitive. It explains an ideal business environment for employees. Labour law expects that these provisions should be made for workers to work in a healthy environment. This automatically reflects in his work capacity as well as the production. Thus, it increases profit for an organization.

The major points are given in bold and it's explanation follows in a very simple language. The explanation is not lengthy so it is easy to read. Anyone can read it in one go and enjoy reading and getting knowledge at the same time.

As the language is of day to day use, a common man can be interested in it. He gets the information quickly. This language is basically for giving information. Hence, even a less educated and non-management person can understand it. We can say it is a language of layman.

Text No. 16. SOCIALIZING, ORIENTING AND DEVELOPING EMPLOYEES DEVELOPMENT

The current global business environment makes the overseas assignment a **vital component** in developing **top-level executives**. However, this is currently truer in Europe and Japan than in the United States. Many American managers return with broader experiences, having been relatively independent of headquarters. Particularly, mid-level managers experience greater responsibilities than others at their level and frequently acquire greater sensitivity and **flexibility** to alternative ways of doing things. Unfortunately they are often ignored and **untapped** after their return.

It is vital for the organization to make the overseas assignment part of a **career development program**. In the absence of such a developmental program, two **negative consequences** often occur. First, the recently returned manager who is largely ignored or underutilized becomes frustrated and leaves the organization. This is extremely costly, losing the investment in developing this individual and the talent that will likely be recruited by a competitor, either at home or overseas.

Second, when overseas **returnees** are **regularly underutilized** or leave out of frustration, other potential expatriates become reluctant to accept overseas posts, inhibiting the organization's staffing ability. When the **overseas assignment** is completed, the organization has four basic options. First, the expatriate may be assigned to a domestic position, beginning the repatriation process. Hopefully, this new assignment will build on some of the newly acquired skills and perspectives. Second, the return may be **temporary**, with the goal of preparing for another overseas assignment. This might be the case where a manager has successfully opened a new sales territory and is being asked to repeat that success in another region. Third, the **expatriate** may seek retirement, either in the United States or in the country in which she or he spent the past few years. Finally, employment may be terminated, either because the organization has no suitable openings or because the individuals has found **opportunities** elsewhere.

All of these options involve **substantial expenses or a loss** in human investment. A well thought out and organized program of employee development can make overseas assignments a part of the comprehensive international human resource management program.

(David A Decenzo, Stephen P Robbins. *Fundamentals of Human Resource Management*, Wiley India Edition – Publication, 8th Edition, Page 215-216)

Analysis of the text:

There are 20 sentences in the passage.

The passage is very simple with lucid language. Though there are long winding sentences, they are interesting to read. No use of passive voice.

The passage deals with top level executive development and the problems faced by executives due to various aspects in business of different countries and different working environment. The passage is well organized and the problems of executives are explained in a live way. We can easily understand it because we can see the same around. No categorization is mentioned but the logical and sequential building of passage is impressive.

The authors have focused on broad-based market approach to HRM. Students need exposure to HRM. They sporadically encounter HRM. This book provides strong foundation upon which they can build additional course work in HRM. The book is made student friendly. The book provides a sound foundation for understanding the key issues. The book addresses most critical issues in HRM. The book includes hundreds of current citations from business periodicals and academic journals. Examples and illustrations are given. There are certain things that are included in the book which prove to be a great help in knowing more about the topic. They are: Learning outcome, Chapter summaries, visual summaries, key terms, Review and discussion questions, HRM workshop, HRM experiences for more information HRM websites.

Text No. 17. "HARD AND SOFT" MODELS OF HRM

HRM's **"hard"** model reflects a **"utilitarian instrumentalism"** and the **"soft"** model reflects a **"developmental humanism"** (Hendry and

Pettigrew 1990; Storey 1987). The **"hard"** model of HRM focuses on the crucial importance of the close integration of HR policies, systems and activities with the business strategy on HR systems to achieve the **strategic objectives** of the organization. This perception of resource appears to underline Torrington and Hall's (1995) descriptive functional model of HRM. The **"hard"** model emphasized the **quantitative strategic** business aspects of managing the headcount resource in a **"rational"** way (Storey 1987).

According to Guest (1987) the **"soft developmental humanism"** model emphasizes the importance of integrating HR policies with business objectives, involving and treating employees as valued assets and as a source of **competitive advantages** through their commitment, adaptability and high quality of skill and performance. In this model, the focus is on HR policies to deliver "resourceful" humans. HRM, as a **distinctive approach** to managing labor, elaborates upon the original " 7S framework" consisting of Strategy, Structure, Systems, Staff, Skills, Style and Super ordinate goals. Price (1998) categorized various schools of thought of HRM under three headings. These are:

- HRM is really a personnel management – HRM is a modernized form of personnel management based on integrated and coherent recruitment/ training, assessment and development programs.

- HRM is a Strategic model – HRM employs the techniques of strategic management for the utilization of human resources. it aims to be a link between business policy and employment cycle.
- HRM is people's management – it covers all aspects of managing people and emphasizing the role of line managers. it concentrates on achieving organization goals by winning employee commitment and high quality performance.

(Anuradha Sharma, Aradhana Khandekar. *Strategic HRM an Indian Perspective*, Response Books Publication – 2006. Page no.44)

Analysis of the text:

There are 13 sentences in the passage.

The passage is about Hard and Soft models of HRM. The language is full of Management jargons. It is very much difficult to understand the meaning unless one is into that process. Without knowing the reference, we are unable to get the flow of the passage. It is difficult for both, a layman and a person from the management stream. The links are not found properly. The language is also not much impressive.

The passage is very well organized. The passage speaks about two main models of HRM. The hard model means the close integration of HR policies, systems and activities to achieve the target of an organization. It is rational. The **"soft"** model refers to compiling all the earlier aspects to achieve the goal but the unique thing in it is, it gives more importance to Human Resource. It treats workforce as an asset.

At the end of the paragraph, various school of thoughts are explained in brief. The passage is full of citations from various authors. The main author hasn't contributed in it. It is a small and structured passage, though very difficult to understand initially, not for common man.

Text No. 18. CASES IN OB AND HR MANAGEMENT

Some of the activities which may help practitioners to achieve their HRM goals are presented below (Ivancevich, 2008):

- Nature of Employment and Employee Commitment: The challenge is to provide **long-term** commitment by the organization to the workforce while not being able to provide a guarantee of employment.
- Selection and Recruitments: HRM needs to draw a detailed profile of the role and the **changing expectations** of the role. This will help them to select the **right employees** in the **right way**.
- Compensation and Rewards: According to the Hewitt survey and a number of other studies (Sodhi, Joshi and others, 2007), places compensation and rewards as the most important factor leading to the **satisfaction / dissatisfaction** in the organization. An important implication is that compensation needs to be higher than what is

being paid by competitors and reward system is just and **differentiate** between the performers and others.

- Employee Ownership: An important factor in reducing attrition is to give employees **ownership interests** in the organization by providing them with such things as shares of company stock and **profit-sharing programs**.
- Transparency and Information Sharing: **Lack of Transparence** fuels unjust **misgivings** and information about operations, productivity, and profitability. Transparency and information sharing has shown to enhance effectiveness of the employees.
- Giving a Voice to the Employee: Nothing **de-motivates** an employee more than the fact that he has no voice in the organization. Social dialogue forums, which genuinely encourage the **decentralization** of **decision making** and broader worker participation is required.
- Teams and Job Redesign: An environment of **teamwork** needs to be created, which encourages the use of **interdisciplinary** teams that **coordinate** and monitor their own work. Teams have been seen to exert a powerful influence on individuals by setting norms regarding appropriate work quantity and quality.
- Learning and Skill Development: Learning takes place both in the formal and **informal** environment. Effective training and its periodic

evaluation at all levels ensures that employees and managers perform their jobs competently.

- Periodic Evaluation: **Periodic evaluation** at all levels ensures that employees and managers perform their jobs competently. Train people to perform different tasks and having people do multiple jobs can make work more interesting and provides management with greater **flexibility** in scheduling work.
- Social Equality: Equal treatment of employees by such actions as eliminating **executive** dining rooms, **reserved** parking spaces as well as other substantive ways like the provision of working conditions, health and safety, etc.
- Measurement of Practices: HRM should measure such things as employee **attitudes**, the success of various programmes and **intiatives**, and employee performance levels.

(Mirza S. Saiyadain, J.S. Sodhi, Rama J. Joshi. *Human Resource management* ,The McGrow Hill Companies, 2010. page no. 92,93.)

Analysis of the text:

There are 18 sentences in the passage.

The passage is all about activities which may help practitioners to achieve their HRM goal.

The language is simple. It is not rich. The activities are printed in bold and the explanation is given with that. The language is unimpressive.

No illustration or examples are given. The tempo of reading cannot be created through such reading. The passage is organized but the language is very simple. No standard management is used. No categorization is made.

The terms used in this passage are routine. They are not business jargons. So anybody can understand the passage. An important segment Management is simplified in the passage.

One of the most important HRM goal is to select, motivate, train and retain the employees in an organization. The authors have given some activities to achieve these above mentioned goals of HRM. It improves the productivity and profit of an organization. The employees also feel a sense of belonging towards an organization. The tips are simple to understand and follow. There are many small things that we ignore but they are really very useful for maintaining faith of employees. There should be transparency, employee ownership, healthy atmosphere and all needed facilities. It enhances job satisfaction of employees. Good compensation is also one of the key factors in these activities.

Simple language makes the comprehension of core topic easy. The passage is long but very interesting and it improves knowledge about HR strategies.

Text No. 19. HOW ORGANIZATIONS SELECT EMPLOYEES

The selection decision should not be a simple matter of who, the supervisor likes best or which candidate will take the lowest offer. Rather, the people making the selection should look for the **best** fit between candidate and position. In general, the person's performance will result from a **combination** of **ability** and **motivation**. Often, the selection is a choice among a few people who possess the **basic qualifications**. The decision makers therefore have to decide which of those people have the best communication of ability and motivation to fit in the position and in the organization as a whole.

The **usual process** for arriving at a selection decision is to gradually narrows the pool of candidates for each job. This approach, called the multiple-hurdle model, is based on a process such as the one shown earlier in figure 6.1. each stage of the process is called a **hurdle**, and candidates who overcome a hurdle continue to the next stage of the process. For example, the organization reviews applications and/or resumes of all candidates, conducts some tests on those who meet minimum requirements, conducts initial interviews or testing, and then selects a candidate from the few who survived this process. The **"Did You Know"** ....? box describes the thinking of an interviewer who applies the multiple hurdle model. Another, more expensive alternative is to take most applicants through all the steps of the process and then to review all the scores to find the most desirable candidates. With this alternative, decision makers may use a compensatory model, in which a very high score on one type of assessment can make up for a low score or another.

Whether the organization uses a multiple hurdle model or conducts the same assessments on all candidates, the decision makers needs criteria for choosing among qualified candidates. An obvious strategy is to select the candidates who score highest on tests and interviews. However, employee performance depends on motivation might be **“overqualified”** – that is, the employee might be bored by the job the organization needs to fill, and a less able employee might actually be a better fit. Similarly, a highly motivated person might learn some kinds of jobs very quickly, potentially outperforming someone who has the necessary skills. Furthermore, some organizations have policies of developing employees for career paths in the organization. Such organizations might place less emphasis on the skills needed for a particular job and more emphasis on hiring candidates who share the **organization’s values**, show that they have the people skills to work with others in the organization, and are able to learn the skills needed for advancement.

Finally, organization have choices about who will make the decision, usually a supervisor makes the **final decision**, often alone. This person may couple knowledge of the job with a judgment about who will fit in best with others in the department. The decision could also be made by a human resource professional using standardized, objective criteria. Especially in organization that uses teamwork, selection decisions may be made by a work team or other panel of decision makers.

(Noe, Hollenbeck, Gerhart, Wright, *Fundamentals of Human Resource Management*, 2nd Edition, Tata McGrow-Hill Edition – publication , Page no 198, 199)

Analysis of the Text:

There are 26 sentences in the passage.

There are many management terms. They are explained very well in a simple language. No use of passive voice but a good flow of language. In the margin the two selected processes are explained in brief. A key sentence is provided so that there is no ambiguity in understanding the topic of the passage.

The passage is well organized. For each paragraph, a key sentence is given. So it becomes very easy to get the flow of the passage. We are not distracted.

The passage is all about selection process of employees in the organizations. The two main selection processes are explained thorough multiple hurdle model and compensatory model.

The definition of both the models is given in the margin and explanation at length is given in the paragraph.

The passage is well knit. There are no distractions. It is very appropriate. In the first selection process, some candidates are eliminated in every stage and then the final selection is done by an authority. Whereas in complimentary model, a high score compensates the low score in the selection process of a candidate. The decision is taken by a team.

Words like ‘overqualified’ affect the employment.

In short, the passage opens many hitches in the selection process in the organization. What qualities and abilities are required to get an employment is depicted beautifully in the passage. The passage is well organized and it shows the core functions of HR in any organizations.

Text No. 20. JOB EVALUATION

Job evaluation schemes are used by employees to help ensure that pay and grading systems at the workplace fairly reflect the **skill requirements** (Chapter 7). There are a number of different types of job evaluation but there are two main classes: **analytical and non-analytical**. The non-analytical seeks to compare whole jobs and to use relatively simple techniques such as **job ranking**. Analytical schemes compare jobs on a range of common factors – eg, level of skill, amount of physical effort needed, degree of responsibility, etc. Each of which may be rated differently from job to job. Each factor can be weighted and then scored for each job, the total points rating for the determining its relative position in the whole **jobs hierarchy**. Different jobs with the same overall point’s ratings are regarded as demanding an equal amount of work however different the actual tasks might be. For instance, a canteen server and a cleaner undertake different physical tasks but an analytical rating scheme might place both jobs in the same band of points and thus the jobs would attract the same basic pay.

The **persistence** of job evaluation schemes in the twenty-first century may seem something of a mystery in the present age of **flat and flexible** organizational structures and more individualized performance related pay systems – it has a flavor of **personnel management** about it rather than human resource management. In fact, although the first three WERS surveys asked questions about job evaluation at the workplace, this was dropped from the 1998 survey and only reinstated for the 2004 one. The main reason it is still so important, at least for large employers, is that only an analytical job evaluation scheme can provide a legal defense against an equal pay claim at a tribunal.

The 2004 **WERS survey** (Kersley et al, 2006; pp 244-77) found that **20%** of all workplaces had job evaluation schemes, but the percentage rose significantly with size of the workplace as measured by number of employees: **35%** of those with **100 to 199** employees had one; **36%** of those with **200 to 499;** and a majority – **54 % -** of those workplaces with **500 or more** employees used job evaluation. The reason is quite clear: larger employers are more vulnerable to equal pay claims, which are often supported by trade unions. Job evaluation is also more prevalent in the public sector, **42%** of all the organizations in that sector operating a scheme, as opposed to **16%** in the private sector. This probably reflects both size and **trade union influence.**

(Iain Handerson. *Human Resource Manangement,* Universities Press, 2010. Page 195).

Analysis of the text:

There are 14 sentences in the passage.

The paragraph is all about job evaluation systems and its importance in modern age. It is written in simple language. Though the statistical data is included in it, its very easy to understand because of simplicity of language.

We can understand past, present and future scenario of evaluation system its effect and spread through the passage.

The vast subject is made interesting and legible only by the usual and everyday language.

The passage is well organized. It speaks about job evaluation. There are categories and no points highlighted. Its like an essay. Paragraphs are made to have logic and cohesiveness. Examples are given for further comprehension. The passage is well knit.

The last paragraph includes statistical data of a survey of job evaluation. Job evaluation is a prime concern in modern industries. It is a responsibility of HR person in the organization. There are two types i.e. analytical and non analytical job evaluation. Non analytical method is simple. Whereas, analytical method takes in account all the aspects like skills, responsibilities, efforts etc. Accordingly, rank pay is given.

Job evaluation is done in all workplaces whether it is private or government. In big organizations, where more than 500 workers are working, it proves as a boon. Use of statistical data of a survey make the readers believe the statement and the theory.

The author attempted to make the text as accessible as possible without losing the nuances and subtleties of a complex and important subjects. He has drawn the latest HRM research for MBA students. It needs to cover the needs of a stand – alone, one term semester course in HRM with no need for pre-requisite studies. Key themes in HRM in 21st century are identified from recent empirical research.

3.3 BUZZWORDS

In the language used by Management science, new words are coined. New terminology comes into existence. The meaning of these terms is totally different in day today usage of language. Its conventional meaning is different and the meaning in management field is totally different. They are not a management jargon but still they have a peculiar meaning in the field of Management.

The meaning of buzzword in Oxford Dictionary says that a buzzword is a word or phrase, often an item of jargon , that is fashionable at a particular time or in particular context.

1. Action Item

Action item is nothing but a documented event usually decided in a meeting. It is a task, an activity, or an action that needs to take place as a need of situation. It can be handled by a person or a unit. It is a unanimous decision taken for the benefit of an organization.

Action items are discussed by a group of people who are meeting about one or more topics. In the meeting, it is discovered that some kind of action is needed for growth of an organization. The act required is then documented as an action item and usually assigned to someone. The responsible person is usually a member of the group. The person to whom the action is assigned is then obligated to perform the action. In the next meeting the person is expected to give progress report.

2. Burnouts

Burnout is a psychological term for a syndrome characterized by long-term exhaustion and diminished interest, especially in one's career.

It is related to physical and mental condition of an employee. After Liberalization, Privatization and Globalization, the world became very small. Global market was open for all. But the highly competitive world took the toll of human toil. There are high paid jobs with great risks and high responsibility. The pressures and stresses to achieve the targets made the human resource to face many problems like work life imbalance and family life imbalance. These stresses affect the productivity and creativity of an individual and the organization. Burn out is an apt and self explanatory term to show the exhaustion. It shows the futility and uselessness after burnout situation.

In this jet age, with the emergence of IT sectors, working hours are not fixed. Food habits are not observed, drinking alcohol has become a prestige point. To top all this, great work pressures take the toll of our energy and we become victim of burnout.

It results in physical or emotional exhaustion, especially as a result of long-term stress or dissipation. One who is worn out physically or emotionally, as from long-term stress is a burnout.

It is very harmful for physical and mental health and also for career graph. To fight with this situation, many organizations appoint a psychiatrist for their employees. It helps in enhancing the productivity, improving mental health of the employee and add to the organization’s reputation.

3. Blamestorming

Blamestorming is self explanatory term. It is a method of collectively finding one to blame for a mistake no one is willing to confess to. This is a usual picture we can see in meeting of colleagues at work, gathered to decide who is to blame for a any silly mistake.

It is something like sitting around in a group, discussing why a deadline was missed or a project failed, and identifying a scapegoat.

For eg. After a second customer refused to sign their newly-and-incompetently-redesigned "three-tier" support agreement, the VP of Support and the COO held a blamestorming session and decided to pin the problem on the customer representative, who was subsequently fired.

In highly competitive sector like IT, loosing a single client leads to a great loss for a company. In such condition a blamestorming session takes place and usually a trivial employee is fired.

This is one of the unfair practices but sugar coated under the name of improvement in efficiency and perfection in work. They just want to wipe out their failure through blamestorming.

(Source- *www.unwords.com/unword/**blamestorming**.html)*

4. Blue sky thinking

Blue sky thinking means high thinking without practical thought. In short thinking great without considering ground reality. These are ideal thoughts. They are high dreams. Unfortunately they are not practically possible every time.

It's a good idea, but can not implement usually. Blue sky thinking is thinking that doesn't have a particular goal. So it is not thinking to solve a problem, it is just thinking for the sake of ideas. We can say that it is harmless but useless thinking.

Contrast with research to find out the answer to something or solve a problem. It is tackle a problem intuitively and inspired without goal. It is just fancying things without having the capacity or ability.

In the corporate world such thinking is very harmful. A person indulged in the world of faction likes it. People appreciate it as an ideal thought but think twice before they work on it.

5. Buzzworthy

When a person does something to set an example before the society, he is buzzworthy. One creates an experience that people remember and recommend to others. They talk about it as the bees buzz. It can be both good and bad. It makes them laugh. It elicits emotions. It gives them interesting information. It’s something out of the box, something different. It’s usually a more personalized experience but it becomes a subject to talk in the society.

Buzzworthy experience can be used in marketing as a strategy to announce a new product or service, an upgrade to one’s existing business, or a one-time only event that will be used to get one’s brand name out there.

Buzzworthy has not remained a buzzword only, it is officially used for a person who is discussed always in the society for one reason or other. It is used in all sectors of life .Through gossips such buzzworthy people get more fame and name. Sometimes some people opt for such ways to be in lime light.

Examples

Kejriwal’s election campaigns are buzzworthy things in the country.

Amir Khan’s commitment towards nation is a buzzworthy thing in Bollywood.

Her failure in exam became a buzzworthy news as she was very intelligent.

6. Cross training

Cross-training is a term specially used in sports. It refers to an athlete training in sports. It is used for improving overall performance of a sportsperson. It takes advantage of the effectiveness of each training method. While doing it at the same time the shortcomings are worked upon to improve the performance. This method improves strengths of a sportsman and tries to eradicate his weaknesses by providing him proper cross training.

The same funda is applied in modern business sector. In the corporate sector this cross training is very much applicable. In it, according to the employee’s abilities and capacities various trainings are given to make him perform well. At the same time his shortcomings and other weaknesses are recognized and worked upon. So that the employee becomes a workforce in an organization and be a part of an organizations growth.

Cross-training in sports and fitness refers to the combining of exercises to work various parts of the body. In an organization, the employee is given work in various departments where (s) he can utilize all his talent. It is a subjective training, which can not be applied to all or at random.

This training is meant to overcome the shortcomings of one style by practicing another style which is strong in the appropriate area. In business and enterprise it is used to collect all the positive strengths from the human resource for a better performance. As HR department is the core department the core department, it takes care of such trainings. An HR manager of an organization finds out the strengths of workers working in an industry and utilizes their expertise for improving productivity of the enterprise.

Various methods are used to motivate the work force. Some times the combination of methods help to improve the performance.

7. Career Suicide

Career suicide is to perform an action that destroys one's reputation. It is also partaking in an activity that will totally discredit you. Many a times it nullifies any chance of personal advancement.

When one commits career suicide, it's mostly because one does something that is against the norms or the policies of an organization.

For eg. One treats a client in a way that they aren't supposed to be treated. Or one can't fit into a team during an important project. These are all examples where one doesn't conform to excepted behavior, one is screwed. Peer interactions are important. They can judge the new comer and the simple mistake becomes blunder.

Startups, on the other hand, fail for the simple reason that most new businesses fail. Starting a company and having a job are very different things. Committing career suicide versus startup suicide is one such example.

For eg. A person is on a very high post in an organization, he has to take some important decisions and he goes wrong. The organization has to suffer a great loss in case of money and reputation. On the other hand the person also loses his reputation. He is sacked. Even if he wants to get a job in another organization, it becomes very difficult. Else he has to work on a trivial post. It is degradation. This is career suicide. This is difficult to accept and it prevents all the ways of further development in all the fronts of viz. family, society and job.

(Source- *www.cioinsight.com › IT Management*)

8. Cafeteria plan

For the benefit of the employees many plans were made by Government. It is because of the labour organizations worldwide which are more insistent about rights of workers. A cafeteria plan is a separate written plan maintained by an employer for employees that meets the specific requirements of and regulations of section 125 of the Internal Revenue Code.

Cafeteria plan provides a worker an opportunity to receive certain benefits on a pretax basis. Participants in a cafeteria plan must be permitted to choose among at least one taxable benefit such as cash and one qualified benefit. A qualified benefit is a benefit that does not defer compensation and is excludable from an employee's gross income under a specific provision of the Code, without being subject to the principles of constructive receipt.

Life is uncertain. We can not predict what will pop up suddenly. For such sudden events and incidents Article 125 provides help to employees. If an employee is a member of the organization and if he fulfills all the said conditions then he can get ample benefits to make his life easy even after unexpected incidents.

Qualified benefits include the following:

- Accident and health benefits
- Adoption assistance

• Dependent care assistance

• Group-term life insurance coverage

• Health savings accounts, including distributions to pay long-term care services

The written plan must specifically describe all benefits and establish rules for eligibility and elections.

A section 125 plan is the only means by which an employer can offer employees a choice between taxable and nontaxable benefits without the choice causing the benefits to become taxable.

A plan offering only a choice between taxable benefits is not a section 125 plan.

(Source-"Benefits of Section 125 Plans". *Section 125 Plans*. Section125Plans.com. Retrieved 26 September 2011

Publication 15-B: Employer's Tax Guide to Fringe Benefits. *Internal Revenue Service*. 2010.)

9. Econometrics

Econometrics is the blend of mathematics economics, statistical methods. Though it seems little weird, it is the application of statistical and mathematical theories to economics for the purpose of testing hypotheses and forecasting future trends. Econometrics takes economic models and tests them through statistical trials. The results are then compared and contrasted against real-life examples. This is really useful in the current competitive situation. According to changing market conditions the organizations have to make their policies and set their future trends. Hence, Econometrics is used for accurate results and analysis.

It includes:

- Efficient data organization, management, and publication quality presentation.
- Functions are easily adaptable to fit individual model specifications, making it an ideal program for univariate, multivariate, panel series, cross-sectional, and time-series analysis.
- Computation of large datasets and complex models can be done quickly. This, combined with tools for process automation, documentation, and presentation, allow for efficient econometric analysis.
- Includes a quick and reliable Maximum Likelihood routine.
- Provides pre-programmed classical regression analysis tools with the framework necessary for implementing modern and sophisticated regression techniques like time-varying parameters.

Econometrics is a need of time for corporate world and to sustain in the global competition, econometrics is a great help.

(Source- Herman O. Wold. *Econometrics as Pioneering in Nonexperimental Model Building*, Econometrica, 37(3), 1969. pp. 369-381.)

10. Flight-Risk

In this world of uncertainty, everything has become so unreliable. We can not e count upon the honesty of an employee for any reason. Dedication, honesty as the previous generation showed for their employer and the organization can not be taken for granted.

Whatever the reasons are but high salary or good work can not retain an employee. Flight risk is the risk of employee leaving the organization. Even if a company is good, policy is beneficial, monitory satisfaction is there, an employer can not guarantee for employee retention.

According to Accenture research detailed in a June 2011 report, "What Executives Really Need to Know about Employee Engagement, 43 percent of highly engaged workers have weak or lukewarm intentions to stay with their employers."

Despite that, many executives still tend to equate high engagement with increased retention and implement policies and initiatives in response to survey results that fail to deliver the promised retention boost.

The phrase "flight risk" has two meanings – one formal and one informal. The formal meaning of "flight risk" is used in American courts to determine whether or not a defendant (the person being accused of a crime) in a court case would consider running away or flying to another country in order to avoid being found guilty and going to prison. This is the second meaning used in Management context. Here for plight of an employee the organization has to bear great loss.

11. Halo Effect-

Halo effect is a psychological concept. It means we have a habit of generalizing a feature of a person and we evaluate the person accordingly. It is a general tendency of a human being to judge a person by his one salient feature and give benefit of it.

It can be good or bad. People get attracted or distracted by a person by judging him/her on the traits they experience. This is a faulty judgment of any personality. We can name it as bias or prejudice. It is not always that we experience and create opinions. We even rely upon the information we get through various sources. Media footage, gossips, discussions, outward appearance is all responsible for halo effect.

In psychology, the concept that persons with one positive quality are perceived as having multiple positive qualities.

For example, an attractive person may be thought to be more intelligent than he/she really is. In business, the halo effect is seen when one popular product from a company improves sales for other products.

The same halo effect helps an organization. It can increase publicity of the organization, the beneficial effect on sales of a company's range of products produced by the popularity or high profile of one particular product. Mouth publicity also helps an organization to increase the benefit.

Some times the organization has to face adverse effect. Hence, organizations are much conscious about their publicity, product and sale.

12. Induction training

At the entry level, both apprentices and graduates receive induction training. There are various induction modules for graduates and the employees. It is a project that aims to increase their understanding of the whole company and introduce them to the policies and expected rules and regulations for working in organization. Team spirit is also tested by the programme.

It provides many opportunities to learn about and explore four core competencies:

1. Managing oneself- Trainees learn tools and techniques to help their self-development through managing their time effectively, meeting deadlines and targets and building other personal capabilities.
2. Working with others- Trainees develop leadership and influencing skills, learn to better listen to and respect others, build team spirit and understand personal differences within the team.
3. Business and strategic awareness- Trainees learn and analyse the company's strategy and the commercial environment in which it operates.
4. Planning to achieve. Trainees improve their skills in data gathering and interpretation, project management and creative problem solving.

Induction programme is useful for the employees and the organization as it saves time and money of the organization. The organization does not bear with the employees' trial and error and 'I don't know' attitude. Whereas the employee adjusts in the organization's working environment and works efficiently from the day one.

13. Management by Objectives

The term 'management by objectives' was coined and first explained by Peter Drucker in his 1954 book, The Practice of Management

MBO is a goal-oriented management tool in which managers and employees come together to agree upon a set of objectives to achieve for the company's short-, medium-, or long-term future. They decide upon a particular policy for all to achieve the target. Dead lines, incentives, parts on which everyone has to work is decided or divided.

Management by objectives is a multi-step process in which previous goals are periodically evaluated and changed with employee input, then put into practice with occasional performance evaluation and rewards to high achievers. Goals are expected to be explicitly defined by the SMART Principle. That is, goals must be Specific, Measurable, Achievable, Relevant, and Time-Specific.

Critics of management by objectives argue that the tool only works when goals are defined more specifically than is usually possible. Proponents argue that this arrangement helps employees avoid a workaday mentality in which activities are performed without any reference to greater objectives.

The performance is high and quality products are delivered. As everything is set, there is no additional tension. Time frame is decided so accordingly the single target is completed there is no distraction as such.

(Source- Odiorne, George S. *Management by Objectives; a System of Managerial Leadership*, New York: Pitman Pub., 1965.)

14. Pattern bargaining

In 20th century when trade unions fought for the right of the employees. If a worker is the member of trade union in an organization he gets benefits. The trade unions negotiate with the organizations about the designation, salary and other perks which are their rights. Such valid wants are accepted by the Management of an organization and then they are declare. It is called pattern bargaining.

It is a process in labour relations. In it, a trade union gains a new and superior entitlement from one employer and then uses that agreement as a precedent to demand the same entitlement or a superior one from other employers.

Pattern bargaining was pioneered by unions such as the United Auto Workers and the Teamsters in United States The first step of the bargaining process is the identification of a target employer. This provides an opportunity to influence the contract for the industry, while the risk of a labor disruption if negotiations stall or fail. Once this contract has been successfully negotiated and ratified by the unionized workers, the union declares it a "pattern agreement" and presents it to the other employers as a take-it-or-leave-it offer.

The pattern bargain in India of the cloth mills failed and the longest and biggest strike destroyed thousands of mill workers.

Pattern bargain in 80’s in education sector failed and hundreds of teachers suffer from unemployment.

There are more successful pattern bargains than the failures.

The membership of such trade unions shows the participation rate which measures an economy's rate.

15. Signature Hunt

Generally in marketing department, an employee is given a target. To accomplish the target they are given incentives, travelling allowance, food allowance, petrol etc. Many a times the employees do not do the work sincerely and do some other things or waste the time. This is highly prohibited and dangerous for the profit of the company. Considering all facts, the employee is given a paper where he has to get the signatures of all the people he has visited.

Again the company provides the name and number of some target clients and associates. The person has to meet the given people in the list and get their signature as a proof.

Thus it prevents bad practices and make an organization fulfills its targets in time. It definitely help company to achieve its goal. Moreover the employee gets a prize for number of signatures he gets in a day.

Some times an organization provides a list of FAQs with a contact person, and phone number or extension. The questions should be answered or the questionnaire should be filled by people with their signature. Many competitions are announced by the company as those who writes good answer will get a prize etc. The employee also gets good incentive and prize for his hard work and signature hunt. These questionnaires are analyzed for making or changing policies of an organization. Thus, signature hunt is a tool of development for an organization.

16. Above Board

'Above board' refers to a person who is both honest and open. A person who is not 'above board' is deceitful or deceptive. This is a general meaning of above board.

When the same idiom is used in management language, the meaning changes drastically. For example, The deal is 'above board'. That means the deal is legal and fair. There is no chance for deception. It is honest. There is no hanky panky involved.

Another meaning of the same idiom in case of deal is open. There is no underhand dealing involved. Keeping the things on board refers to putting them open without hiding.

Earlier, the smugglers hide the smuggled goods below the deck. They did not keep it on board that is in open. In other words, anything that is placed on the deck is called above board.

In business world, this idiom is practiced for fair and legal deal. An open and honest business.

Example, usually above board dealings are not done if the politicians are involved in it.

Many phrases and idioms are practiced differently in different contexts. This idiom denoted same meanings in different context but its intensity differs.

17. Boiled Frog Syndrome

This idiom has a story behind it. If one places a frog in a bucket of water of normal temperature and then slowly turns up the heat, the frog will not be able to notice it initially. On the other hand it enjoys the warm water until it becomes a danger for its life. As the temperature goes up, the frog becomes sleepy and at the end cannot come out of the bucket.

Now a days, one can see so many companies suffering from 'boiled frog syndrome'. The parody is they fail to learn from their mistakes in the past.

For example, dot com companies expanded in the time of boom but failed to notice shrinking markets and thus had to be closed.

One can notice so many examples of such companies around in this time of slowdown.

Many companies expand furiously in the time of boom. They concentrate on their top time and ignore back end. It is all very good till the boom bust but in recession no one can save them. The end is fatal and abrupt.

The same picture is in retail sector. They concentrate just in expanding of business but forget to pay suppliers and after the boom they realize that suppliers do not co-operate as the money is not paid. Hence, the things end up in blaming each other and making protests. The scene becomes so pathetic that the management does not have money to pay even the top line employees.

The major reason for all this is the insensitive attitude towards organizations towards changing business environment.

18. Carrot and Sticks

This idiom refers to the combination of reward and punishment to induce behavior. It is said that a cart driver dangling a carrot in front of a stubborn horse and holding a stick behind. The horse moves ahead to get the reward of the carrot and also to avoid the stick behind, while driving the cart.

This term is used in corporate sector for International Relations. The tax benefits or other policies stand for carrot and the torture and threats by government stand for stick.

This idiom has also another meaning that the carrot stands for motivation at times. Stick is also a motivational factor. Sometimes rewards and punishment motivate one to achieve the target in time. It is a kind of encouragement. If the rewards do not work, the punishment works as a source of motivation. Because of the threat of punishment, one completes its task in time and in a perfect manner.

In modern organizations, the words rewards and punishments are not used. They think that it is an old policy. The words are passé. So nowadays the word motivation is aptly used as it makes a great impact on the minds of workforce and that improves their work.

19. Dialing and Smiling

This is a modern marketing funda. Finance companies or insurance companies market their schemes through telemarketing. Such calls are unsolicited or we can even call them ‘cold’ calls. These calls are made to prospective clients in a very cheerful tone and with courtesy. Always the financial matters are risky and the sales person is under pressure. They used this tactics to attract the customers. Sales people use a very positive tone while speaking on phone.

This idiom is also known as ‘Smile and Dial’ or dialing for dollars. Earlier, the telephone numbers were taken in random. The tele callers call them for promoting their schemes in a sweet and sophisticated tone.

Such calls are unsolicited and they disturb the receivers. To shop these unwanted calls a system called DNC (Do Not Call) is introduced. Those who do not want such calls can opt for DNC. Over ruling DNC causes a stiff fine. It is not legal to call anyone for sell of the product without one’s consent.

This term makes the job of the salesman sound more pleasant when in reality that is just ‘cold calling’. These salespersons sound more friendly in order to appeal the potential client.

20. Dog Fooding

Dog Fooding is a slang version of the phrase ‘eat your own dog food’. It means use your own product for your routine instead of using superior, competitors product.

This term is used in 1980’s when Microsoft was launched. Earlier, this term was used only for software companies but it is widely used in all sectors of business now.

The theory behind it is, if ‘you eat your own dog food’ then you are more motivated to add features in your software and keep the standard of its quality high.

It is advised that the companies create some product for the public, should use them internally to check its quality. The companies that use the superior products other than their own for the internal use, are unable to understand the problems of users.

Using the own products for day to day purposes proves the capabilities of the product as well as a faith in the quality of the product. The company has confidence in the product and its perfect usage.

The use of company’s own products in the same company enhances faith in product. They can promote and advertise it to their customers as a best of bread product.

If one has a question “Does the dog eat the dog food?” means ‘do they really like the products themselves?’ If they dislike it, it effects the moral of employees as well as potentially turn into hampering public relations.

Hence, ‘eating your own dog food’, should be practiced. It is a healthy practice in business.

Conclusion:

The chapter consists of analysis of text and some newly coined buzzwords in the corporate world. The above analysis of the text shows the language used in Management science. Various language devices used and the clarity of language. Yet this language of Management doesn’t comprise any ambiguous and vague language. Nor it is full of ornamental language or the bombastic words .It is a universally accepted language. Management language is always unambiguous and crystal clear whereas language used in literature; be it a fiction, novel, poetry, its vague. Language of Management is always called as a very straightforward and standard language. Though some times it is difficult to understand as it is full of management jargons. By studying these passages we can easily differentiate a Management language to any poetic language. It is a universal language and a language even a layman can use.

There is variety of languages worldwide; they have their dialects and slangs. The nations are developed, developing or under developed, but the language used in industry is same. Management language incorporates newly coined words, buzzwords even some ridiculous business jargons. Management sector is open for new changes, it is also in the case of language.

This chapter consists of some specimen passages and its linguistic analysis. They show linguistic peculiarities in it. There is a difference in language of Management and the common language of layman. Language of Management is direct. It is dry and not ornamental like language of literature. This language is full of proofs. To prove any point some realistic quotations are given. It is a technical language and universally acknowledged. Examples from industries and analysis of situation are the sources of explanation. Some case studies are given for brainstorming.

There is no room for imagination or fiction. Whatever is the solution, it is based on the given situation and a practical and applicable solution is expected in such cases. In short language of management is straight forward and universal. It is not bound to any dialect or national language.

Buzzwords have their own way of expression. In the modern world when most of the time is spent in the offices, the behavior of the peers becomes very informal. Many buzzwords are the outcome of very informal talk. They become very popular in a short span of time. They don’t have long life. As the surrounding and generation change they change automatically.

WORKS CITED

- Anuradha Sharma, Aradhana Khandekar. *Strategic Human Resource Management an Indian Perspective,* Response Books Publication – 2006.
- Benefits of Section 125 Plans. Section 125 Plans. Section125Plans.com. Retrieved 2011.
- Biswajeet Pattanayak. *Human Resource Management,* Eastern Economy Edition, Third Edition– 2009.
- Biswajeet Pattanayak. *Human Resource Management*, Eastern Economy Edition, Third edition, 2010.
- Case Studies in *Human Resource Management,* Volume I, ICFAI, Hyderabad, 2005.
- David A Decenzo, Stephen P Robbins. *Fundamentals of Human Resource Management,* Wiley India Edition Publication, 8th Edition.
- Dr. P C Pardeshi. *Human Resource Management,* Nirali Prakashan, 4th edition, January 2005.
- Edmund Heery, Mike Noon. *A Dictionary of Human Resource Management*, Oxford University Press, 2006.
- H. Kaushal. *Human Resource Development*, 2nd Edition, 2010.
- *Human Resource Management* - Indian Institute of Banking Finance, Macmillan Publication – 2010.
- Iain Handerson. *Human Resource Manangement,* Universities Press, 2010.

- K Ashwatthapa. *Human Resource Management,* Text and Cases, The McGrow Hill Company, Fifth Edition,2008.
- Lain Henderson, *Human Resource Management*, Universities Press – 2009.
- M.L. Marks and P.H. Mirvis. *Joining Forces: Making One Plus One Equal Three in Mregers, Acquisitions and Alliances*, San Francisco: Jossey – Bass, 1998.
- Mirza S. Saiyadain, J.S. Sodhi, Rama J. Joshi. *Human Resource Management,* The McGrow Hill Companies, 2010.
- Mirza S. Saiyyadain, *Human Resource Management,* The McGrow Hill Company, 4th edition, 2009.
- Noe, Hollenbeck, Gerhart, Wright. *Fundamentals of Human Resource Management,* 2nd Edition, Tata McGrow-Hill Edition – publication , 2010.
- Odiorne, George S. *Management by Objectives; a System of Managerial Leadership, New* York: Pitman Publication, 1965.
- P.L.Rao. *International Human Resource Management- Texts and Cases,* New Delhi: Excel Books, 2008.
- Peter J. Dowling, Denice E Welch. Cengage *Learning, Managing people in a Multinational context, Human Resource Management* India Edition, 4th Edition, 2010.
- Publication 15-B: *Employer's Tax Guide to Fringe Benefits.* Internal Revenue Service. 2010.

- S.S. Khanka. *Human Resource Management* Text and Cases S.Chand Publication; New Delhi, 2008.
- S.S. Khanka. *Human Resource Management Text and Cases*, S.Chand Publication, New Delhi, 2008.

CHAPTER 4

CONCLUSION

4.1 INTRODUCTION

This chapter concludes the observation of my study of the Management terms used in HR.As mentioned earlier, Management has entered almost all walks of our life from uneducated to educated, rural to urban and from house Management to nation Management. It has recently become a watchword for success even in our ordinary life. In short, it can be said that nobody can escape the Management in the modern times.

The study has taken into consideration HRM, a lively branch of Management for the simple reason that human beings are the crucial segment of the Management. People working in an organized Management sector use language which may not be different from the everyday language but it has some unique features of its own which need to be studied. Language used in medicine, science and technology, engineering and pedagogy has its own fun and flavor. The same can be said about the language of Management science. Grammar does not change from field to field but usages do change. The present study analyses the words, phrases, terms and terminologies used in Management science. It must be made very clear that the language of management science used the same English with certain modifications in its denotations and connotations. It has not invented a new language; it has rather used the same language with some modifications.

For eg. The word ‘Alfa Geek’ means the most technically accomplished or skillful person in some implied context. Its parent word is ‘Geek’. It is not used now but 500 yrs back this word is used for ‘Fool or simpleton’. In 16th century a jest in the kings court was called as ‘geek’. In 18th century the same word was used for people who are overly dedicated to some particular interest. In 1980s, a person who is interested in computers is called a ‘Geek’. And if you outdo your fellow geeks you are ‘Alfa Geek’.

4.2 SUMMARY OF FINDINGS

At the end of the research the researcher expects that the result will be of utmost use to the students and teachers of Management and language as the research has explained the context and evolutionary development of terms. The aim and objective of the research is to providing a good standard compilation of HR terms for the students’ and teachers’ reference. It comprises of etymology of the terms and its development according to the changing time.

The main aspiration of the researcher is that the students and teachers of Management should not refer the thesaurus or dictionary every now and then to understand the meaning of the word. They always go for a non standard dictionary and often get confused or misled. To avoid this, the researcher is providing an appropriate and useful guide.

This is not the study of Management, its history, its development and present situation, this is the study of the language that is used in Management science. Though the word Management has acquired a place of significance in our lives today, language is wider with deeper history. English for eg. is now more than five hundred years old. Many changes have taken place in English over the years.

The study has found out that language is a continuous flow of changes, additions and deletions. Language is self generative. It generates new things and items which keep the language fresh. There is a strong link between the human beings and the language they use Times change, human beings change, it is obligatory that language also change. This study takes into account these vital changes that have taken place in the field of HRM. These changes are on two levels. First some words and phrases are given additional meaning that suits the Management science. These words and phrases elsewhere had one meaning. Management science has added to the original meaning significantly. These words and phrases are so frequently used by the people involved in HR that these words and phrases acquire the position of everyday language for these people. Hence, it can be said that the language i.e. used in Management science, is not isolated from the everyday language .It is not utopian in nature and ideology.

Second aspect of this language is that it is towardsly connected with the everyday experience of the people who are actively involve in the Management. This shows that the language used in Management science is not in any way cut off from the psychological make up of the people in the area.. This study has shown the usefulness of this language in the everyday life of the living human beings.

4.3 HYPOTHESIS TESTING

In the beginning of the research, the researcher has put forth three statements as hypothesis. They are as follows:

1. There is no special language of Management.
2. The Management terms have remained the same from the very beginning and
3. There have been no external elements which affected the Management term.

After the research and analysis of the terms, all the assumptions about the topic proved wrong. On the other hand, it is proved that, yes, there is a special language for Management which is universal, clear and unambiguous. The Management terms have changed from the very beginning according to the changes in society. And last but not the least, There are so many external factors that affected Management terms viz. social, political, economic, geographic, ethical and more importantly mental.

4.4 PROPOSED SUGGESTIONS

1. Study of Management terms in view of their origin and development.
2. Study the Management terms by understanding their meaning.
3. Study of effect of external factors in the development of Management terms.
4. Study the changed meanings of Management terms according to the changes occurred in socio-political, economic and cultural scenario. The researcher doesn't claim that this research is ideal one .Its an attempt to make the research interesting and useful for learners of language. Hence, if there are some suggestions, some recommendations, they are all welcomed. They will help the researcher to make the research more effective and user friendly.

4.5 AREAS FOR FURTHER RESEARCH

Language changes are a basic principle of the studies in language. It necessarily means that a student has to go back to the etymological roots and development of the words. This study has done exactly the same. It has taken into consideration the historical changes in the word. This study also considers the use of the same words in other fields of languages. Language is too vast to be encompassed in a dissertation of about 200 pages. The study, therefore has selected the variety of words and not the number of words. Thus, the study has maintained the qualitative aspect of the research by selecting words for different explanations and illustrations. This study by no means is complete. It has however paved the way for similar studies in future.

1. The research focuses in etymological study of glossology of management. It also focuses on the language used in Management Sciences. The terms are related to Human Resource Management.
2. There is a great scope for further studies with the help of the present research to explore the other Management Sciences. There can be further study on various other aspects of language like sarcasm, humour.
3. The further studies can be done on social awareness reflected in Management studies.

4.6 CONCLUSION

One of the aspects of the research is the language of Management. Language is a tool for communication.

The role of language in communication is to express and share ones feelings and ideas. Language allows us to express what we think and feel to another or group of people. Language enables us to learn, teach, express our preferences, agree on certain norms and standards within a society in order for us to co-exist. Language is instinctive even in cavemen who expressed themselves by sound, body language and even simple drawings.

Language is used for various purposes. Language for communication is the main purpose whereas language is used for disinformation.

Disinformation is intentionally false or inaccurate information that is spread deliberately. It is an act of deception and false statements to convince someone of untruth. Disinformation should not be confused with misinformation, information that is unintentionally false.

Unlike traditional propaganda techniques designed to engage emotional support, disinformation is designed to manipulate the audience at the rational level by either discrediting conflicting information or supporting false conclusions. A common disinformation tactic is to mix some truth and observation with false conclusions and lies, or to reveal part of the truth while presenting it as the whole.

Another technique of concealing facts, or censorship, is also used if the group can affect such control. When channels of information cannot be completely closed, they can be rendered useless by filling them with disinformation, effectively lowering their signal-to-noise ratio and discrediting the opposition by association with many easily disproved false claims.

The Cold War made disinformation a mainstream military and political tactic. Though sometimes language of disinformation proves profitable Language of Management never accepted it and used it as an official Management language. The Management science is not a code language. It does not limit itself to very few selected people in the organization. It is open to each and everybody working in the field. It is not kept away from blue collar job personnel to white collar personnel.. Comparison of this language with the language used by security agencies will make the point clear. The security personnel use certain words and terms within an extremely narrow circle of 2-5 people.

Secondly, the code of language these people use is given up within a short period for fear of being revealed to outsiders. The language of management science is not like this. It is not a restricted code. Though it is not as applicable as the normal language is.

It is said, "Language functions are the most relevant to creating and communicating knowledge among humans”.

The six major purposes of the human language are:

1. A means of conveying information example(expressive)
2. An instrument of action example.(informative)
3. To maintain social relationships. This function is usually more informal than others.(Phatic)
4. Acting as a marker of groups.(met linguistic)
5. As an instrument of cognitive and conceptual development. This is the power of language to influence thinking. This is why we have many words that mean basically the same thing, because they all have slight differences or are used in different circumstances (cognitive).
6. As an art form, language can be purposed towards beauty for beauty's sake (poetic) Language is a subtle and complex instrument used to

communicate an incredible number of different things, but for the sake of research, the researcher has reduced the universe of communication to four basic categories: information, direction, emotion, and ceremony. The first two are often treated together because they express cognitive meaning while the latter two commonly express emotional meaning.

The communication of information may be the most frequently thought-of use of language, but it probably isn't as dominant as most believe. The basic means of conveying information is through statements or propositions, the building blocks of arguments. Some of the 'information' here might not be true because not all arguments are valid; however, for the purposes of studying logic, information being conveyed in a statement may be either false or true.

For eg. Text, news bulletin, journals etc.

The informative content of a statement may be direct or indirect. Most statements in arguments will probably be direct — something basic like "all men are mortal." Indirect information may also be communicated if you read between the lines. Poetry, for example, conveys information indirectly through techniques such as metaphors.

Communicating direction occurs when we use language to cause or prevent an action. The simplest examples would be when we yell "Stop!" or "Come here!" Unlike the communication of information, commands can not be true or false. On the other hand, the reasons for giving command may be true or false and hence be amenable to logical critique.

For eg. Affecting audience and evoking response.

Finally, language may be used to communicate feelings and emotions. Such expressions may or may not be intended to evoke reactions in others, but when emotional language occurs in an argument the purpose is to evoke similar feelings in others in order to sway them to agreeing with the argument's conclusion(s).

For eg. Language used in literary, stylistic and imaginative way. Here language is manipulated.

The ceremonial use of language is used to communicate emotional meaning, but that isn't entirely accurate. The problem with ceremonial language is that it can involve all three other categories at some level and can be very difficult to interpret properly. A priest using ritual phrases may be communicating information about the religious ritual, invoking predicted emotional reactions in religious adherents, and directing them to begin the next stage of the ritual — all at once and with the same half dozen words. Ceremonial language cannot be understood literally, but neither can the literal meanings be ignored.

All the above purposes of language are fulfilled in the language of Management. The language of Management is informative. It is also an instrument of cognitive and conceptual development. This is the powerful language which influences thinking. It is very expressive and based on facts. In a way we can call it poetic as it comprises of euphemism. Euphemism works as shock absorbers in crucial market conditions and adverse industrial situations. It affects the mentality of mass and the boomerang effect of the industrial policies softens to some extent. Euphemisms are often used in language of Management to ‘soften the blow’ in the process of firing and being fired. The term ‘layoff’ originally meant a temporary interruption in work and usually pay. The term became a euphemism for permanent termination of employment and now usually means that, requiring the addition of ‘temporary’ to refer to the original meaning. Many other euphemisms have been coined for ‘layoff’, including ‘downsizing’, ‘excess reduction’, ‘rightsizing’, ‘delayering’, ‘smartsizing’, ‘redeployment’, ‘workforce reduction’, ‘workforce optimization’, ‘simplification’, ‘force shaping’, ‘recussion’, and ‘reduction in force’.

Thus, language of Management is connecting universal language. It is not a language of disinformation but a language of information and knowledge. It has no influence of any dialect or regional language. It’s a language for common man. Yet the language of Management has been changing drastically because of changing environment, changing policies of Government and changing needs of market and changing industry requirement.

Language of Management is a very straightforward language. It is unambiguous. Whatever is to be said is said in a simple way. Sometimes business jargons are used but they are known to everyone. Even a layman can understand it as it is a common day today language of one's usage. With the change in surrounding i.e. change in the social, political, economical and cultural environment the language of Management changes. They are all global changes so the changed language is known to everyone. There is no implied meaning or ornamental words in the language of Management. It has got its own flavor. Language of Management is unique and global.

WORKS CITED

- Aitchison, Jean . *Language Change: Progress or Decay?* (3rd ed.). Cambridge, New York, Melbourne: Cambridge University Press,2001.
- Enright, D.J. (1986). *Fair of Speech*. Oxford University Press. ISBN 0-19-283060-0.
- Fitch, W. Tecumseh *the Evolution of Language*. Cambridge: Cambridge University Press, 2010.
- http://thinkprogress.org/climate/2012/02/19/428639/ethical-analysis-of-disinformation-campaign-tactics-disregard-truth-bad-science/
- http://www.answers.com/Q/What_are_the_purpose_of_human_communication.
- Keith Allan., Burridge, Kate. *Euphemism & Dysphemism: Language Used As Shield and Weapon*, Oxford University Press, 1991.
- Oliver, Ron. *The Role of ICT in Higher Education for the 21st Century: ICT as a Change Agent for Education*. University, Perth, Western Australia, 2002.
- R.W.Holder: *How Not to Say What You Mean: A Dictionary of Euphemisms*, Oxford University Press, 2003.
- Walter Ong, Orality and Literacy: The Technologizing of the Word (London, UK: Routledge, 1988), in particular Chapter 4

- William Melody et al., *Information and Communication Technologies: Social Sciences Research and Training: A Report by the ESRC Programme on Information and Communication Technologies*, ISBN 0-86226-179-1, 1986.
- www.martinfowler.com/bliki/**AlphaGeek**.html

BIBLIOGRAPHY

- Abernethy M.A., Horne M.H., Lillis A.M., Malina M.A. and Selto, A *multi-method approach to building causal performance maps from expert knowledge*, F.H., 2005.
- Aitchison, Jean .*Language Change: Progress or Decay?* (3rd ed.). Cambridge, New York, Melbourne: Cambridge University Press,2001.
- Alan E. Blinder. *Offshoring: The Next Industrial Revolution?*, Foreign Affairs, March/April 2006.
- Anuradha Sharma, Aradhana Khandekar. *Strategic HRM An Indian Perspective*, Response Books Publication, 2006.
- Baumol, W. J., Blinder A. S. & Wolff E. N. *Downsizing in America: Reality, Causes and Consequences*, New York: Russell Sage Foundation, 2003.
- Biswajeet Pattanayak. *Human Resource Management*, Eastern Economy Edition, Third Edition– 2009.
- Brown, Thomas. *An Experiment in Probabilistic Forecasting*, R-944-ARPA, 1972.
- Cameron K. S. *Strategies for successful organizational downsizing,* Human Resource Management, 1994.
- Cascio F.W. *Strategies for responsible restructuring*, Academy of Management Executive, 2002.

- Cathy Keen. *Paying CEOs more than other CEOs results in stockholder dividends*, University of Florida News, 2009.
- Chandler, Seth J. *Adverse Selection*, the Wolfram Demonstrations Project, 2004.
- Charles M . Cadwell. *New Employee Orientation*, Crisp Publications, Business & Economics, 1988.
- Chermack Thomas J., Bernadette K. Kasshanna. *The Use of and Misuse of SWOT analysis and implications for HRD professionals*, Human Resource Development International, December 2007.
- Clegg, Stewart R. *The SAGE Handbook of Organization Studies*, SAGE Publications, 2006.
- Colebatch, Tim. *Rise of Australia's grey-collar worker*, The Age, Retrieved 2008.
- Davenport, Thomas H. *Thinking for a Living: How to Get Better Performance and Results from Knowledge Workers*, Boston: Harvard Business School Press, 2005.
- David A Decenzo, Stephen P Robbins. *Fundamentals of Human Resource Management, Wiley* India Edition – Publication,8th Edition.
- Edmund Heery, Mike Noon. Human Resource Management, New York: Oxford University Press, First Edition, 2006.
- *Employee Assistance Programs for a New Generation of Employees*, US Dept. of Labor, 2009.

- Fitch, W. Tecumseh *The Evolution of Language*. Cambridge: Cambridge University Press, 2010
- Georg Erber, Aida Sayed-Ahmed. *Offshore Outsourcing - A Global Shift in the Present IT Industry,* Intereconomics, March 2005.
- Gourley, Catherine. *Gibson Girls and Suffragists: Perceptions of Women from 1900 to 1918,* Minneapolis, MN: Twenty-First Century Books, 2008.
- H. Kaushal. *Organizational Behaviour of MBA Part II, Semester-III,* Examination of Shivaji University held in 1999. HR Development, 2nd Edition, 2010.
- Hartmann, Susan M. *The Home Front and Beyond*, Boston: G.K. Hall & Co., 1982.
- J. W. Newstrom, R. E. Monczka, and W. E. Reif. *Heard It Through the Grapevine*, Forbes, February 10, 1997.
- Henry Campbell, Black. *Entry on Minutes*. St. Paul, Minnesota: Black's Law Dictionary, 6th Edition, West Publishing Company, 1991.
- Hirano Hiroyuki and Makota Furuya. *JIT Is Flow: Practice and Principles of Lean Manufacturing,* PCS Press, Inc. 2006.
- Humowitz Carol, Weissman Michelle. *A History of Women in America*, New York: Anti-Defamation League of B'nai B'rith, 1978.
- Hutchins, David C. Hoshin Kanri. *The strategic approach to continuous improvement,* Burlington, Vermont: Gower, 2008.

- Hutchins, David C. *The Quality Circles Handbook*, New York: Pitman Press, 1985.
- Iain Handerson. *Human Resource Management*, Universities Press, 2010.
- Jacquart Philippe, Armstrong J. Scott. *Are Top Executives Paid Enough?*, An Evidence Based Review, 2013.
- Jayson, Sharon. *New 'gold-collar' young workers gain clout*, USA Today, 2005.
- Juran, Joseph M. *Juran on quality by design: the new steps for planning quality into goods and services*, New York: Free Press, 1992.
- Jussim, L. Harber, K. D. *Teacher Expectations and Self-Fulfilling Prophecies: Knowns and Unknowns, Resolved and Unresolved Controversies,* Personality and Social Psychology, 2005.
- Karen Lawson. *New Employee Orientation Training*, Taylor & Francis, 2011.
- Keith Allan, Burridge, Kate. *Euphemism & Dysphemism: Language Used As Shield and Weapon*, Oxford University Press, 1991
- King, D. R, Slotegraaf R., Kesner I. *Performance implications of firm resource interactions in the acquisition of R&D-intensive firms,* Organization Science, 2008.
- Lain Henderson, *Human Resource Management*. Universities Press, 2009.
- Liker, Jeffrey. *The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer,* First edition, McGraw-Hill, 2003.

- Lucian Bebchuk and Jesse Fried. *Pay without performance,* The Unfulfilled Promise of Executive Compensation, 2006.
- M.L. Marks and P.H. Mirvis. *Joining Forces: Making One Plus One Equal Three in Mregers, Acquisitions and Alliances*, San Francisco: Jossey – Bass, 1998.
- Mark Kobayashi-Hillary. *Building a Future with BRICs: The Next Decade for Offshoring*, Nov 2007.
- Mark Kobayashi-Hillary, Dr. Richard Sykes. *Global Services: Moving to a Level Playing Field*, May 2007.
- Matthew L. Jockers. *Macroanalysis. Digital Methods and Literary History*, Urbana, Chicago, Springfield: University of Illinois Press, 2013.
- Mavrides, Gregory. *Culture Shock and Clinical Depression, Foreign Teachers Guide to Living and Working in China*. Middle Kingdom Life, 2009.
- May, Elaine Tyler. *Pushing the Limits,* New York: Oxford University, 1994.
- McWilliams, Abagail; Siegel, Donald. *Corporate social responsibility: A theory of the firm perspective*, Academy of Management Review 26, 2001.
- Mirza S. Saiyadain, J.S. Sodhi, Rama J. Joshi. *Human Resource Management* ,The McGrow Hill Companies, 2010.
- Montana, Patrick J. Bruce, H. Charnov. *Management (4th ed.).* Barron's, 2008.

- Mosco V., McKercher C. *Introduction: Theorizing Knowledge Labor and the Information Society*, Knowledge Workers in the Information Society. Lanham: Lexington Books, 2007.
- Mroczkowski T. and Hanaoka M. *Effective downsizing strategies in Japan and America: is there a convergence of employment practices?,* Academy of Management Review, 1997.
- Murray, Sarah. *Posting Up in the Pink Ghetto*. Women's Sports Foundation, 2010.
- Noe, Hollenbeck, Gerhart, Wright, *Fundamentals of Human Resource Management*, 2nd Edition, Tata McGrow-Hill.
- Oberg, Dr. Kalervo. *Culture Shock and the problem of Adjustment to the new cultural environments,* World Wide Classroom Consortium for International Education & Multicultural studies. 2009.
- Oliver, Ron. *The Role of ICT in Higher Education for the 21st Century: ICT as a Change Agent for Education*. University, Perth, Western Australia, 2002.
- Oxford English Dictionary, 3rd edition. Electronically indexed online document. White collar, usage 1, first example.
- Papa, Michael J., Tom D. Daniels and Barry K. Spiker. *Organizational Communication: Perspective and Trend,*. Sage Publications, 2008.

- Pedersen, Paul. *The Five Stages of Culture Shock: Critical Incidents Around the World,* Contributions in psychology, Westport, Conn: Greenwood Press, no. 25, 1995.
- Peter J. Dowling, Denice E Welch, *Cengage Learning*, *Managing people in a Multinational context*, HRM India Edition, 2010.
- *Pursuit of Performance Excellence: Business Success through Effective Plant Operations Metrics,* A MESA Metrics Research Study, February 2012.
- Kaplan, Robert S. and David Norton. *Putting the Balanced Scorecard to Work*, Harvard Business Review, Sept. 1993.
- Quincy Ronald, Norman Dalke, Olaf Helmer. *SWOT Analysis: Raising capacity of your organization*, Rutgers School of Social Work, 1963. Retrieved 2013.
- R.W.Holder. *How Not to Say What You Mean: A Dictionary of Euphemisms*, Oxford University Press, 2003.
- Redman T, Wilkinson A. T., Redman and A. Wilkinson(eds). *Contemporary Human Resource Management*, London: FT/Prentice Hall, Downsizing, 2006.
- Robert, Henry M. Roberts *Rules of Order* Newly Revised, 11th Edition. Philadelphia: PA Da Capo Press, 2011.
- Roberta Westwood. Leanne Johnson. *New Employee Orientation,* Pamphlet – July 1, 2004.

- Rollag K., Parise S., Cross R. *Getting New Hires Up to Speed Quickly*, MIT Sloan Management Review, 2005.
- Rosenberg, Matthew J. *Review of Misguided Virtue: False Notions of Corporate Social Responsibility*, International Affairs, 2002.
- Rosenthal R., Jacobson L. *Pygmalion in the classroom*, New York: Holt, Rinehart & Winston, 1968.
- Rother, Mike. *The daming cycle,* Toyota Kata. New York: MGraw-Hill 6, 2010.
- Rumyantseva Maria, Grzegorz Gurgul, Ellen Enkel. *Knowledge Integration after Mergers & Acquisitions*, Mississippi: University of Mississippi Business Department, 2002.
- Rung, Margaret C. *Paternalism and Pink Collar,* Gender and Federal Employee Relations, 1941-50, The Business History Review, 1997.
- Sanghi Seema. *Human Resource Management - Indian Institute of Banking Finance,* Macmillan Publication, 2010.
- S.S. Khanka. *Human Resource Management(Text and cases)*, Delhi: S. Chand Publication, 2008.
- Schonberger, Richard J. *Japanese Manufacturing Techniques: Nine Hidden Lessons in Simplicity,* Free Press,1982.
- Shamir, Ronen. *Socially Responsible Private Regulation: World Culture or World- Capitalism?,* Law and Society Review, 2011.

- Shigeo Shingo: *A Study of the Toyota Production System*, Productivity Press, 1981 (Japanese), 1989 (English), ISBN 0-915299-17-8
- Steven L. Mcshane, Mary Ann Von Glinow, Radha R. Sharma. *Organizational Behavior*, The McGrow Hill Publication Special Indian Education, 4th Edition, 2009.
- Tang T. L. P., & Butler E. A. *Attributions of quality circles' problem-solving failure: Differences among management, supporting staff, and quality circle members,* Public Personnel Management, 1997.
- Terence R. Mitchell, Denise Daniels, Walter C. Borman, Daniel R. Ilgen, Richard J. Klimoski. ed. *Motivation*, *Handbook of Psychology*, volume 12. John Wiley & Sons, Inc., 2003.
- Kaplan, Robert S., and David P. Norton. *The Balanced Scorecard: Translating Strategy into Action,* Boston: Harvard Business School Press,1996.
- Thomas L. Friedman. *The World is Flat: A Brief History of the Twenty-First Century*, 2005.
- Van Maanen J., Schein E. H. *Toward a Theory of Organizational Socialization.*
- B. M. Staw (Ed.). *Research in Organizational Behavior*, Greenwich, CT: JAI Press,1979.
- Vernon A. *New-Hire Onboarding: Common Mistakes to Avoid*, ATD Publications, 2012.

- Vinaj Couto, Mahadeva Mani, Vikas Sehgal, Arie Y. Lewin, Stephan Manning, Jeff W. Russell. *Offshoring 2.0: Contracting Knowledge and Innovation to Expand Global Capabilities,* Offshoring Research Network, 2007.
- Ware, Susan. *Holding Their Own*, Boston: G.K. Hall & Co., 1982.
- Whiteley P. T., Johnson, S. *Leaders' conceptions of followers: Implications for naturally occurring pygmalion effect*, The Leadership Quarterly, 2012.
- Woloch, Nancy. *Women and the American Experience*, New York: Alfred A. Knopf, 1984.

JOURNALS

- Aharon D.Y., I. Gavious and R. Yosef. *Stock market bubble effects on mergers and acquisitions,* The Quarterly Review of Economics and Finance, 50(4), 2010. p. 456–470.
- Armstrong M. *A handbook of Human Resource Management Practice (10th edition),* London: Kogan Page , 2006. ISBN 0-7494-4631-5.
- Ashforth B. E., Saks A. M. *Socialization tactics: Longitudinal effects on newcomer adjustment,* Academy of Management Journal, 39, 1996. p149–178.
- Balanson, Naftali. *The 'halo effect' shields NGOs from media scrutiny*, The Jerusalem Post, 8 October 2008.
- Barbrook, Richard. *The Class of the New (Paperback ed.),* London: OpenMute, 2006. ISBN 0-9550664-7-6.
- Bernice B. Brown. *Delphi Process: A Methodology Used for the Elicitation of Opinions of Experts,* An earlier paper published by RAND, 1968.
- Bezuijen X., Van Den Berg P., Van Dam K., Thierry H. *Pygmalion and employee learning: The role of leader behaviors*. Journal of Management, 2009.
- Bil Ton, Peters Jean. *De breineconomie (Hardback ed.),* Amsterdam: Financial Times Prentice Hall, 2001. ISBN 90-430-0419-7.
- Briggs, Jonathan. *Management Reports & Dashboard Best Practice,* Target Dashboard, Retrieved 18 February 2013.

- Cartwright, Susan, Schoenberg, Richard . *Thirty Years of Mergers and Acquisitions Research: Recent Advances and Future Opportunities,* British Journal of Management 17 (S1), 2006. S1–S5. doi:10.1111/j.1467-8551.2006.00475.
- Cawley J., Philipson T. *An Empirical Examination of Barriers to Trade in Insurance*, American Economic Review 89 (4), 1999. 827–846. JSTOR 117161.
- *China strives to cultivate grey collar workers*. People's Daily, 2004-12-21. Retrieved 2008-11-07.
- Conti & Burton, Kessler *et al*., Stewart *et al*, Hargrave et Al., *EAP Treatment Impact on Presenteeism and Absenteeism,* Implications for Return on Investment, 1994 & 1999.
- David Parmenter. *Key Performance Indicators*, John Wiley & Sons 2007. ISBN 0-470-09588-1.
- Deming, W. Edwards. *Out of the Crisis,* MIT Center for Advanced Engineering Study, 1986. ISBN 0-911379-01-0.
- Deming, W. Edwards. *Out of the Crisis,* The MIT Press, 1994. ISBN 0-262-54116-5.
- Enright D.J. (1986). *Fair of Speech*. Oxford University Press,
  ISBN 0-19-283060-0.
- Frydman, Carola Saks, Raven E. *Historical Trends in Executive Compensation*, 1936-2005.

- Feder B.J., F.I. Herzberg. *Professor And Management Consultant,* New York Times, Feb 1, 2000. pg. C26, available from: ProQuest Historical Newspapers The New York Times (1851–2003). [28 October 2006].
- Feldman, Robert S. Prohaska Thomas. *The student as Pygmalion: Effect of student expectation on the teacher,* Journal of Educational Psychology, 1979.
- Green, Armstrong & Graefe. *Methods to Elicit Forecasts from Groups: Delphi and Prediction Markets Compared,* Forthcoming in Foresight: The International Journal of Applied Forecasting, 2007.
- Gruman J. A., Saks A. M., & Zweig D. L. *Organizational socialization tactics and newcomer proactive behaviors: An integrative study,* Journal of Vocational Behavior, 2006. 69, 90–104.
- Harold A. Linstone, Murray Turoff . *The Delphi Method: Techniques and Applications, Reading, Mass,* Addison-Wesley, 1975. ISBN 978-0-201-04294-8
- Henderson, David. *Misguided Virtue: False Notions of Corporate Social Responsibility,* Institute of Economic Affairs, 2001. p. 171. ISBN 0-255-365101.
- Humowitz, Carol, Weissman, Michelle. *A History of Women in America,* New York: Anti-Defamation League of B'nai B'rith, 1978. ISBN 0-553-20762-8

- Humphrey, Albert . *SWOT Analysis for Management Consulting,* SRI Alumni Newsletter (SRI International), December 2005.
- Hutchins, David C., Hoshin Kanri. *The strategic approach to continuous improvement,* Burlington, Vermont: Gower, September 2008. ISBN 978-0-566-08740-0.
- Hutchins, David C. *The Quality Circles Handbook,* New York: Pitman Press, 1985. ISBN 978-0-89397-214-1.
- Ikujiro Nonaka. *The Knowledge-Creating Company,* Harvard Business Review on Knowledge Management. Boston: Harvard Business School Press, 1998. pp. 21–46. ISBN 0-87584-881-8.
- J. Alex Sherrer, Deming. *14 Points and Quality Project Leadership.* March 3, 2010.
- Juran, Joseph M. Juran .*Quality by design*: *The new steps for planning quality into goods and services,* New York: Free Press, 1992. ISBN 978-0-02-916683-3.
- Kaplan R S and Norton D P. *The Balanced Scorecard: measures that drive performance. Harvard Business,* 1992. Review Jan – Feb pp. 71–80.
- Klein H. J., Fan J. & Preacher K. J. *The effects of early socialization experiences on content mastery and outcomes, A mediational approach*. Journal of Vocational Behavior, 2006. 68, 96–115. Leonard, Dorothy. *Wellsprings of Knowledge,* Boston: Harvard Business School Press, 1993. ISBN 0-87584-612-2.

- Liu, Alan. *The Laws of Cool*: *Knowledge Work and the Culture of Information,* Chicago: University of Chicago Press, 2004. ISBN 0-226-48698-2.
- Maier C., Laumer S., Eckhardt A. & Weitzel T. *Analyzing the impact of HRIS implementations on HR personnel's job satisfaction and turnover intention*, The Journal of Strategic Information Systems, 2013. 22 (3), 193–207. doi: 10.1016/j.jsis.2012.09.001.
- Malina M. A. and Selto F. H. (2001). *Communicating and Controlling Strategy: An Empirical Study of the Effectiveness of the Balanced Scorecard,* Journal of Management Accounting Research, Vol. 13, p. 47.
- *Management Coaching and Training Service,.* The Just-In-Time (JIT) Approach, June 19, 2006.
- Montana, Patrick J., Bruce H. Charnov. *Management (4th ed.),* Barron's, 2008. ISBN 978-0-7641-3931-4.
- Murphy, Kevin R., Robert A Jako, Rebecca L Anhalt. *Nature and consequences of halo error: A critical analysis,* Journal of Applied Psychology, 04/1993. 78(2) (2): 218–225. doi:10.1037/0021-9010.78.2.218.
- Mylene Mangalindan. *E-Business: Online-Jobs Niche Sparks Yahoo's Bold Move,* Wall Street Journal (Eastern Edition), December 2001. p. B4. Retrieved December 12, 2008.

- Peter McFadden, *CEO of Excel Dashboard Widgets What is Dashboard Reporting,* 2012.
- Polborn, M. K., Hoy M., Sadanand A. *Advantageous Effects of Regulatory Adverse Selection in the Life Insurance Market,* Economic Journal, 2006. 116 (508): 327–354. doi:10.1111/j.1468-0297.2006.01059.x.
- Porterfield, Donald F. *Organizational Communication Developments from 1960 to the Present,* the Journal of Business Communication (n.d.): 18-23.
- Rachel Emma Silverman. *HotJobs Plans to Show Its Hand With New Multimedia Campaign,* Wall Street Journal (Eastern Edition), December, 1999. p. B, 9:1. Retrieved December 12, 2008.
- Robbins, Stephen. *Essentials of Organizational Behavior (8th ed.),* New Jersey: Pearson Prentice Hall. ISBN 0-13-144571-5.
- Robert Earl Kelley. *The Gold-Collar Worker: Harnessing the Brainpower of the New Work Force,* Massachusetts: Addison-Wesley Reading, 1985. ISBN 0-201-11739-8.International Journal of Operations & Production Management ISSN: 0144-3577(attitude survey).
- Rosenzweig, Phil. *The halo effect: ... and the eight other business delusions that deceive managers (1st Free Press trade pbk. ed.),* New York, NY [etc.]: Free Press, 2007. ISBN 978-0-7432-9125-5
- Rowe and Wright. *Expert Opinions in Forecasting. Role of the Delphi Technique. In: Armstrong (Ed.): Principles of Forecasting,* Boston: Kluwer Academic Publishers.A Handbook of Researchers and Practitioners, 2001.

- Rowe and Wright. *The Delphi technique as a forecasting tool: issues and analysis,* International Journal of Forecasting, October 1999. Volume 15, Issue 4.
- Sahdev K. *Survivors' reactions to downsizing,* the importance Human Resource Management Journal, 2003.
- Shewhart, Walter Andrew. *Economic Control of Quality of Manufactured Product/50th Anniversary Commemorative Issue*, American Society for Quality, 1980. ISBN 0-87389-076-0.
- Shewhart, Walter Andrew. *Statistical Method from the Viewpoint of Quality Control,* New York: Dover, 1939. ISBN 0-486-65232-7.
- Spillan, John E., Mary Mino and M. Susan Rowles. *Sharing Organizational Messages through Effective Lateral Communication*, Qualitative Research Reports in Communication, 2002. 96-104.
- Straub Thomas. *Reasons for frequent failure in Mergers and Acquisitions: A comprehensive analysis,* Wiesbaden: Deutscher Universitäts-Verlag (DUV). Gabler Edition Wissenschaft, 2007. ISBN 978-3-8350-0844-1.
- Tang T.L. P. , Tollison P. S. & Whiteside H. D. *Differences between active and inactive quality circles in attendance and performance*, Public Personnel Management, 1993. 22: 579-590.
- Tang T. L. P., Tollison P. S., & Whiteside H. D. *Quality circle productivity as related to upper-management attendance, circle initiation and collar color*, Journal of Management, 1989. 15: 101-113.

- Tang T. L. P., Tollison P. S. & Whitesid H. D. *Managers attendance and the effectiveness of small groups: The case of quality circles. Journal of Social Psychology,* 1991. 131 (3): 335-344.
- Tang T. L. P., Tollison P. S. & Whiteside H. D. *The case of active and inactive quality circles. Journal of Social Psychology,* 1996. 136: 57-67.
- Ware, Susan. *Holding Their Own,* Boston: G.K. Hall & Co., 1982. ISBN 0-8057-9900-1.
- Westhues Anne, Lafrance Jean, Schmidt Glen. *A SWOT analysis of social work education in Canada,* Social Work Education: The International Journal, 2001. 20 (1): 35–56.
- William Melody et al. *Information and Communication Technologies: Social Sciences Research and Training: A Report by the ESRC Programme on Information and Communication Technologies*, ISBN 0-86226-179-1, 1986
- Woloch, Nancy. *Women and the American Experience*, New York: Alfred A. Knopf, 1984. ISBN 0-394-53515-4.
- Yoram Landskroner and Alon Raviv. *The 2007-2009 Financial Crisis and Executive Compensation: An Analysis and a Proposal for a Novel Structure.*

WEBLIOGRAPHY

http://www.answers.com/Q/What_are_the_purpose_of_human_communica tion

http://books.google.co.in/books?Gourley.+Catherine.+GibsonFirst+Centur y

http://books.google.co.in/books?The+Quality+Circles+Handbook

http://en.wikipedia.org/wiki/Special:BookSources/0915299178

http://en.wikipedia.org/wiki/Subject-matter_expert

http://en.wikipedia.org/wiki/Training_needs_analysis

http://english.peopledaily.com.cn/

http://findpdf.net/documents/human-resource-management-by-pattanayak-free-pdf-download-pdf-download.html

http://his.diva-portal.org/smash/record.jsf?pid=diva2:346543

http://repositories.cdlib.org/iber/fcreue/reports/1103Subject matter experts and training

http://www.biomedsearch.com/article/S-Khanka-Human-Resource-Management/192310231.html

http://www.cioinsight.com/it-management/expert-voices/a-career-moment-or-career-suicide.html

http://www.dictionary.reference.com/browse/blue-sky+thinking

http://www.dol.gov/odep/documents/employeeassistance.pdf http://www.entrepreneurship.org/

http://www.investopedia.com/terms/b/blamestorming.asp

http://www.isixsigma.com/dictionary/subject-matter-expert-sme

http://www.london.ac.uk fileadmin documents staff staff... tna.pdf

http://www.management.about.com cs adminaccounting g subjmatre p.htm

http://www.merriam-webster.com/dictionary/burnout

www.martinfowler.com/bliki/**AlphaGeek**.html

http://thinkprogress.org/climate/2012/02/19/428639/ethical-analysis-of-disinformation-campaign-tactics-disregard-truth-bad-science/

http://www.psychologytoday.com/basics/burnout

http://www.rand.org/content/dam/

http://www.ridiculousbusinessjargon dictionary.com

http://thinkprogress.org/climate/2012/02/19/428639/ethical-analysis-of-disinformation-campaign-tactics-disregard-truth-bad-science/

http://www.unwords.com/unword/blamestorming.html

http://www.urbandictionary.com/define.php?term=flight%20risk

http://www.whatishumanresource.com/job-enlargement

http://www.wikipedia the free encyclopedia/collarworkers

http://www.wikipedia.org/wiki/Cross-training

http://www.wolframscience.com/conference/2004/presentations

https://www.russellsage.org/publications/downsizing-america www.change-management.com/competancybuilding

www.dirjournal.com/guides/how-to-conduct-a-training-needs-analysis

www.springer.com/cda/content/.../cda.../9783642004155-c1.pd