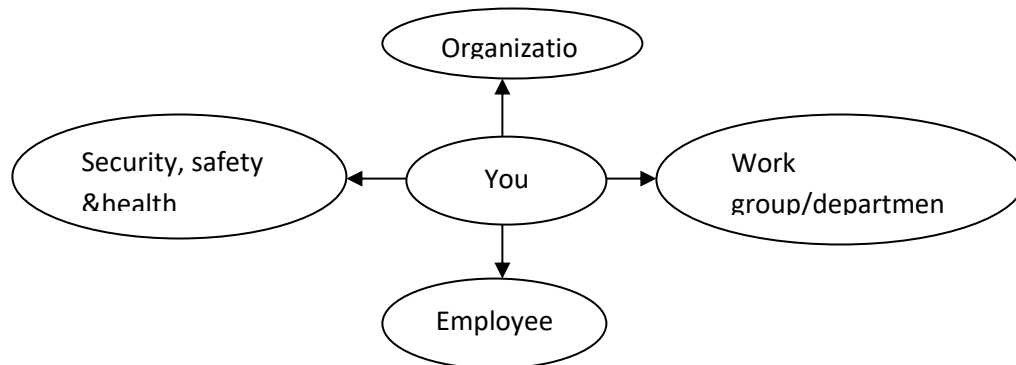# +Role & Responsibilities of a Supervisor

The role of a supervisor is traditionally a difficult one. You must fulfill various responsibilities to your employee, work group and organization. You are also responsible for ensuring the work is carried out in such way that no

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┌──────────────┐    ┌──────────────┐    ┌──────────────┐
│ Security, safety│◄──│     You      │──►│     Work     │
│   &health     │    └──────────────┘    │ group/departmen│
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one's security, safety or health is jeopardized. As supervisor you have the day to day responsibilities for what goes on in the work place.

1. Observer – Primary role of supervisor is as an observer. To watch the employee's job performance to ensure that all necessary tasks arte completed in accordance with specifications and deadline.
2. Education:- you will act as an educator when employees and team members are new, when you are new, when you are new to do a team when process or conditions change.
3. Sponsor :- When acting as sponsor, you assume you employees have the skill they need to perform their amount jobs and work to provide opportunities for them to show their talent and strength.
4. Coach :- You will coach an employee when you are explaining , encouraging, planning, correcting or just checking in with your employee.
5. Counselor: - counseling is used when an employee's problems impact performance and it will impact in further actions. The employee should solve the problem and you role is to be positive ,supportive and encouraging in that process.
6. Director:- Directing is used when performance problems continue and assumes you have educated coached and counseled. During directing conservations you should make recommended alternatives and consequence clear be calm and serious.

It is your responsibilities as a supervisor to

a) Maintain a safe secure and productive environment for employees.
b) Evaluate and discuss performance with employees
c) Treat all employees fairly.
d) Act in a manner that does not demean or label people.

Principle of sound management

Nothing that principles of management are flexible, not absolute, and must be usable regardless of changing and special conditions, Fayol listed fourteen, based on his experience. They are summarized in the perspective of modern age with view to enhance our managerial capabilities.

1. Division of work: This is the specialization that economists consider necessary for efficiency in the use of labor. Fayol applies the principle to all kinds of work, managerial as well as technical.
2. Authority & responsibility: Here Fayol finds authority and responsibility to be related, with the latter arising from the former. He sees authority as a combination of official factors, deriving from the manager position and personal factors.
3. Discipline: Seeing discipline as "respect for agreements which are directed at achieving obedience, application, energy, and the outward marks of respect. Fayol declares that discipline requires good superiors at all levels.
4. Unity of command: This means that employees should receive orders from one superior only.
5. Unity of direction. According to this principle, each group of actives with the same objective must have one head one plan.
6. Subordination of individual to general interest: This is self explanatory when the two are found to differ, management must reconcile them.
7. Remuneration: Remuneration and methods of payment should be fair and afford the maximum possible satisfaction to employees and employer.
8. Centralization: Without using the term "Centralization of authority." Fayol refers to the extent to which authority is concentrated or dispersed. Individual circumstances will determine the degree that will give the best overall yield.
9. Scalar chain: Fayol thinks of this as chain of superior from the highest to the lowest ranks, which, while not to be departed from needlessly, should be short circuited when to follow it scrupulously would be detrimental.
10. Order: Breaking this into material and social order, Fayol follows the simple adage of a place for everything and everything in its place.
11. Equity: Loyalty and devotion should be elicited from personnel by a combination of kindliness and justice on the part of managers when dealing with subordinators.
12. Stability of tenure: Finding unnecessary turnover to be both the cause and the effect of bad management, Fayol points out its dangers and costs.
13. Initiative: Initiative is conceived of as the thi9nking out and execution of a plan. Since it is one of the keenest satisfactions for an intelligent man to experience.
14. Esprit de corps: This is principle that "in union there is strength" as well as an extension of the principle of unity of command, emphasizing the need for teamwork and the importance of communication in obtaining it.

TIME MANAGEMENT

Time management is a set of principles, practices, skills, tools, and systems working together to help us get more value out of our time with the aim of improving the quality of our life.

Common Characteristics of time

- Time is gold. Do not litter it away.
- It is a unique resource and if wasted cannot be replaced.
- Can not be stocked/ piled for future no retrieved.
- Every body has its same share irrespective of being rich or poor

Purpose of Time Management

Time Management is a set of tools which enables us to:

1. Eliminate wastage
2. Be prepared for meetings
3. Refuse excessive workloads
4. Monitor project progress
5. Allocate resource (time) appropriate to a task's importance
6. Ensure that long term projects are not neglected
7. Plan each day efficiently
8. Plan each week effectively

Myths About Stress and Time Management

Myth#1 (All stress is bad)

No, there's good and bad stress. Good stress is excitement, thrills, etc. the goal is to recognize personal signs of bad stress and deal with them.

Myth#2 (Planning my time just takes more time)

Actually, research shows the opposite.

Myth#3 (I get more done in less time when I wisely use caffeine, sugar , alcohol or nicotine.)

Wrong! Research shows that the body always has to " come down" and when it does, we can't always be very effective then after the boost.

Myth#4 (A time management problem means that there's not enough time to get done what needs to get done.)

No, a time management problem is not using our time to our fullest advantage, to get done what we want done.

Myth#5 (The busier I am, the better I'm using my time.)

Look out! We may only be doing what's urgent, and not what's important.

Myth#6 (I feel very harried, busy, so I must have a time management problem.)

Not necessarily. We should verify that we have a time management problem. This requires knowing what we really want to get done and if it is getting done or not.

Myth#7 (I feel OK, so I must not be stressed)

In reality, many adults don't even know when they're really stressed out until their bodies tell them so. They miss the early warning signs from their body, for example, headaches, still backs, twitches, etc.

Myth#8 (There's too much to do; I can't handle it all.)

This can't be the real reason why I have a messy house. After all, other people manage. It's encouraging to hear that there are others who also have trouble with the "little " things in life.

Myth#9 (There's plenty of time; I can do that later.)

Funny. This is the exact opposite of myth#8, Yet both myths contribute to procrastinating. Rather than switch from one myth to the other, I need a specific, realistic view of how much my time is worth and how much of it is left.

Myth#10 (I' m busier than usual right now , so it makes sense to shift some tasks off to another time)

Occasionally it's really true, of course. But really, there are so many other aspects to life: dentist appointments, parties holiday celebrations, bike repairs, etc. etc. that taking all into consideration , the other days are also just as busy.

Myth#11 (Re-scheduling something to a later time is procrastinating)

No, re-scheduling is taking control and responding to new information about priorities and time available. It's only procrastinating if you don't schedule it at all, or if you re-schedule for the wrong reasons.

Myth#12 (This little task is not important.)

Some times trifling little things are of utmost importance which should be done immediately. We cannot postpone hanging the Danger board while working on live electrical lines.

Time Management Matrix

Priority

- Very urgent
- Urgent
- Important
- Not important
- Not urgent

Sector 1 Urgent Important	Sector 3 Not Urgent Important
Sector 2 Urgent Not Important	Sector 4 Not Urgent Not Important

Time Wasters

a) Worrying about a task at hand and putting it off, which leads to indecision

b) Creating inefficiency by implementing first instead of analyzing first
c) Unanticipated interruptions that do not pay off
d) Procrastinating
e) Making unrealistic time estimates
f) Unnecessary errors (not enough time to do it right, but enough time to do it over
g) Crisis management
h) Poor organization
i) Micro-managing by failing to let others perform and grow
j) Doing urgent rather than important tasks
k) Poor planning and lack of contingency plans
l) Failing to delegate
m) Lacking priorities, standards, policies, and procedures
n) Ineffective meetings

Time Savers

a) Managing the decision making process, not the decisions.
b) Concentrating on doing only one task at a time.
c) Establishing daily, short-term, mid-term and long –term priorities
d) Handling correspondence expeditiously with quick short letters and memos
e) Throwing unneeded things away.
f) Establishing personal deadlines and ones for the organization.
g) Not wasting other people's time.
h) Ensuring all meetings have a purpose, time limit, and include only essential people.
i) Getting rid of busy work.
j) Maintaining accurate calendars; abide by them.
k) Knowing when to stop a task, policy, or procedure.
l) Delegating everything possible and empowering subordinates.
m) Keeping things simple.
n) Ensuring time is set aside to accomplish high priority tasks.
o) Setting aside time for review.
p) Using checklists and To-Do lists.
q) Adjusting priorities as a result of new tasks.

Common Symptoms of Poor Stress And Time Management

o Irritability. Fellow workers notice this first.
o Fatigue. How many adults even notice this ?
o Difficulty concentrating. We often don't need to just to get through the day!
o Forgetfulness. I can't remember what I did all day, what I ate yesterday.
o Loss of sleep. This affects everything else!
o Physical disorders, for example, headaches, rashes, tics, cramps, etc.
o At worst, withdrawal and depression

What to do ?

Write things down

A common time management mistake is to try to use our memory to keep track of too many details leading to information overload. Using a to-do list to write things down is a great way to take control of our projects and tasks and keep our self organized.

Prioritize our list

Prioritizing our to-do list helps us focus and spend more of our time on the things that really matter to us. Rate our tasks into categories like "should do", "Must do" etc.

Plan our week

Spend some time at the beginning of each week to plan our schedule. Taking the extra time to do this will help increase our productivity and balance our important long-term projects with our more urgent tasks. All we need is fifteen to thirty minutes each week for our planning session.

Carry a note book

We never know when we are going to have a great idea or brilliant insight. Carry a small notebook with us wherever we go so we can capture out thoughts. If we wait too long to write them down we could forget. Another option is to use a digital recorder.

Learn to say No

Many people become overloaded with to much work because they over commit; say yes when they really should be saying no. Learn to say no to low priority requests and we will free up time to spend on things that are more important.

Think before acting

How many times have we said yes to something we later regretted? Before committing to a new task, stop to think about it before we give our answer. This will prevent us from taking on too much work.

Continuously improve our self

Make time in our schedule to learn new things and develop our natural talents and abilities. For example, we can take a class, attend a training program, help children make their project or read a book.

What we giving up to do our regular activities ?

It is a good evaluating regularly how we are spending our time. In some cases, the best thing we can do is to stop doing an activity that is no longer serving us so we can spend the time doing something more valuable.

Use a time management system

Using a time management system can help us keep track of everything of everything that we need to do, organize and prioritize our work, and develop sound plans to complete it. An integrated system is like glue that holds all the best time management practices together.

Identify bad habits

Make a list of bad habits that are stealing our time, sabotaging our goals, and blocking our success. After we do, work on them one at a time and systematically eliminate them from our life. Remember that the easiest way to eliminate a bad habit, it to replace it with a better habit.

Don't be a perfectionist

Some tasks don't require our best effort. Sending a short email to a colleague, for example, shouldn't take any more than a few minutes. Learn to distinguish between tasks that deserve to be done excellently and tasks that just need to be done.

Beware of "filler" tasks

When we have to-do list filled with important tasks, be careful not to get distracted by "filler" tasks. Things such as organizing our bookcase or filing papers can wait until we tackle the items that have the highest priority.

Avoid "efficiency traps"

Being efficient doesn't necessarily mean that we are being productive. Avoid taking on tasks that we can do with efficiency that don't need to be done at all. Just because we are busy and getting things done doesn't mean we are actually accomplishing anything significant.

Delegated tasks should be specific with an end date

It should be ensured that all delegated task is concluded with a deliverable time and the progress should be monitored through diary entry.

Stress Management

Stress management refers to a wide spectrum of techniques and psychotherapies aimed at controlling a person's levels of stress, especially chronic stress, usually for the purpose of improving everyday functioning.

Stress produces numerous symptoms which vary according to persons, situations, and severity. These can include physical health decline as well as depression. The process of stress management is one of the keys to a happy and successful life in modern society. Although life provides numerous demand that can prove difficult to handle, stress management provides a number of ways to manage anxiety and maintain overall well-being.

SIGNS OF STRESS-STRESS TEST

At a clinical levels, stress in individuals can be assessed scientifically by measuring the levels of two hormones produced by the adrenal glands: cortisol and DHEA(dehydroepiandrosterone), but managers do not have ready access to these methods. Managers must therefore rely on other signs, but they are indicators to prompt investigation as to whether stress is present.

Sleep difficulties

Loss of appetite

Poor concentration or poor memory retetention

Performance dip

Uncharacteristic errors or missed deadlines

Anger or tantrums

Violent or anti-social behavior

Emotional outbursts

Alcohol or drug abuse

Types of stress

WAYS OF MANAGING STRESS

Stress reduction technique 1 –humor

Humour is one of the greatest and quickest devices for reduction stress. Huour works because laughter produces helpful chemicals in the brain. Humour also gets our brain thinking and working in a different way – it distracts us from having a stressed mindset.

Stress reduction technique 2 – brisk walk

A short quick really brisk walk outside, breathing in some fresh air stimulate our senses with new things.

Stress reduction technique 3 – self-talk

This can also be compared to auto-suggestion and takes our brain away from the stressor very easily. Chanting of prayers or simply talking about stupid things to ourselves take away the stress.

Stress reduction technique 4 - rehydrate

All of our organs, including our brain, are str5ongly dependent on water to function properly. It's how we are built. If you starve your body of water, we will function below our best – and we will get stressed, both physically and mentally.

Stress reduction technique 5 – catnap or powernap

A quick 10-30 minutes' sleep is very6 helpful to reducer stress. It's obviously essential if we are driving while tired, but a quick sleep is a powerful de-stressor too. A lunchtime snooze is very practical for home- workers- it just requires the realization that doing so is acceptable and beneficial (when we are conditioned unfortunately to think that sleeping during the day is lazy, rather than healthy).

Stress reduction technique 6- crying

Not much is know about the physiology of crying and tears, although many find that crying- weeping proper tears – has a powerful helpful effect on stress levels. Whatever the science behind crying, a good bout of sobbing and weeping does seem to release tension and stress for many people.

Stress reduction technique 7- Proper diet

We should improve our diet. B vitamins and magnesium are important, but potentially so are the all the other vitamins and minerals: a balanced healthy diet is essential. Assess the current diet and identify where improvements should be made and commit to those improvements.

Stress reduction technique 8 – Reduce toxin intake

Toxin intake like tobacco, alcohol are never good de stressors and often lead to further stress. They might seem to provide temporary relief but they are working against the balance of the body and contributing to stress susceptibility, and therefore increasing stress itself.

Stress reduction technique 9 – Exercise

Taking up more & more exercise, generally at times when feeling very stressed, burns up adrenaline and produces helpful chemicals and positive feelings. These may include Aerobics, goings to gym jogging etc. **Stress reduction technique 10 – Relaxation methods** Use of relaxation methods relieves us from stress. These include yoga meditation, self- hypnosis , message, reiki etc.
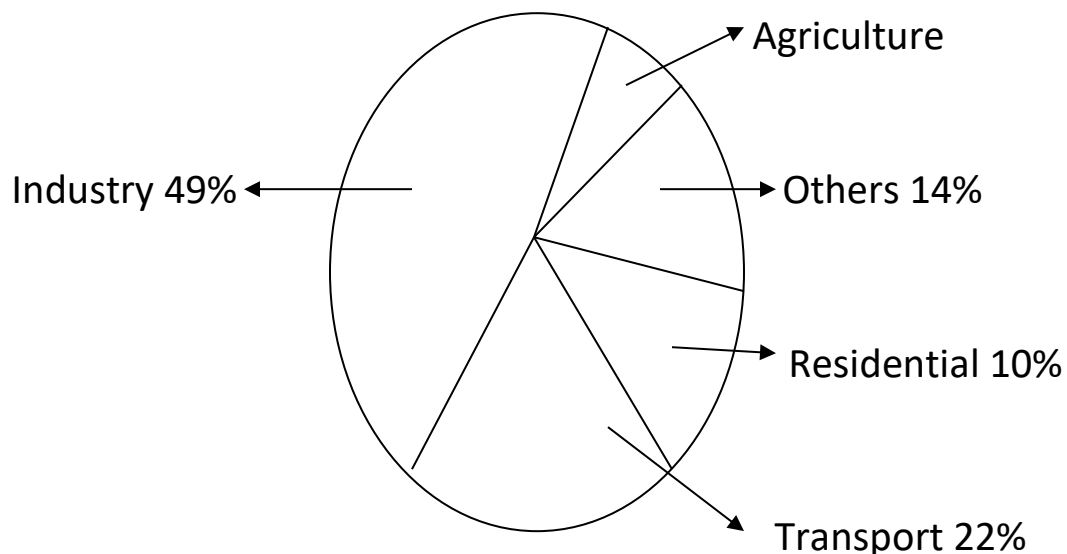
ENERGY CONSERVATION

Energy conservation refers to efforts made to reduce consumption of energy, often in an indiscriminating Way. Energy conservation can be achieved through increased efficient energy use, in conjunction with decreased energy. Energy conservation can be achieved through increased efficient energy use, in conjunction with decreased energy consumption and/or reduced consumption from conventional energy sources.

Energy conservation can result in increased financial capital, environmental quality, national security, ersonal security, and human comfort. Individuals and organizations that are direct consumers of energy choose to conserve energy to reduce energy to reduce energy costs and promote economic security. Industrial and commercial users cab increase energy use efficiency to maximize profit.

Energy Scenario in India

- India has 01% of the total world's energy resource but 16% of the world's population.
- Since independence and even today, the energy policy is oriented towards increasing the supply of coal, oil and electricity.
- Our oil consumption has increased 5 folds in the past 27 years, after the energy crisis of 1973. About 72% of our oil requirement is met through imports.
- It is definitely, better to improve energy efficiency rather than setup energy generation facilities to supply inefficient plants and inefficient equipments.

Sector wise Energy Consumption

Steps on Energy Conservation in India

Petroleum conservation Research Association (PCRA) www.pcra.org is an Indian government body created in 1977 and engaged in promoting energy efficiency and conservation in every walk of life. In the recent past PCRA has done mass media campaigns in television, radio & print media. An impact assessment survey by a third party recealed that due to these mega campaigns by PCRA has done mass media campaigns in television, radio & print media. An impact assessment surve3y by a third party revealed that due to these mega campaigns by PCRA, overall awareness level have gone up leading to saving of fossil fuels worth crores of rupees of rupees besides reducing pollution.

Bureau of Energy Efficiency is an Indian governmental organization created in 2001 responsible for promoting energy efficiency and conservation.

Energy conservation methods

- ➢ The use of telecommuting by major corporations is a significant opportunity to conserve energy, as many people now work in service jobs that enable them to work from home instead of commuting to work each day.
- ➢ Consumers are often poorly informed about energy efficient products and ways of saving energy. Some echo labels are now being introduced to make buying easier for consumers.
- ➢ Effective energy conservation requires more than informing consumers about energy consumption. People need practical and tailored advice to reduce energy consumption to make change easy and lasting.
- ➢ Health studies have revealed that headache, stress, blood pressure, fatigue and worker error all generally increase with the common over-illumination present in many workplace and retail settings. It has been shown that natural day lighting increases productivity level of workers while reducing energy consumption.
- ➢ Vehicles using fossils fuel should be run at optimum mileage speed which ensures lowest possible fuel consumption.
- ➢ Air conditioners should be run at temperatures less than 26° C which allows a huge saving of energy.
- ➢ Use of non-conventional energy sources (specially solar energy) to be encouraged.
- ➢ Cooking should always be carried out in covered vessels.
- ➢ Provision may be made for local small electric power producers to supply their surplus power the main grid which can reduce the energy crisis.
- ➢ Use of public transport or mass transport system to be encouraged rather than use of private vehicles.
- ➢ Navigable rivers may be used for transportation which costs very less with wind power.
- ➢ Use of alternative to fossils fuels like bio-diesel, ethanol, methanol etc.

Barrier of energy conservation

- Lack of awareness among common people.
- Lack of widespread Education & Training.
- Economic & market destortions.
- Lack of standardization & labeling on equipments/device.
- Lack of financing for alternative energy sources.
- Lack of effective coordination between different section of an organization.

LEADERSHIP

Leadership may be defined as the human factor, which blinds a group of people together to motivate towards a common objective. Operationally leadership has been defined as the process by which an executive or manager imaginatively directs, guides and influences the work of others in choosing and attaining specific goals by medicating between the individual and the organization is such a manner that both will obtain maximum satisfaction. Conceptually, leadership is an interpersonal influence, exercised in situation and directed, through communication process, towards the attainment of specific goals.

Characteristics of Leadership

Some important characteristics of leadership are as follows-

1) Followers – A leader must have followers, because without followers, leadership cannot be imagined. It does not exist in vacuum.
2) Working relationship – There must be working relationship between the leadership and his followers. It means that leader himself must be an active participant, else he will have no effect.
3) Common goal—There must be some common objectives of interest among the leader and his followers.
4) Ideal behavior—a leader sets example so that his followers are able to correlate with him.

TYPES OF LEADERSHIP

Based on human relation the following are the categories of leadership –

a) Automatic
b) Democratic
c) Laissez faire

a) Autocratic leaders are those who dominate and drive his gang through coercion, command and installation of fear in the mind of his followers. Such leaders love power and love to us it in promoting their own personal ends.

b) Democratic leaders are those who always act according to the wishes of his followers. He follows the opinion of the majority of his group.

c) Laissez faire leaders are those who give free hand to his flowers to work according to their choice. The leader won't interfere in their way of working and will give his advice only when approached for this purpose.

Some other types of leadership; also exist; they are—

1) Personal leader—The leader keeps person al touch with every follower. He watches their activities thoroughly and obstructs any wrong doing.
2) Non-personal leader— There is no face-to-face link between the leaders and the flowers in this case. The medium through which the directions of leadership reach the followers are-
   a) Written orders
   b) Oaths and pledges
   c) Plans (through circulars)
   d) Sub leaders

e) Other instructional techniques

This type of leadership is seen in large organizations

3) Paternalistic leader—In this case the relation between the leader and followers Is like father and son. The predominant features of this leadership are;

 a) Personal attachment between the followers and the leader.
 b) Lover and affection.
 c) Regard for the leader.

4) Intellectual leader – Intellectual leaders are those who win the confidence of his followers by his superior intellect or knowledge.

5) Persuasive leader – This type of leader possesses a magnetic personality that enables him to influence his followers to join with him in getting things done.

6) Creative or positive leader – The creative leader uses the technique of circular response to encourage ideas to flow from the group to him as well from him to the group.

7) Non-creative or negative leader – The attitude of this type of leader is always negative. He gets the commands carried out through fear and force. The followers do obey his orders but in the heard dislikes his leader.

QUALITIES OF EFFECTIVE LEADERSHIP

1) **Physique**—Since the working time and its length and its length are unlimited and uncertain for a leader, he should be hard working and energetic. A leader should have good physique and stamina.
2) **Sense of purpose and direction**-- A sensible leader is supposed to have a sound knowledge about the aims and objectives of the group. He should be capable to choose the simplest and foolproof path to achieve these aims and objectives.
3) **Enthusiasm** – A leader should have unchallenged integrity in his thoughts, words and actions.
4) **Integrity** – A leader should have unchallenged integrity in his thoughts, words and actions.
5) I**ntelligenc**e – Higher the intelligence of a leader, better is his understanding of massive groups activity. He should also be intelligent enough to be in a position to see various pros and cons of a decision before implementing it.
6) **Initiative**—A good always takes initiative to accept challenging jobs.
7) **Impartiality** – A leader should never favor any follower or a group of followers and ignore others. This partial attitude is bound to end his control over the group who adopted him as a leader.
8) **Competence**—A leader knowing nothing about the working procedure to achieve the common objectives cannot expect his leadership to be long lasting.
9) **Friendliness and Affection**—A leader can have highest output from his followers, if creates a sense of friendliness and affection in their hearts. This results in a feeling of brotherhood and the group behaves as a family.
10) **Decisiveness**—The leader should be capable to make quick and correct decisions.
11) **Flexibility**—Successful leaders have an attitude of flexibility i.e. he should be able to realize matters from others' point of view.
12) **Faith and belief**—Mutual faith is an essential factor for understanding and efficient functioning of a group.
13) **Motivation**— A leader should have the ability to motivate anybody to his own way of thinking.

14) **Emotional stability—** A leader should have rational and calm temperament.

15) **Sense of responsibility —** A leader must be able to shoulder the responsibility of all the consequences occurring from decisions taken by him. He may avoid taking responsibility of the good consequences but he must take the responsibility of the bad consequences.

16) **Self Discipline—** A self-disciplined person is readily acceptable by people in his group. Self-discipline is what a leader does when nobody is watching him.

17) **Group organizer—** A successful leader must be a good planner, coordinator and should be able to organize group activities. He should be able to direct the efforts of his followers in such a way that they may be able to help each other through their actions and collide with other.

18) **Honesty & Ethics—** A leader should always be driven by honesty & ethics.

19) **People Skills—** A good leader should be able to communicate with people of different caste, creeds and culture, quite easily.

20) **Optimistic about future leadership—** A true leader is never alarmed of future leaders among his followers since it will only strengthen his ability and reaching the target becomes much easier.

21) **Positive mental attitude—** Positive attitude of a leader helps him to stay steady and keep him focused towards the goal, when the going gets tough.

COMMUNICATION

<u>**NEEDS FOR COMMUNICATION**</u>

In any organization many people work at various capacities. It is therefore necessary for them to know each other, in absence of which working towards a common objectives is not possible. It is very necessary for the executive to issue orders, directives and instructions to his subordinates, who on the contrary are supposed to report to their respective seniors. Also to understand a particular problem, or to discuss and solve certain industrial or personal problems, we badly require some tools, by which different members cab come together and understand others better. These problems can be easily solved if there is a proper communication system.

<u>Definition</u>

Communication may be defined as the process meaningful interaction among human beings. It involves language and speed through which meaning of any order, direction, request or report is conveyed from one authority to another. This system further helps human beings to have perfect understanding without which there will be no control or co-ordination is possible in an organization.

<u>WAYS/MEANS/MODES OF COMMUNICATION</u>

The following are the ways and means of communication.

1. **Oral** -- communication is direct face –to –face communication between two individuals. Telephone conversation may also be considered as oral communication if not properly understood.
2. Written—If messages to be conveyed are not only lengthy but of permanent nature, like reports, agreements or rules of employment, they can be put in writing. In this case, if need arises, they can be checked at any future date.
3. Signal—Often communication is far more effective in the form of signals rather than any other mode of communication.
4. Touch—communication by touch is quite popular among people whose sight is impaired, through Brail system. Other forms of communication by touch are also common like handshake, hugging etc.
5. Smell – Although not very common but smell can also be used as a mode for communication when it is not possible to communicate by other means. It also gives information of some sort which is voluntary and unintentional.
6. Taste—This mode of communication is mostly used by hosts to please their guests. It is also used in some very special cases where it is required to hide the message from others.

TYPES OF COMMUNICATION

1. Upward and down ward communication—Instructions, circulars etc that is to be communicated from the higher authority to the lower levels is called downward communication. In this case executives would like to see that his subordinates get proper information, guidance and instruction so that management policies can be effectively implemented.

2. Horizontal or sideways communication—It takes place between two subordinates or managers at the same levels and under the same superior. It is especially important in large or decentralized organizations.
3. Inter scalar communication—Communication between different levels of authority in the organization is called inter scalar communication. It is a two-way communication, i.e. information flows from management to workers and vice versa.
4. Extra organizational communication—Communication that takes place between outside or extra company agencies and the people within the company is known as extra organizational communication.

COMMUNICATION PRINCIPLES

There are some guiding principles for effective communication that are outlined as below.

1. Clarity of thoughts—The first principle of good communication is that the idea to be transmitted must be absolutely clear in the mind of the communicator.
2. Consistency—Messages should be consistent with one another. Orders should be consistent with know objectives of the organization and with its other activities.
3. Adequacy—The message should be brief but complete in all respects.
4. Transmission—In this connection the communicator should plan carefully what to communicate, whom to communicate and how to communicate. An effective communication looks to the situational, psychological and technical aspects of timings.
5. Balance between adaptability and uniformity—The smooth working of an organizational depends mostly on uniformity. Yet adaptability should be resorted to when different situations and individuals are involved.
6. Keeping the system alive—The system of communication should be kept open and alive. It is only by honest attempts that good communication relation cab be developed.
7. Interest and acceptance— The purpose of communication is to secure a positive response. The person communicated to, should be interested in and accept the message.

The Communication process

- Thought: First, information exists in the mind of the sender. This can be a concept, idea, information, or feelings.
- Encoding: Next, a message is sent to a receiver in words or other symbols.
- Decoding: Lastly, the receiver translates the words or symbols into a concept or information that he or she cab understand.

During the transmitting of the message, two processes will be received by the receiver: content and context.

Content is the words or symbols of the message which is know as language—the spoken and written words combined into phrases that make grammatical and semantic sense. We all use and interpret the meanings of words differently, so even simple message can be misunderstood.
And many words have different meanings to confuse the issue even more.

Context is the way the message is delivered and is known as Paralanguage—it includes the tone of

voice, the look in the sender's eye's, body language, hand gestures, and state of emotions (anger, fear, uncertainty, confidence, etc.) that can be detected. Although paralanguage or context often causes messages to be misunderstood as we believe what we see more than what we hear; they are powerful communicators that help us to understand each other. Indeed, we often trust the accuracy of nonverbal behaviors more than verbal behaviors.

Some leaders think they told someone to do something, "I don't know why it did not get done…I told Jim to do it." More than likely, jim misunderstood the message. A message has NOT be communicated unless it is understood by the receiver (decoded). How do you know it has been properly received? By two – way communication or feedback. This feedback tells the sender that the receiver understood the message, its level of importance, and what must be done with it. Communication is an exchange, not just a give, as all parties must participate to complete the information exchange.

Barriers to communication

Nothing is so simple that it cannot be misunderstood.-Freeman Teague, Jr.

Any thing that prevents understanding of the message is a barrier to communication. Many physical and psychological barriers exist:

Culture, background, and bias:- We allow our past experiences to change the meaning of the message. Our culture, background, and bias can be good as they allow us use our past experiences to understand something new, it is when they change the meaning of the message then they interfere with the communication process.

Noise—Equipment or environmental noise impede clear communication. The sender and the receiver must both be able to concentrate on the messages being sent to each other.

Ourselves—Focusing on ourselves, rather than the other person cab lead to confusion and conflict. The "Me Generation" is out when it comes to effective communication. Some of the factors that cause this are defensiveness (we feel someone is attacking us), superiority (we feel we know more that the other), and ego (we feel we are the centre of the activity).

Perception:-- If we feel the person is talking too fast, not fluently, does not articulate clearly, etc., we may dismiss the person. Also our preconceived attitudes affect our ability to listen. We listen uncritically to persons of high status and dismiss those of low status.

Message:- Distraction happen when we focus on the facts rather than the idea. Our educational institutions reinforce this with tests and questions. Semantic distractions occur when a word is used differently than you prefer. For example, the word chairman instead of chairperson, may cause you to focus on the word and not the message.

Environmental:- Bright lights, an attractive person, unusual sights, or any other stimulus provides an potential distraction.

Smothering:- We take it for granted that the impulse to send useful information is automatic. Not true too often we believe that certain information has no value to others or they are already aware of the facts.

Stress:- People do not see things the same way when under stress. What we see and believe at a given moment is influence d by our psychological frames of references – our beliefs, values, knowledge, experiences, and goals.

Motivation

The act of inspiring and stimulating someone or oneself to get a desired course of action is defined as motivation. Motivation is inspiring people to intensify their desire and willingness to execute their duties effectively and to co-operate for the accomplishment of common objectives. Thus motivation is the mental preparation of an individual to do a specific job.

Function of Motivation   Motivation performs the following functions;

I.   It originates action.
II.   It directs activities towards a definite goal.
III.   It helps to continue the activities till the goal is a achieved.

Need for motivation

In an industry a leader motivates the workers and helps them to achieve the desired goal. Motivation is needed to create interest, initiative, enthusiasm, loyalty and willingness to work among workers. As a result of this, motivation will increase both the quality and quantity of production. Motivation also helps in maintaining good relation between employees and they work happily in any organization. Without motivation, the workers will not discharge their duties efficiently. A motivated worker takes his duties seriously and feels personally involved in the activities of the organization. Effective motivation is the secret of improved quantity and quality.

Theories of motivation

The theories of motivation assume that individual behavior is caused and therefore, it can be motivated and directed towards goal. The individual motives or needs are classified as physiological needs are acquired or achieved needs, e.g. hungers for power and money, protection and promotion of values of life, affiliation to particular group, craving for achievement and recognition, the manner of satisfying both physiological needs, depends on the culture and environment in which concerned person is born and brought up.

I.   **Carrot and stick theory**

This is the oldest theory in motivation. This theory doesn't consider an employee as human being but only a worker who must slog as donkey. There are many organizations who believe in this theory of using negative and positive motivation as and when necessary. The form of motivation holds good up to a certain level of satisfaction for a short period but does not help to be very helpful in the long run.

2.   **Ancient Indian theory**

 Ancient Indian texts suggest a theory which is very close to carrot and stick theory following our methods are recommended in order of preference, i.e. if first fails second should be used and so on.

a)   Sama i.e speaking good words to the individuals
b)   Dama, i.e. paying some money or reward for the work done.
c)   Dand, i.e. inflicting punishment for non-performance.
d)   Bhed, i.e. cutting off all relations with the individual, if possible from the society.

3. **Theory 'X ' and Theory 'Y'**

Douglas McGregor proposed two distinct views of human beings, one basically negative named **X** and the other basically positive labeled as **Y**.

The Theory **X** assumes that most people prefer to be directed and are not interested in assuming responsibility and want safety above all needs. Accompanying this philosophy is the beilief that people are motivated by money, fringe benefited by the threat of punishment.

Those motivators who accept theory **X** assumptions, attempt to control and closely supervise their subordinates. They feel that external control is appropriate for dealing with unreliable, irresponsible and immature people.

After describing Theory **X** McGregor conducted a study to very if this theory is correct. And found that the theory is inaccurate and opened that the assumptions of theory **X** may fail to motivate people to work towards organizational goals.

As a result, he developed an alternative theory of human behavior called Theory **Y**. This theory assumes that people by nature are not lazy and unreliable; they can be self directed and creative at work if properly motivated.

List of assumptions about human nature that underline McGregor's Theory **X** Theory **Y**.

THEORY 'X'	THEORY 'Y'
Work is inherently distasteful to most people.	Work is as natural as play if the conditions are favorable.
Most people are not ambitious, have little desire for responsibility and prefer to be directed.	Self control is often indispensible I achieving organizational goals.
Most people have little capacity for creativity in solving organizational problem.	The capacity

Role of Vigilance

104. Functions & responsibilities of Vigilance functionaries in Railway Board:

While it is difficult to outline an exhaustive list of functions & responsibilities of Vigilance functionaries, as the sphere of Vigilance is ever-evolving, an indicative list is as under:

(i) Undertake prompt investigation of authenticated complaints, with special emphasis on Presidential & PMO references, CA-iii references, CVC-referred complaints, complaints appearing in the media and serious complaints, involving malafide intent, sent by members of the public.
(ii) Carry out checks, with follow-up investigations, on serious cases of irregularities, based on source information.
(iii) Ensure speedy processing of Vigilance cases at all stages. Undertake regular review of these cases.
(iv) Ensure that charge sheets are prepared accurately, without any loopholes, and relevant documents are carefully sorted out and sent promptly to the Inquiry Officer.

(v) Ensure prompt appointment of the Presenting Officer (PO) and the Inquiry Officer (IO) for DAR inquiries.

(vi) Ensure that DAR inquiries are conducted expeditiously by Inquiry Officers, who are under the administrative control of SDGMs.

(vii) Process the IO's report properly and expeditiously for obtaining final orders of the Disciplinary Authority.

(viii) Ensure that the Central Vigilance Commission (CVC) is consulted at all relevant stages (details in Chapter-2), in an expeditious manner.

(ix) Ensure prompt submission of returns to CVC.

(x) Maintain close liaison with CVC, CBI and the Department of Personnel.

(xi) Take proper and expeditious action with regard to Court cases.

(xii) Ensure that proper assistance is given to CBI for investigation of cases.

(xiii) Develop a system of collecting intelligence about malpractices being committed in the Organization.

(xiv) Scrutinize reports of Parliamentary Committees, Audit Reports, proceedings of both Houses of Parliament, news items in the media, annual property statements, etc. to obtain information about irregularities that pertain to the Organization.

(xv) Keep a close watch on the functioning & integrity of personnel in the Vigilance department itself.

(xvi) Undertake review of existing rules & procedures, with a view to plug loopholes and suggest systemic improvements to curb corruption.

(xvii) Maintain close surveillance on officials of doubtful integrity, and those who are on the 'Agreed' and 'Secret' lists.

(xviii) Arrange regular and surprise inspections at sensitive work units, which are susceptible to corruption.

(xix) Monitor adherence to aspects of Conduct Rules relating to integrity.

(xx) Disseminate awareness about Vigilance, through Vigilance bulletins, seminars, workshops, lectures, etc.

(xxi) Undertake regular inspection of the Vigilance branch.

105. Duties of the CVOs on the Railways:

(i) The duties and functions mentioned in para 104 for the CVO of the Ministry of Railways would also ipso facto be applicable to the CVOs of Zonal Railways to the extent they are concerned with these functions.

(ii) In addition to the functions stated in (a) above, the CVOs will scrutinize all the complaints/ source information or otherwise. They will further ensure that a time schedule is drawn up by the concerned Dy. CVOs/ VOs with their VIs, for all the investigations to be conducted by Railway Vigilance and that all investigations are finalized within two months and the investigation reports submitted to Railway Board in the cases involving gazetted officers within a period not exceeding three months.

(iii) The CVOs will also carry out a periodical review of all the DAR cases with the CPO/ Dy.CPO(G), etc.

(iv) He must also ensure that preventive checks are carried out and the minimum number prescribed in this regard viz. 40 preventive checks per year is strictly observed. Some of the preventive checks should also be ensured to be carried out by the Dy.CVOs/ VOs/ AVOs personally.

(v) The CVO must also carry out inspection of his Vigilance Branch at least once a year.

(vi) They must also ensure that enquiries by the EO/ EIs (Vig.) and other Enquiry Officers are conducted expeditiously and that EO (Vig./ EI (Vig.) submits four enquiry reports per months.

(vii) Periodical meetings should also be held with the Dy.CVOs/ VOs with a view to discussing pendency and expediting disposals.

(viii) Periodical meetings should be held with SPs/ SPE/ CBI concerned.

(ix) To frame and review periodically the agreed list, the secret list, the list of undesirable contact men.

(x) To appoint Dy.CVOs/ VOs/ AVOs and EOs after obtaining the approval of the CVO of the Ministry of Railways.

(xi) To ensure that the tenure of VOs/ VIs is not normally exceeded and no extensions are granted without prior specific approval of the CVO of the Railway Ministry.

(xii) To ensure that the Dy.CVOs/ VOs etc., including the CVO himself do not sit on any Tender Committee or Selection Committees as per rules in force.

(xiii) Periodical Lectures and talks with officers, DRMs/HODs, and Staff in Zonal Training School to spread Vigilance education.

Organizational structure of Vigilance in Railway Board

EDV(E) - Looks after Engineering, Electrical, S&T and Mechanical Departments, Agreed List/Secret List, Policy Matters & Co-ordination.
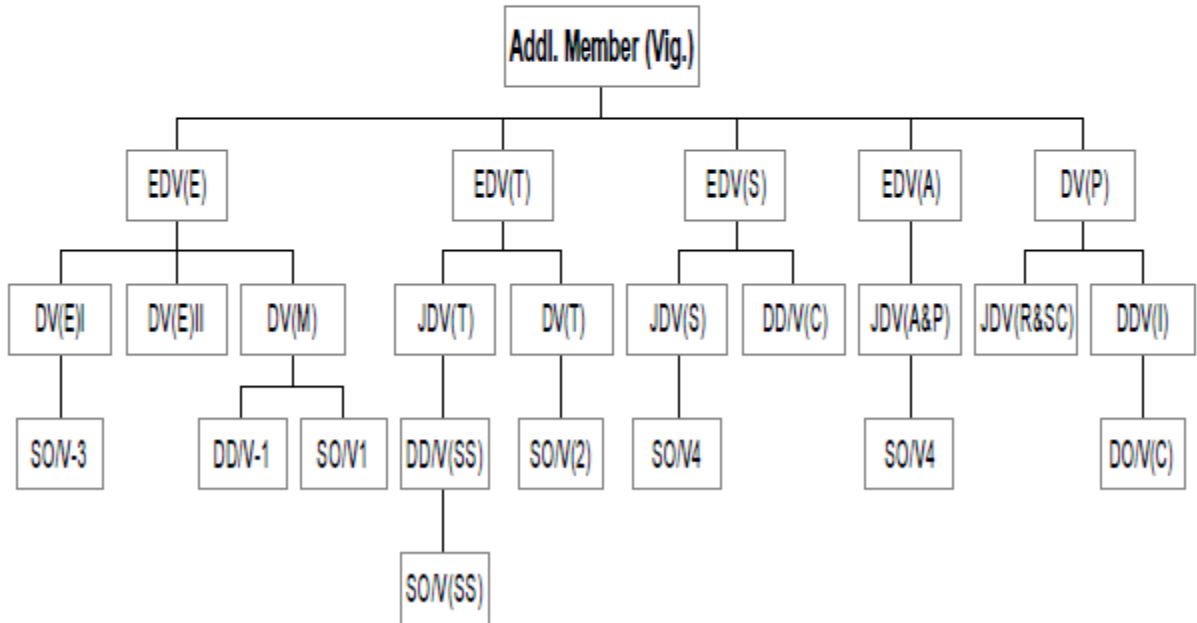
EDV(T) - Looks after Traffic Department

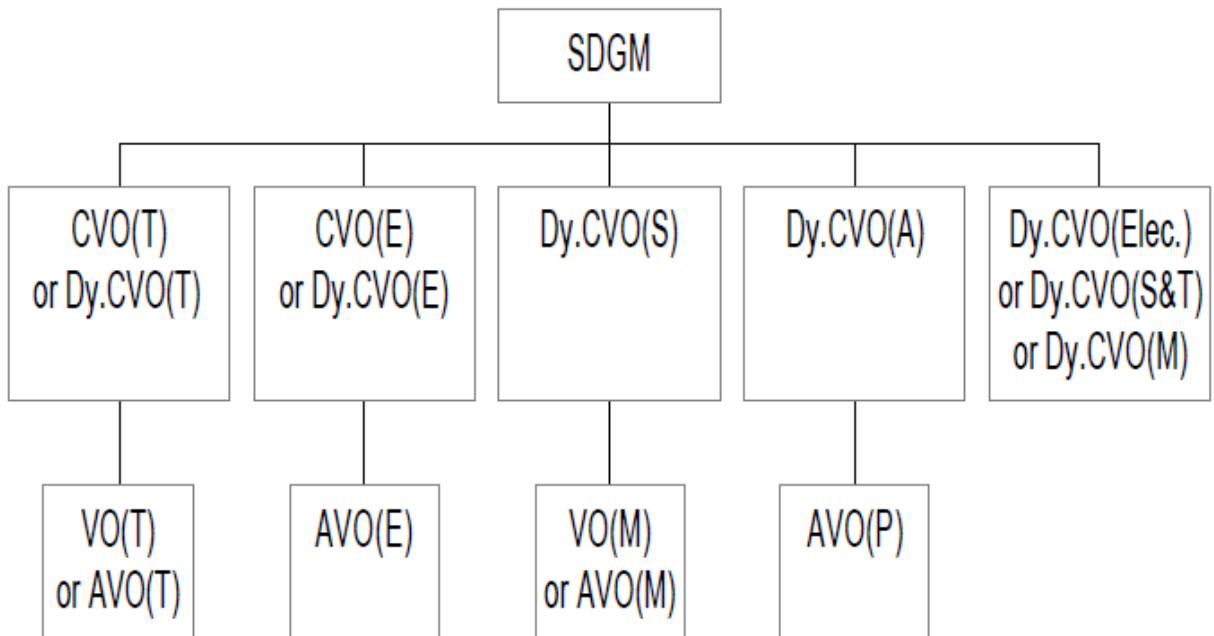EDV(S) - Looks after Stores Department

EDV(A) - Looks after Accounts, Personnel, Medical & General Administration Departments

DV(P) - Looks after RRB, Security Department, cases of Members of Railway Board, vigilance personnel and co-ordination with CBI

Organization of Vigilance Directorate/Railway Board

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                            ┌──────────────────────┐
                            │  Addl. Member (Vig.) │
                            └──────────────────────┘
        ┌──────────┬───────────────┬──────────────┬──────────────┐
    ┌───────┐  ┌───────┐       ┌───────┐     ┌───────┐      ┌───────┐
    │ EDV(E)│  │ EDV(T)│       │ EDV(S)│     │ EDV(A)│      │ DV(P) │
    └───────┘  └───────┘       └───────┘     └───────┘      └───────┘
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| DV(E)I | DV(E)II | DV(M) | | JDV(T) | DV(T) | | JDV(S) | DD/V(C) | | JDV(A&P) | | JDV(R&SC) | DDV(I) |

| SO/V-3 | | DD/V-1 | SO/V1 | | DD/V(SS) | SO/V(2) | | SO/V4 | | SO/V4 | | DO/V(C) |

| SO/V(SS) |

RespresentativeVigilance Organization of Zonal Railways

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                  ┌──────────────┐
                  │     SDGM     │
                  └──────────────┘
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| CVO(T) or Dy.CVO(T) | CVO(E) or Dy.CVO(E) | Dy.CVO(S) | Dy.CVO(A) | Dy.CVO(Elec.) or Dy.CVO(S&T) or Dy.CVO(M) |

| VO(T) or AVO(T) | AVO(E) | VO(M) or AVO(M) | AVO(P) | |

Organisation of Vigilance Department in Production Units/other Units

Chief Vigilance Officer*
in SA Grade

Deputy Chief Vigilance Officer
JA Grade
and/or
Vigilance Officer
Senior Scale/Junior Scale

Vigilance Inspectors