Quadrant 2

Animations:
1. Animation "Ways To Communicate"  
   www.youtube.com/watch?v=i_DS6dwHv4k
2. Using animation for business – communicating complicated information simply  
   http://theteam.co.uk/talk/using-animation-for-business-communicating-complicated-information-simply
3. A guide to effective communication  
   www.youtube.com/watch?v=JwjAaGq90

Visuals:
1. How P&G Presents Data to Decision-Makers  
   http://blogs.hbr.org/2013/04/how-p-and-g-presents-data
2. A visual aid to decision-making for people with intellectual disabilities  
   http://psy.swan.ac.uk/staff/dymond/Pubs/BailiyEtAl_VA_RIDD_2011.pdf

Illustrations:
1. Communication  
   https://www.google.co.in/search?q=communication+animation&tbm=isch&tbo=u&source=univ&sa=X&ei=WACHUtucIML3rQeNq4HgCQ&ved=0CCgQsAQ&sqi=2&ved=0CCgQsAQ&biw=853&bih=480
2. Communication process model  
3. Business communication process  
   https://www.google.co.in/search?q=business+communication+process&tbm=isch&tbo=u&source=univ&sa=X&ei=rAKHUogehYesB_aygbgK&ved=0CCgQsAQ&biw=853&bih=480
4. Communication process illustration  
   http://www.slideshare.net/bilalamjad1/communication-process-effective
5. Decision making process  
   https://www.google.co.in/search?q=decision+making+process&tbm=isch&tbo=u&source=univ&sa=X&ei=RwaHUoaIEI2trAex44CycQ&ved=0CDAQsAQ&biw=853&bih=480
Video demonstrations:

1. Decision Making Process  
   http://freevideolectures.com/Course/2687/Management-Information-System/6

2. Management Problem Solving and Decision Making  
   www.youtube.com/watch?v=7ogflfOqyFI

3. Decision making process  
   www.youtube.com/watch?v=4MPpl6r25xY

4. Effective Decision Making  

5. The Decision Making Process for Organizations  
   http://education-portal.com/academy/lesson/the-decision-making-process-for-organizations.html#lesson

6. Decision Making for Managers: Certainty, Risk & Uncertainty  

7. Planning and Decision Making - YouTube  
   www.youtube.com/watch?v=Vhpebbfu4Bk

8. Decision making  
   www.youtube.com/watch?v=pbBS8sHrDgA

9. Effective Communication Skills  
   http://www.metacafe.com/watch/1845353/effective_communication_skills/

10. Effective Communication  
    It's Better To Be Smart Than Lucky!  
    http://www.maximumadvantage.com/effective-communication-video.html
Documentaries:

1. Secrets of Body language

2. Occupy your brain! - brain consciousness & effective communication
   http://www.youtube.com/watch?v=1Vuq8Zmr7r4

3. Verbal & Non-Verbal Communication (part 01)
   http://www.youtube.com/watch?v=r7nSKK6Bl	Q

4. Verbal & Non-Verbal Communication (part 02)
   http://www.youtube.com/watch?v=4Es0xH0C9GM

5. Verbal & Non-Verbal Communication (part 03)
   http://www.youtube.com/watch?v=bpStI55-nOY

6. How to Make Better Decisions - BBC Horizon (part 1 to 5)
   http://www.youtube.com/watch?v=hrXueEub6F8&list=PL16029391F71248C0

7. Tips to Improve the Decision Making Process
   http://www.youtube.com/watch?v=z8DN2-SUSgs

8. Proactive Decision Making: Personal and Business Decisions and
   http://www.youtube.com/watch?v=WKoAXJitQ9U

9. Decision - making process
   http://www.youtube.com/watch?v=Eg6_WAnV8AI

Interactive simulation:

1. Test your interpersonal communication skills online
   http://www.queendom.com/queendom_tests/transfer

2. Decision making and problem solving in difficult times
   http://www.flexstudy.com/catalog/schpdf.cfm?coursenum=95085
Questions:

Answer the following Questions on your own (Indicative/brief answers are provided at the end of the module):

1. Discuss the process of communication with the help of a schematic model
2. Discuss the Importance of communication. Explain its purpose too.
3. What are the Situational/Organizational factors to be considered in communication?
4. Discuss with the help of a diagram, the various directional flows of communication in an organization
5. What are the various forms of communication? Explain
6. Explain the various barriers to effective communication
7. Suggest some important guidelines that help to improve the effectiveness of communication
8. How to improve listening and writing skills?
9. Differentiate between Formal and Informal communication:
10. What is decision making? What are the steps that characterize it?
11. What is rational decision making? Is it true that most decisions made by business managers are based on limited rationality? If so, why?
12. What are the methods that are helpful in evaluating decision alternatives?
13. How do you select a decision alternative? Explain important approaches.
14. Distinguish clearly between programmed and non-programmed decisions
15. What is an information system? How can it aid management decision making?
16. List the different types of information systems in the decreasing order of their support to decision making
17. Compare and contrast a transaction processing system, management information system and a decision support system
18. What is a DSS? What are its characteristics?
19. What are the levels of decision making? What are the characteristics of information required at those levels?
20. What are the variants in the DSS hierarchy?
21. Identify the problems/limitations with a decision support system
22. What are the characteristics of ‘Grapevine’?
23. What are the advantages and disadvantages of grapevine?
24. List the desirable characteristics of an effective feedback
25. What is Johari window? Explain

Quizzes:
(Solutions are provided at the end of the module):

A. Choose the Appropriate Answer:

1. Keeping in view about 80% of a manager’s time is spent in interaction with others, which of the following is unlikely to improve his communication effectiveness?
   a) Using simple, unambiguous language
   b) Use of modern communication gadgets
   c) Active listening
   d) Ignoring non-verbal communications

2. Which decision making model takes a short-run approach rather than a long-run approach?
   a) rational approach
   b) satisficing approach
   c) incremental approach
   d) decision tree approach

3. Which of the following is a barrier in communication?
   a) Detailed content of communication
   b) Not being face-to-face
   c) Semantic distortion
   d) Long distances between two ends
4. Which of the following is not a part of effective listening?
   a) Judge only the content and not the speaker
   b) avoid biased thinking while listening
   c) appropriately nodding and exhibiting gestures
   d) Evaluating the content of the message from the beginning itself

5. Decision making is a core part of:
   a) Organizing
   b) Planning
   c) Coordinating
   d) Leading

6. Decision making process does not involve
   a) Identifying alternatives
   b) Defining problem
   c) Evaluation of alternatives
   d) Grouping the activities into departments

7. Informal communication is also called as
   a) Noise
   b) Fad
   c) Grapevine
   d) Buzz

8. Which of the following is not correct about Organizational grapevine?
   a) It is full of rumors
   b) It satisfies personal need that are not met by formally.
   c) It is richer in content than formal communication
   c) Rumors are only a small part of it
9. Which of the following is not a programmed decision?
   a) Allocation of jobs to workmen
   b) Machine maintenance decisions
   c) Quality control decisions of a mass produced item
   d) Decision to introduce a functionally different product

10. Bounded rationality in decision making implies:
    a) Irrationality
    b) Limited rationality
    c) Total rationality
    d) None of the above

11. A person nodding his head in a conversation is communicating:
    a) Orally
    b) Nonverbally
    c) In writing
    d) None of the above

12. When a supervisor in a paint shop communicates with a senior manager in Information systems department, the communication is known as:
    a) Upward communication
    b) Downward communication
    c) Diagonal communication
    d) Horizontal communication

13. Communication process is complete when:
    a) The sender sends the message
    b) The receiver receives the message
    c) The receiver correctly understands the message
    d) When sender receives a desired feedback from the receiver
14. Which of the following is not correct?
   a) Some managers use grapevine to their advantage
   b) Grapevine seems to serve the self-interest of people involved in it
   c) With proper plan, Grapevine can be eliminated
   d) Grapevine exists in all organizations

B. State Whether True or False:
1. In distant communication, channel of communication is often a hardware
2. DSS is not an information system
3. DSS is does not allow interaction from the decision maker
4. ‘Grapevine’ is present in all organizations
5. Grapevine is always counter-productive to organizational interest
6. Feedback from others on what we don’t know about ourselves move us from Blind spot to Open area
7. Communication breakdown can occur due to predisposition of either the sender or receiver of the message
8. Emotions do not distort the communication process
9. Expert systems are an advanced form of information systems
10. Quite often grapevine travels faster than formal communication
11. Communication integrates all the functions of Management process
12. Facial expression is a form of verbal communication
13. Quantitative analysis is a way of evaluating decision alternatives
14. Human judgement is an infallible aid in decision making
C. Fill in the Blanks with Appropriate Words:

1. Inability to pool complete information before making decision results in …………………… rationality in decision making
2. ………………… is nothing but choice of the best among several alternatives
3. Decisions at the top levels are called as ………………….. decisions
4. MIS stands for ………………………
5. Grapevine is a characteristic of …………………… organization
6. In Johari’s window, known to self and known to others lead to ………………….. Cell
7. Information distortion is more likely in …………….. form of communication
8. Information systems used at the ……………… level most often depend on qualitative information

D. Cross-word:

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Left to Right
1. When production worker communicates with finance Manager, it is ………. communication
2. …………… loop completes the communication process
3. Communication not formally recognized is ………
4. MIS stands for …… Information System

Top to Bottom
1. Disturbance in communication is called ………
2. Gesture is a ……… form of communication
3. Speaking is …… form of communication (Reverse)
4. When manager (fin) and m (marketing) discuss it is ……….. communication
5. information about the subject that he is not aware of, but others are represent ……….. spot
Assignment:

(Answer the following questions with the help of web course material in Quadrant 1 and Supplementary reading material in Quadrant IV)

1. Discuss the approaches used to select an alternative while making decision
2. What is Bounded rationality in decision making?
3. Discuss the process of decision making
4. Explain the process of communication with the help of a diagram
5. List the barriers to effective communication. How can you overcome them?
6. Differentiate with the help of examples between programmed and non-programmed decisions
7. List the types of business communication
8. Discuss the approaches used to evaluate alternatives while making decision
9. List the advantages and disadvantages of written and oral communications
10. Explain the role of communication in integrating various managerial functions in an organization
11. What is decision making? Is it true that most decisions made by business managers are based on limited rationality? If so, why?
12. What is a decision support system? How is it useful to managers?
13. What is feedback in communication? Why is it needed?
14. Explain how Johari window is useful to us
15. What are the limitations of written communication?
16. How can a manager make use of informal communication (Grapevine) for effective management?
17. How do strategic decisions differ from operational decisions in their information and communication requirement?
18. Discuss the psychological aspects to be considered by the developers of decision support systems.
**Supplementary reading:**

1. Harold Koontz, H. Weihrich, and A.R. Aryasri  

2. Harold Koontz and H. Weihrich  
   Essentials of Management, Tata Mc Graw-Hill, New Delhi, 2005

3. Hersy, Paul and Kenneth Blanchard  
   Management of Organizational Behaviour, PHI, 2003

4. Management decision making  
   http://www.k-state.edu/psych/cws/pdf/management_dm01.pdf

5. Decision Making for Managers  

6. Managing the grapevine  
   http://www.analytictech.com/mb119/grapevine-article.htm

7. How to handle grape wine in the office, an Economic Times article  

8. A comprehensive guide to make decisions  

9. Decision-Making and Problem-Solving Processes, multiple choice questions  
   http://cw.routledge.com/textbooks/champoux/questions.asp?unit=14

10. Decision-Making and Problem-Solving Processes, True/False Questions,  
    http://cw.routledge.com/textbooks/champoux/truefalse.asp?unit=14

11. Decision Making in Small Groups, Multiple Choice Questions  
    http://highered.mcgraw-hill.com/sites/0072843470/student_view0/chapter12/multiple_choice_quiz.html

12. Managerial communication, multiple choice questions  
    http://highered.mcgraw-hill.com/sites/007471189x/student_view0/chapter14/multiple_choice_quiz.htm

13. Decision making process  
    http://www.tutorialspoint.com/management_concepts/decision_making_process.htm
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<tr>
<td><strong>15.</strong> Decision making</td>
<td><a href="http://www.businessdictionary.com/definition/decision-making.html">http://www.businessdictionary.com/definition/decision-making.html</a></td>
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<td><strong>16.</strong> Communication models</td>
<td><a href="http://www.tutorialspoint.com/management_concepts/communication_models.htm">http://www.tutorialspoint.com/management_concepts/communication_models.htm</a></td>
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<tr>
<td><strong>17.</strong> Decision Making Notes, Questions and Answers from US Coast Guard</td>
<td><a href="http://www.uscg.mil/auxiliary/training/tct/tctc6.pdf">http://www.uscg.mil/auxiliary/training/tct/tctc6.pdf</a></td>
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<td><strong>18.</strong> Models of communication</td>
<td><a href="http://lms.oum.edu.my/e-content/OUMH1303KDP/content/24094922_OUMH1303.OralCommunication-v1/OUMH1303_Topic1/OUMH1303_1_2.html">http://lms.oum.edu.my/e-content/OUMH1303KDP/content/24094922_OUMH1303.OralCommunication-v1/OUMH1303_Topic1/OUMH1303_1_2.html</a></td>
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**Wiki development on the course/Other resources:**

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<tr>
<th><strong>1.</strong> Decision making</th>
<th><a href="http://en.wikipedia.org/wiki/Decision-making">http://en.wikipedia.org/wiki/Decision-making</a></th>
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<td><strong>2.</strong> Consensus decision-making</td>
<td><a href="http://en.wikipedia.org/wiki/Consensus_decision-making">http://en.wikipedia.org/wiki/Consensus_decision-making</a></td>
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<td><strong>3.</strong> How to make decisions</td>
<td><a href="http://www.wikihow.com/Make-Decisions">http://www.wikihow.com/Make-Decisions</a></td>
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<td><strong>4.</strong> Decision-making models</td>
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<td><strong>5.</strong> Models of communication</td>
<td><a href="http://en.wikipedia.org/wiki/Models_of_communication">http://en.wikipedia.org/wiki/Models_of_communication</a></td>
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<td><strong>6.</strong> Communication</td>
<td><a href="http://en.wikipedia.org/wiki/Communication">http://en.wikipedia.org/wiki/Communication</a></td>
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<td><strong>7.</strong> How to Communicate Effectively</td>
<td><a href="http://www.wikihow.com/Communicate-Effectively">http://www.wikihow.com/Communicate-Effectively</a></td>
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<td><strong>8.</strong> Communicating Effectively With Your Students</td>
<td><a href="http://uscta.wikidot.com/communicate-effectively-with-your-students">http://uscta.wikidot.com/communicate-effectively-with-your-students</a></td>
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Open content in the internet:

1. Barriers to effective communication [link]
2. Key skill assessment: Communication [link]
3. Management Communication [link]
4. Communication for Managers [link]

Case studies:

1. Communicating with stakeholders [link]
2. Using effective communications [link]
3. Communication strategies to engage a variety of stakeholders: An Enterprise Rent-A-Car case study [link]

Historical development:

1. A Brief History of Decision Making [link]
2. A Brief History of Decision-Making [link]
3. A brief history of Decision Making [link]
Answers to Questions:

Answers are only brief and indicative. Expand on them as appropriate.

1. Basically communication is the transfer of information from a sender to a receiver with the information being understood by the receiver. The communication process involves sender, transmission, receiver, noise during transmission and feedback from the receiver to sender.

Model of Communication process: The figure below shows a model of the communication process. The elements involved in the process are sender of the message, a channel to transmit the message, receiver of the message, Noise and feedback in communication.

Sender: The sender encodes the thought to be communicated in the way he/she thinks the receiver can understand. Encoding may be through human language, signs, computer coding, etc.

Channel (means of transmitting message): The coded thought/information is transmitted over a channel that links the sender with the receiver. The message may be in oral or written or non-verbal form. The channel chosen could be internet, telephone, television, face-to-face, letter, radio or gestures. The choice of an appropriate channel is very important and mangers can use more than one channel to communicate effectively.

Receiver: The receiver should be ready to receive the coded message. He/she decodes the encoded message into thoughts. For this, both the sender and the receiver should attach the same/similar meanings for the symbols used for coding message. The decoded message is understood by the receiver. The process of communication is complete only when the receiver understands the message in the same way as the sender wanted it to be.
Noise: It is the unwanted interference/hindrance in the communication process. It may creep in through any element of the communication process at any stage. Examples of noise include disturbing sound, use of ambiguous symbols for coding, emotionally charged sender/receiver, delay and disturbance in signal transmission, cultural differences between sender and receiver resulting differing interpretation, preconceptions and biases of parties, inattention, etc.

Feedback: To check how effective the communication was, the sender should get a feedback from the receiver. Otherwise, the sender will not know whether the message was properly coded, transmitted, received, decoded and understood.

2. Communication is essential for the internal functioning of enterprises. It facilitates: (i) establishing and disseminating goals, (ii) developing plans for achievement, (iii) organizing human and other resources, (iv) select, develop and appraise human resource and (v) lead, direct and motivate the same and (vi) control performance. It integrates all activities of the organization towards the predetermined goals.

3. The Situational/Organizational factors in communication include:
   - Time gaps (Different time zones of different countries)
   - Distance gap (face-to-face v/s telecommunication or letters)
   - Political environment (communist country – inhibits free flow of information. Similarly protectionist organizations)
   - Technology (Computer, internet, video conferencing, etc. enabling rapid communication of huge amount of data/information accurately and adequately)
4. Various directional flows of communication in an organization:

Flow of communication in an organization can be of two types: (I) Vertical communication and (II) Cross-wise communication.

I. Vertical communication:

(a) Downward communication: Communication from people at higher level to those at the lower levels in the organizational hierarchy, especially through the chain of command. This type of flow exists especially in authoritarian environment. If communication flows only downwards, problems are likely to develop.

Often, the downward communication is distorted/delayed/lost as it moves down the chain of command, thus necessitating feedback.

(b) Upward communication: This is the flow from subordinates to superiors. Often, the intermediate managers filter or manipulate the contents of the message. Top management needs to know what is happening at the lower levels of the organization. They need to know about production performance, marketing information, financial data, grievances, suggestions, etc. from the lower levels. This communication is non-directive in nature. Examples include suggestions, complaints, appeals, representations, reports, grievances, informal news, etc.

Companies are creating an Ombudsperson position to promote upward communication which has proved to very valuable for management.

Vertical communication can be of two types.

(i) Oral form: (instruction, direction, speech, counseling, interview, appraisal, suggestion, feedback, etc.)

(ii) Written form: (Memo, operation manual, order, circular, plans, report, handbook, explanation, etc.)
II. Cross-wise Communication:

(a) Horizontal communication: This is the communication between the positions at the same level of the organizational hierarchy. This helps coordination of activities across the organization.

(b) Diagonal communication: This is the communication between positions at different levels of the hierarchy with no direct reporting relationships. This helps in speeding up information flow, improves understanding, and improves coordination of efforts to achieve the organizational objectives. In fact, a great deal of communication (especially informal) in any organization doesn’t follow organizational hierarchy, but cuts across the chain of command. Although it presents many problems, it is essential.

5. Various forms of communication are:

Verbal communication:

i) Written communication: The advantage of written communication is it provides ready reference and serves as a record for the communications/transactions. It is useful for legal defenses too. A written message can be leisurely and carefully prepared, and can be mass mailed. They also help maintain uniformity in policy and procedures. However, the disadvantages of written communication are it requires writing skills, and involve lot of paper work. It may get delayed in reaching the target audience and may not fetch immediate feedback.

ii) Oral communication: This is a very common mode of communication. This may include face-to-face communication and tele-conversation. Oral communication may be both formal and informal. The advantage of this type of communication is speedy exchange of information and immediate feedback is possible. Listener can ask questions instantly to get his/her doubts clarified. Hence, the possibility of communication gap is lesser. The impact of communication can be seen in face-to-face communication. Further, importance of the message can be driven home effectively. The disadvantage is it does not always save time and cost as all audience may not be available for communication at a single point in time. It provides no record/references and hence, repeated consultations may be necessary.

Non-verbal communication: This involves use of body gestures and facial expressions. This can sometimes be used to support oral communication. But contradictory gestures can even spoil the effect of oral communications.

6. Break-down of communication or communication gaps are quite common in our daily transactions. Communication problems may also be pointing to poor planning and organizing. Noise responsible for communication failure may appear anywhere in the communication process. Some of the major barriers to communication include:

a) Lack of planning: If we don’t plan what is to be conveyed, how to code it, which channel to communicate in, which form, how to interpret feedback, and the timing of communication, we can’t avoid communication failure.
b) Unclarified assumptions: Assumptions underlie messages. If they are not stated clearly, the basis for the interpretation of messages would be different between the sender and the receiver. However, both may feel they are right in their own way.

c) Semantic distortion: This can be deliberate or accidental. Because of this, the message gives different meanings to different people.

d) Poorly expressed messages: Thought might be correct, but a wrong choice of words fails to express it correctly. Incoherence, lack of fluency, awkward sentences, use of jargons, omissions can all distort messages.

e) Transmission loss and Poor retention: Too many links in transmission chain result in less accurate message. Companies advertise through different media repeatedly to deal with poor retention of their brand names by the customers.

f) Poor listening and premature evaluation: People tend to talk more but listen less. When somebody is speaking, the receiver may be engaged in his own thinking about how he should speak to create an impression in the audience, or may be polishing his ego. Listening demands full attention. It requires the listener to avoid premature evaluation. A common tendency among us is to jump into conclusion/judgement as to whether what is being said is right or wrong even before the speaker completes. Listening and acting with empathy solves many problems.

g) Impersonal communication: Effective communication requires openness and trust. Superiors may feel insecure to address a gathering without an authority shield. Thus they often get trapped in status feeling/cover and hence, their communication becomes more formal and devoid of emotions. It is important to place feelings appropriately into words.

h) Distrust, threat and fear: In the environment where distrust prevails, any message will be viewed with skepticism (at least in the subordinate’s perception). For example, when a boss who is not paying full salary speaks of giving incentives, no subordinate is prepared to believe it. In the environment where fear prevails, subordinates tend to manipulate information to save his/her skin or to take advantage of the situation. People should feel free to report honestly, even though the superior doesn’t like the message.

Information overload: Providing a large amount of information to subordinates need not clarify the message. Often, more problems result from it. (i) people may disregard some information; (ii) they may make errors in processing the information; (iii) they may postpone processing the information for want of time; (iv) people may filter the information while processing (important v/s unimportant, or easy v/s difficult, etc.); (v) they may avoid processing it.

Other barriers: (a) selective perception – hearing only what you want to hear and ignore the rest; (b) Influence of attitude, predisposition and made-up mind; (iii) status trap, etc.
7. Responsibility for effective communication rests with everybody. Some guidelines that help improve the effectiveness of communication are given below.

a) Sender should be clear of the purpose of the message and make a plan to achieve the effect intended.

b) Common understanding between the sender and the receiver about the symbols used to code the message

c) Contents of the message should fit the recipient’s level of knowledge and organizational climate (Get it read by a subordinate)

d) While designing the content of a message consider the needs and goals of the receivers also.

e) Set the tone of the message properly. Choose language that can convince others.

f) Get feedback. Ask questions to the receiver to ascertain that he/she has understood the message correctly.

g) Use emotions as appropriately as possible to improve relationships.

h) Help subordinates to improve their listening capabilities

8. Tips to improve listening include:

° Stop talking and maintain interest
° Put talker at ease
° Show the speaker that you want to listen
° Remove distractions
° Empathize with the speaker
° Avoid interruptions and be patient
° Hold your temper
° Go easy on arguments and criticisms
° Ask questions

Tips to improve writing skills include:

(Education need not guarantee this skill.)
° Use simple words/phrases
° Use familiar words
° Use personal pronouns (you) when appropriate
° Use illustrations and examples
° Use grammatically correct, short and simple sentences
9. Formal communication: This is a part of the recognized and legitimate organizational system. This is the communication between intentional roles in the organizational structure. It includes oral/written, upward/downward, horizontal/cross-wise communications.

Informal communication: This is outside the formal/recognized system of communication. This arises due to social relationships among people. It is neither authoritative nor authenticated and can undergo lot of distortion. It is also called ‘Grapevine’. For example, a sensational news that spreads in an informal group of people gathers mass and momentum like a snowball. It flows uninterruptedly in the organization. No disparity of levels of status comes in its way. Informal communication is not always bad. Managers can use this to the company’s advantage.

10. It is essentially the selection of a course of action among several alternatives. It involves commitment of resources, direction and reputation.

Major steps involved in DM are:

a) Premising
b) Identify alternatives
c) Evaluating the alternatives is terms of goals
d) Choosing an alternative supposed to be the best

All the above constitute an important part of the planning activity

11. DM is said to be rational when:

a) The goal attainment requires an action.
b) Decision maker has clear understanding of the alternative courses.
c) Decision maker is able to analyze & evaluate alternatives w.r.t goals.
d) Decision maker has a desire to come to the best solution /alternative.

Though managers are expected to act rationally, in reality it does not happen. They settle down to solutions with bounded rationality i.e. decisions that just work under the known/understood circumstances. While searching for alternatives, managers use their creativity, intelligence, research, commonsense, etc. They require assistance in this task in the form of identifying limiting factors.
12. The methods that are helpful in evaluating decision alternatives are:

   a) **Evaluation of Quantitative & Qualitative factors:**
      
      Quantitative - Fixed and operating costs, Techniques include PBP, BEP, IRR, etc.
      Qualitative - Effect on labour relations, good will, reputation, risks of technology change, etc.
      
      Often excellent alternative (both quantitative-wise and qualitative-wise) can be marred by external factors such as war, economic recession, labor strike, natural calamity, etc. Give attention to such possibilities during developing premises. Thus human judgment is a must in DM.

   b) **Marginal analysis:**
      
      Compares additional revenues arising from additional costs/investment for various alternatives.
      - Profit in an alternative can be obtained as long as the marginal revenue is greater than marginal cost
      - Eg. Number of subordinates reporting to a manager can be increased till the marginal costs become equal to marginal benefits.

   c) **Cost-effectiveness analysis:**
      
      It is also called cost-benefit analysis. It is not always easy to measure costs & benefits in comparable terms. Alternatives are compared for their Benefit/Cost ratio values.

13. Selection of an alternative can be based on Experience, Experimentation and Research & analysis

   a) **Experience:** Experience is the knowledge & skills (both domain knowledge and implementation skills) acquired during the previous successes and failures. It is a good & important factor. As we move higher in the organization, our judgment is likely to be better. Although very important, it is not fool proof. Reasoning out the successes/ failures can be useful in improving this. It may not be fully helpful when the problems are totally new.

   b) **Experimentation:** This is trying out an alternative practically to see what happens. Examples include test marketing a product, pilot plant for production, application of TQM in a small section before applying to the entire organization, placing a person in-charge of a job for some time. It can be a very expensive option if it involves expenditure on capital, labour, etc. Even after experimentation, we may still be left with some doubts.

   c) **Research and analysis:** Requires us to understand the problems thoroughly. Searching for relationships among critical variables, constraints and premises bearing upon the goals sought. This may involve breaking the problems and analyzing it. This is often cheaper than experimentation. This approach also
involves simulating the problem environment & then solving the problem. Ex. Architect’s model of a building, aircraft model testing in a wind tunnel, mathematical modeling, etc.

14. **Programmed decisions:** For structured and routine problems. A template of solutions is available. This involves DM by precedence or established procedures. For eg. quality check procedures, recruitment decision at lower levels, quantity of items and timing while placing purchase order, etc. Usually problems at lower levels of organizations are of similar nature and can be addressed by standard procedures. Such decision are programmed decisions.

**Non-programmed decision:** Generally problems at top levels of the organization are unstructured and one of its kind. Every problem is unique & different in its own sense and requires different approach to problem solving & DM. They are ill defined and nonrecurring. Examples include introduction of new product/process, entering a new market, collaboration with another company, technology transfer, hiring top officials, dealing with govt. agencies.

15. Managers plan, organize, staff, lead and control the activities while playing interpersonal, decision making and informational roles. These require data collection and processing, information handling and communication for the purposes of decision making. Decisions can be better off when the uncertainty in decision context is reduced and the equivocality is resolved. Information systems (especially, a Decision Support System) aid a lot as a rich medium in achieving this. Such systems can range from simple transaction processing system to complex decision support/expert system.

16. The different types of information systems include (in the order of decreasing support to decision making):
   - Decision support system (DSS)
   - Executive information system
   - Expert system
   - Information reporting system (MIS)
   - Workgroup Information system
17. The following table compares the three information systems namely, TPS, MIS and DSS:

<table>
<thead>
<tr>
<th>Criterion</th>
<th>TPS</th>
<th>MIS</th>
<th>DSS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of users</td>
<td>Clerical and supervisory</td>
<td>Middle management</td>
<td>All levels including top management and professionals</td>
</tr>
<tr>
<td>Focus</td>
<td>Data transactions</td>
<td>information</td>
<td>Decision and flexibility</td>
</tr>
<tr>
<td>Applications</td>
<td>Pay roll, sales data and inventory</td>
<td>Sales forecasting, production planning and control</td>
<td>Strategic planning, integrated problems</td>
</tr>
<tr>
<td>Ease of use</td>
<td>Low</td>
<td>Moderate</td>
<td>High</td>
</tr>
<tr>
<td>Processing interest</td>
<td>Expediency</td>
<td>Efficiency</td>
<td>Effectiveness</td>
</tr>
<tr>
<td>Reason for development</td>
<td>Cost savings, customer service</td>
<td>Reporting basic information</td>
<td>Improved decision making</td>
</tr>
</tbody>
</table>

18. A Decision support system is a specific form of information system that allows managers to interact with the system to fetch information needed to make informed decisions.

° These allow interactive DM and hence allow semi-structured/less-routine decisions.

° They provide information interactively on *ad hoc* (as needed) basis.

° They use special decision models (analytical, simulation), and extract/retrieve data from corporate/specialized databases using powerful retrieval models and present the information effectively. *Eg. Electronic spread sheet (MS Excel) – allows answering What-if questions*

° Managers can simulate a given situation with alternative set of assumptions and explore possible alternatives *Eg. Simulation of queuing situations*

Characteristics of a DSS:

It is an information system used by managers to make decisions. It is to support decision makers and replace them. Used when the decision situation is semi- or
unstructured. It is based on a database and employs analytical models to respond to queries by managers. Its components include: database, knowledgebase, model-base, and interface with the user.

19. Decisions are generally seen to made at three levels: Strategic level, tactical level and operational level. The decision at these levels differ a lot in their nature and impact. Their information requirement are also substantially different as shown in the table below:

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Operational</th>
<th>Tactical</th>
<th>Strategic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accuracy</td>
<td>High</td>
<td>Medium</td>
<td>Low</td>
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<tr>
<td>Level of detail</td>
<td>Detailed</td>
<td>Moderately detailed</td>
<td>Aggregate</td>
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<tr>
<td>Time horizon</td>
<td>Short and Present</td>
<td>intermediate</td>
<td>Long and future</td>
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<td>Use</td>
<td>Frequent</td>
<td>moderate</td>
<td>Infrequent</td>
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<tr>
<td>Source</td>
<td>Internal</td>
<td>Both internal and external</td>
<td>External</td>
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<tr>
<td>Scope</td>
<td>Narrow</td>
<td>Moderate</td>
<td>Wide</td>
</tr>
<tr>
<td>Nature</td>
<td>Quantitative</td>
<td>Both quantitative and qualitative</td>
<td>Qualitative</td>
</tr>
</tbody>
</table>

20. The variants in the DSS hierarchy are as follows (in the increasing order of their sophistication to support decision-making):

- File drawer system
- Data analysis system
- Analysis information system
- Accounting model
- Representational model
- Optimization system
- Suggestions system

21. A decision support system may include design flaws leading to ineffective support; the design may not reflect a clear understanding of the task or user expectations; the analytical models on which the DSS is based may not closely represent realities; It may not cope up with human information processing constraints; Can include cognitive biases.
22. Characteristics of Grapevine include:
   - Rapid flow of information
   - Works through informal social networks
   - Rumors transmitted through media-rich channels (face-to-face)
   - Great possibility of information distortion

23. The advantages and disadvantages of ‘Grapevine’ are as follows:
    Advantages: Serves as main channel through which organizational beliefs, values, ideology and symbols of organizational culture get well dispersed. Relieves anxiety and stress in employees and fulfills the need for social affiliation. Managers can use this to communicate what cannot be easily communicated to others. Alerts managers on the events and feelings which cannot be picked up from formal channels.
    Disadvantages: Distorted information can create havoc in the organization. Miscreants can abuse this channel to arouse employees to adversely impact organizational interests.

24. Desirable characteristics of an effective feedback:
    It should,
    - be descriptive and non-evaluative
    - be focused on behavior, not the person
    - be data-based, specific, not impressionistic
    - reinforce new positive behaviors
    - be suggestive, not prescriptive
    - be continuous
    - be personal
    - be need-based and solicited
    - be intended to help
    - be focused on modifiable behavior
    - satisfy needs of both parties
    - be checked and verified
    - be well-timed
    - should contribute to mutuality and group-building
JOHARI Window:

Developed by Joseph Luft and Harrington Ingham (JOHARI). It is used to help people to better understand their relationship with self and others. It is used primarily in self-help groups and corporate settings as a heuristic exercise.

<table>
<thead>
<tr>
<th>Known to others</th>
<th>Known to Self</th>
<th>Unknown to Self</th>
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</thead>
<tbody>
<tr>
<td><strong>OPEN AREA</strong></td>
<td><strong>BLIND AREA</strong></td>
<td></td>
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<tr>
<td><strong>HIDDEN AREA</strong></td>
<td></td>
<td><strong>UNKNOWN AREA</strong></td>
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When performing the exercise, subjects are given a list of 56 adjectives and pick five or six that they feel describe their own personality. Peers of the subject are then given the same list, and each pick five or six adjectives that describe the subject. These adjectives are then mapped onto a grid.

*Open or Arena:* Adjectives that are selected by both the participant and his or her peers are placed into the Open or Arena quadrant. This quadrant represents traits of the subjects that both they and their peers are aware of.

*Hidden or Façade:* Adjectives selected only by subjects, but not by any of their peers, are placed into the Hidden or Façade quadrant, representing information about them their peers are unaware of. It is then up to the subject to disclose this information or not.

*Blind Spot:* Adjectives that are not selected by subjects but only by their peers are placed into the Blind Spot quadrant. These represent information that the subject is not aware of, but others are, and they can decide whether and how to inform the individual about these "blind spots".

*Unknown:* Adjectives that were not selected by either subjects or their peers remain in the Unknown quadrant, representing the participant's behaviors or motives that were not recognized by anyone participating. This may be because they do not apply or because there is collective ignorance of the existence of these traits. One facet of interest in this area is our human potential. Our potential is unknown to us, and others.
Answers to Quizzes:

A. Choose the Appropriate Answer:

1. d  9. d
2. c  10. b
3. c  11. b
4. d  12. c
5. b  13. d
6. d  14. c
7. c
8. a

B. State Whether True or False

1. True  9. True
2. False 10. True
3. False 11. True
4. True  12. False
5. False 13. True
6. True  14. False
7. True
8. False
C. Fill in the Blanks

1. Limited/bounded
2. Decision making
3. strategic
4. Management information system
5. informal
6. Open or Area
7. Informal/grapevine
8. strategic

D. Cross-word:

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Left to Right
1. When production worker communicates with finance Manager, it is ……… communication
2. ………….. loop completes the communication process
3. Communication not formally recognized is ……
4. MIS stands for ……. Information System

Top to Bottom
1. Disturbance in communication is called ……
2. Gesture is a ……. form of communication
3. Speaking is ….. form of communication (Reverse)
4. When manager (fin) and m (marketing) discuss it is ………. communication
5. information about the subject that he is not aware of, but others are represent ………. spot