

# **ARYAN SCHOOL OF ENGINEERING & TECHNOLOGY**

**BARAKUDA,PANCHAGAON,BHUBANESWAR,KHORDHA-752050**



## **LECTURE NOTE**

**SUBJECT NAME- EMST**

**BRANCH – CIVIL ENGINEERING**

**SEMESTER – 5<sup>TH</sup> SEM**

**ACADEMIC SESSION - 2022-23**

**PREPARED BY – SOUMYA RANJAN PRADHAN**

## ENTREPRENEURSHIP & MINE MANAGEMENT ( THEORY 1 )

### 1.0 Entrepreneurship

#### 1.1 Define entrepreneurship.

According to J. Schumpeter, entrepreneurship can be defined as a “creative activity, the entrepreneur being an innovator, who introduces something new into the economy, a new method of production not yet tested by experience in the branch of manufacturing concern, a product with which the consumers are not familiar, a new source of raw materials or of new market hitherto unexploited and of similar innovation.”

#### Entrepreneur :

1. A person who take risk to organize a business to make his career.
2. Entrepreneur is one who organizes, manages and assumes the risk of a business enterprise.
3. An individual who forecasts future demand for a product or service and arrange a business enterprise to respond to their demand.

#### 1.2 Explain role of entrepreneurship in industrial development.

1. An entrepreneur creates an entrepreneurial culture in the society which is useful for the creation and development of many entrepreneurs and enterprises.
2. Entrepreneurs provide goods and services to the people and other industries at the most competitive rates and in time.
3. Entrepreneurs supply components, parts, assembling, sub-assembling etc to other industries for manufacturing of other useful products.
4. Unused small quantities of materials can be effectively utilized by small entrepreneurs to make some useful products and ensure better utilization of national resources.
5. Entrepreneurs prefer to establish their units at their own places and in their own locality. So there is no congestion of industries at one place.
6. Entrepreneurs usually start small enterprises and provide goods and services at most competitive rates and hence, restrict the monopolistic activities of big business houses.
7. Establishment of industries by entrepreneurs at different places provides a balanced economic growth of various regions of the country.
8. Due to the units of the entrepreneurs economic progress of the different regions take place which is accompanied by social development and creation of several facilities.
9. Due to the entrepreneurs, wealth of the nation is widely distributed among many persons instead of going to few pockets only.
10. The entrepreneurs not only create self employment for themselves but also provide a lot of employment opportunities for others.

#### 1.3 Describe entrepreneurship characteristics.

##### **Traits of an entrepreneur**

1. Initiative. 2. Concern for quality. 3. Urge to take calculated risk. 4. Seeing and acting on opportunities. 5. Urge for solving problems. 6. Planning. 7. Assertiveness. 8. Self-confidence. 9. Commitment to work contract. 10. Efficiency orientation. 11. Risk taking. 12. Leadership. 13. Task and result orientation. 14. Originality. 15. Sense of responsibility. 16. Time management. 17. Future orientation.

##### **Qualities of an entrepreneur**

1. Self-confidence. 2. Competitive spirit. 3. Ego involvement. 4. Ego strength. 5. Risk taking. 6. Decision making. 7. Independent thinking. 8. Desire for unique production. 9. Inner directive ness. 10. Managerial skill. 11. Organising abilities. 12. Intelligence. 13. Emotional tolerance. 14. Achievement orientation. 15. Visualisation abilities. 16. Goal directed thinking. 17. Persuability. 18. Conflict resolving. 19. Imaginative thinking. 20. Sensitivity to problems. 21. Budgeting abilities. 22. Non-conformist. 23. Popularity. 24.

Reality oriented. 25. Cooperative. 26. Communicability. 27. Observational abilities. 28. Reasoning abilities. 29. quality control capacity. 30. High motivation.

### **Abilities of an entrepreneur**

1. Controlling. 2. Planning. 3. Directing. 4. Managing. 5. Self-executing. 6. Deciding. 7. Coordinating and integrating. 8. Demonstrating. 9. Evaluating. 10. Counseling. 11. Organising. 12. Motivating. 13. Innovating. 14. Supervising. 15. Sensing problems. 16. Visualizing. 17. Conflict resolving. 18. Dictating. 19. Investing capital. 20. Risk taking. 21. Knowledge of labour laws. 22. Knowledge of accounting. 23. Result orientation. 24. Managerial skill. 25. Knowledge of cost accounting. 26. Knowledge of income tax and sales tax rules.

### **Characteristic of an entrepreneur in Indian condition.**

1. Need for achievement. 2. Risk taking attitude. 3. Need to influence others. 4. Abilities to sense opportunities. 5. Positive self concept. 6. Level of expectation. 7. Initiative. 8. Inclination to accept challenges. 9. Independent thought and action. 10. Problem solving attitude. 11. Inclination for searching environment. 12. Time boundness. 13. Sense of dissatisfaction. 14. Result orientation. 15. Influence to get through bureaucratic red tapism. 16. Financial soundness.

## **2.0 Entrepreneurship management.**

### **Definition of management :**

1. Management is the art of getting things done through other people.
2. Management is a multipurpose organ that manages manager & manages workers and work.
3. To manage is to forecast to plan to organize to command to coordinate & to control.
4. Management is knowing exactly what you want men to do & then seeing they don't in the best & cheapest way.
5. Management is defined as the creation and maintenance of an internal environment is an enterprise where individuals working together in group can perform efficiency towards the attachment of group goals.

### **2.1 State principle of entrepreneurship management.**

The basic principle of entrepreneurship management are :-

1. Developing & strengthening consult with industries & business.
2. Developing & strengthening entrepreneurial quality & motivation among the entrepreneur.
3. Analysing the environment consult with industries & business.
4. Selecting the product for development or related project.
5. Formulating project report.
6. Identifying the supports required for launching the enterprise.
7. Ensuring the provision of employment to a no of educated & partially educated people coming out from school, college & technological education.
8. Providing basic management skill to entrepreneur.
9. Letting the entrepreneur to know the detail knowledge of being entrepreneur.

### **2.2 State function of management.**

There are 9 function of management, which are as follows.

#### **1. Forecasting:-**

- (i) Forecasting is the first thing in the management process basing on which plans are made & actions are taken.
- (ii) Forecasting is nothing but the prediction of the future or estimate of the future events by comparative study and analysing of various factors and forces.
- (iii) Forecasting is based on the analysis of the past, study of the present and estimate of the future.

(iv) Forecasting is essential for proper goal directed performance of each and every activity.

## 2. Planning:-

(i) It is the function of management usually performed by all the managers at all levels of work.

(ii) Planning is considered to be the foundation of work.

(iii) Planning means deciding a future course of action to be performed by all the persons in the management process. It involves study of future.

(iv) Planning is deciding in advance the work to be performed in a desired manner in future.

(v) Planning bridges the gap between where we are and where we want to be in a desired future.

(vi) Planning also involves deciding what to do ? when to do ? Where to do ? How to do ? & who is to do ?

## 3. Organising:-

(i) Organising is the management process which helps to carry out the plans.

(ii) Organising includes putting life to plans by bringing together the physical facilities, executives, personnel, workers, capital machineries, material & other thing & services to carry out the plans.

(iii) Organising creates a structure of functions & duties to be performed by a group for achieving the best possible result in an organization.

(iv) Organising creates the provision with in which subsequent managerial functions are performed.

(v) Organising provides for the establishment of relationship among posts department, sections, units, resources, jobs etc and creates routes for delegation of authority & responsibility.

(vi) Organising is nothing but the creation of a frame work for efficient management of an organization.

(vii) It is also defines the relationship among person and decides who will do what for the implementation of the plans & for the achievement of the goals.

## 4. Staffing:-

(i) Staffing is nothing but filling up the positions created in the organization structure.

(ii) It includes requirement selection, training, placement, transfer, promotion, personnel administration, compensation etc.

(iii) Staffing aims at optimum utilization of human resources of an organization.

(iv) The staffing function is performed by the personnel manager who is capable enough to handle the matter, but the management is ultimately responsible for all the activities relating to staffing.

## 5. Directing:-

(i) Directing is entirely a human function which involves managing the managers & workers by means of motivation proper leadership effective communication & coordination.

(ii) To direct & guide the subordinates, a manager must develop his abilities to command people.

(iii) A manager must know how to direct i.e how to issue orders and instructions to the subordinates without creating hesitation in them.

(iv) Directing helps the plans to be converted into performance. It is the process through which people are made aware as to what & how they are expected to do.

## 6. Motivation:-

(i) Motivation is nothing but creating an internal desire in the mine of a person to do something.

(ii) Motivation can set into a person to carry out some activities.

(iii) Motivation in inspiring people to intensity their desire & willingness to execute their duties effectively and cooperate for the accomplishment of the common goal.

(iv) Motivation creates interest in a person to work harmoniously for the attainment of common goal.

### 7. Co-ordination:-

(i) Co-ordination is achieving harmony and unification of a action of a group directed towards a common objective.

(ii) Co-ordination includes division of work and distribution of work and distribution of duties & responsibilities among various individual and groups working in the organization structure.

(iii) It is concerned with interrelating various works and parts of works & persons of organization to achieve the objective.

(iv) It is an orderly arrangement of group efforts to provide unit of action.

(v) It ensures that all the individuals & groups work together effectively, economically and harmoniously for the common goal of the enterprises.

(vi) It is a function linking all the function of management through unification of both human & other resources.

### 8. Communication:-

(i) Communication is the management process which refers to the transmission of messages, news, feeling, information, suggestion, instruction & understanding from one person to another.

(ii) Communication also includes sharing of ideas, messages & understanding among persons.

(iii) A manager has to be developed good communication skill. He should be good communicator & should ensure that there is no communication gap. It is the duty of the manager to see that messages the properly communicated to the appropriate persons.

(iv) Communication may also be through speech, action, chart, graph, diagrams, figures, models, picture, tables etc.

### 9. Control:-

(i) Control is the last phase of management process, control a continuous process. It is a means through which discipline is ensured in almost all the activities.

(ii) Control is the essential because planning & performance are never perfect. It ensures qualitative production & performance of the plans as per extraction.

(iii) It helps realization of the plans of the plans as per extraction control cannot be exercised automatically. The management has to take several measures to ensure the smooth realization of the plans & control is the mechanism through which this can be achieved.

### **Importance of management :**

1. Management provides new ideas vision of the organization to the better.
2. Management only meet the challenge of change.
3. Management provides the stability of enterprise by changing and modifying the resources in accordance with the changing in environment in society.
4. Management helps in personally development by ranging efficiency productivity.

### **Characteristic of management :**

1. Management is the good oriented.
2. Management is the multi dictionary subject. Management is universal is character the principle and technique of management at equally applicaple. In the field of business industry education government hospital.
3. Management is the dynamic.
4. Management is the continue process.
5. Management is influenced by internal & external factor.

### **Distinguish between Management & Administration :**

S.N	MANAGEMENT	ADMINISTRATION
1	Its carryout policy to achieve the objecting of the enterprise	It determines the objective & policy of the enterprise
2	It gives the proper execute. It is a execution function	It gives the proper direction. It is in the directive function
3	It is middle level of function	It is the top level of function

## 2.3 Explain organizational structure.

### Organisation :

1. Organisation provides the basic frame work within which the executives take decisions, convert the decisions into actions and get the desired result from that.
2. Organisation is the process of identifying or grouping the works to be performed, defining and delegating responsibilities and establishing relationship for the purpose of enabling the people to work most effectively together in accomplishing objectives.
3. Organisation is a process of combining the work, which individuals or groups have to perform with facilities necessary for its execution.
4. Organisation requires combination and coordination of all the activities of various persons of the organisation to achieve the goal of the enterprise.

### Types of organisation structure :-

There are various types of organisation structures in an enterprise, such as :

1. Line organisation : Line organisation is also known as military type of organisation structure. This is the simplest and the oldest form of organisation structure. The line organisation is also divided into three broad departments, such as production, marketing, and finance. Each of the department works independently.
2. Functional organisation : Under this type of organisation structure, the entire activities of an enterprise is divided and grouped into various functions. Each and every function is performed by one executive who is responsible for all such similar activities.
3. Staff organisation : Under this type of organisation structure, the executives perform advisory functions on several matters to the line executives. They provide specialized guidance and support to the line executives just like functional executives.
4. Line and staff organisation : The line and staff organisation is formed by taking into account all the good points of line organisation and functional organisation. Under this type of organisation structure, the entire activities of an organisation are divided into two parts, the staff portion and the line portion.
5. Project organisation : Whenever any special work or project is taken up whether inside or outside the organisation, a project manager is usually appointed for the purpose. The project manager acts as the head and overall in charge of the project. To complete the project in time, the project manager selects a team of workers and subordinates from the regular work force of the organisation.
6. Committee organisation : whenever there is a problem in an organisation, a committee is usually formed to look into the problems and find out a solution. The committee also finds out the reasons for such problems. A committee type organisation is formed by taking members from outside the organisation on a chartered basis.
7. Task-force organisation :- This is similar to a committee organisation. Whenever a particular work is not possible by the regular work force, a task-force is formed to get the works done. A task-force is formed by selecting people from various functional department of the organisation as well as from outside the organisation.
8. Divisional organisation :- This type of organisation structure puts stress on the creation of division of an existing company by proper grouping of its activities based on products or regions.
9. Matrix organisation : When a company has a large number of projects to be completed at different centers with in a specific time limit, matrix type of organisation structure shall be highly useful.
10. Free-form organisation : Practically speaking, this is not really a type of organisation structure. But this is a modern concept of achieving objectives through varieties of people. Under this form of organisation structure, all the people from various fields work combinedly to solve a problem or achieve a target.
11. Team organisation : Whenever the management wants to accomplish a task of usual in nature, it takes the help of the team organisation structure. Under this type of organisation structure, the management selects a group of individuals and makes a team.

12. Virtual organisation : Now a days companies having similar business activities join hands among themselves temporarily and form a virtual group to take advantage of good business opportunities. They share ideas, skill, knowledge, market and make joint efforts to make studies, surveys, research etc for their mutual benefits and facilities to conduct business and earn god profits.

### **3.0 Financial Management.**

Financial management :- Financial management is that branch of management which looks after the finance function of an organisation. Financial management is the custodian of funds of an organisation.

Or

Financial management is described as the activities performed for the planning, procurement, utilization and controlling of financial resources of an organisation.

Capital :- The word capital refers to the amount of money invested in a business. Whatever may be the sources of capital, the amount of money invested to start a business and to run it on day to day basis is known as capital.

Working capital :- The amount of money invested by the business in the current assets and to meet day to day expenses is known as working capital. Investment in working capital is made to meet the day to day expenses of the business. Current assets are those assets which change their form and are converted into cash at least once in a year. Investment made by the business in raw-materials, wages, salaries, electricity charges, transportation charges, advertising, insurance premium, telephone charges and all other expenses to run the business on a day to day basis is known as working capital.

#### **Fixed or Block capital :**

To start a factory, large amount of money is to be invested for more or less permanently fixed assets & this can't be get back at will. The fixed capital is invested in the plant, equipments, lands building etc. which cannot be disposed of without breaking up the business concern engaged in commerce, trade, mechanise & banking etc. need very little fixed investment. But manufactures of heavy capital good needs major part of their funds in the fixed assets.

#### **3.1 State types of working capital.**

On the basis of concept the working capital of 2 types.

1. Gross working capital :- The gross working capital refers to the total amount of money invested in the current assets irrespective of its sources which includes, cash, stock of raw material, sundry debtors bills receivables, stock of finished goods, marketable securities, bank balances other short term deposit etc.
2. Net working capital :- Net working capital refers to the excess of current assets over the current liabilities.

### **4.0 Marketing management.**

Marketing management can be described as a combination of marketing and management. As management includes all the activities from the planning stage to the realization of goal, marketing management also involves the entire process of management so far marketing a product is concerned. So marketing management may be defined as the process of ascertaining consumer needs and wants and converting them into products and services and then moving the products and services to the final consumers to satisfy such needs and wants.

**Material Management** : Material management may be thought of as an integrated functioning of the different section of a company dealing with the supply of material and other related activities so as to obtain maximum co-ordination and optimum minimum expenditure on material.

#### 4.1 Discuss the principle of marketing management & materials management.

**Principle of marketing management** : The basic principle of marketing management are given below.

1. Marketing must provide a means of clarifying relevant to a business.
2. It must provide a sound base for thinking about a studying business problems & provide method to draw forms basic to action.
3. Marketing must be able to complain, product and control the process of employees.
4. Marketing must be only treat methods such a or statistics computers technology etc to solve its problem.
5. Marketing should allow the derivation of a number of its principles adoptable to any particular business.

**Principle of material management** : The principle of material management are given below.

1. Material management may be through out of as an integrated functioning of the different section of a company dealing with the supply of material & other related activities so as to obtain maximum co-ordination & optimum minimum expenditure on materials.
2. Material management involving controlling the type, amount, location movement materials etc used in an industrial concern.

**Function of material management** :

1. Material planning.
2. Procurement approaching of material.
3. Receiving & ware housing.
4. Storage & store administration.
5. Inventory control.
6. Standardisation, simplification & value analysing.
7. External transportation & material handling.
8. Disposal of scrap & absolute material.

**Function of marketing management** :

- |                        |                                |
|------------------------|--------------------------------|
| 1. Marketing research. | 4. Sales / demand forecasting. |
| 2. Sales promotion.    | 5. Selling.                    |
| 3. Advertising.        | 6. Channel of distribution.    |

**Objectives of material management** :

1. To minimize material cost.
2. To procure and provide material of desired qualities when required at the concern.
3. To reduce investment tied in inventories for lose on other productive purpose and to develop high invention turn over ratios.
4. To purchase receive, transport and store material efficiency and to reduce the related costs.
5. To report changes in market conditions and other factors affecting the concern to the concern.
6. To modified paper work procedure on order to minimize delay on procuring materials.
7. to conduct studies in area, such as quality consumption and cost of material. So as to minimize cost of production.
8. To train personnel in the field of material management in order to increase operational efficiency.

**Objectives of marketing management** :

1. Determination of need & wants of customer.
2. Marketing segmentation.
3. Growth of enterprise. (i). Increase in the sale volume. (ii). Maximisation profit. (iii). Increase of customer satisfaction.



## 5.0 Meaning & objective of man-power management.

**Manpower management** : Manpower management is the process by which an organisation ensure that it has right number and kinds of people at right place at right time capable at efficiency and efficient completing the task and available that will helps the organisation to achieve its overall objectives.

Manpower management on a process which includes.

1. Forecasting.
2. Anticipating.
3. Developing & controlling.
4. Planning.

## 6.0 Management techniques.

### **State basic concepts of management.**

Management is the process of designing & maintaining an environment in which individuals work together in groups, efficiently accomplish selected aim. This applies to all organisation & all levels & its concerned with productivity, effectiveness & efficiently by performing various managerial functions namely, planning, organising, staffing, directing & controlling.

Management is science & art management is a science in the sense, that it adopts a systematic approach through knowledge acquired by continuous & vigorous efforts in the field of management, science management is an art as it is an application of some skills to achieved the desired results. It is an art because of utilizes the talent of the people & also because it manages the human beings.

### **Describe mine organisation structures, competent persons & officials.**

**Organisation structures** :- An organisation is along group of person united to achieve any task. It may be defined as pooling of human physical & spiritual resources in order to achieve any predetermined task.

Organisation structure deals with the overall organizational arrangement in an enterprise. A clear understanding of organisation structure is helpful in making the more frequent detailed adjustment in organizational arrangement.

An administrator, while designing or organisation structure must take into consideration the advantages of specialization, the limitation of authority of the specialized aspect of organisation.

In designing organisation structure, one should start with the objectives & activities of the enterprise. Thus the organisation structure means the systematic arrangement of the people working for the organisation their positions & the relationship between positions.

The structure provides an appropriate authority & responsibility relationship. The organisation structure is generally shown on an organisation and the function to be performed and depends upon the goals & objectives established, the resources availability. The communications and the working relationship of the individuals participant motivation and other factors.

For smooth running and regular functioning of large size manufacturing concern. It is very essential to distribute the administrative and managerial duties and other powers to different officers of various department in an under takings.

### **Characteristic of organisation :**

1. Organisation is a group of person.
  - (a) It represents cooperative relationship between them.
  - (b) Organisation is created to achieve certain common objectives.
  - (c) The group members are in a position of communicate with each other.
  - (d) It lays down the rules and regulation of regulates the behavior of group members.
2. Organisation is a structure of relationship.
3. Organisation is a function of management.
4. Organisation specifies how the duties are to be divided among the department and the employees.

## 7.0 State main principles & advantages of scientific management.

Scientific management : It is result of applying scientific knowledge and scientific method to the various accept of the management and problems that arising from them.

### Principle of scientific management :

1. Division of work :- It means dividing the work on the principle that different workers, are best fitted for different job depending upon insurances arising from geographic, natural condition, persons attitude and skill. Division of work leads to specialization. Concept of division of labour can be applied to all king of work managerial as well as artificial.

Merit of division of work: (1) Product quality improve. (2) Rate of production increases. (3) He gains proficiency and skill on the job.

2. Authority and responsibility : Both authority and responsibility are related.

Responsibility : Responsibility refers to all duty or activities that must be done to carried out a job. This responsibilities or duties should be delegated to the best level concern.

Authority: Authority is an individual right to make decision and takes action needed to complete responsibility.

3. Discipline : It is respect for agreement which are directed at achieving obedience application energy and respect at all labels, clear and fair agreement and judicious application of penalty.

4. Unit of command : Employee should received order and instruction from one boss. Unit of command states that and individual should received order from one superior and report directly to one superior only.

5. Unit of direction : They should be one plan and ore had is group of activities having the same objective, they are should be one common plan for an enterprises.

6. Subordination of individual interest to general interest this means that interest of organisation is much before interest of the individual.

7. Remuneration : It is the process pries paid and method of payment to the employee for services by them what the enterprises. It should be fair and maximum satisfaction to both employer and employees.

8. Scanner chain : Manager should be regarded as chain of superior from highest to lowest rank a subordinate should follow line of authority.

9. Order : This principle its for sequence and allow in the arrangement of things.

10. Stability and work force : Stable and secure work force is an accept to the enterprise.

### Advantages of scientific management :

1. Analysis work scientifically.
2. Provide specific guidelines for workers performance.
3. Develop one best way of doing a job using proper time.
4. Select workers best suited to perform the specific task.
5. Train and develop each workman in the most efficient method for doing his job.
6. Divide the work so that workman and management shall almost equally in this daily performance of each task.
7. Achieve support and co-operation from workman by surrounding conditions services, guidance by giving them greets.
8. Scientific management removed the worker direction in planning, organising and control as his own task.
9. Rather scientific management required the management should plan organize and good performance.

## 8.0 Discuss the meaning of the term management by objectives, its necessity & advantages. (MBO)

Term management by objectives : Management by objective is a style of managing on organisation which emphasis the achievement of results expressed in term of objectives. The objective must be specific time bound rustier and qualitative or measurable. This connect is

guiding importance since last two decades as a style of management to improve business results.

As we know that management by objectives (M.B.O.) is a process where by the superior and subordinate jointly.

- (i) Identify common goals and
- (ii) Define individuals responsibility in term of results expect from him.

Thus M.B.O. implies managing by identifying the objective an organisation.

These objective must be short term, long term, specific general. These can also be classified as corporate objective, major objective dependence objectives.

Necessity : Necessity objective whether those of individuals of those of the organisation must be.

- (i) Work in the same direction towards achieving company objects.
- (ii) Be clearly defined and communicated to all.
- (iii) Be such that they can be responsible attained.
- (iv) Be reviewed at the definite time period for adjustment if necessary.

#### Advantages of MBO.

1. MBO may become a powerful tool on going mutual commitment and high productivity for or organisation.
2. MBO keeps company objectives / targets constantly on view. It gives meaning and direction to people is an organisation.
3. Provides motivation to peoples because they work an objective decided with their content.
4. Prevents pritty away at efforts and money.
5. Date allow greater consistency on discussion making, it face management to link ahead in reject at short term and long term objectives.
6. It helps an enterprises, to face on the area where it is vital, that management should be effective and people the problem preventing progress towards company objectives.
7. It consists manager is them own self objectives into test to an analysis at training requirement if subordinate are to improve their performance in future years.
8. MBO leads to better understanding between superior and its subordinates.

### **9.0 Motivation.**

Motivation is the means or inducement which inspire or impel a person to intensity his willingness to use his capability and potentiality. For achieving objects or goals of the organization in which be works.

Motivation is act of stimulating some one of one self to get a desire course of action to push to the right bottom to get a designed action.

Concept of motivation is mainly psychological with in the individual to act or not achieves in a certain ways.

#### **Define & describe different kinds of motivation.**

Positive motivation: Positive motivation adds to an individual existing set of satisfaction. A better and move responsible job, higher wages etc.

Negative motivation: Negative motivation influence the behavior of an individuals through a treated lost. Fear of loosing one's present job, Reduced lags etc.

Internal motivation: Internal motivation motivates people internally. Internal motivation starts from needs of an individual. Examples of internal motivation are

1. The need to get the job at one's choice.
2. The elusion of self determination and freedom.
3. A sense of accomplishment in doing a job well.

External motivation: External motivation on stimulates by pay connectives praise.

### **Explain different motivational techniques.**

1. Praise the workers and give them credit for all good work done by them.
2. Take a science interest in subordinates as individual persons.
3. Promote healthy competition among the individual employees.
4. Find ways to develop and utilize the appeal at pride in or about the work place, let the subordinate feel pride in walk or on job accomplishment.
5. Delegate a substantial amount of responsibility to the subordinates.
6. Formulate a suitable suggestion system.
7. If possible permits the employees participation its manager matters.
8. Provide opportunities for growth and promotion.
9. Fix fair wages and monitory individual or group quocent for the employer.
10. Promotes good and satisfying enter personnel relationship of work and outside.
11. Promote, good working condition.

### **State basic concept, procedure and advantages of work study, time study & motion study.**

**Work study:** Work study as defined by British Standard Institution (BSI) in a generic term for those techniques particularly, Method study & work measurement. When are used in the examination of human work in all its contexts & which leads systematically to the investigation of all the factors which effect the efficiency of the situation being reviewed, in orders, seek improvements.

**Concept:** Work study investigates the work done in the organization and its aims at finding the best's most efficient way of using a available resources, man, materials, money & machinery. The required to manufacture an item depends upon the manufacture procedure and one phase of work study known as method study.

**Procedure:** To determine the best method of performing each operation & to eliminated wastage, so that production increases with loss fatigue. For determining the standard time that a qualified workers should take to perform the operation where working at a normal face.

#### **Advantages of work study:**

1. Uniform & improved production flow.
2. Higher productive efficiency.
3. Reduced manufacturing costs.
4. Fast & accurate delivery dates.
5. Better employee-employer relation.
6. Better service to customers.
7. Job security & job satisfaction to workers.
8. Better working & other condition.
9. Higher wages to workers.

**Time study / Work measurement:** It may be defined as the application of different techniques to measures and establish the line required to complete to the job.

Defined as the art of observing & recording the time required to do each detailed element of an industrial operation. It includes manual mental and machinery operation.

**Concept & Procedure:** The various steps involved are as follows :

1. Establish the quality to be achieved in the product strike a balance between a low & very high quality. Low quality means more rejection & scrap and very high quality mark uneconomical production.
2. Identify the operations to be timed.
3. Obtain the improved procedure from the method study department.
4. Collect the necessary equipments & ensure the accuracy.
5. Select the worker to be observed.
6. Take the workers as well as supervisor into confidence & explain to them the objective at the project.

The different objectives of element breakdown are as follows.

1. To separate productive and of upon productive & activities of effective & idle times.

2. To get accurately operation information.
3. To access accurately operators performance.
4. To produce detailed work specification.
5. To select the best method by comparing the work elements of two or more given methods.

Aim of time study:

1. To save time of individual worker.
2. Effective utilization of minutes.
3. To eliminates the index human resources.
4. To reduces the grouping of workers.
5. To help the salary administration.

Advantages of time study / work measurement:

1. Determining the time required to do a job, thus it compares alternative methods & establishes the fastest method.
2. Decide manpower required for a job, it helps in manpower economy.
3. Decides equipment requirements.
4. Provides information for effective production planning and maintenance produces.
5. Aids in calculating exact delivery date.
6. Decides realistic labour budgeting & provides a bases for standard costing system.
7. Provides a basic for fair & sound incentives schemes.
8. Results in effective labour controls.

**Motion Study / Method study:** Analysis of an operation, when carried out in term of individual motion of a worker is known as motion study or motion analysis.

The purpose of motion analysis into design is improved method which eliminate unnecessary motions and employees human effort more productivity. In doing so the principles of motion economy prove to be very helpful.

Motion study aims of finding the best possible manufacturing procedure involves least time & does not cause fatigue to the workers or in brief method study or motion study aims at finding the best way of doing a job.

Defined as the systematic investigation i.e. recording & critical examination existing method of doing job in order to develop & metal on easy rapid efficient.

Procedure of motion study:

1. Select the work worth studying and define the objectives to be achieved.
2. Record all the relevant information pertaining to the existing method in details.
3. Examine the recorded events critically & in sequences, critical examination involves answer to a no of questions. An activity can be eliminated, simplified or combined with another. The basic question are

Purpose-What is done? Person-Who does it? Place-where it is done? Means-How it is done?

4. Develop the best method as resulted from critical examination & record it.
5. Install the best developed method, which involves three phases, namely, planning, arranging and implementing.
6. Maintain the new method i.e. ensure the proper functioning if the installed method by periodic checks & verifications.

Advantages of motion study / method study:

1. Improved working processes and standardization procedures.
2. Better workplace layout, neat & clean environment and working condition.
3. Less Fatigue to operations.
4. Better product quality.
5. Effective utilization of men materials & machinery.
6. Efficient & fast material handling.
7. Reduced health hazards.
8. Efficient planning of the section.
9. Stream lined working procedures.

Aims of motion study:

1. To eliminate wastage of time and labour.
2. To find all the best ways of doing it.
3. Better working place, layout, neat & clean environment.
4. To reduce fatigue by avoiding unnecessary movement.
5. Better product quality.
6. Efficient and fast material handling.
7. To train the individual worker.

**11.0 Define wage, nominal wage, real wage, living wage, minimum wage, fair wage & fall back wages (Definition as per Mines Act & Rules).**

**Wage:** It is the payments made by the employer for the efforts put in by the workers in production. It is payment made for the service rendered by labour.

Wages includes all remuneration payable to an employee in respect of his employment.

Aggregate earning of a person on a given period of time may be daily or weekly or monthly.

**Nominal wage:** It is also called money wage, when the wage and form of money then it is called nominal wage. It is the amount of money paid to the workers in each cash for week on an industry and no other advantages to the worker is made. The nominal wage is may differ at different places as per the availability of workers and necessary of the life. The amount thus paid is so calculated that every worker should get actual worth.

**Real wage:** It refers to the amount of necessary comforts, luxuries & cash payment which a worker can get in return for his effort and work.

For Example, Uniforms, essential commodities, housing with free water & electric supplies, conveyances and other such facilities are generally provided by the factory in addition to be many in cash. This entire amount as a whole is considered for wages, this becomes "Real Wage".

**Living wage:** When the rate of wages are such that they can meet some of the requirements of family like education, cloth, food and insurance against more important things along with prime necessities of life are called living wages. It fulfills the bare physical need.

**Minimum wage:** It is defined as the wage not only free base substance but something more than thing. It should be sufficient for the worker to maintain himself according to the need and be sufficient to the preservation of the efficiency of the worker. It must also provide for some measure of education mineral equipment and other amenities of life. Fixing minimum wage cost is living must be considered.

**Fair wage:** It is actually the wage which must be fair for the work of a worker and should provide him with other necessities of life in addition to find for his family.

**Fall back wage:** In case the worker fails to fulfill the worker they are not responsible i.e. short temporary power failure. They are cut off their wage equal to minimum wage for special work.

**11.1 Discuss essential of good wages system.**

The wage system is very much simplicity that every body can understand it.

1. It should be very comical or simple.
2. Wage system will not fluctuation it must be stable or flexible.
3. Minimum wages cost in guaranteed.
4. A good wage system should not have any wage limit.
5. Scientifically fixed the standard.
6. Wide coverage.
7. Scope for growth.
8. The system should be fair both to the employees and the employer.
9. Productivity of labour.

10. Provision of overtime.
11. Wage system must be national ore.
12. Wage system should risk with job.

#### Method of wage system:

1. Time rate method  
Wage (W) = Time (T) X Rate (R)
2. Piece rate method  
Wage (W) = Piece (P) X Rate (R)

#### **12.0 State basic concept of incentives.**

**Incentives:** It is something that encourages a worker to put in more productive efforts voluntary. Mostly workers are not willing to exert themselves to produce any where near their full capacity unless their interest in work is created by kind of reward, this is called incentives.

The incentive is a kind of monetary reward which is closely related to the performance of a worker, resulting increase in wages corresponding to an increase in output.

**Basic concept of incentives:** Incentives is an inducement or reward which is given to a worker for his efficiency and hard work. Incentives motivate and encourage a worker to produces more & better. Incentives are in addition to the job hourly rate & are in same proportion to the workers contribution towards production.

Incentives may be classified as a direct incentives & indirect incentives and financial, non financial and semi financial incentives.

Besides incentives in the immediate work contribution, worker may receive additional financial benefits in the term of Bonus, Profit sharing.

#### Types of incentives:

1. **Financial incentives :** If an employer finds that he will be earning an extra profit Rs. 25, if a particular work in finished in 5hr, less than the prescribed time. Now, if the workman is promised on extra payment of Rs. 10. This extra payments is known as financial incentives.
2. **Non financial incentives :** Non financial incentives includes.
  - (i) Job satisfaction.
  - (ii) Better & healthy working condition & surrounding.
  - (iii) Chances of promotion.
  - (iv) Job security.
  - (v) Helpful & co-operative management.
  - (vi) Respect & recognition in the organization.
  - (vii) Training & other employee improvement programme
3. **Semi financial incentives:** Semi financial incentives includes.

Provision of subsidized luncher creational and medical facilities to the worker and subsidized education facilities for their children.

4. **Direct incentives:** Direct incentives are those which are given to an individual workers to his own contribution for the organization.
5. **Indirect incentives:** Indirect incentives are paid to group workers for their contribution.

#### Advantages of incentives systems:

1. Workers are encouraged to increase production to earn more.
2. Workers day wages are guaranteed even if they are unable to complete the job in standard time, incentives is earned.
3. This promotes relation between employee & employer.
4. Cost of supervision is reduced as workers themselves are motivated to work hard and improve performance.
5. A spirit of mutual co-operation and team work is created among work.
6. These help to improve discipline & industrial relations.
7. Employees are encouraged to become innovative.

### 13.0 State meaning of industrial psychology working condition & environment.

It is the duty of the management to create and maintain a sound working environment for all the workers inside the organization. Better working environment includes both the creation. Better working conditions and healthy atmosphere both physical and psychological. The general environment inside the organization should help to maintain sound mental and physical health of the workers with good moral for higher productivity. Better performance and productivity largely depend on improved working conditions.

Apart from providing all the physical facilities for better performance, the management should take care of the psychological factors of the employees into consideration. If adequate attention is focused on this aspect it will not only increase productivity but also ensure efficient and proper utilization of all the available resources. It will reduce idle time, accidents, injury, mishandling, defective work, damages, wastes, etc. the management should create a better work environment, so that the workers feel a sense of belongingness, security and shall be proud to work. Their mental stress, strain and fatigues should be taken care of.

Better working conditions reflect the quality and quantity of their performance. The workers should try to put their best for attainment of their own target, group target and help to reach the ultimate goal of the enterprise.

Better work environment changes the attitude of the workers where efficient workers shall try to become more efficient and average or inefficient workers shall try to increase their efficiency to be categorized as efficient workers.

Attitude of the workers towards management and working conditions is the most dominating factor in achieving efficiency.

Better remuneration, bonus, allowances, higher promotion prospects, better housing, better medical facilities, better conveyance, better education facilities for children, better canteen facilities, provisions for entertainment, refreshments like tea and coffee, prizes, honour, club membership, better machinery, tools, equipments, lighting, ventilation, drinking water, cleanliness, fans, air-conditioners, air-coolers, bath-rooms, urinals, lavatories, rest rooms, adequate open space, dust fumes and sound management, etc. create better working conditions.

### 14.0 Develop concept about trade unions & their function.

**Trade union** : Trade union is a voluntary association of the employees of an organization formed to protect their rights and safeguards\ their interest against the exploitation of the employer. Due to rapid industrialization, the importance of trade union has increased and has established itself as an inseparable wing of the industrial society. So the trade unions are organized by workers themselves to solve their problems. An individual worker cannot enforce his rights against the powerful employer. But, if a group of workers unite together can gather strength and courage to raise their voice against the employer to enforce their rights.

Trade unions are aimed to solve labour related problems and to safeguard, promote and protect interest and rights of the workers through proper negotiation or bargaining with the employer in a collective manner. Trade union is an organization of workers to play the role of a collective bargaining agent for the benefits of the workers. Trade unions bargain and negotiate with the employer regarding all matters relating to the employment of the workers. Trade union is a human machinery formed by the workers for the purpose of promoting and protecting the rights of the workers and acts as a check of unfair practices by the employers.

**Function of trade union:** It is generally understood that the main function of a trade union is to fight with the management on various labour related issues and organize strikes, protests, gherao and bargain with the employer for their rights. But, nowadays, trade unions have a lot of role to maintain a healthy industrial and social relation in and around the factory.

**The trade unions perform the following functions:**

1. The trade unions try to settle disputes arising between employer and employees on various issues on a mutual basis.
2. It works for securing better working environment for the workers.



3. Trade unions try to secure better wages for the workers and force the employer for revision of the wages at time intervals.
4. It acts as a security agency to safeguard the workers against any form of exploitation.
5. It has to check the unfair labour practices of the employer.
6. Trade unions work to ensure better health, safety and proper working condition in the work field.
7. Trade union try to settle any dispute arising between workers and workers and management and workers through peaceful negotiations.
8. Trade unions also act as an advisory body on various labour related matters to avoid any disputes and to maintain industrial peace and harmony.
9. It tries to create a good social relation of the organization and its workers with the people in general.
10. One of the major functions of the trade union is to increase the status of the organization through increase in production, productivity, maintaining quality and provide better services to the customers to establish and maintain a strong goodwill of the organization and its products.
11. It works to increase the status and standard of living of the workers through various social security and labour welfare measures.
12. Trade unions take steps to resolve conflicts among workers, departments, sections, and units of the organization.
13. Trade unions functions to create awareness among the workers to promote trade union culture in industries.
14. Trade union functions as the middleman between the employer and employees to sort out their differences to maintain a cordial relationship.
15. Trade unions ensure a share in the profits of the organization for the workers in the form of bonus.
16. Trade unions promote the culture of workers participation in management which is fruitful in building better industrial climate.
17. Trade unions create awareness among the workers about their rights and duties as well as the measures to enforce them.
18. It acts to provide equality and justice to the workers through various measures.
19. Trade unions raise voice against corruption, malpractices, unfair trade practices, illegal lock-outs, discrimination, etc.
20. Trade unions function to maintain discipline both inside and outside the organization by creating and maintaining industrial peace and harmony among all the persons.

### **15.0 State main provision of Industrial disputes Act-1956.**

#### **Industrial disputes : Section 2(k)**

Industrial disputes means any disputes or difference between employers and employees, or between employers and workmen, or between workmen and workmen, which is connected with the employment or non-employment or the terms of employment or with the conditions of labour, of any person.

#### **Lay-off : Section 2 (kkk)**

Lay-off means the failure, refusal or inability of an employer on account of shortage of coal, power or raw materials or the accumulation of stocks or break down of machinery to give employment to a workmen whose name is borne on the muster-rolls of his industrial establishment and who has not been retrenched.

#### **Lock-out : Section 2(l)**

Lock-out means temporary closing of a place of employment or the suspension of work, or the refusal by an employer to continue to employ any number of persons employed by him.

#### **Strike : Section 2 (q)**

Strike means cessation of work by a body of persons employed in any industry acting in combination, or a concerted refusal under a common understanding, of any number of persons who are or have been so employed to continue to work or to accept employment.

**Rentrenchment : Section 2 (oo)**

Rentrenchment means the termination by the employer of the service of a workmen for any reason whatsoever, otherwise than as a punishment inflicted by way of disciplinary action.

**Wages : Section 2 (rr)**

Wages means all remuneration capable of being expressed in terms of money, which would, if the terms of employment, expressed or implied, were fulfilled, be payable to a workman in respect of his employment, or of work done in such employment.

**Awards : Section 2 (b)**

Awards means an interim or a final determination of any industrial dispute of any question relating thereto by any Labour Court, Industrial Tribunal or National Industrial Tribunal and includes an arbitration award made under Section 10-(A).

**Settlement : Section 2 (p)**

Settlement means a settlement arrived at in the course of conciliation proceeding and includes a written agreement between the employer and the workmen arrived at otherwise than in the course of conciliation proceeding where such agreement as may be prescribed and a copy thereof has been sent to an officer authorized in this behalf by the appropriate Government and conciliation officer.

**Average Pay : Section 2 (aaa)**

Average pay means the average of the wages payable to a workmen:

1. In the case of monthly paid workman, in the three calendar month.
2. In the case of weekly paid workman, in four complete weeks.
3. In the case of daily paid workman, in twelve full working days.

**Authorities for settlement of industrial disputes :**

Whenever there is an industrial dispute, the following authorities investigate the matter and try for the settlement of industrial disputes.

**1. Works Committee: Section 3**

(i) In any organization where there is more than 100 workers are employed on any day in the proceeding twelve months there is the constitute of a work committee.

(ii) It shall be constituted by the representatives of the workers & the representatives of management.

(iii) Equal no of representatives of both sides.

(iv) The representatives of the workman shall be chosen among workman engaged in the establishment.

(v) The work committee terms of office is for only one year. After that there is the reconstruction of work committee.

(vi) work committee can be constituted for the purpose to preserving, securing & to regulating the relationship between the workman and the management.

**2. Conciliation Officers : Section 4**

(i) The appropriate Govt. may, by notification in the Official Gazette, appoint such number of persons as it thinks fit, to be conciliation officers, charged with the duty of mediating in and promoting the settlement of industrial disputes.

(ii) A conciliation officer may be appointed for a specified area or for specified industries in a specified area or for one or more specified industries and either permanently or for a limited period.

**3. Board of Conciliation : Section 5**

(i) The appropriate Govt. may, as occasion arises by notification in the official Gazette, constitute a Board of Conciliation for promoting the settlement of an industrial dispute.

(ii) A Board shall consist of a Chairman and two or four other members, as the appropriate Govt. thinks fit.

(iii) The Chairman shall be an independent person and the other members shall be persons appointed in equal numbers to represents the parties to the dispute and any person appointed to represent a party shall be appointed on the recommendation of that party.

(iv) A Board, having the prescribed quorum, may act notwithstanding the absence of the Chairman or any of its members or any vacancy in its member.

#### 4. Courts of Inquiry : Section 6

(i) The Court can investigate about the matter or disputes between the two parties. The enquiry person, enquiry about the matter and the person who are belonging to the matter. After enquiry the enquiry person submitted the report.

(ii) The Court of enquiry was constituted by the official Gazette Notification. The disputes relating matter are enquiry the report is sent to the appropriate Govt.

(iii) The Court of enquiry consists of an independent person. The independent person acts on Chairman. In order to assist relating to matter disputes 2 or more members shall also be appointed by the appropriate Govt.

(iv) A Court, having the prescribed quorum, may act notwithstanding the absence of the Chairman or any of its members or any vacancy in its member.

#### 5. Labour Courts : Section 7

(i) The appropriate Govt. may be official Gazette Notification constitute one or more labour court for the adjudication of industrial disputes relating to any matter.

(ii) A labour court shall be consists of one person who has been appointed by the appropriate Govt. The head of one labour court is presiding officer.

(iii) The quality of preceding officer.

(a) He is or has been a judge of a high court.

(b) He must completed a period of not less than 3 years being district judge or addition at district magistrate.

(c) He has acted as any judicial officers of India not less than 4 years.

#### 6. Industrial Tribunals : Section 7 A

(i) The appropriate Govt. may be official Gazette Notification constitute one or more industrial tribunals in any state for adjudication of industrial disputes to any matter.

(ii) A tribunal shall consists of one person only to be appointed by the appropriate Govt..

(iii) A person shall not be qualified for appointment as presiding officer of a tribunal unless :

He is, or has been, a judge of High court, or he has, for a period not less than three years, been a district Judge or Additional District Judge.

(iv) The appropriate Govt. may, if so thinks fit, appoint two persons as assessors to advise the Tribunal in the proceeding before it.

#### 7. Industrial Tribunals : Section 7B

(i) The Central Govt. may, by notification in the Official Gazette, constitute one or more National Industrial Tribunals for the adjudication of Industrial disputes, which in the opinion of the Central Govt.

(ii) A National Tribunal shall consist of one person only to be appointed by the Central Govt.

(iii) A person shall not be qualified for appointment as the Presiding Officer of a National Tribunal unless he is or has been, a judge of a High Court.

(iv) The Central Govt. may, if it so thinks fit, appoint two persons as assessors to advise the National Tribunal in the proceeding before it.

### **Causes of industrial disputes :**

1. Economic Causes.                      2. Non-economic Causes.

#### Economic causes :

1. About 40% of the industrial disputes in India are for increasing the wages of the workers. Workers demand more wages due to increase in the cost of living, increase in the price level, increase in their standard of living.
2. Due to the increase in the prices of essential commodities and services, workers demand more dearness allowances at frequent intervals.

3. Payment of bonus is also a major cause of industrial disputes in India. This bonus is paid on the basis of profits earned by the organization.
4. Workers are more conscious about their service career. They may demand better promotion facilities to higher posts, better financial increments, advancement in grades etc.
5. Due to change in the industrial climate and due to the advancement of science and technology, the employer may be interested to reduce the cost, increase the efficiency by bringing automation and modernization to the operations.
6. Workers from time to time demand many facilities and amenities, such as, better medical facilities, transportation facilities, canteen facilities, children education facilities, facilities for pension, gratuity, leave travel concessions etc.

Non-economic causes:

(A) Physical Causes:

1. Workers nowadays are more concerned about their health. Safety and better working environment. Very often, they demand better working conditions which is generally poor in almost all the industries.
2. Sometimes, the workers demand essential items like, safety shoe, goggles, aprons, hand gloves, helmets, dresses etc for performance of their duties.

(B) Psychological Causes :

1. Unlawful lay-off and retrenchment.
2. Disobedience of discipline.
3. Change in the service conditions.
4. Defective transfer and promotion policies.
5. Misbehavior of managers to workers.
6. Non-recognition of seniority and merit.

(C) Organizational Causes :

1. Non-recognition of unions.
2. Defective leadership of union, where the workers may agitate to drive out lazy union leaders.
3. When the workers are affiliated to a particular political party, they have to follow the guidelines of the party, so far opposing the organization on various issues.

(D) Other Causes :

1. To extend support to other union or organization for strikes etc.
2. Changes in the rules and regulations.
3. Lack of communication and or miscommunication.

**Function of entrepreneur :**

1. Entrepreneur manage business, take decision.
2. He studies the market and select the business.
3. He makes a selection of plant side and location.
4. He organizes the sales and hold customer.
5. He promotes new invention.
6. He Co-ordinates different factor of production.
7. He arranges raw material machinery and equipment.
8. He deals with Govt. agencies.
9. He decided pricing policy that's entrepreneur is risk taker.

**Controlling :**

Controlling process is extended for achieving objects at an enterprise. It involves.

- Setting standard of performance.
- Measuring actual performance.
- Comparing actual performance with standard performance.
- Finding the deviation.
- Taking corrective action.

**Concept of management :**

Management may be collect the art of getting done through people with satisfaction for employer, employees and the public.

For getting the work done through the efforts of other people. It is necessary to guides direct, co-ordinate and control human efforts towards the fulfill of the goals of the enterprises.

Management has scientific base in because management techniques are susceptible to measurement and factor determination.

Management is an art because management means coordinating and getting work done through others.

Management is an executive function which activity directs human efforts towards common goals.

The main characteristic of the management is to integrate and apply the knowledge and analytical approach developed by numerous other disciplines.

Management does not frame policies it only complements executives the policies laid down by administration.

The functions of management are executive and largely governing.

Management is the servant of administration it get salary.

**Essential characteristic of a good wages systems :**

A good wages system should have the following characteristic.

1. This should guarantee an adequate minimum wages.
2. It must have the free consent of the workers.
3. It must reward the worker according to his capacity & merits.
4. It must be simple in its working, so that it may be readily understand by its workers.
5. It must not involve heavy clerical work and there by increase the ultimate cost.
6. It should aims at increasing production without adversely affecting quality.
7. It should reduce wastage of material and careless use of paint, tools and equipments.
8. It should have effectively supervision but it should not be too heavy.
9. Incentives, bonus etc. should be payable along with the wage & not put off for future.
10. The system should fair both to the employees and the employers.

SN	LINE ORGANISATION	STAFF ORGANISATION
1	Line executive function is to act.	Staff executive function is to think.
2.	Line officer are assigned and authority to command.	Staff officers are appointed and authority to idea.
3.	Line represents the authority of men.	Staff represents the authority of ides.
4.	Line peoples are doers.	Staff peoples are thinker.
5.	Line executive must be take care that while receiving and advice from staff he must regarded it an advice and not end command.	Staff executive must recognize that his job is to consult.

**Staffing :**

It means requirement selection, placement training and development of personal and developing system for remuneration (wages, salary of employment) of personal and evolution their performance.

**Essential of sound motivation :**

- Good wages.
- Good financial incentives scheme.
- Opportunity for achievements, growth and promotion.
- Human relation.
- Job satisfaction.

**Who is employer :**

Inflations to ordinarily carried on by or under the authority along department of the Central Govt or State Govt. The authority as prescribed on this be half or no authority is prescribed the head in the department.

**Small scale industry :**

An industry is said to be small scale industry if its investment in fixed assets like plants, equipment isles than 10 million, then the industry is known as small scale industry.

**Meaning of taxation :**

Taxation is the composition of a mandatory levy on the citizens and the business of a country by their Govt.

**Difference between wage and incentives :**

Wage is the initial price paid to the labour for the effort put in by him in production where as incentives is the regard which is given to a worker for his efficiency and hard work.

**What is minimum wages :**

Minimum wage is determined by Govt. Employers cannot pay less than the described wages notified by Govt. The state Govt. has to fix minimum rate of wage for different categories of workers for different industries. The minimum wages is paid only in cash.

Minimum wages covers the bare necessity of life, such as provision for food, shelter and clothing. It does not take into account any provision for health, education and efficiency of workers.

**Failure of a small scale industry :**

1. Capital investment is small. The investment in plant and machinery must not exceed Rs. 100 lakhs or Rs. 1 crore as per Govt. of India notification 1999. They are generally labour incentives.
2. Generally engaged in the production of light consumer and electronics goods or engaged in small scale services and business enterprises.
3. Mostly all of these firms are privately owned and are organized as sole proprietorship.
4. Location in rural and semi-urban areas.
5. fixed assets form the longest component of small units.
6. Exploitation of natural resources is another features of small scale industry.
7. Small scale industries are quality conscious.

**What do you mean by inventory :**

Inventory is the total amount of goods and material contained on a store or factory at any given time.

**What is cost of living index :**

No indicate through there movement whether wages are rising of falling money wages remaining the same. They some may assist is granting extra allowance to employer to meet the increased cost of living.

**What is long term planning :**

Long term planning is defined as to meet future need estimated usually by extrapolation of known needs.

**Distinguish between strike and lockout :**

A strike is a temporary work stoppage effected by one or more groups of workers where as a lockout is a total or partial temporary closure of one or more places of employments.

**Why fallback wage is given to the mine workers :**

The fall back wage is given to the mine workers, in case the worker fails to fulfill the work they are not responsible, short supply of tub break down of haulage, temporary power failure. They are cutoff to receive fall back wages.

**What is the function of organization :**

Organisation is the pattern of way in which a large number of people engaged in a complexity of task relate themselves to each other in systematic establishment and accomplishment of mutual agreed purposes.

**What is fatigue study :**

Fatigue study seeks to determine the amount and frequency of rest interval required in completing the task.

**Explain the importance of human relation in labour management and needs for correct attitude of employer to employee :**

In modern time it is recognized that a worker should be given humanity treatment at work to avoid troubles and free advance the enterprise such treatment, should be based on mutual co-operation in the solution of common problems, it should be realized that in employees are not only able to work but wellness to carry as well. The wellness largely based on management ability to center the interest and need of its employees with the objective of organisation such as integration in terms as human relation approached human relation in industry are delivered as the optimum relation between maximum productivity and maximum satisfaction and thus getting co-operation at works on the industries.

**Define planning in management techniques :**

Planning is a process which involves thinking before doing. It helps to determine the course of action to be adopted for achieving various organizational objectives.

**What are the principles of sound organisation :**

1. Relationship of basic components of organisation: Objective are decided 1<sup>st</sup> step determine types of work to be performed and type of work indicate personnel and physical facilities.
2. Principle of unit and objective : The organisation is a mechanism to achieve the business. The objective must be clearly defined for the entire enterprise, for each department and for each position in the organisation structure.
3. Span of control : The number of persons who are directly to the executive is called span of control. Factors determining span of control :
  - Capacity, experience and skill of the subordinates.
  - Capacity and skill of the executives.
  - For specialized and routine work span of control can be large.
  - A span of control is also ideal when a number of workers are working in the isolated area doing different types of work and required close supervision and control.
4. Principle of communication : The term communication is derived from the Latin word that is communis which means communication. It is the process of passing information and understanding from one person to another person and it is a breeze of communication.
5. Principle of unit of command : Employee should receive order and instruction from one boss. Unit of command states that an individual should receive order from one superior and report directly to one superior only.
6. Principle of scalar chain : Manager should be regarded as chain of superior from highest to lowest rank a subordinates should follow line of authority.
7. Principle of balance : There should be balance between authority and responsibility. There should be balance between standardization and procedure flexibility. There should be balance between centralization and decentralization. There should be balance

between span of control and short chain of command. Principle of relation between authority and responsibility.

### **Co-ordination :**

Co-ordination orderly arrangement of group of effort, to provide a unit of action in pursuit to common people.

1. Internal co-ordination : Coordinating with internal people or department and other part of enterprises. Ex. Employment of different department, supervisor, manager, director and other personnel.
2. External co-ordination : Coordinating with external department such as customer, dealer, society, Govt. and other out sides agency.
3. Vertical co-ordination : coordinating from top level to bottom level or bottom level to top level for attending common objective of the business that is called vertical co-ordination.
4. Horizontal co-ordination : Where activities of different department such as purchase, sales, accounts, finance act together is called as horizontal co-ordination.

### Tools of co-ordination :

1. Clear cut objectives.
2. Effective communication between executives and subordinate, supervisor, or workers.
3. Good human relationship of the manager with their subordinate.
4. Co-ordination amounts subordinate and executives.

### **Communication :**

The term communication is derived from latin words that is communies which means & communication. It is the process of passing information and understand from one person to another and it is a breeze of communication.

### Method of communication :

4. Verbal communication and written communication.
5. Formal & informal communication.
6. Downward, upward and horizontal communication.

Verbal communication : In the case of verbal communication everything is oral. Example of verbal communication, face to face task, telephone task, social gathering, conference, interview, audio, video.

Written communication : They are always in writing. It provides permanent records.

Formal communication : That is mostly in writing and with generally associated with particular position communication centre, general instruction, general information provides their subordinate.

Informal communication : When He looked my face then we both smile to each other.

Downward communication : It is transmission or instruction and information from the top executive to lower grade employee means workers.

Upward communication : Information moves from subordinates to superior officer. It is transmission of message from lower grade employee to top executive.

### **Need for correct attitude to employer :**

Poor industrial relation badly affect worker, which has the following consequences.

- Growth of mutual conflux.
- Increase in complain and grievances.
- Generation of indiscipline.
- Increase in absenteeism.
- This regard to rules & law.
- Increase in break down and accident.
- Hall in production.

Management should always be alert to see that good human relation between the workers administration and the management. The following measures should be taken for improving the human relation.



- Development of persons and social process by creating, common regulational and welfare facilities.
- Personnel counseling.
- Workers committee to discuss problem of mutual interests. Introduction of employee and hand broke, suggestion work.
- Effective mechanism for quick settlement of grievances and dispute.

### **Enterprise :**

Enterprise is defined as a unit of economic activity of an economic organisation especially a business organisation.

### **Organisation structure:**

Organising is a process of dividing the activities of enterprise into of dividing the activities of enterprise into departments and sections. It is combining the activities so divided into a coordinated whole for successful performance of work.

**Father of Scientific management :** F. W. Taylor.

### **Money wage :**

It is the amount of money paid to the workers in cash. For the efforts put their in mines or industries and no other advantages to the worker made.

### **Break even point :**

The break even point is a point where the total cost is equal to the total revenue. At this point total expenses is equal to the total incomes.

### **Working condition :**

The management must create a suitable work environment and around the work place which should not hamper the efficiency of the workers. It includes provision for adequate light, proper ventilation, artificial humidity, provision to avoid dust fumes, bad smell, irritating noise and sound.

### **Group attitude :**

The management should have positive attitude towards its own employees. The management attitude is also reflected in its activities like waste management, productivity cost-control, social security.

### **Nominal Account :**

It refers to all accounts related to different incomes as expenses losses & gains. These items are not visible and tangible like rent, interest, salary, commission.

### **Personnel Account :**

It refers to all the accounts of different individuals persons as well as all artificial persons like companies, banks, corporate bodies, LIC, SBI etc with whom the business has credit, transactions both creditors, sales & credit purchases including loan or borrowings.

### **Real Account :**

It refers to all the real things which are visible on tangible such as cash, machineries, buildings, furniture, materials, finished goods, tools & equipment.

### **Workman :**

It means any person employed any industry to do any skill in annual supervisor, clerical work for rework.

### **Indicative motivation :**

It means it's the motivation which mitumces the behavior at an individual through a threat end. E.g. .fear of living miles present job, reduced wages.

### **Factory :**

A place where ten or more person are working and in which a manufacturing process in going on using electrically steam or etc.

### **Working environment :**

Condition human work behavior to the great extent can be influenced by the working environment or conditions.

**Financial incentives :**

Besides incentives for the immediate work contribution worker may be received additional financial benefit in the form of Bonus profit sharing.

**Marketing :**

It means a marketing work i.e. trying to actualize potential exchanges of two purpose of satisfying human need wants.

**Quality of an entrepreneur :**

(i) Self confidence. (ii) Competitive spirit. (iii) Ego investment. (iv) Ego strength. (v) risk taking.

**Mining lease :**

It means a lease granted for the purpose of undertaking mining operation and includes a sub-lease granted to such purpose.

**Under manager :**

Under manager or assistant manager means a person possessing a manager certificate, which appoints in writing by the owner, agent, or manager to assist the manager in the control, management and direction of the mine or part thereof of the rank immediately below the manager and these superior to an overseer or sirdar.

**Fresh air base :**

It means an air base which is established on the outside of the air lock after building on air tight air lock compressing of two steel doors in outside of stopping of a sealed area.

**Prospect :**

It means an area where existence of mineral has been established.

**Financial Institution :**

Industrial Financial Corporation, state financial corporation, Industrial development corporation, Insurance companies.

**Industry :**

It means any business trade or manufacture or calling of employment and includes any calling services employment and industrial occupation of workman.

**Fringe benefit :**

Fringe benefits are the benefits given by the employer to employees both in cash and in kind in addition to their regular monetary composition.

**Refresher training :**

It means where every person returns to employment on the surface or in opencast working or to employment below ground in a mine, after an absence from work for a period of according one year he shall within one month of his joining duty, undergo refresher training.

**NABARD** : National Bank of Agriculture & Rural Development.

**KVIC** : Khadi & Village Industries Centre.

**IFCI** : Industrial Financial Corporation of India.

**NISIT** : National Institute of small Industries extension Trainees.

**SIDC** : Small Industries Development Corporation.

**ICICI** : Industrial Credit & Investment Corporation of India.

**IDBI** : Industrial Development Bank of India.

**NSSIDC** : National small Scale Industrial Development Corporation.

**SIDBI** : Small Industries Development & Bank of India.

**DICGC** : Deposit Insurance & Credit Guarantee Corporation.

**CGFT** : Credit Guarantee Fund Trust for small industries.

**NSIC** : National Small Industries Corporation.

**DIC** : District Industries Centre. **SFC** : State Financial Corporation.

**EDII** : Entrepreneurship Development Institute of India.

**MSME** : Micro small & Medium Enterprises.

**NIESBUD** : National Institute for Entrepreneurship & Small Business Development.

**CED** : Centre of Entrepreneurship Development.

**NRDC** : National Research Development corporation.

**MSMEDII** : Micro small & Medium Enterprises Development Institute.