



Reading Material
on

Theme 16
Communication & Customer Relations
(Level C & D)

Under



**Re-Structured Accelerated Power
Development & Reforms Programme
(R-APDRP)**

for



Power Finance Corporation
Ministry of Power, Government of India

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1.0 Communication

1.1 Basics

Communication is the process by which information is exchanged and understood. It is transfer of information and understanding from one person to another person. The information may include ideas, thoughts, facts and values. It may also be termed as a bridging a gap of mis-understanding. Therefore, it may also be termed as transfer of understanding between two persons.

The word 'Communication' has been derived from Latin word '*Communis*' meaning 'to Share'. Communication is also termed as building block for healthy human life and is the life blood for human relationships. Communication is always an ever present activity as it is the means by which people relate to one another in any social setting or an Organization.

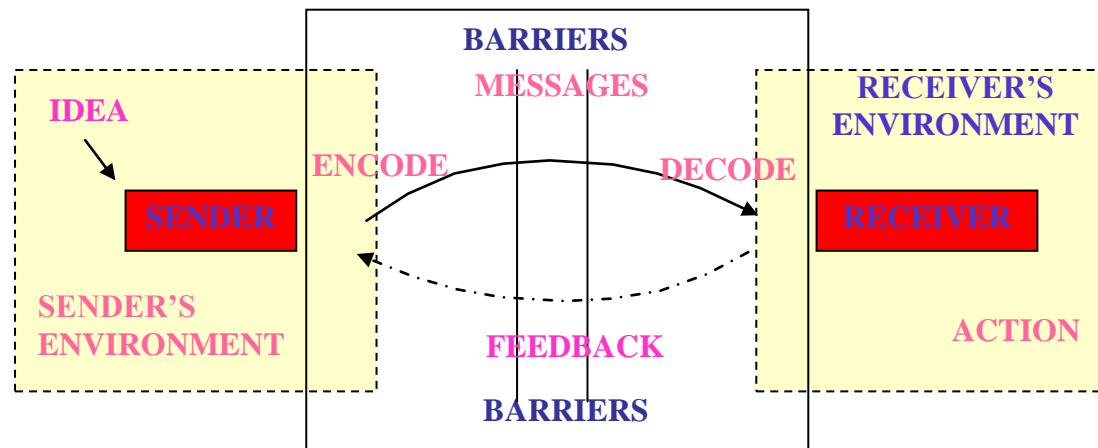
Communication always involves two persons, a sender and a receiver. One person alone cannot communicate. Only a receiver can complete the communication act. Therefore, act of communication is complete when a receiver understands what sender has sent.

1.2 Process of Communication

It is a method by which information is transferred from Sender to Receiver. The six steps involved in the process of communication are;

- a. **Idea Generation** : Generation of idea or thought to be communicated by the Sender.
- b. **Encoding** : Sender determines method of transmission of idea. Encoding may be suitable words, pictures, symbols or non-verbal like body language.
- c. **Transmission** : Sender determines the channel of communication and transmits the encoded idea and transmits the message.
- d. **Receive** : Receiver receives the transmitted message.
- e. **Decoding** : Receiver decodes the idea and understands the message.
- f. **Action** : The receiver after understanding sender's idea and acts upon it. Receiver's action may include ignoring idea, storing idea, acting upon the idea or providing feedback.

The process is pictographically depicted below;

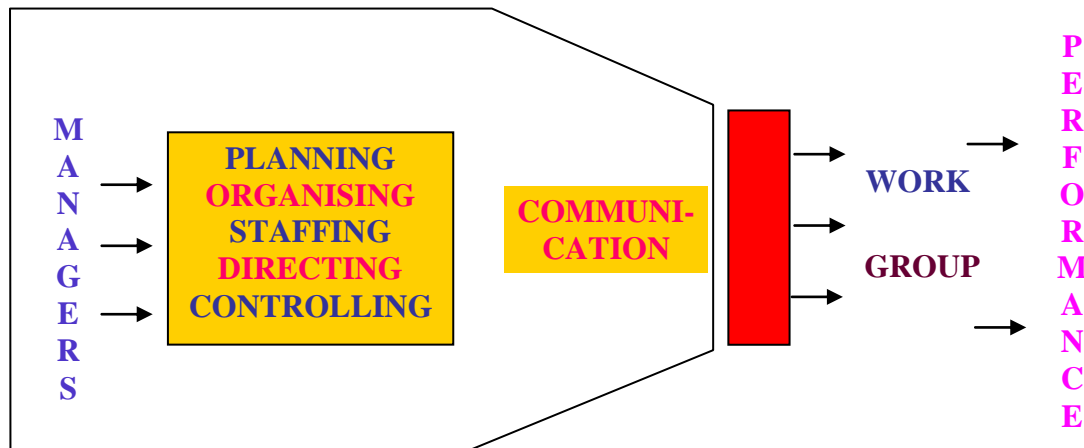


1.3 Objectives of Communication

Societies and Organizations cannot exist without communication. If there is no communication, employees cannot know what has to be done. The management cannot give information inputs or instructions of what has to be done. The major objectives of Communication are;

- To Share Information;
- To Share Vision;
- To Lead to Action;
- To Convince;
- To Impress;
- To Entertain;
- To Sustain Society.

In any Organization, Communication may be termed as Foundation of Sound Management. All important Managerial functions such as Planning, Organizing, Staffing, Directing, Controlling and Budgeting depend on Sound Communication. Communication aims at developing an understanding between positions in Organizations. Best of Manager's plans may turn out to be worthless if they are not communicated properly. When communication is effective, it encourages employees to give their best and ensure job satisfaction.



1.4 Barriers to Effective Communication

Any interference in the process of communication either at the end of Sender, Receiver or in the Channel are termed as 'Barriers' to Effective Communication. These barriers may prevent communication, or filter part of it or give incorrect meaning.



The three types of barriers are;

- a. **Personal or Psychological Barriers** : Communication interferences that arise due to human emotions, values and poor listening. The meaning that Listener attaches to a communication depends upon psychological status of the Listener. The barriers may include Halo



Effect, Filtering, Time Pressure, Lack of Attention or Deliberate Distortion.

- b. **Physical or Organizational Barriers** : Communication Interferences that occur due to channel or environment of communication. Physical barriers may include distance between persons, physical interference like walls, distracting noises etc. Organizational barriers may include number of stages through which communication passes, Dependency Syndrome or superior-subordinate relationships.
- c. **Semantic Barriers** : Communication interferences due to different meaning associated with words, symbols, pictures are termed as Semantic Barriers. Literally 'Semantics' means the science of meaning. 'Words' have different meaning for different people. For e.g. word 'Round' has 79 different meanings of which 18 are Adjective, 19 are Nouns, 26 are Verb, 9 preposition and 7 Special. Therefore context of usage becomes very important in effective communication. In the same manner symbols and pictures also have different meaning for different persons.

Para – Language : An important part of communication non – verbal communication or 'Para Language'. 60 % of what is communicated is through non – verbal means. Three important parts of non – verbal communication are;

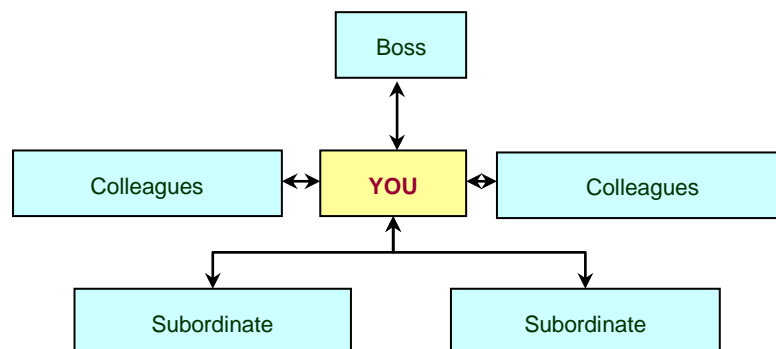
- a. **Body Language** : Gestures, Expressions and postures that the communicator (Sender) employs while sending a message. Eye contact, eye movement, smiles & frowns, hand gestures and movements etc are all part of body language.
- b. **Tone or Character of voice** : Tone or character of voice are distinct for distinct emotions.
- c. **Proxemics** : Distance between sender and receiver is termed as proxemics.



2.0 Organizational Communication

Communication may be termed as the first function of a Manager or a Leader. It is the link between people and purpose for achieving Organizational Goals. The process is paramount from recruitment to retirement of personnel in the Organization.

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Communication within an organization may either be a Formal Communication or an Informal Communication.

2.1 Formal Communication

The communication which follows a set pattern of Chain of Command as practiced in that organization may be termed as formal communication. On basis of the direction of flow of ideas it may be divided in 2 categories viz.

- **Downward Communication** : Flow of information from higher levels to lower levels of an organization is termed as downward communication. Generally practiced in Theory X Organizations. This type of communication



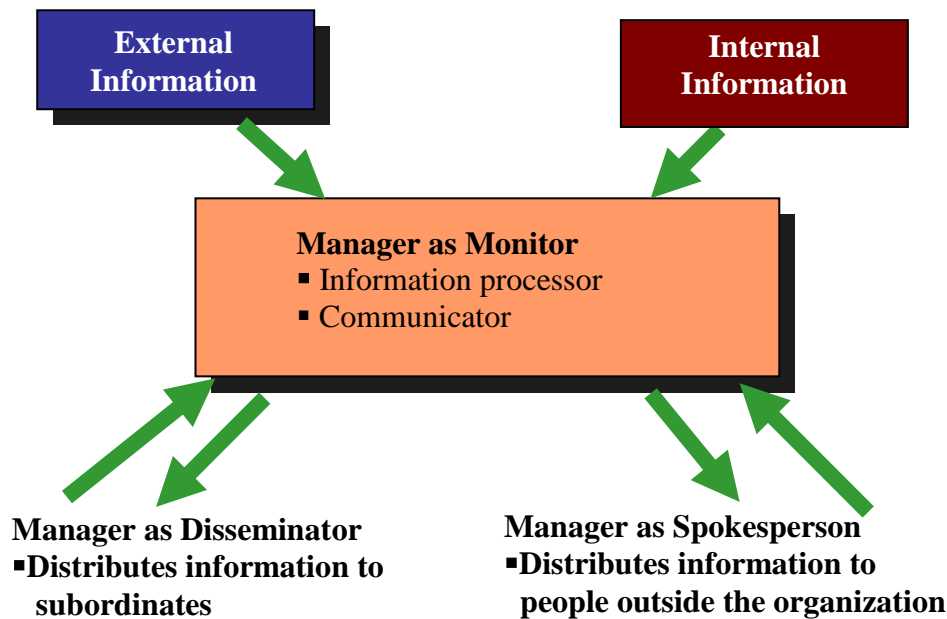
may include Job Instructions, documented procedures & practices, plans for achieving organizational goals, giving performance feedbacks etc.

The media generally used for Downward communication may include written orders, posters & bulletin boards, company periodicals & handbooks, information racks, loud speakers, annual reports, group meetings etc.

- **Upward Communication** : Flow of information from lower levels to higher levels of the organization. This may include suggestions for improvements in practices & policies, difficulties in day to day working. This type of communication is generally practiced in Theory Y Organizations. Media for upward communication may include suggestion schemes, complaint system, grievance handling, exit interviews, group meetings, employee surveys etc. Problems that may arise in upward communication is filtering by each and every level as the information goes up the chain.

2.2 Channels for Communication

Manager may be considered as nerve centre of information flow. He gets information from various sources such as higher management, other departments, external environment and his sub-ordinates. The manager processes the information collated and provides feedback to external environment, other departments and higher management as spokes-person for the department. He also provides information to his sub-ordinates as disseminator of information.

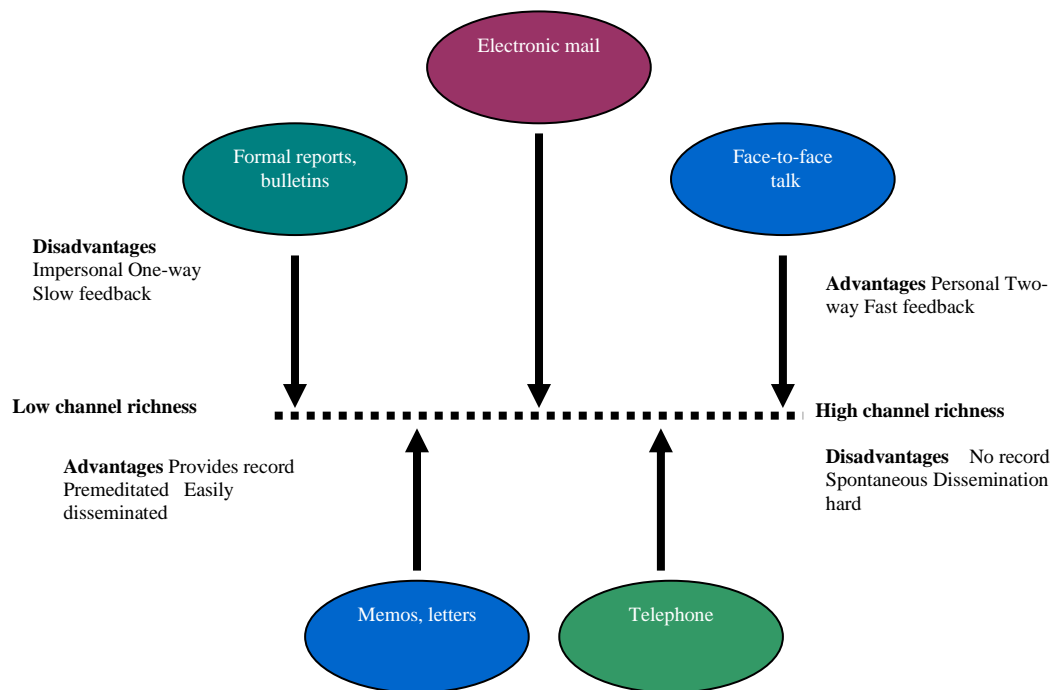


While passing on information the manager uses different channels, such as;

- Formal reports & bulletins
- Memos & letter
- Electronic mails
- Telecommunication
- Oral Face to face communication

The channel richness or effectiveness of communication increases as we move from written to oral communication. Advantages and disadvantages of formal and informal communication are given below.

	Written Communication	Oral Communication
Advantages	<ul style="list-style-type: none"> ➤ Provides records ➤ Is premeditated ➤ Easily Disseminated 	<ul style="list-style-type: none"> ➤ Personal Communication ➤ Two – way Communication ➤ Fast Feedback
Disadvantages	<ul style="list-style-type: none"> ❖ Impersonal Communication ❖ One – Way Communication ❖ Provides Slow Feedback 	<ul style="list-style-type: none"> ❖ No records ❖ Spontaneous ❖ Dissemination is hard



2.3 Informal Communication

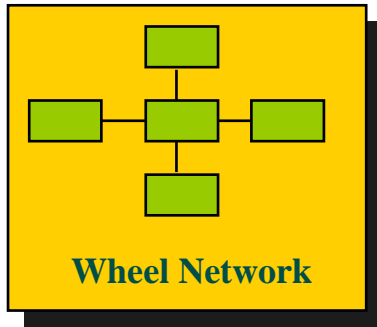
This type of communication is also known as grapevine communication. This always exists in any organization. This type of communication is generally faster than any other mode of communication. This may also be positively used to fill information gaps observed in formal communication. This type of communication tends to be more active during periods of change.

2.4 Communication Networks

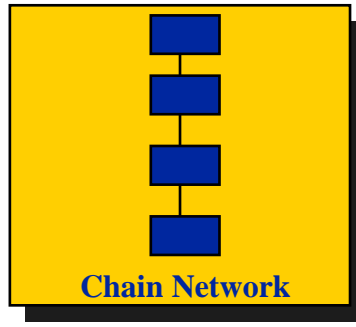
Many types of communication networks are used within any organization. The type of network is chosen based on the goals set and type of organization. Some common networks are given below;



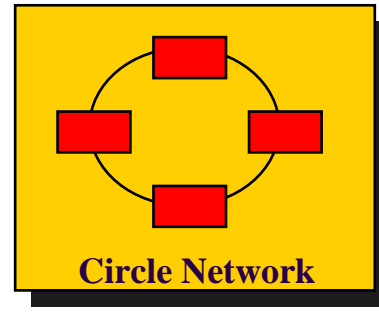
Theme 16 : Communication & Customer Relations



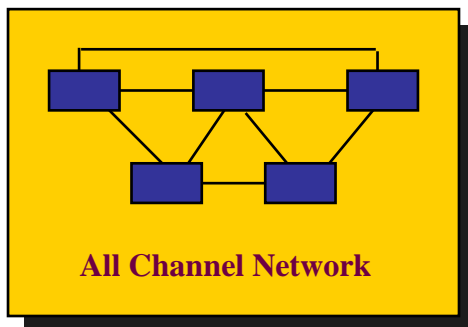
Information Flows from One Central Member



Information Flows in a sequence from one member to another



Members communicate with others close to them in terms of expertise, location work targets.



High level of communication between all members



2.5 Managerial Communication

As seen in section 2.2 Manager is an information nerve center of communication network within an Organization. The person in Manager's position should be a good information sender and receiver for effective communication within any organization.

Manager as an Information Sender Should

- ❖ Send Clear & Complete Messages
- ❖ Encode messages in symbols that receiver understands.
- ❖ Select Medium appropriate for message & monitored by Receiver
- ❖ Avoid filtering (Holding Back information) and distortion of message
- ❖ Ensure feedback mechanism is included in the message
- ❖ Provide accurate information to avoid grapevine

Manager as information receiver should

- ❖ Pay attention to import of message
- ❖ Be a good listener. Ask questions to clarify understanding.
- ❖ Be empathetic by trying to understand feelings of the sender
- ❖ Understand linguistic styles
 - Speed, tone, pausing since all impact communication
 - This is more relevant where organizations work across cultures.



3.0 Group Dynamics & Team Building

For any organization to succeed, individuals have to work together towards a common goal. This collective nature of work involves building of effective teams to accomplish tasks in hand. Further behavior of individuals is different from behavior exhibited by groups made of individuals. This requires for in depth study of group dynamics so that Groups effectively work towards achieving Organizational Goals.

Organization Behavior or OB is the study and application of knowledge about How people – as individuals and as groups – act within an organization. It strives to identify ways and means in which people can act more effectively. The subject is inter-disciplinary in nature.

3.1 Transactional Analysis

It is the study of how people relate to others in a face to face interaction. This was developed by Eric Berne in late 1950s and gained popularity by his book '*Games People Play*' in 1964. When people interact with others they actually socially transact with other people. The study of these transactions is termed as Transaction Analysis.

According to the Berne, people interact with each other from one of the three psychological positions, known as *Ego States* viz. Parent, Adult & Child. A person operates from any one of these Ego States. He may also move from one Ego State to another during the course of transactions.

Parent Ego State

Person operating in Parent Ego State would be Instructive (follow the rules), Protective (Do as I Say, I will take care of rest), Controlling (You know the policy, follow it), nurturing (Try the new method, I am always with you) and critical (Why didn't you listen to me at the first place).

Persons operating in this ego state always relate to policy and standards and want to take along others in accomplishing the task.

Adult Ego State

Person operating in Adult Ego State would be Rational (These are the reasons, so this decision), Calculating & Factual (These are the facts, so this



is the way to proceed), Un-emotional (I empathize with you, but facts are facts).

Persons in this Ego state Seek facts, analyze facts and discuss facts.

Child Ego State

Like a child, person operating in this Ego State is Spontaneous (I have an idea), Dependent (Show me the way forward), Creative (I will do it my way), Seeks Approval (Tell me how have I done it) and Expects rewards (I have done it, I should get a pay hike).

Transactions between Ego States

The transactions between ego states may either be complimentary i.e. an Adult – Adult stimulus gets an Adult – Adult response, a Parent – Child Stimulus gets a Child – Parent Response or it may be supplementary i.e. an Adult – Adult Stimulus gets a Child – Parent response. A Complimentary transaction helps in getting a task done whereas supplementary transaction leads to more discussion until one of the persons changes his ego state to complete a Complimentary Transaction.

In any organization generally Adult – Adult transaction is mostly preferred though Parent – Child transaction would also have to be used on basis of situation in hand.

Life Positions

Other method to look at transactions is to learn the life position a person exhibits. Each person tends to exhibit one of the four life positions viz.

- I'm OK – You're OK
- I'm OK – You're NOT OK
- I'm NOT OK – You're OK
- I'm NOT OK – You're NOT OK

Generally these tendencies are developed in any person's childhood and remain same through out his life until and unless there is some major experience to change the same. Therefore they are known as Life Positions.



Life positions are dependent upon how the person views himself and how the person views others.

I'm OK – You're OK

This may be termed as the best life position for transactions to happen. In general this may relate to Adult – Adult transaction and may give the best results.

I'm OK – You're NOT OK

The person exhibiting this Life position has a superiority complex. He thinks that he knows more than others. This type of life position if shown by a Superior may result in Authoritative type of Command and control. If subordinates are in I'm NOT OK – You're OK type of life position the resultant may be complimentary but if Subordinates are in any other life position this may lead to frictions within an Organization.

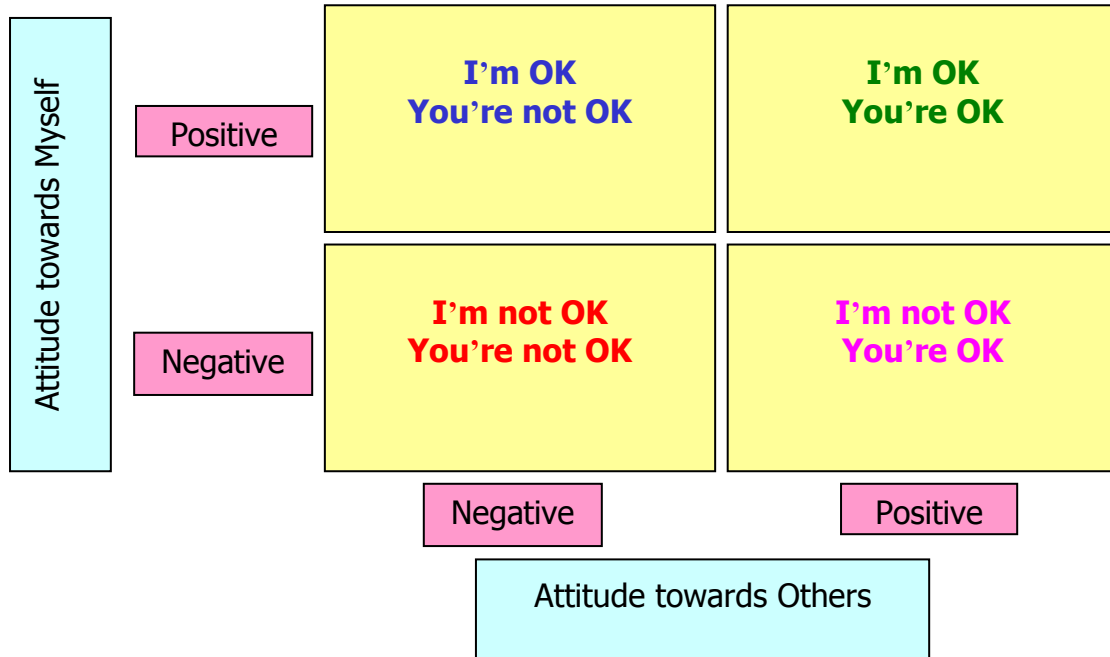
I'm NOT OK – You're OK

The person exhibiting this Life Position has an inferiority complex. He thinks that others are always correct. If this is the life position of Superior it may lead to Laissez Fair type of Structure, wherein Subordinates would enjoy the authority and responsibility to accomplish tasks. If this is the life position of Subordinates then they would prefer to do the tasks assigned to them in the fashion as desired by superiors without any improvements from their own side.

I'm NOT OK – You're NOT OK

Not a preferred life position for any of the transactions.

Regardless of one's life position a person should always be motivated to achieve "I'm OK – You're OK" position. Based on Attitude towards self and attitude towards others the transactions may be pictographically depicted in a matrix as given below.



Stroking

It is defined as any act implying recognition of another's performance. Stroking may be either positive or negative. Positive Stroking make the person feel good and contribute to a person's sense of being OK. Negative Stroking hurts a person emotionally and makes him feel less OK.

3.2 About Groups

Group or team is a collection of small number of people, of the same function or of different function, brought together to accomplish a common goal. Generally the number of team members varies from 6 to 18. The team members hold themselves mutually accountable to each other. Leadership and direction comes from within the Group.

Groups may be of two types;

- Formal Groups : They are established by Organization for a specific goal and have a public identity.
- In Formal Groups : They evolve based on either a common interest or a common goal. They may also evolve based on friendship or proximity.



Any organization accomplishes its objectives through various cross functional teams. The major requirements for formation of groups are given below;

- ❖ Market demands for faster, cheaper & better product or service.
- ❖ Tapping collective brain power of employees
- ❖ Inter-dependence of processes between departments
- ❖ Workplace environment changes for better

The benefits that would accrue do to teamwork may be;

- ❖ Complimentary Collective Intelligence is used
- ❖ Team members develop a sense of belongingness
- ❖ Stress related to decision making is significantly reduced
- ❖ Employees feel more satisfied
- ❖ Individual goals may be better coordinated with organizational vision

The following steps should be followed in formation of a Group or team;

- ❖ Recognizing the Need.
- ❖ Formulate scope / Goals to achieve
- ❖ Solicit interest / membership
- ❖ Select team leader and members
- ❖ Establish deliverables and work plan

A team formed by following the above steps should follow the following guidelines;

- ❖ Clear mission or purpose
- ❖ Specific measurable goals
- ❖ Respect for all members and ideas
- ❖ Defined roles and responsibilities
- ❖ Mechanism for continual improvement and feedback assessment

Dynamics comes from a Greek word meaning Force. Therefore Group Dynamics is the study of various forces operating in a Group. This is based on premise that groups have their own properties which may vary from the properties of individuals in that group.



4.0 Motivation and Leadership

Organizations are social systems, where different people with individual qualities work together to achieve a common organizational mission and vision. This requires for a strong leadership to keep every individual motivated so that everyone contributes for achieving goals. Therefore motivation and leadership are very important for any organization to survive.

4.1 Motivation

Over the years motivation has been defined by many authors. Some of the definitions are collated below;

- ❖ Process that elicits, controls and sustains certain behavior.
- ❖ Is what causes us to act.
- ❖ Involves biological, emotional, social & cognitive forces that activate behavior.
- ❖ Internal & External factors that stimulate desire and energy in people to be continually interested in attaining a Goal.

Motivation may be divided in two categories;

Intrinsic Motivation

It is driven by interest or joy in the task itself. It exists within an individual and does not depend upon any external factors.

Extrinsic Motivation

It is driven by external factors. External factors may be positive (Carrot) like rewards, incentives, recognition or negative (Stick) punishments, disincentives etc.

A common motivation model which is deliberated often is given below;

An individual has needs

Needs become wants

Individual creates perception regarding these wants

This leads to motivation to achieve these wants

Motivation leads to action

Repetition of this cycle many times leads to instilling Habits.



4.2 Motivation Theories

Over the years many theories for motivation have been proposed. Some important among them are illustrated below;

Herzberg's Two Factor Theory

This theory was proposed by Frederick Herzberg in 1950s. This theory is based upon premise that there extrinsic motivation factors may be divided in two categories namely hygiene factors and motivators.

Hygiene or Maintenance Factors

These are those factors whose presence may not motivate employees but their absence may result in demotivation of employees. Examples for them may be job security, salary, working conditions.

Motivational Factors

These are those factors which provide positive satisfaction and result in motivation. Examples for them may be Challenging work, recognition, reward, personal growth etc.

Maslow's Need Hierarchy of Needs

This theory was proposed by Abraham H Maslow in 1954. This theory is based on recognition by psychologists that needs have certain priorities. As basic needs are satisfied, a person seeks to fulfill higher level needs.

Maslow categorized needs in five categories ranging from concrete to tangible. The five categories are;

1. Basic Physiological Needs

These are basic needs for survival like food, shelter and clothing. Only when these basic needs are satisfied the person may wish to satisfy other needs.

2. Safety & Security

Needs such as Security of Job, safety of self and family, safety in working conditions and security inherent in company policy are part of this stage.



3. Belonging and Social Needs

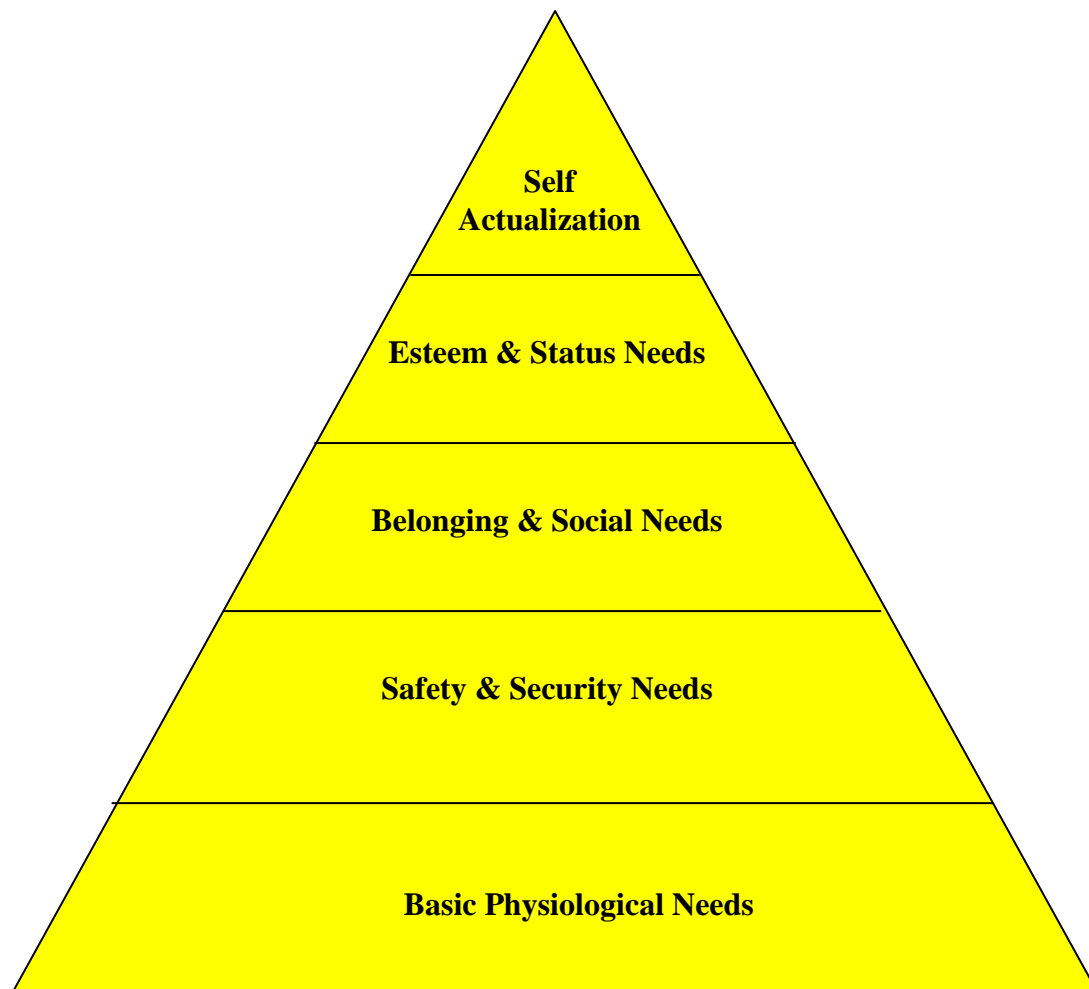
The needs at this stage are of emotional nature such as relationships are workplace whether with subordinates or superiors or peer group, relationships with family and friends.

4. Esteem & Status

The needs which result in advancement of the person, satisfy his ego and results in recognition among peer groups.

5. Self Actualization

Maslow describes this level as person becoming all that he is capable of becoming. This is an intangible need level. It is the joy of doing own work.





Theory X & Theory Y

This theory was proposed by Douglas McGregor in 1960s. As per the theory people may be categorized based on how one perceives human beings.

Theory X

As per the theory X

- Human beings are Lazy and do-not work on their own. They require directions and are motivated through fear of punishment.
- Theory X Organizations have hierarchical structure and close supervision
- Employee needs job security above anything else
- Average employee tries to avoid responsibility and have relatively little ambition.

Theory Y

As per the theory Y

- Given good conditions to work, human beings use both self – control and self – direction, to achieve Organizational Goals.
- Average employee seeks responsibility.
- Theory Y Organizations are flat in structure and more integrated.
- Given good conditions employees use high degree of imagination, creativity and ingenuity.

Theory Z

This theory was proposed by William Ouchi in 1981 and was based on Japanese concepts of management. The theory is as practiced in Managements of Japan and depends upon mutual trust between employees.

The main aspects are;

- Strong Company philosophy,
- Distinct Corporate culture,
- Long range staff development, and,
- Consensus decision making



4.3 Motivating Employees

Keeping the employees motivated leads to success for any organization. The models that have been developed in this field are illustrated below;

Expectancy Model

The model was developed by Victor H Vroom. As per the model, motivation for any person depends upon two factors namely his strength of desire for some want and his perception of probability for achieving the same. As per the model, Motivation i.e. the strength of drive towards some action is a product of Valence (Strength of one’s desire) and Expectancy (probability for getting what is desired)

Valence	X	Expectancy	=	Motivation
(Strength of one’s Desire for something)		(Probability of getting it with certain action)		(Strength of drive toward an action)

Valence : Ranges from – 1 (Negative preference) to + 1 (Strong positive preference)

Expectancy : Perception of probability that one associates for getting desired results and ranges from 0 (Improbable) to + 1 (Sure Success)

Motivation : Based on above ranges motivation of person would vary from - 1 (Strong Avoidance) to + 1 (Strong Motivation)

Organizational Behavior Model

The model was developed by B. F. Skinner in 1960. This model has been developed from Learning Theory and allows scientific analysis which is not possible by cognitive models proposed earlier. Behavior modification is achieved through operant conditioning which is a type of reinforcement to modify behavior by its consequences. As per this model a person tends to repeat behavior which gives favourable consequences (Positive Reinforcement). In the same vein a person tends not to repeat behavior that gives un-favorable results (Negative Reinforcement)



4.4 Leadership

अमंत्र अक्षरः नास्ति |
नास्ति मूलःमनौषदम् ||
अयोग्य पुरुषः नास्ति |
योजकः तस्यः दुर्लभम् ||

There is no syllable which can't be used as *Mantra*.

There is no Root which can't be used as Medicine.

There is no person who is not fit for something.

Only a person who can Extract the above is difficult to Find.

शुक्राचार्य

Shukracharya

The above couplets by Shukracharya beautifully capture utmost requirement of a leader to accomplish goals.

Leadership is defined as the ability to persuade others to seek defined objectives. It's a human factor that binds a group together to achieve a common goal.

Leadership may be associated with;

- ❖ Position held or power wielding capacity
- ❖ Human traits such as personality, charisma or intellect
- ❖ Ability to accomplish work in hand.

A leader should have following traits;

- ❖ Focuses on people to accomplish right things
- ❖ He builds a team to achieve Goals
- ❖ He inspires and motivates his followers to tread the right path
- ❖ He influences his followers to walk on path they may not travel alone.
- ❖ May adopt different leadership style based on prevalent situation.

Skills that a Leader should possess include Technical skills, Human skills (So as to keep followers motivated in doing their duties) and conceptual skills (Ability to plan, strategize and allocate tasks).



4.5 Leadership Styles

There are three styles of leadership.

Autocratic Style

- Power and decision making is centralized with the leader.
- Leader takes full authority and responsibility for the task to be accomplished.
- What sub-ordinates do is decided by Leader
- The decisions making is quick
- Leadership may be based on carrot (Rewards) or sticks (Punishment)

Participative Style

- Authority is Decentralized and so is the responsibility.
- Decisions are taken after consultation with followers therefore may be time consuming.
- The group acts as a social unit.
- Followers feel encouraged to give new ideas and suggestions

Laissez Fair or Free Rein

- Leader avoids Power and Responsibility
- Depends upon the group to establish goals.
- Groups plans what has to be done and How
- Groups have to find their own motivation to accomplish the task in hand
- Leader plays a very minor role

4.6 Leadership Theories

Many theories have been proposed for leadership. Some of the important ones are illustrated below;



Trait Theory

As per the theory whether a person is a leader depends upon certain personality traits. A leader is a person who possesses traits such as intelligence, extraversion, openness to experience, adjustment, conscientiousness and self efficacy.

New Trait theory proposes leaders to have Emotional Intelligence i.e. the ability to monitor and control emotions according to social settings.

Contingency or Situational Theory

Theory was proposed by Fiedler and proposes that style of leadership depends upon situation in hand. Depending upon the requirements of situation the leader changes his style so as to achieve common goal. The type of leader may either be People Oriented (Relationship based) or Goal Oriented (Task Based).

Transactional & Transformational Leadership Theory

This theory was first proposed by J M Burns (1978) and later developed by B M Bass (1985). They proposed that transactional leadership is task oriented. The followers get paid for what they achieve. Whereas in Transformational leadership the Leader inspires the team to such an extent that the team exceeds the goals set. This style of leadership is people oriented.

NATIONAL PRODUCTIVITY COUNCIL

NPC is a national level organization to promote productivity culture in India. Established as a registered society in 1958 by Government of India, it is an autonomous, tripartite, not for profit organization with equal representation from the Government, Employers and Employees' organizations, apart from technical & professional institution on its governing council. Besides providing training, consultancy and undertaking research in the area of productivity, NPC also implements the productivity promotion plans and programmes of the Tokyo based Asian Productivity Organization (APO), an inter-governmental body of which the Government of India is a founder member.

MISSION of NPC is Development, Dissemination and Application of knowledge and experience in productivity, for promoting consciousness and improvement in productivity, with the objective of strengthening the performance and competitiveness of the economy as well as of improving the working conditions and quality of working life.

The Union Minister for Industry is the President of NPC, and the Secretary (Industrial Development) is its Chairman. Director General is the Chief Executive Officer, and is a government appointee. NPC has 14 Regional Professional Management Groups (RPMGs) in India, located in Major State Capitals and strength of over 200 full time consultants.

CORE COMPETENCIES

NPC offers TOTAL SOLUTIONS, as also specific services in management as well as technological areas. These include,

- **Human Resource Development** : Work culture, Participative group activities, Workload assessment, Organization Redesign, Productivity Linked reward Scheme, Training needs assessment, Wage structure, Competency Matrix.
- **Strategic Productivity Management** : Systems & Procedures redesign, Material requirement planning, MIS, Project Management, Cost reduction.
- **Process Management** : Total Quality Management, ISO 9000, Certification, Business Process engineering, KAIZEN, Benchmarking etc.
- **Information Technology** : Management Information system, E – Governance, IT Infrastructure Planning.
- **Energy Management** : Energy Audits, Co-generation, Demand side management, Renewable & Green energy sources, Process Optimization & energy Conservation.
- **Environment Management** : Integrated environment planning, Environmental Audit, Cleaner Production Techniques, Hazardous Waste Management, Waste Minimization & Utilization, Green Productivity, ISO 14000 & OHSAS 18000.
- **Productivity Implementation** : Policy Research & Techno-economic Consultancy, Productivity Audit.
- **Technology Management** : Condition Monitoring, Safety audit, Risk assessment, Total Productive Maintenance.
- **World Class Manufacturing** : Flexible/ cellular manufacturing, JIT, Cycle time reduction, Six Sigma.
- **Agribusiness** : Food Processing, Warehousing Logistics, Evaluation Studies, Soil & Water conservation.

NPC brings out literature suitable to Indian situation on current and emerging subjects relating to productivity and quality. It also brings out six periodicals, viz. PRODUCTIVITY, ENERGY MANAGEMENT, MAINTENANCE, EXCELLENCE IN SUPERVISION, PRODUCTIVITY NEWS AND UTPADAKTA (Hindi).

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