

BCPD

Unit-III

Empathy: Understanding the other's Perception

Empathy is the ability to emotionally understand what other people feel, see things from their point of view, and imagine yourself in their place. Essentially, it is putting yourself in someone else's position and feeling what they are feeling. Empathy means that when you see another person suffering, such as after they've lost a loved one, you can envision yourself going through that same experience and feel what they are going through.

- You are good at really listening to what others have to say.
- People often tell you about their problems.
- You are good at picking up on how other people are feeling.
- You often think about how other people feel.
- Other people come to you for advice.
- You often feel overwhelmed by tragic events.
- You try to help others who are suffering.
- You are good at telling when people aren't being honest.
- You sometimes feel drained or overwhelmed in social situations.
- You care deeply about other people.
- You find it difficult to set boundaries in your relationships.

Time Management:

Time management is the effective coordination of planning tasks and activities, while maximising efficiency and productivity. Using time management techniques, you can allocate your time effectively, allowing you to complete more tasks while ensuring efficiency. Time management techniques can help lower your stress levels and enhance your confidence by helping you feel less overwhelmed with your tasks, whether this be at work, university or social life.

Consider the following skills that are related to successful time management:

- Organisation
- Prioritisation
- Goal setting

- Communication
- Planning
- Delegation
- Stress Management
- Flexibility

Good time management can lead to a healthy, balanced lifestyle that may manifest as:

- Reducing stress
- Increasing energy
- Achieving goals more efficiently
- Prioritizing what's important
- Accomplishing more in less time
- Reducing procrastination
- Boosting confidence
- Getting further in your career or education

Decision Making

The word 'decides' means to come to a conclusion or resolution as to what one is expected to do at some later time. According to Manely H. Jones, "It is a solution selected after examining several alternatives chosen because the decider foresees that the course of action he selects will do more than the others to further his goals and will be accompanied by the fewest possible objectionable consequences". The word 'decides' means to come to a conclusion or resolution as to what one is expected to do at some later time. According to Manely H. Jones, "It is a solution selected after examining several alternatives chosen because the decider foresees that the course of action he selects will do more than the others to further his goals and will be accompanied by the fewest possible objectionable consequences".

Characteristics of Decision Making:

- Objectives must first be established
- Objectives must be classified and placed in order of importance
- Alternative actions must be developed

- The alternatives must be evaluated against all the objectives
- The alternative that is able to achieve all the objectives is the tentative decision
- The tentative decision is evaluated for more possible consequences
- The decisive actions are taken, and additional actions are taken to prevent any adverse consequences from becoming problems and starting both systems (problem analysis and decision-making) all over again
- There are steps that are generally followed that result in a decision model that can be used to determine an optimal production plan.
- In a situation featuring conflict, role-playing may be helpful for predicting decisions to be made by involved parties.

Types of Decisions:

Decision-making is one of the core functions of management. And it is actually a very scientific function with a well-defined decision-making process. There are various types of decisions the managers have to take in the day to day functioning of the firm. Let us take a look at some of the types of decisions.

1. Strategic Decisions and Routine Decisions
2. Programmed Decisions and Non-Programmed Decisions
3. Policy Decisions and Operating Decisions
4. Organizational Decisions and Personal Decisions
5. Individual Decisions and Group Decisions

Features or Characteristics of Decision-Making:

From definitions and elements, we can draw the following important features of managerial decisions:

1. Rational Thinking:

It is invariably based on rational thinking. Since the human brain with its ability to learn, remember and relate many complex factors, makes the rationality possible.

2. Process: It is the process followed by deliberations and reasoning.

3. Selective: It is selective, i.e. it is the choice of the best course among alternatives. In other words, decision involves selection of the best course from among the available alternative courses that are identified by the decision-maker.

4. Purposive: It is usually purposive i.e. it relates to the end. The solution to a problem provides an effective means to the desired goal or end.

5. Positive: Although every decision is usually positive sometimes certain decisions may be negative and may just be a decision not to decide.

6. Commitment: Every decision is based on the concept of commitment. In other words, the Management is committed to every decision it takes for two reasons- viz., (i) it promotes the stability of the concern and (ii) every decision taken becomes a part of the expectations of the people involved in the organisation. Decisions are usually so much inter-related to the organisational life of an enterprise that any change in one area of activity may change the other areas too. As such, the Manager is committed to decisions not only from the time that they are taken but up to their successful implementation.

7. Evaluation: Decision-making involves evaluation of alternatives.

Environment of Decision Making: It is said that every manager's primary responsibility is decision-making. Managers follow a sequential set of steps to make good decisions that are in the interest of the firm. This process is known as decision making process. However, the decision making environment is also an important factor in the process. Let us learn some important aspects of the Decision making environment. There are a few different types of environments in which these decisions are made. And the type of decision making environment has an impact on the way the decision is taken. Broadly there are three basic types of decision making environment. Let us take a brief look at each of them. 1. Certainty 2. Uncertainty 3. Risk

Conflict Resolution

Conflict resolution can be defined as the informal or formal process that two or more parties use to find a peaceful solution to their dispute. A number of common cognitive and emotional traps, many of them unconscious, can exacerbate conflict and contribute to the need for conflict resolution:

- **Self-serving fairness interpretations.** Rather than deciding what's fair from a position of neutrality, we interpret what would be most fair to us, then justify this preference on the bases of fairness. For example, department heads are likely to each think they deserve the lion's share of the annual budget. Disagreements about what's fair lead to clashes.

- **Overconfidence.** We tend to be overconfident in our judgments, a tendency that leads us to unrealistic expectations. Disputants are likely to be overconfident about their odds of winning a lawsuit, for instance, an error that can lead them to shun a negotiated settlement that would save them time and money.

- **Escalation of commitment.** Whether negotiators are dealing with a labor strike, a merger, or an argument with a colleague, they are likely to irrationally escalate their commitment to their chosen course of action, long after it has proven useful. We desperately try to recoup our past investments in a dispute (such as money spent on legal fees), failing to recognize that such "sunk costs" should play no role in our decisions about the future.

- **Conflict avoidance.** Because negative emotions cause us discomfort and distress, we may try to tamp them down, hoping that our feelings will dissipate with time. In fact, conflict tends to become more entrenched, and parties have a greater need for conflict resolution when they avoid dealing with their strong emotions.

Given these and other pitfalls, how can you set up a constructive conflict resolution process when dealing with conflict at work and other realms? Conflicts can be resolved in a variety of ways, including negotiation, mediation, arbitration, and litigation.

- **Negotiation.** In conflict resolution, you can and should draw on the same principles of collaborative negotiation that you use in dealmaking. For example, you should aim to explore the interests underlying parties' positions, such as a desire to resolve a dispute without attracting negative publicity or to repair a damaged business relationship. In addition, determine your best alternative to a negotiated agreement. By brainstorming options and looking for tradeoffs across issues, you may be able to negotiate a satisfactory outcome to your dispute without the aid of outside parties.

- **Mediation.** In mediation, disputants enlist a trained, neutral third party to help them come to a consensus. Rather than imposing a solution, a professional mediator encourages disputants to explore the interests

underlying their positions. Working with parties both together and separately, mediators seek to help them discover a resolution that is sustainable, voluntary, and nonbinding.

- **Arbitration.** In arbitration, which can resemble a court trial, a neutral third party serves as a judge who makes decisions to end the dispute. The arbitrator listens to the arguments and evidence presented by each side, then renders a binding and often confidential decision. Although disputants typically cannot appeal an arbitrator's decision, they can negotiate most aspects of the arbitration process, including whether lawyers will be present and which standards of evidence will be used.

- **Litigation.** In civil litigation, a defendant and a plaintiff face off before either a judge or a judge and jury, who weigh the evidence and make a ruling. Information presented in hearings and trials usually enters the public record. Lawyers typically dominate litigation, which often ends in a negotiated settlement during the pretrial period.

In general, it makes sense to start off less-expensive, less-formal conflict resolution procedures, such as negotiation and mediation, before making the larger commitments of money and time that arbitration and litigation often demand. Conflict-resolution training can further enhance your ability to negotiate satisfactory resolutions to your disputes.

TeamWork-Importance-Advantages and Disadvantages

Teamwork happens when people work together toward a common goal. That goal could be professional or personal. You can work as a team to move a couch up a flight of stairs, launch a work project, or play soccer. Defining teamwork is simple, but understanding how to work well as a team can be complicated. Becoming an effective high-performing team takes practice. One key to a successful team: When individuals realize that working together on a project is more effective than working alone. Teams are effective when they aren't just dividing up tasks and working independently to get them done faster. Great teamwork is about working together and collaborating to come up with better approaches.

Importance of TeamWork

- 1.Brings new ideas
- 2.Helps solve problems
- 3.Encourages unity in the workplace
- 4.Builds morale
- 5.Promotes learning and development
- 6.Teams innovate faster &Teams Self-monitor
- 7.Provides improved efficiency and productivity
- 8.Creates healthy Competition
- 9.Better quality work
- 10.Building Trust

Advantages of Teamwork

It doesn't matter whether you're just starting in your new work environment or if you are the team leader or manager. Everyone gains when effective teams are in place. Here are four different benefits that effective teamwork can bring to your work environment:

1. A source of motivation and inspiration

As team members start to work together, they'll see how it boosts productivity. Teams may meet milestones with greater ease than individuals. Seeing success can motivate others to stick with their goals, even if they encounter challenges.

2. More productive conflict management

With effective teamwork comes more open communication. It's not about smooth conflict resolution so much as working with friction in respectful, productive ways.

To complete shared goals, team members have to bring together diverse viewpoints and build on them. They have to challenge each other's assumptions. Sometimes they have to compromise. Problem-solving is ongoing. Teams develop strong conflict management skills to avoid lingering issues and tension.

3. More meaningful team development

Working as a team allows each other's skills, personalities, and areas of expertise. Developing these connections leads to a stronger, more developed team. Professional relationships may flourish, and people may discover opportunities for mentoring.

4. Bigger goals

Effective teamwork proves that a team can do great things, and with that comes an expansion of their goals. A successful team won't stay stagnant for long. Managers will be motivated to set new team goals. And, employees of all levels will want to challenge themselves and expand their own skill sets.

Find someone to help you stay accountable for setting your goals. Betterup can provide the accountability you need to plan, organize, and execute your goals.

Disadvantages of Teamwork

1. Interpersonal conflict. Disagreements and mistrust can lead to conflict. It can ruin teamwork and even result in the project failing.

2. Infectious bad habits. Teamwork is not only a moment to learn from each other and develop themselves. However, it could be a moment for a member's bad habits to spread to other members.

3. Not suitable for all employees. Some employees may be more effective and productive when working alone than as a team. For example, teamwork might [result in unnecessary interruptions](#) by other members. Thus, they may find it difficult to focus.

4. Poor team quality. How skilled and qualified the members determine how successful the team works. For example, suppose the team is made up of incompetent people. In that case, they may spend more time consulting each other without clear progress.

5. Domination by a few employees. Some members with good skills and knowledge may not voice their opinions because they are not good at communicating. On the other hand, rhetorical and extroverted people may dominate conversations and situations. Thus, each member cannot contribute optimally because some tend to dominate. In other cases, such

domination may also lead to an unequal division of roles and responsibilities.

6.Time-consuming. Building a successful team takes time. Members have to adapt to each other and work in an organized manner.

Leadership Qualities:

‘A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader, but becomes one by the equality of his actions and the integrity of his intent’.

The basic qualities that a leader should possess, in influencing her/his people towards organizational goals, acts as a benchmark in accepting her/his leadership and conferring leadership upon a leader. In general, a leader needs to exhibit qualities or behaviour that followers find credible, useful and appropriate. Some of the scholars, in fact enumerate a list of leadership qualities. According to Chester Barnard, six qualities are essential for a leader and such qualities, as per his order of importance include (Fadia & Fadia, 2006):

- Vitality and Endurance
- Decisiveness
- Persuasiveness
- Stability in Behaviour
- Intellectual Ability; and
- Knowledge

The leadership qualities as suggested by Millet include:

- Good health
- Sense of mission
- Interest in other people
- Intelligence
- Integrity
- Persuasiveness
- Judgement
- Loyalty