

Employability

Skills

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Unit 1

Behavioural Skills

Overview and Description

Overview:

The unit furnishes information to the student about the soft skills required to become an effective hospitality professional. The student will be able to understand the importance of listening, paraphrasing to be able to communicate clearly, leaving no scope for error. The hospitality professional is expected to have immaculate interpersonal skills, they would be the front line personnel handling guests in all the front-of-the-house areas. This includes cross-cultural communication required to handle international guests.

These skills when imbibed would help the student find employment opportunities easily. All employers have a fixed job profile and students who fit in it are absorbed easily. These skills and etiquette need practice and can't be learnt overnight. Every student should make it a point to start practicing these skills early on to be able to demonstrate immaculate behaviour when faced with interviews. The same skills would also come in handy when the students start their professional journey.

Knowledge & Skill Outcomes

- Define soft skills
- List the components of behavioural skills
- Identify the skills required for becoming effective communicators

Learning Outcomes: At the end of the unit learner will be able to

Learning Outcomes:	
Unit 1: Behavioural Skills	Outcomes
Introduction	General Overview
Social Skills	<ul style="list-style-type: none">● Importance of social skills● Demonstrate the use of social skills at professional & personal levels
Effective Listening	<ul style="list-style-type: none">● Identify stages of Listening● List & identify the types of listening● Demonstrate use of effective listening

	<ul style="list-style-type: none"> ● Detect barriers to listening ● Demonstrate listening skills
Non-verbal Communication	<ul style="list-style-type: none"> ● Identify core skills in nonverbal communication ● Define concepts of nonverbal communication ● Employ nonverbal communication ● Demonstrate nonverbal communication
Paraphrasing	<ul style="list-style-type: none"> ● Understand the importance of paraphrasing ● Summarize content by paraphrasing
SWOT Analysis	<ul style="list-style-type: none"> ● Distinguish between SWOT ● Identify their strengths & opportunities ● Identify their weaknesses & threats ● Modify their weaknesses
Role Plays	<ul style="list-style-type: none"> ● Understand uses of role play ● Practice situation handling
Interpersonal Relations	<ul style="list-style-type: none"> ● Recall types of interpersonal relationships
Cross-cultural communication	<ul style="list-style-type: none"> ● Importance of cross-cultural communication ● Need for cross-cultural communication

1.1. Introduction

Behavioural skills are crucial for all hospitality personnel. These skills ensure exceptional customer service, foster a positive work environment, and build strong relations with guests and colleagues. The front desk staff, restaurant servers, hotel managers, and housekeeping personnel need to possess these skills as they are the brand ambassadors of the hotel.

Effective communication, empathy, adaptability, problem solving, team work, time management, positive attitude, attention to detail, professionalism and cultural awareness are the skillsets and qualities required for becoming a successful hotelier. By cultivating these skills, individuals working in the hospitality industry can excel in their respective roles, enhance guest satisfaction and contribute to the overall success of the organization.

1.2 Social Skills



The abilities that allow effective interaction with others are known as social skills. A wide range of skills are included in social skills, communication and etiquette being two of the important skills required for a hospitality professional.

1.2.1. Communication:

The ability to listen effectively, to speak clearly, confidently, and to build a rapport with others is called communication. This process involves exchanging information between two or more people using both verbal and nonverbal communication.

Verbal communication is the use of spoken, written or signed words to convey meaning, whereas nonverbal communication is the use of body language, facial expressions, and other nonverbal cues to convey meaning.

Types of social communication include:

- **Interpersonal communication:** Communication between two individuals.
- **Group communication:** Communication between groups of people.
- **Public speaking:** Communication to a large audience.
- **Mass communication:** Communication through mass media, such as television, radio, and the internet.

Communication is an essential skill for a hospitality professional. They are constantly meeting people from all strata of life and are responsible for the provision of service. They have to get work done from their subordinates and pass on vital information, like, VIP arrivals, in-house guests, banquet functions to their colleagues. This is possible if the professional possesses all the above mentioned social skills in varying degrees.

Communication allows us to:

Share information: *Share anything from thoughts and feelings to experiences and knowledge.*

Build relationships: *connects with others and helps understand their perspectives, essential for building and maintaining relationships.*

Resolve conflicts: *in a constructive way, by understanding the other person's perspective, working out a win-win situation.*

Reach goals: *faster through collaboration, sharing resources, and getting things done.*

Tips to improve social skills.

- ***Pay attention to nonverbal communication:*** Nonverbal communication is as important as verbal communication, attention should be paid to your body language, facial expressions, and tone of voice.
- ***Be a good listener:*** Listening is an important part of communication, make eye contact, nod your head, and ask questions to show attention.
- ***Be respectful of others:*** Be polite, considerate, and understanding, treat others respectfully.
- ***Be open to feedback:*** Identify areas where you can improve, by asking for feedback.
- ***Practice makes perfect:*** Practice social skills, to become better at them.

1.2.2. Etiquette:

Etiquette refers to a set of customary rules and social conventions that govern polite and appropriate

behavior in various social, cultural, and professional settings. It encompasses a range of manners, gestures, and codes of conduct that help individuals navigate social interactions smoothly and respectfully.

The primary purpose of etiquette is to promote harmony, respect, and consideration among people, facilitating positive and pleasant communication and interactions. By adhering to established etiquette norms, individuals show respect for others and demonstrate their understanding of social expectations.

Etiquette can vary significantly across cultures and may also evolve over time due to changing societal norms.

Area where etiquette is commonly observed include:

- **Communication:** Using polite language, active listening, and being mindful of people, their personal space during conversations.
- **Dining:** Table manners, using utensils appropriately, and respecting protocol during meals.
- **Greetings:** Greeting people in different settings, formal handshakes in professional settings or cultural-specific greetings in various regions.
- **Dress Code:** Dressing appropriately for different occasions, considering the event's formality and cultural expectations, as in a black tie event etc.
- **Social Events:** Behaving respectfully and thoughtfully at gatherings, parties, and ceremonies.
- **Respect for Privacy:** by being mindful of others' personal space, avoiding sensitive topics, and respecting confidentiality.
- **Technology Usage:** Use of digital apparatus and social media channels in a considerate and non-intrusive manner.
- **Workplace Etiquette:** Demonstrating professionalism, respecting colleagues, and adhering to workplace norms.

Practicing etiquette enhances personal relationships, contributes to building a cohesive community, helping individuals from different backgrounds to interact comfortably. It assists in avoiding misunderstandings, or conflicts, or unintentional offense, making social interactions more pleasant and harmonious for everyone involved.

Etiquette refers to the professional code of conduct and best practices that hospitality professionals, including hotel staff and management, should adhere to when interacting with guests and colleagues. By practicing proper etiquette, hoteliers can create a positive and welcoming environment for their guests, ensuring a memorable and pleasant stay.

By adhering to proper etiquette guidelines, hoteliers can create a welcoming and respectful

environment that leaves a lasting positive impression on guests, encouraging them to patronize the hotel.

Guidelines for hoteliers



Warm and friendly greetings: Sets the tone for a guest's stay.



Professional Appearance: Professional and neat and tidy appearance always. Clean, well fitted uniforms are a mandate.



Effective communication: Clear, professional, polite language, active listening, makes it easy to understand guest needs and preferences.



Guest privacy and confidentiality: regarding personal information shared by guests during their stay.



Prompt service: Prompt and efficient response to guest requests



Knowledge of hotel services and facilities: be well-informed about amenities, services and local attractions to provide recommendations to guests.



Handling guest complaints: empathy and prompt resolution to guest satisfaction.



Respect for cultural differences: Recognize and respect cultural differences in guests.



Table Manners and restaurant service: hoteliers working in F&B areas should exhibit proper table manners and provide attentive and courteous service to guests.



Etiquette during check-in and check-out: efficient, friendly and smooth procedure enhances experience for guests.



Safety & Security: follow appropriate protocols and ensure safety measures are followed.



Teamwork and collaboration: among staff helps provide seamless service to guests.



Gratitude and Thank-You Notes: to guests for choosing the hotel and give appreciation for staying at the hotel.



Professionalism in Interactions: Maintain professionalism in all interactions with guests, colleagues, and other stakeholders.



Handling Difficult Situations: by staying calm, composed and dealing with situations, to resolve them.

Check back Questions:

1. What are the different types of communication used by a person?

1.3. Effective Listening



Listening is the ability to accurately receive and interpret messages in the communication process. It is the key to all effective communication, without the ability to listen effectively messages can be easily misunderstood. Listening is one of the most important skills one needs to possess for becoming an effective communicator. There are many different definitions of listening, some of the most common include:

Listening draws its roots etymologically from Germanic 'hlyslan' meaning to 'pay attention to'.

- The active process of receiving and responding to spoken (and sometimes unspoken) messages.
- The process of attending to, understanding, and responding to what someone is saying.
- The art of hearing with understanding.

Listening involves a number of different processes, including:

- **Attention:** is the ability to focus on what the speaker is saying and to ignore distractions

and overcome the barriers.

- **Understanding:** is the ability to grasp a speaker's message and identify the main points.
- **Interpretation:** is the ability to make sense of the speaker's message and consider the speaker's point of view.
- **Response:** is the ability to respond to the speaker's message in a way that is helpful and productive.

This skill is often employed by hospitality professionals. They are constantly having to imbibe information and use it to provide superlative service to the guests. They have to listen to everything the guest says, paraphrase and pass on the vital information to the departments as the experience that can create a WOW in the mind of guests necessitates good coordination and teamwork. All this can be achieved by getting the message right and passing it on to others without alterations.

Difference in	Hearing	Listening
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Example 1	<i>You might be able to hear someone talking in the next room, but you might not be listening to what they are saying.</i>	<i>You might be listening to someone talk, but you might not be paying attention to what they are saying.</i>
Example 2	<i>You might hear a song playing, but you might not understand the lyrics.</i>	<i>You might be listening to a song, and you might understand the lyrics and even be able to sing along</i>

1.3.1. Importance of Listening

- **Improved communication:** Communication is improved by way of better understanding of what has been said by the speaker(s). It is easier to understand their point of view and to respond in a way that is helpful and productive.
- **Stronger relationships:** Effective listening means displaying interest in what is being said. This can help build stronger relationships. People feel valued and respected when they feel that their thoughts and feelings are being heard.
- **Better decision-making:** It is easier to gather more information and consider different perspectives, helping in better decision making. It also provides enough information to weigh the pros and cons of different options and to make the best decisions.
- **Increased productivity:** Effective listening means, focusing on the task at hand and avoiding distractions, helping increase productivity at work or studies, due to better understanding of instructions helping complete the assigned tasks correctly.
- **Reduced stress:** It is easier to manage emotions and avoid misunderstandings, which further reduces stress inducing a feeling of calm. It is a non-confrontational approach towards taking and executing decisions.

1.3.2. Stages of Listening

The Process of Listening can be divided into 5 stages



Stage 1: Receiving:

It is the intentional focus to be maintained on hearing a speaker's message. This requires attention to the spoken word, the language, tone, inflection, intonation and the pitch of the speaker. The emphasis is laid only on the ability of grasping the information being delivered by the speaker.

Stage 2: Understanding

This stage involves the deciphering of the meaning in the message, which involves understanding the nuances of the voice, context, content, body language and more. The message may be interpreted by the receiver based on various parameters, including the experience, mental and physical state of the receiver. This might even cause a message to be distorted by the receiver.

Stage 3: Remembering

Remembering begins with listening; if one can't remember something that was said, one might not have been listening effectively. However, even when listening attentively, some messages are more difficult than others to understand and remember. Highly complex messages that are filled with detail call for highly developed listening skills.

Stage 4: Evaluating

Evaluation of the same message can vary widely from one listener to another. No two people think alike. This could cause the message to be changed depending on the perception of the receiver.

Stage 5: Responding

Responding, (feedback) is the last stage in the listening process. Reaction to the message can be emotional and/ or intellectual, positive or negative based entirely on how effective the speaker has been and also how effective the receiver has been throughout the conversation.

Check back questions:

What do you understand by listening?

Are 'Listening' and 'Hearing' the same?

1.3.3. Types of listening

- **Attentive listening:** is considered the foundation of effective listening, involving giving the speaker your full attention, physically and mentally, avoiding distractions, making eye contact, and nodding your head, etc... These physical cues indicate undivided attention to the speaker.
- **Active listening:** is being actively engaged with the speaker. It involves asking questions, paraphrasing, and providing feedback. This shows interest in what the speaker has to say and also that their point of view is understood.
- **Empathetic listening:** involves putting oneself in the speaker's shoes and being non-judgmental, trying to understand their feelings, seeing their perspective. The speaker is assured that the receiver is there to listen.
- **Critical listening:** involves evaluating the speaker's message and considering its strengths and weaknesses. Being objective and not letting one's own biases get in the way is an essential skill.
- **Response skills:** involves knowing how to respond to the speaker in a way that is helpful and productive. This requires the ability to ask the right questions for the sake of clarity, summarize the speaker's main points, and offer feedback.

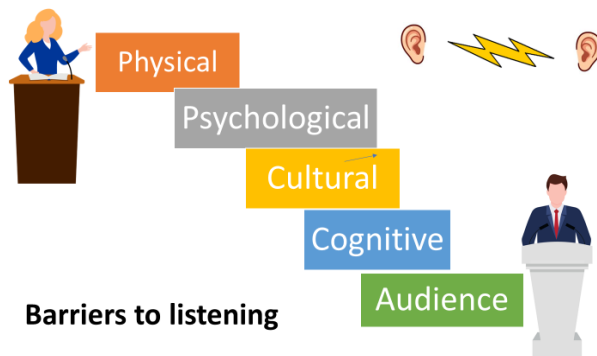
Type of Listening	Description	Situation
Attentive listening	Giving the speaker your full attention, both physically and mentally.	Classroom, conference
Active listening	Engaging with the speaker by asking questions, paraphrasing,	Meeting

	and providing feedback.	
Empathetic listening	Putting yourself in the speaker's shoes and trying to understand their feelings and perspective.	Conversation with friends
Critical listening	Evaluating the speaker's message and considering its strengths and weaknesses.	Evaluation - Viva Voce
Response skills	Knowing how to respond to the speaker in a way that is helpful and productive.	

1.3.4. Barriers of Listening

The most common barriers to listening are

- **Physical barriers:** are when it becomes difficult to focus on the speaker and to understand what they are saying, due to noise, distractions, and poor acoustics.
- **Psychological barriers:** The factors that can cloud the judgment of the receiver and make it difficult to listen to the speaker objectively are called psychological barriers. These could include personal biases, emotions, and preconceived notions, to name a few.
- **Cultural barriers:** Difficulty to understand the speaker's message and to respond in a way that is appropriate, caused due to different communication styles, languages, and values are considered physical barriers.
- **Cognitive barriers:** Fatigue, stress, and lack of attention can make it difficult to focus on the speaker and to process what they are saying, such barriers are considered cognitive barriers.



Barriers to listening

Overcoming the barriers

- **Audience barriers:** The speaker's delivery, the content of the message, and the listener's knowledge of the topic, can make it difficult to understand the speaker's message or to relate to it.

both physically and mentally.

- Avoid distractions, by turning off the phone, closing email, and finding a quiet place to listen.
- Be aware of your own biases, be objective, do not let your thoughts and feelings get in the way of listening.
- Ask questions, seek clarification when in doubt,
- Paraphrase by repeating what the speaker has said in one's own words, making sure that the message is understood.
- Provide feedback about how you feel about what has been said, making it easier to understand the speaker's perspective.
- Listening effectively requires patience, time and practice. Keep practicing.

Check back Questions:

List the various types of listening?

How to improve listening skills

- *Pay attention to the speaker: This means giving them your full attention, both physically and mentally.*
- *Ask questions: If you don't understand something, ask the speaker to clarify.*
- *Paraphrase: This means repeating back what the speaker has said in your own words. This can help you to make sure that you understand their message.*
- *Provide feedback: Let the speaker know how you feel about what they have said. This can help them to better understand your perspective.*
- *Be patient: Listening effectively takes time and practice. Don't get discouraged if you don't get it right away. Just keep practicing and you will improve.*

1.4. Non-verbal communication



Definition

Non-verbal communication is the process of conveying meaning through actions, gestures, facial expressions, and other nonverbal cues. It is a powerful form of communication that can be more effective than verbal communication.

1.4.1. Types of Non-Verbal communication

- **Body language:** Is the unspoken language that is understood by the observer, be it a child or older. Eye contact, facial expressions, posture, and gestures are a few examples of Body Language.

- **Haptics:** Is the study of touch as a form of communication. Examples being, a handshake, a pat on the back
- **Chronemics:** Is the study of how time is used by people to communicate. For example, a person who arrives late for a meeting may be communicating a lack of interest or respect.
- **Kinesics:** The study of body language, or nonverbal messages communicated through physical movements is kinesics. A subcategory of nonverbal communication, it focuses on the way our bodies are used to convey meaning.
 - **Paralanguage:** Is the interpretation of the intended message of the speaker through the tone of voice, volume, and rate of speech. For example, a person who is speaking quickly and loudly may be communicating excitement or anger.
 - **Proxemics:** Is the study of the use of space by people to communicate with each other. It is defined by the distance that people maintain when communicating with each other.

1.4.2. Body Language



A form of nonverbal communication that involves the use of body movements, facial expressions, and gestures to convey meaning, a powerful form of communication, sometimes considered more effective than verbal communication.

The different aspects of body language are:

- **Eye contact:** becomes a powerful way to communicate interest, attention, and trust. Those who make good eye contact are often considered confident and trustworthy.
- **Facial expressions:** Happiness, sadness, anger, and fear are emotions that are expressed through facial expressions. One can often understand how someone is feeling without them even saying a word.
- **Posture:** Confidence, dominance, or submission can be displayed through the stance a person takes. A person with a straight back, squared shoulders, making eye contact come across as more confident than those who slouch and avoid eye contact.
- **Gestures:** Gestures are used to emphasize on something, to ask a question, or to express an emotion. For instance, a person might point to something to show interest, or shrug their

shoulders to indicate either ignorance or nonchalance.

Body language is used in conjunction with verbal communication by everybody. It is very difficult to be able to express something only through a spoken word without the conjugation of body language. Body language can also be used as a form of communication, especially if the speaker doesn't know the language. People rolling their eyes might be communicating disapproval without saying a word. Sometimes body language is more effective than verbal communication, though it is complex, due to lack of syntax.



the guest. He could also offer personalized service to the guest by offering to send a warm cup of beverage to relieve the tiredness. This would ensure repeat business from the guests.

Check back Questions:

Why Body language is considered a very important part of non-verbal communication?

1.4.3. Haptics:

Transmission and receiving information through the sense of touch is referred to as Haptics. One of the subcategories of nonverbal communication, it focuses on the way touch is used to convey meaning.

A wide range of messages, can be conveyed through haptics, which include:

- **Proximity:** is conveyed, by the measure of the distance between two people. A handshake conveys that two people are either close friends or colleagues. A handshake with a stranger shows the possibility of forging a bond between them.
- **Affect:** Affect or emotions can also be conveyed through haptics, for example, a hug can be used to convey affection or comfort.
- **Intention:** Haptics can be used to convey intention too. For example, a pat on the back can be used to convey encouragement or support.
- **Information:** Information can be conveyed by the use of haptics, a braille display can be used to convey text to people who are blind.

Haptics is one of the powerful tools for communication, and by understanding the use of touch, we are better equipped to understand other's messages and build stronger relationships.

Examples of haptics:

A handshake: A handshake is a common way to greet someone and convey a sense of trust or respect.

A hug: A hug is a way to express affection or comfort.

A pat on the back: A pat on the back is a way to convey encouragement or support.

A braille display: A braille display is a device that uses haptics to convey text to people who are blind.

Haptics is still nascent, with a lot of scope for research, there are many new and innovative ways to use haptics to communicate. Haptics is being used in virtual reality (VR) and augmented reality (AR) to create immersive experiences, adding to artificial intelligence (AI), Interactive rooms and

tables at restaurants are a few examples

1.4.4. Chronemics

The study of how time is perceived, coded, and communicated across cultures is called Chronemics. A subcategory of nonverbal communication, it focuses on the way time is used to convey meaning, by someone.

The aspects of chronemics, include:



- **Punctuality:** The act of arriving at a meeting or appointment on time is called punctuality. Importance and perception of punctuality varies from person to person and country to country. For instance, people in some cultures are very punctual, while people in other cultures are more relaxed about time.
- **Waiting time:** The amount of time spent waiting for something is known as the waiting time. It can lead to stress and frustration. Subtly put, it can also be used to communicate a message, wherein, a person making the

other wait long for an appointment may be communicating disinterest.

- **Time orientation:** Time orientation refers to how we think about time. The two main types of time orientation are, past-oriented and future-oriented. Past-oriented people tend to focus on the past and learn from their mistakes. Future-oriented people tend to focus on the future, set goals and strive to achieve them accordingly.
- **Time metaphors:** is the way language is used to describe time. "Time is money" or "time is running out", "time and tide wait for none" are a few such examples.

A hospitality professional has to be at the place of work not on time, but before time. As she is required to make arrangements for the guest arrival at the reception or at the restaurant, for either checking in or for a meal. The place has to be welcoming for the guest and make the guest feel special. This is possible only of the employees from both the back-of-the-house as well as the front-of-the-house, if they are at the hotel before time to complete what is best known as setting the scene, mise-en-scene.

Check back Questions:

Differentiate between Haptics and Chronemics.

1.4.5. Kinesics

The study of nonverbal communication that takes place through physical movement. A subfield of nonverbal communication, it also includes paralanguage (vocalic) and proxemics (spatial relations).

Ray Birdwhistell, who coined the word Kinesics in 1952, believed that kinesics was an important part of communication, and could be used to convey a wide range of information, including emotions, attitudes, and intentions.

Out of the many aspects of kinesics, a few are listed below

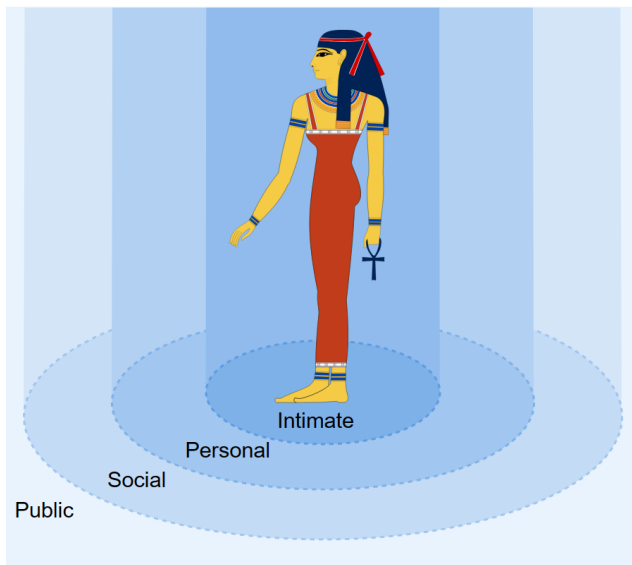
- ***Gestures***: Movements of the hands, arms, or head are used to communicate, common gestures include pointing, waving, and nodding.
- ***Facial expressions***: Changes in the face are used to communicate, some common facial expressions being smiling, frowning, and eye rolls etc.
- ***Posture***: Posture is the stance that the body is held in, which can be used to communicate a variety of things, such as confidence, dominance, or submission.
- ***Eye contact***: The amount of time that someone makes eye contact with another person, communicates a variety of things, such as interest, attention, or dominance.
- ***Proxemics***: Proxemics is the study of use of space in communication.

1.4.6. Proxemics

Proxemics is the study of how people use space around them to communicate. A subcategory of nonverbal communication, it focuses on the way physical space is used to convey meaning.

For instance intimacy is displayed by reduced physical distances between people, as seen in a mother and a child, husband and wife, close friends etc. There is a marked difference in the feeling when a stranger steps into one's personal zone, which could also amount to being threatened.

Personal spaces



There are four main types of proxemics:

Intimate distance: This is the closest physical distance, typically reserved for close friends and family, ranging from 0 to 18 inches.

- **Personal distance:** This is the distance used for everyday interactions with friends and acquaintances, ranging from 18 inches to 4 feet.
- **Social distance:** This is the distance mainly used for professional interactions and meetings, ranging from 4 feet to 12 feet.
- **Public distance:** This is the farthest

distance, typically used for public speaking or giving presentations, ranging from 12 feet to 25 feet or more.

The amount of space we use also varies depending on the culture we are from, the context of the interaction, and our personal preferences. For example, people from cultures that prefer emotional distances and/ or from sparsely populated places, prefer to keep more distance between themselves and others. People from cultures that value close relationships and/ or from densely populated places prefer to stand closer to others. Irrespective of proxemics people may be forced to trespass into other's intimate or personal zones on public transportation. This could make them uncomfortable.

Proxemics can be used as a powerful communication tool. Messages are better understood paving the way for stronger relationships, through proxemics.

Check back Questions:

Explain proxemics.

What are the ideal distances to be maintained in a social situations?

1.4.7. Paralanguage:

Paralanguage

Tone of voice: Can convey, happiness, sadness, anger, and fear.

Volume: Can convey messages, such as interest, boredom, or disbelief

Rate of speech: Can convey a variety of messages, such

situation,

Paralanguage is the way in which you say words; volume, pitch, speaking rate, voice quality

A type of nonverbal communication that refers to the vocal cues accompanying speech is called paralanguage. It includes, tone of voice, volume, rate of speech, and pauses.

Paralanguage can be used to convey a wide range of messages, including:

- **Emotions:** Emotions, such as happiness, sadness, anger, and fear are projected through this. A high-pitched voice and with a lot of enthusiasm could be used to convey excitement.
- **Attitudes:** Attitudes, such as interest, boredom, or disbelief can also be displayed through paralanguage. A person speaking in a monotonous voice and with little or no eye contact may be conveying boredom.
- **Intentions:** Intentions, such as persuasiveness or being dismissive are also conveyed through paralanguage. Quick and forceful talk may be used for persuasion.

- **Information:** The mood of a conversation or the relative importance of a message can also be understood via paralanguage. A soft voice and with long pauses may convey indecisiveness or confusion about what to say.

Body Language	Vs	Paralanguage
Refers to gestures, facial expressions and postures of a person		Refers to Non-lexical components of speech, like tone, pitch, intonation, volume etc
Conveyed through the entire body		Conveyed through the spoken word – speech
Best understood by seeing		Best understood by hearing

Paralanguage is a complex and important form of communication. It can be used to convey a wide range of messages, and it is often more effective than verbal communication.

Check back Questions:

How is paralanguage conveyed by a person?

What are the components of paralanguage?

1.5. Paraphrasing

The act of restating others' words in one's own words as accurately, concisely, and as objectively as possible, is called paraphrasing. A teacher asking a student to summarize a passage of text means rewriting the passage in their own words, staying true to the original meaning of the text. A valuable skill that can help understand, remember, and communicate information.

Paraphrasing can help;

- ***Understand and remember what was said:*** by thinking about what it means and how to

express it in one's own words that can help understand the information better and remember it better.

- ***Demonstrate that you have listened:*** Paraphrasing shows that one has been listening and is understood, helping build rapport and trust.
- ***Communicate the information to others:*** is easier if paraphrased clearly and concisely.

Examples	
Original	Paraphrase
The hotel is located in the heart of the city, close to all the major attractions.	The hotel is conveniently located in the city center, within walking distance of many popular tourist destinations.
The hotel offers a variety of amenities, including a fitness center, a pool, and a business center.	The hotel features a range of facilities, such as a gym, a swimming pool, and a conference room.
The hotel staff is friendly and helpful, and they are always willing to go the extra mile to make sure that guests have a pleasant stay.	The hotel staff is courteous and accommodating, and they are committed to providing guests with a memorable experience.
The hotel rooms are spacious and comfortable, and they all have views of the city.	The hotel accommodations are spacious and inviting, and they all offer stunning views of the urban landscape.

Check back Questions:

Differentiate between Paralanguage and Paraphrasing.

1.6. SWOT Analysis

SWOT ANALYSIS



A SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) is a framework for evaluating an organization, project, or individual. It can be used to identify strengths and weaknesses, as well as opportunities and threats. This tool can be used to assess internal as well as the external environment. The strengths and weaknesses are generally internal, pertaining to the person or organization, whereas opportunities and threats are more external in nature. The opportunities and threats are thrown in by the external environment where the person or organization exists. The grid can be used to plot strengths against weaknesses or opportunities against threats.

An honest analysis can be of great help to the person or organization employing the analysis. SWOT analysis is a helpful tool for self-assessment and personal development. By identifying strengths, weaknesses, opportunities, and threats, one can start to make a plan to achieve set goals and reach full potential.

Activity:

Do a SWOT analysis of yourself following these steps:

1. Identify your strengths. What are you good at? What are your skills and talents? What do you enjoy doing? (Intrinsic)
2. Identify your weaknesses. What are you not so good at? What are your areas for improvement? What do you find challenging? (Intrinsic)
3. Identify opportunities. What opportunities are available to you? What new challenges or projects could you take on? What new skills could you learn? (Extrinsic)
4. Identify threats. What challenges or obstacles could you face? What could make it difficult for you to achieve your goals? What could make you feel stressed or overwhelmed? (Extrinsic)

Check back Questions:

Expand SWOT.

1.7. Role Play

A role play is a simulated situation where participants assume roles and act out a scenario, they are used in training and education, to teach new skills and understand different perspectives, encouraging out-of-the-box thinking.

A variety of skills can be taught through role plays:

- **Communication skills:** Role plays provide opportunity to practice speaking and listening in different situations.
- **Problem-solving skills:** Role plays provide opportunity to practice identifying and solving problems.
- **Teamwork skills:** Role plays improve participant's teamwork skills by giving opportunities to work together towards a common goal.
- **Interpersonal skills:** Role plays improve interpersonal skills by giving opportunities to interact with others in different ways.

- **Conflict resolution:** Role plays help in resolving conflicts, developing empathy, and understanding different cultures by providing scope to explore different perspectives and to understand how other people think and feel.

Conducting role plays - guidelines

To conduct a role play, you will need to:

1. Define the purpose of the role play. To teach skills or explore perspectives.
2. Create a scenario. A realistic scenario providing participants with the opportunity to practice the skills to be taught.
3. Assign roles that allow for practice of the skills to be taught.
4. Provide clear instructions about the role play, goals of the role play, the roles that each participant is playing, and the behaviors to be exhibited.
5. Observe the role play, assess the strengths and weaknesses of the participants.
6. Provide constructive feedback on the participants' performance to help participants improve their skills.

Sample Role Play;

Scene: The front desk of a hotel.

Characters:

- Participant 1: A hotel front desk agent.
 - Participant 2: A guest who is checking in.
-

Dialogue:

Guest: *Approaches the front desk.* "Hello, I'm checking in".

You: *Greets the guest.* “Welcome to the hotel, sir. What is your name”?

Guest: *Provides their name.*

You: *Looks up the guest's reservation.* “Okay, Mr. Smith, I have your reservation here. You're staying in room 1234”.

Guest: “*Thank you*”.

You: *Hands the guest their room key.* “Here is your room key. Would you like me to call a bellhop to take your luggage”?

Guest: “*No, thank you. I can manage*”.

You: “*Okay, sir. If you have any questions, please don't hesitate to ask*”.

Guest: “*Thank you*”.

Check back Questions:

What is a role play used for?

List the various skills that can be taught using role plays?

1.8. Interpersonal relationships

A social connection between two or more people who interact with one another, is known as

interpersonal relationship. These could be close or distant, formal or informal, and based on a variety of factors, such as shared interests, common experiences, or family ties.

Interpersonal relationships are important and essential for our well-being - both mental & physical, as they provide us with a sense of belonging, support, and love. They can also help us to cope with stress and difficult times. These relationships can be complex and challenging and yet help us lead happier and more fulfilling lives.

Types of interpersonal relationships are:

- ***Romantic relationships***: The relationships between two people who are attracted to each other sharing a romantic bond.
- ***Friendships***: Relationships between two people who enjoy each other's company and share common interests.
- ***Family relationships***: Relationships between people who are related to each other by blood or marriage.
- ***Work relationships***: Relationships between people who work together.
- ***Neighborhood relationships***: Relationships between people residing in the same neighborhood.

Benefits of interpersonal relationships:

- ***Increased happiness***: Happy and satisfied people have good interpersonal relations
- ***Reduced stress***: They provide us with a sense of support and belonging, helping reduce stress.
- ***Improved health***: the likelihood of having better physical and mental health increases.
- ***Enhanced coping skills***: Dealing with difficult challenges is easier for people with good interpersonal skills.
- ***Increased longevity***: People with good interpersonal skills live longer, happier lives.

Check back Questions:

What are interpersonal relations?

List different types of interpersonal skills.

1.9. Cross-cultural communication

The process of communicating with someone from a different culture is called cross-cultural communication. It can be challenging, as different cultures have different norms and expectations for communication.

According to Edward T. Hall, an American anthropologist, individuals in different cultures communicate and behave in different ways. In some cultures words are very important as a means of communication whereas in other cultures nonverbal communication plays a more important part. Context, space, and time are the three principal categories in Cross-cultural communication.

Cross-cultural communication is particularly important in the hospitality industry, where professionals often interact with guests from diverse cultural backgrounds. Effective cross-cultural communication can enhance guest experiences, prevent misunderstandings, and build strong relationships.

Key considerations for practicing cross-cultural communication in the hospitality industry:

- **Cultural Awareness:** Hospitality professionals should develop cultural awareness and sensitivity to understand the customs, values, and preferences of guests from different cultures. Being aware of cultural norms can help avoid unintentional offenses and create a more inclusive environment.
- **Language Skills:** Learning some basic phrases in the languages of common guest nationalities can be highly appreciated and can make guests feel more comfortable and welcomed.
- **Non-Verbal Communication:** Pay attention to non-verbal cues like body language, facial expressions, and gestures, as they can convey different meanings in various cultures. For example, the appropriate level of eye contact or physical touch can vary significantly between cultures.
- **Communication Styles:** Recognize that communication styles differ across cultures. Some cultures may be more direct and explicit in their communication, while others may use indirect or implicit language. Adapt your communication style accordingly.
- **Flexibility:** Be flexible and open-minded when dealing with guests from different cultures.

Be prepared to accommodate diverse preferences, dietary requirements, and customs.

- **Active Listening:** Listen actively and attentively to guests' needs and concerns. Asking clarifying questions can demonstrate your interest and understanding.
- **Avoid Assumptions:** Avoid making assumptions based on stereotypes or generalizations about guests from specific cultural backgrounds. Treat each guest as an individual.
- **Training:** Provide training to hospitality staff on cross-cultural communication and customer service. This will help employees navigate diverse interactions more effectively.
- **Feedback Mechanisms:** Encourage guests to provide feedback on their experiences, especially if they encounter any cultural misunderstandings. Use this feedback to improve future interactions.
- **Respect for Cultural Differences:** Embrace cultural diversity and treat all guests with respect and dignity, regardless of their background.

By practicing effective cross-cultural communication, hospitality professionals can foster a welcoming and inclusive environment that enhances guest satisfaction and loyalty. Additionally, positive experiences with cross-cultural communication can lead to positive word-of-mouth marketing and a strong reputation in the global hospitality industry.

Check back Questions:

What do you understand by cross-cultural communication?

1.10. Let us Sum Up

Behavioural skills are extremely essential for a hospitality professional. These skills include verbal and written communication. Social skills, etiquette when followed properly make a successful hotelier. These skills also help in facing competition when appearing for job interviews. A candidate who can communicate well using verbal communication but lack the nonverbal skills may not be able to proceed further in the selection procedure. All the skills are interlinked and the boundaries between each may seem blurred.

Listening is a rarely used skill, we have a tendency to hear and not listen, yet this skill can be of vital importance to a hotelier. It comes in handy not just when handling guest enquiries and complaints, but on a day-to-day basis as a junior taking instructions, peers attending coordination meetings or in a

boardroom.

Communication is the life-line to everything today. This can be verbal or non-verbal, sometimes the body speaks more than what is said. To be able to understand and speak this language requires practice. 'What is the ideal distance to be maintained when addressing a guest', 'can physical contact be initiated without causing trouble', are just a few questions that can be answered by the student.

Interpersonal relations can be strengthened by becoming a part of role play. This would give opportunities to handle situations that may look tricky. Simulation of such situations also gives an opportunity to assess strengths and weaknesses of oneself and others, and gives a better understanding of how people behave in different situations.

The world has become small and communication is easily accessible. People travel and use the hotel facilities. A hotelier gets to face international and domestic guests. It becomes essential to understand their cultures and respect them. For instance certain gestures, postures are considered innocent in a few countries and mean the exact opposite in other countries. To be wary of these differences is a necessity today.

1.11. Review Questions

- Why is listening considered an important skill?
- 'The *responding stage* is equally important for completing the listening loop'. Comment.
- What is critical listening, state examples of critical listening that you have experienced.
- What are the steps you would like to take to improve your listening skills?
- What are the different components of body language?
- Can chronemics be called time management?
- Our voice can be modulated to express various emotions, true or false?
- What is the type of interpersonal relationship that is essentially required at workplace?

1.12. Activities

- Do the rules of table service follow proxemics? Explain.
- Give an example of 'listening going wrong' with you.

- Divide class into groups
 - Submit a report on gestures used by the following countries
 - Korea
 - United Arab Emirates
 - France
 - United States of America

Group Discussion/ Debate:

- Barriers to listening can be overcome by practice, true or false.
- What is the most difficult barrier you face, while listening?
- The body speaks more than words.

Extempore

- Etiquette at work
- Etiquette on phone
- Japanese style of greeting

1.13. Case let

- Mrs. Jeong Byeol, Mr. Jeong DoHyung, and their children, a family of five are standing at the reception counter. The twin boys are aged 4 and daughter is 2 years. Having travelled from Daejeon, the children are cranky and tired. They had reserved a room online and have a mail confirming their reservation for a suite at the hotel.

The hotel is completely occupied and there are no suites available at the moment, and the reservation is untraceable. The couple speaks very little English and knows no other language, except Korean.

The receptionist tries communicating but is unable to get across to the guest due to the language barrier. What behavioural skills can you employ to dissipate the situation and how?

- An international chain of hotels is scheduled to visit your campus for placement in a week's time. They are looking to hire corporate, management and hotel operation trainees for the core areas. What would be your plan of action for the next seven days to be able to appear and clear the multiple rounds of the selection process?

UNIT : Psychological assessments and Leadership skills

Unit Overview & Description

Overview: This unit will provide the students with information about Aptitude and Personality assessments and help them understand Leadership concepts.

Learning Outcomes: At the end of the unit learner will be able to

Unit I: Psychological Tests	Outcomes
2.1 Aptitude and Personality Assessment	Explain how to improve your score in Aptitude and Personality Assessment
2.2 Suggestions for Improvement	Able to practice psychological tests
2.3 Concept of Leadership	❖ Define leadership
	❖ List the qualities of a good leader
2.4 Leadership Styles	Describe the different types of leadership styles
2.5 Insights from Leaders	Discuss about great leaders

2.1 Aptitude and Personality Assessment

2.1.1 Aptitude Tests

Every individual has their inherited strengths and weakness which directly inclines towards success or failure based on their innate characteristics. An aptitude test is an examination to evaluate one's natural tendency to succeed in a given task. These tests are particularly very important when students sit for counselling examinations, to get an idea about which department they shall fit in better and even the scope of development shortly.

KEY TAKEAWAYS

- An individual with no proper training can gain through such tests. It shall help to determine his/her ability to perform in areas where they have no learnings prior.
- Educational fields benefit from such tests which allows them to understand the student's interests for specialization in different departments or change of subject.
- Such tests are widely used by the Human Resources of various companies to understand their employees and judge their strengths and weaknesses.

- For these tests, prior studies are not required because they are not based on knowledge or IQ. They help to determine one's knack for a particular activity to determine future performance.

Types of Aptitude Tests

1. **Mechanical Reasoning:** These focus on technical positions and are determined through an individual's knowledge of concepts, theories, and skills.
2. **Situational Judgement:** These consist of Situational Handling Activities and Case Studies which require an individual to think for outcomes that are speedier and more effective with their limited means and resources.
3. **Diagrammatic/Spatial Reasoning:** They test how an individual derives a conclusion based on processes contained in diagrams.
4. **Abstract Reasoning:** These tests are used to measure general problem-solving skills. They are mostly language-free.
5. **Numerical Reasoning:** These evaluate your knowledge in mathematics, calculations, data, and numbers.
6. **Verbal Reasoning:** Mostly based on speaking and soft skills. Reading, understanding a passage with its proper meaning, and responding with appropriate answers.
7. **Logical Reasoning:** This tests an individual's ability to justify his/her answer with proper logic and reason. The person should identify the relationships between objects, patterns & sequences.

How to pass an aptitude test?

It is clear from the above passage that aptitude tests cannot be learnt, however, study suggests that via intensive practice and readily available tests which are available online, one can improve their skills in better understanding and solving problems. The following can help in improvement and development while solving aptitude-based tests:

- **Regular practice:** helps to recognize the weak spots and thus gives us scope for improvement. This will expose us to different varieties of questions and innovative solutions.
- **Identification of Test formats:** Continuous attempts to solve aptitude-based problems will further help us recognize similar patterns of problem-solving.
- **Reading Instructions:** There are details given about the process of solving questions which must be read through carefully and this will ensure you are not deviating from the given

passage. Even if the individual is not aware of the questions, they can read the instructions and understand how he/she must begin the process of solving these questions.

- **Time Management:** These aptitude-based questions are always time-bound. It is necessary to practice and learn which questions should take how much time to be solved. The easier questions can be answered in the beginning, followed by the more challenging questions which would require more calculations and reasoning.

Example: To join the Hospitality Industry, the student must go through an aptitude test that will recognize his/her interests in providing service to guests, and talking to guests from different countries with different cultural backgrounds. These tests also allow you to know your ability in multi-tasking, resilience to endure stress, initiative in actively responding to customers, adaptability in unpredicted circumstances, critically attending to details, and also awareness about people with different beliefs, values, personalities, and expectations.

Interesting Trivia!!

People who like bitter tasting foods tend to have a more narcissistic personality. Those who dislike bitter foods are often more agreeable.

- The study was published in the journal *Appetite* (Sagioglou and Greitemeyer, 2016)

2.1.2 Personality Tests

The Latin word ‘persona’ marks the origination of the word ‘personality,’ which means mask. The personality of a person is how he/she represents himself to the outside world. Manners, habits, taste, and moral character are some of the characteristics that define the personality of that individual in front of others.

Every person has a different opinion based on his/her thoughts, perceptions, viewpoints, feelings, and emotional state. These form a psychological pattern that is unique to that particular individual. This makes the framework or basic skeleton of an individual’s personality. The unique traits of the character and various soft skills developed ensure the complete personality of any individual.

It has been rightly said:

- Reputation is what people think you are.
- Personality is what you seem to be.
- Character is what you are.

Interesting Trivia!!

Daydreaming: those who day dream more often is better at solving problems and tend to be more creative.

Reoccurring activities reflect a certain part of our psyche. The way we react or respond, the way we behave with others, our thought processes, and certain habits that occur repeatedly make the whole personality of an individual.

Table 2.1 Personality attributes and their characteristics

Individual personality attributes	Characteristics
Maturity	Wisdom, sagacity, depth
Achievement-oriented	Performance- and goal-oriented
Intellectual	Sharp, intelligent
Emotional	Excessive feelings
Energetic	Active, agile
Physical attributes	Healthy, robust, strong
Material attributes	Spendthrift, possessive

The temperament of a person comes from the attributes of an individual. There are theories by Greek physician Hippocrates that connect ‘humour’ with fluids present in a human body and ultimately result in creating different temperaments by mixing and matching the fluid levels. Carl Jung (1875-1961) also

Interesting Trivia!!
People with aggressive personalities have a higher risk of heart diseases whereas neurotic personalities are more likely to suffer asthma, ulcers, arthritis.

presented a theory which said about Introverts and Extroverts. He said individuals who are more likely to be introverts are less confident and afraid to face challenges whereas on the other hand, individuals who are extroverts are more confident and outgoing. Extroverts are self-aware and ready to face challenges in the outside world.

Let us now look at a table with the temperaments that

contribute to attributes.

Table 2.2 Attributes and temperaments

Attributes	Temperaments
Sanguine temperament	Optimistic, confident, hopeful, cheerful
Melancholic temperament	Sad, miserable, gloomy

Phlegmatic temperament	Placid, indifferent, apathetic
Choleric temperament	Angry, irritable, hot tempered

Check back Questions

1. What are the different kinds of Aptitude tests?
2. What are the different kinds of personality attributes of an individual?

2.2 Suggestions for Improvement

The students can click on the links below and practice Aptitude and Personality Tests online.



Check the links below
for online tests



<https://www.practiceaptitudetests.com/aptitude-test-sample-questions-and-answers/>
<https://www.assessmentday.co.uk/resources/aptitude-test-sample-questions-answers.html>
<https://www.indiabix.com/online-test/aptitude-test/>
<https://www.examsbook.com/aptitude-test-sample-questions-and-answers>
<https://www.faceprep.in/tests/>
<https://www.fresherslive.com/online-test/aptitude-test/questions-and-answers>
<https://www.allindiaexams.in/online-test/online-aptitude-test/all>

2.3 Concept of Leadership

2.3.1 Introduction

George R. Terry's goal (1960) defined leadership as *“the relationship in which one person, the leader, influences others to work together willingly on related tasks to attain that which the leader desires.”*

McFarland, et al. (1994) have defined it as *“a process of interpersonal influence by which the executive or manager influences the activities of others in choosing and attaining given ends.”*

According to Koontz, et al. (2008), leadership is *“the art or process of influencing people so that they will strive willingly and enthusiastically toward the achievement of group goals.”*

Robert Tannenbaum, I.R. Weschler, and F. Massarick (1979) defined it as *“a process of interpersonal relationships, through which a manager attempts to influence the behaviour of others toward the attainment of the pre-determined objective.”*

Interesting Trivia!!
10th PM of India, Atal Bihari Vajpayee and his father Krishna Bihari Vajpayee were classmates at Kanpur’s Dav College studying Law.

2.3.2 Characteristics of Leadership

Let us discuss the characteristics of a leader when we say that he is responsible for influencing other people to achieve a particular goal or organizational goals.

- **Influencing others:** Some employees do not work due to a lack of motivation or zeal toward achieving a particular target. Such employees should be

identified by the leader. Motivating such employees will improve the working condition, and maximize its efficiency.

- **Personal Quality of the Leader:** The qualities which are already inbuilt in the leader like – soft skills, orientation to work, intelligence level, problem-solving skills, emotional balance, and skills as a manager, all of these contribute towards shaping the overall personality of the leader. This will in turn help the leader to extract the desired work from others and turn it in a direction that will benefit to achieve certain goals.
- **Interpersonal Relationships:** Leadership is a continuous process of influencing people to achieve a desired goal. It is always a two-way relationship between the leader with his followers. This will help in decision-making, influence people, and also smoothen the working environment.

- **Correcting an Individual's behaviour:** The managerial skills of human handling play an important role in directing or changing an individual's body language and regulating his/her working condition.

The 4 most important characteristics of a leader are given below:

- + Foresight the goal to be achieved
- + Persuade people to work toward a common goal
- + Use power to direct people
- + Authorise people with power so that they can accomplish their tasks.

**Interesting Trivia!!
Queen Elizabeth II was trained in
London as a Military truck
driver and Mechanic.**

2.3.3 Qualities of a good leader

- + Constant self-development efforts
- + Being an expert in his/her field
- + Accountability
- + Decision-making skills
- + Set an example by being a role model
- + Managing interpersonal relationships
- + Being aware of his/her followers
- + Make sure that the task assigned is properly understood
- + Utilize the resources of the organization to achieve the target
- + Ensure that the team works together

2.3.4 Leadership skills

Leadership skills can be broadly classified into 4 major heads:

- ❖ **Human Handling Skills:** People handling skills are of utmost importance for a leader. The leader along with solving job-related issues will have to give equal weightage to the more people-oriented problems. This will require empathy and understanding of the emotional state of any person. They must help or teach the people who require help, this forms an important part of Human Handling skills. Along with teaching skills, good communication and developing interpersonal relationships with his/her fellow mates will encourage a positive atmosphere which will, in turn, improve efficiency and team coordination.
- ❖ **Intellectual Skills:** This refers to the conceptualization of the entire organization. The leader must know the entirety of the company – the functions of different departments, finance,

operations, employees, and his/her abilities to perform. Only then he can co-ordination and utilize resources to their optimum.

- ❖ **Technical Skills:** These skills are the skeleton of the leader. The leader must have expertise in his/her job-oriented skills. The leader must be technically sound and assist his followers as and when required.
- ❖ **Personal Skills:** To utilize the maximum from the followers, a leader should be self-aware and must be constantly working towards improving his or her personal qualities. These skills may include emotional maturity, personal motivation, etc.

Interesting Trivia!!
Abraham Lincon was inducted into the Wrestling Hall of Fame. He was defeated only once in about three hundred matches.

2.4.1 Leadership Styles

Various studies had been conducted earlier which shows the researches that have already been conducted and scientifically proved.

➤ **Hawthorne Studies**

A series of studies were conducted from the year 1924 to 1932 in an electricity company, in Illinois, USA. The researchers namely Mayo & Roethlisberger conducted a study wherein they reduced the illumination, halts, and lunch breaks of workers working in an electricity company. As a result, they were surprisingly taken aback when they found that by doing all these above the productivity of the workers had a significant improvement. After such changes were removed and the workers went back to their normal working conditions, it was observed that the feeling of togetherness increased among the workers. The improvement in the workers ' performance in the company also increased because they have been getting attention from the researchers which gave them a higher urge to showcase their better performance. This was known as the Hawthorne Effect which clearly explained that the human element is of vital importance. A good leader must always keep the human element in consideration while leading a team of people.

**Interesting Trivia!!
Former US President Barack Obama is the first president to set up a Twitter Account.**

➤ **Theory X and Y**

This theory was developed by McGregor through his research studies in the year 1960. This theory has two parts – the ‘X’ and ‘Y’ theories.

The ‘X’ theory says that people generally do not like to work and will find an excuse to avoid it whenever possible. Thus, the leader is more assertive and dominant. The leader would always like to direct the employees as per his judgment. He will exercise strong control over all his employees. Rewards and punishments will come alongside as per the performance of these people.

The ‘Y’ theory eliminates the fact of the ‘X’ theory and presents a fact that says people are controlled by their willpower rather than a leader who directs and guides them. It says people willingly take responsibility for their work if they can satisfy their personal needs and organizational goals. Therefore, a leader must analyse the behaviour of the people working for him and then decide on adopting a specific style of leadership.

➤ **Iowa Leadership Studies**

Under the direction of Lewin in the year 1939, Lippitt and White conducted a study on different styles of leadership. These studies were conducted on 10-year-old boys who were divided into three groups and their task performance was observed under three different styles of leadership.

The first group had an authoritative leader who controlled and directed everyone working under him. There were no discussions with the group as a whole. Only the leader directs what and how to perform a task so that the common goal is achieved. As per the performance of his team members, they are either praised or criticized.

The second group was headed by a democratic leader. He motivated people to participate in the discussions when important decisions were to be made. The people were involved in the organizational planning along with the leader himself.

The third group had a Laissez-faire leader who did not provide any leadership guidance to the people working under him. He gave complete independence to work without displaying any policies or plans to execute. There was no influence or involvement.

Findings from the Research: Every six weeks the leaders changed from group to group assuming different styles of leadership. One of the definite findings was that people appreciated the democratic style of leadership the most. They had been involved thoroughly and assumed responsibility. The leader was not dictatorial. This was based on data from nineteen out of twenty students. Only one army officer's son preferred the authoritarian leadership style. Whereas seven out of ten students voted for a Laissez-faire leader more than the autocratic one because they preferred uncertainty and disorganization rather than being strictly directed and stringent.

The point of scientific methodology by Lewin, Lippitt, and White proves that similar groups with different styles of leadership can produce variations in reactions from the people.

➤ **Michigan Studies on Leadership Styles**

There were two major styles of Leadership which were identified at the University Of Michigan Survey Of Research Centre by Likert in the year 1961. These two styles were:

- Employee orientated
- Production orientated

The employee-oriented leader focuses on the individual and their relationship angle. The employee doesn't shy away from discussing issues and reports to the team lead. He or she always feels comfortable sharing innovative and creative thoughts and ideas with the leader who in turn accepts every individual as the person with whom he discusses plans and theories. The leader has complete trust and confidence in his or her subordinates.

In the production-oriented style, the ultimate goal is to achieve the target of the organization. It highlights the technical aspects of the given job. The leader merely looks at the employees as means or tools to achieve the desired work.

The Likert study finally showed that when employee-oriented and production-oriented styles were compared the latter produced lower performance levels.

➤ **Scientific Manager's Style**

In the year 1911, Taylor wanted to prove that by using a scientific and systematic approach, one can easily maximize production which in turn increases the profit of an organization. This method was more technical and had a scientific base. Taylor proved the improved performance of the worker through a scientific study of time and movement. This does not take into account the emotional state or

human affairs which may affect the completion of the task. Once jobs are fixed and recognized, various incentive schemes can be developed to fulfil the self-interest of the employees, keeping their efficiency in mind.

2.4.2 Leadership Theories

❖ Trait Theory

This theory was developed by Kelly in the year 1974. According to this theory, the personal attributes of a person like his physical structure, personality, and mental well-being are correlated with the success of a leader. There are elaborate lists of the characteristics can be considered traits of a successful leader, we shall discuss a few in this chapter:

**Interesting Trivia!!
Donald Trump tried to sue an author for \$5 million because he called him a millionaire instead of a billionaire**

which

- Age, height, weight
- Individuals' backgrounds like their qualifications, social status, number of years of experience, whether mobile or not, etc.
- IQ level which also involves the ability to judge situations and people
- Personality of the Individual i.e., dominating power, confidence, extrovert or introvert, alertness, aggressive nature or not, etc.
- Job-related characteristics i.e., regularity, responsibility, initiative, etc.
- Social behaviour i.e., tactfulness, diplomacy, coordination among people, etc.

These characteristics are favourable for successful leaders as considered by this theory.

❖ Group and Exchange Theories of Leadership

Hollander and Julian reported the Group and Exchange theories of leadership in the year 1969. This theory emphasizes the discussions and positive exchange between leaders and followers, only then the desired goals can be achieved. The leader may use rewards like increments, promotions, gifts, and recognition to praise an employee for his good performance. This has a positive impact on the employee in terms of job satisfaction and fulfilment of personal goals. In return, the employees will look up to the leader and give due regard. Thus, they concluded that the leader and followers will mutually affect each other.

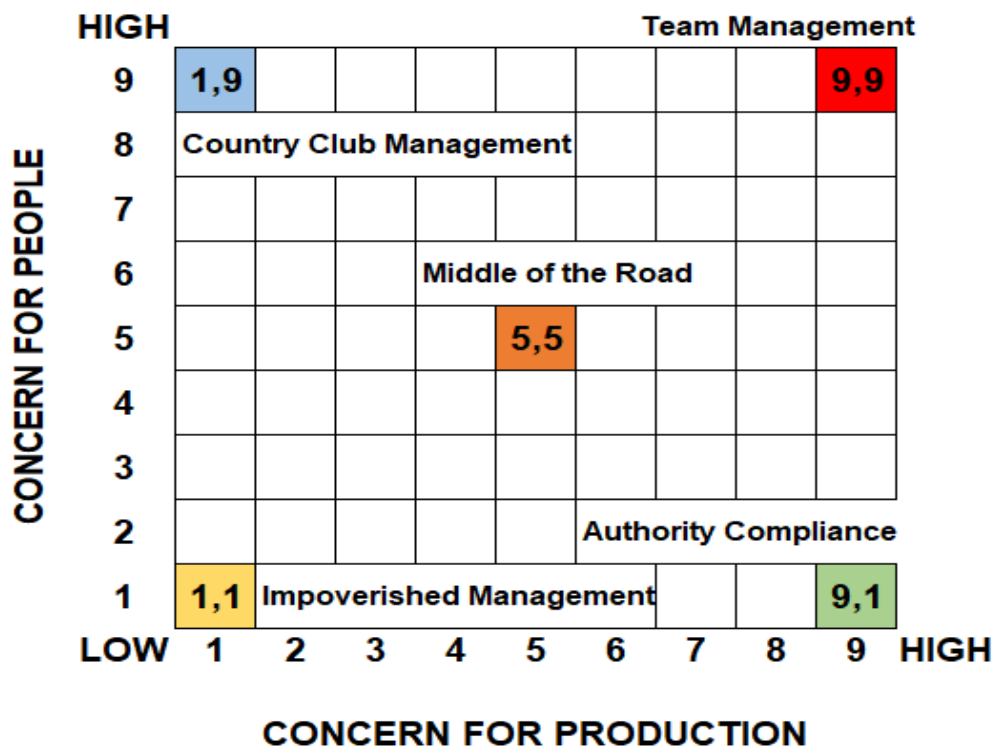
❖ Social Learning Theories

The leader and subordinates have a negotiable and interactive relationship in this approach. The leader and the subordinates together discover ways in which they can manage their behaviour to produce mutually satisfying and organizationally productive outcomes. The three aspects of this theory of leadership assume that the leader knows how behaviour is controlled by various needs, situations, and experiences.

❖ Managerial Grid Theory

This is a very popular grid that was developed by Blake and Mouton in the year 1978. Both the task and person orientation are clearly shown here. According to this theory when the leaders achieve a high and balanced concern for people and tasks, they are most effective. Depending on his or her orientation every leader can be rated somewhere along each of the axes from 1 to 9.

There can be around 81 possible combinations, however, we shall discuss the basic 5 types for a better understanding of this theory:



Managerial Grid Theory

- The (1,1) is an Impoverish Managerial Leader. He is neither bothered about the ongoing task nor about the people who are involved in doing the tasks. This chooses to stay out of conflict and work.
- The (5,5) is called the Middle of Road Management Leader. A leader with such instincts looks to compromise between high production and employee satisfaction. He represents the middle ground position.
- The (9,9) is called the Team Management Leader.
- The (9,9) is called the Team Management Leader. This type of leader is highly concerned about production and the people. They desired to accomplish the desired goals with the help of committed people. This can result in mutual trust and respect between the leader and his followers.
- The (9,1) is a Task-Management leader. Their main concern is the production and overseeing whether the task is being completed on time.
- The (1,9) is the Country Club Management Leader. They primarily focused on the people and along the way may look into production as well.

2.4.3 LEADERSHIP AND INFLUENCE PROCESS: TYPES OF POWER

To know the liaison between authority and power, we first need to understand the different types of power that the leader uses to guide the actions of others under his or her authority. Let us discuss the different types of power:

- **Legitimate Power:** This power comes with a pre-approved designation in a given organization. The power is given to the position that the person is holding. Examples: CEOs, parents, grandparents, supervisors, judges, police officers, etc.
- **Expert Power:** This power comes with knowledge and expertise in certain fields. The skills and techniques used by the leader to achieve goals increase his or her credibility as a leader. This will increase the level of trust in the leader and the employees will automatically accept his guidance.
- **Charismatic Power:** This power comes when the subordinate admires another person. This is the power of devotion or attraction towards the personality of a person. This power is so

influential that it motivates the follower to understand the value and thus, he starts working as per the expectations of the leader.

- **Reward Power:** This power comes when the subordinates believe that the leader will reward him or her based on the success of his performance. Being superior the leader may provide tangible rewards such as including him in weekly planning, promotions, superior office space, etc. Rewards in terms of recognition, appreciation, and approvals are also certain psychological boost to the subordinate and thus in turn increases the leader's legitimacy.
- **Coercive Power:** This power is the reverse of reward. Just like good work is appreciated, failed attempts to finish the work are also highly criticized. When the leader has the power to punish and threaten the subordinates, he is using his coercive power. Psychological punishments like disapproval, ignorance, demeaning, and criticism lower the self-esteem of the subordinate. This might ultimately result in breaking of rules or withdrawing.

Besides power, there are two more classifications of leaders:

- **Formal Leader:** By the authority coming from the organization, they select a manager to be the formal leader of the organization.
- **Informal Leader:** There are various situations where any person may become a leader without any official position. This may move from one person to another and may be chosen by a group of people.

Table 1.3 Manager V/S Leader

MANAGERS V/S LEADER	
Managers know how to plan, budget, organize, staff, control and solve problems	Leaders create and communicate visions and strategies
Managers deal mostly with status quo	Leaders deal mostly with change
Management is a bottom-line focus: How can I best accomplish certain things?	Leadership deals with the top line: What are the things I want to accomplish?
Management is doing things right	Leadership is doing the right things

‘civil disobedience’ and ‘non-violence’ of Mahatma Gandhi and won the Noble Peace Prize.



Mohan Singh Oberoi – Leadership by risk

After a lot of struggle and failures, in 1922, to escape from plague Mohan Singh Oberoi escaped to Shimla and took a job as a front desk clerk at The Cecil Hotel. He made the best use of opportunities and soon was responsible for the upgrade of one of the most popular hotels in Shimla.

In 1934, he acquired The Clarkes Hotel, Shimla by mortgaging his wife’s jewellery and his entire asset. And there onwards it was no looking back. Mr. Oberoi worked hard to achieve the success he desired. The company employs more than 12,000

people worldwide and operates 31 luxury hotels and cruisers.



Jeff Bezos of Amazon – Leadership by Innovation

Jeffrey Preston Bezos is the CEO of Amzon.com and under his guidance, the company became the largest retailer on the World Wide Web and the model for Internet sales. He was born on January 12th, 1964 in Albuquerque, New Mexico. In the year 1998 he began selling books from a garage along with video CDs etc. later by selling this site he invested in other online stores. He inspired other retailers to set up online platforms to maximize their sales. By 2005, Bezos saw the need to expand its horizon and started with other electronic goods, garments, appliances, gadgets, cosmetics, and others.

By 2020, Amazon crossed \$100 billion because of the rise in home shopping due to the worldwide pandemic. In February 2021, he renounced the position of CEO and planned to remain as an executive chairman.



Malala Yousafzai – Leadership by Survival

Malala Yousafzai is the youngest to receive the Nobel Peace Prize, founded the non-profit organization called Malala Fund, got the opportunity to address the union, and also met world leaders. In a country where the Taliban banned girls from education and going to school, Malala came forward in the open to support women's education. She survived even after being shot three times in the head by the Taliban army. This provoked outrage worldwide and specifically in the Country of Pakistan. This led to the approval of the Right to Education Bill.

Check back Questions

1. Can you recall any successful leadership story?

2.6 Let's sum up

Aptitude and personality tests have become essential parts of the selection process during an interview. The hospitality industry requires people with a nurturing attitude, the ability to endure long hours of work, and the empathy quotient required is high. Thus, it becomes essential from the recruiter's point of view to assess the people whom they are recruiting. It has become essential to be aware of one's aptitude and personality traits and practice to compete with competitors.

Every individual strives to become successful and one day become a manager. However, having said that a good manager may not become a good leader hence, it is important to understand the characteristics and skills required to become a leader. Learning about the successes and failures of great leaders will help to clarify concepts and build new ideas.

2.7 Review Questions

Multiple choice Questions

1. Can Aptitude tests measure the IQ level of an individual?

- a) Yes
- b) No
- c) Maybe
- d) Sometimes

2. Which of the following aptitude tests can determine an individual's knowledge of concepts, theories, and skills?

- a) Spatial Reasoning
- b) Numerical Reasoning
- c) Mechanical Reasoning
- d) Abstract Reasoning

3. Which of the following can measure Verbal Reasoning aptitude?

- a) General calculations
- b) Reading, speaking, understanding
- c) Pattern and sequence solving
- d) All of the above

4. Which of the following will help you to improve while giving an aptitude exam?

- a) Frequent practice
- b) Reading instructions carefully
- c) Identification of Tests formats
- d) All of the above

5. Which of the given statement is True?

- a) Temperaments are performance-oriented
- b) Introverts are mostly ready to face challenges
- c) Personality is what you seem to be
- d) Healthy, strong & robust are not physical attributes

6. Which of the characteristics are not essential to become a good leader?

- a) Soft skills
- b) Problem-solving skills
- c) Technical skills
- d) All the above are essential

7. Whose theory suggests that a Leader must always consider the Human Element while leading a Team?

- a) McGregor
- b) Mayo & Roethlisberger
- c) Lewin
- d) Likert

8. Which of the following is a trait of an Authoritative Leader?

- a) Does not allow participation
- b) Motivates people to participate
- c) Gives complete independence to work
- d) Assume work will be done

9. Which of the following theory was developed by Likert at the University of Michigan?

- a) Profit Maximization
- b) Employee and Production-oriented styles
- c) Performance oriented style
- d) None of the above

10. Which kind of power does a Police Officer on duty hold?

- a) Charismatic Power
- b) Expert Power
- c) Coercive Power
- d) Legitimate Power

Long Questions

1. What are the ways in which a student can improve his or her performance in Aptitude tests?
2. List the qualities essential to become a good leader?
3. A leader does not need to focus on human-related skills if he already has an expertise in the technical, intellectual and personal skills. Justify your answer.
4. Discuss the theory of authoritative, democratic and laissez-faire that was developed by Lewin, Lippitt and White under the Iowa Leadership Studies.
5. Do you think that the theory of Likert in Michigan Studies on Leadership where he showed that employee-oriented styles yield higher performance level than production-oriented is correct? Justify your answer with valid reasons.
6. Discuss the different types of power that a leader can use to show his authority?

7. "All leaders are managers but all managers are not leaders." Justify the given statement.

2.8 Activities

Group Activity

Situation: A hospitality management institute is planning for to organize a Career Expo within its campus. The event has been approved at the highest level and scheduled to be held within the next 45 days. There are ample of work to be done starting from inviting hotels, retails, airlines and other hospitality companies that are looking to recruit fresh graduates. The major hospitality institutes within the country have to be informed, asking for participation of their graduating students in this Career Expo. The Institute has to co-ordinate with an event management company or approach local vendors to construct tents within the campus for interviews to be held. Logistics, accommodation and food of the recruiters and participants needs to be taken care of. Team allotment and schedule planning holds a major concern apart from innumerable other areas which needs to be looked into.

Activity: Divide your class into 3 groups and allot them a style of leadership – authoritative, democratic and laissez-faire. Each team will get together to brainstorm about how these three different leaders being the Head of the Institute will organize the Career Expo within the next 45 days. Also enlist the other areas which needs to be given attention and has not been mentioned in the above passage.

Time Allotted: 30

2.9 Case let

The Atticus Hotel, Bangalore holds its annual meeting at the beginning of each year. They announce the rewards and give away prizes for the best performers in this meeting and also communicate their strategies for the upcoming year. The previous year their General Manager Mr. Alok Puri had given his resignation and due to this sudden change, the Hotel's overall sales revenue was affected. A new General Manager was appointed at the beginning of this year but he lacked the charisma and showmanship of his predecessor. He had set up an advisory board and initiated participation from all the core departments where the Head of the Departments came together to discuss strategies to boost the revenue from Rooms, Banquets, and Restaurants.

A new Assistant General Manager was promoted from within the organization. He joined this organization 7 years back as a Management Trainee and has been working as the Assistant Food and service Manager since then. He had a nurturing personality and was easily approachable to his reporters. He focused on the immediate issues at hand and suggested changes with immediate effect.

The new General Manager was not appreciative of the fact that his AGM was dealing with issues which according to him was the responsibility of the HOD's of individual departments. He wanted his AGM to monitor their immediate competitors and fix meetings with important investors and clients who would help in terms of bookings in the Hotel, in turn increasing the revenue.

1. Which of the strategies initiated by both GM and AGM will be more effective in increasing the revenue of the Hotel? Justify your answer.

2. If you had been in the position of General Manager, what measures would you take to boost the revenue of the Hotel?

Unit 3
Team Skills
Unit Overview and Description
Overview:
<p>The unit furnishes information to the student about the soft skills required to become an effective hospitality professional. The student will be able to understand teams and team building, the attributes of the different entities of the hierarchical structure and also importance of leadership at work place. The hospitality graduate is expected to understand the success, challenges and implications of teams at every phase of life operations. This includes the seven habits of leadership.</p> <p>These skills help build the better communication, communication between peer and inter departmental, increase productivity, improve morale, increase in motivation, identify the leadership qualities, encourage creativity and confidence levels and thereby improved mental health. These skills would also come in advantageous in their professional journey.</p>

Learning Outcomes: At the end of the unit learner will be able to

Learning Outcomes:		
Unit 3:	Team Skills	Outcomes
3.0	Introduction	General Overview

3.1	Basics of Teamwork Building	<ul style="list-style-type: none"> • Importance of Team • Demonstrate the use of Team building at professional & personal levels
3.2	Leadership	<ul style="list-style-type: none"> • Identify the structures of Leadership-Functional, Multi-Divisional, Matrix, Flat Structures. • Develop skills characterizing any creative effective team • Understand the various team-building exercises adopted by the organizations. • Become self-confident individuals by mastering interpersonal skills, team management skills, and leadership skills.
3.3	Evolution Of Groups Into Teams	<ul style="list-style-type: none"> • Identify elements of work groups and work teams. • Practice forming groups and teams • Develop skills characterizing group and team • Discuss the various formulations and purposes • Demonstrate - Goal Setting, Clarity of Goals, Problem Solving, Interpersonal Relationships
3.4	Group Dynamics	<ul style="list-style-type: none"> • Understand the importance of Group Dynamics • List the functions of group dynamics • Exercise stages of group dynamics • Organize task functions. • Preparation of maintenance functions • Develop skills in people dealings

3.5	Emergence of Leadership	<ul style="list-style-type: none"> • Importance of Leadership • Try-out participative approach • Improve skills characterizing of leadership roles • Recognize the various attributes to make an effective team • Cultivate team goals with groups of individualists
3.6	Intra Group Dynamics	<ul style="list-style-type: none"> • Describe group dynamics in team work • List the aspects of group dynamics • Organize different team-based assignments /projects. • Exercise collaboration with different teams • Improve skills in building relationships for an effective team • Realize the various aspects adopted by the organizations • Develop problem solving processes with groups of individualists • Prepare for different situation handling - Employee performance, Skill overlap, Clarity in communication & role, Employees trust, Manager's motivation - Peoples' Manager, Resources and information, Physical barriers
3.7	Inter Group Dynamics	<ul style="list-style-type: none"> • Access to Resources and Opportunities • Understand the Organizational Policies and Practices • Collaboration and Team Dynamics

3.8	Conflict Management	<ul style="list-style-type: none"> • Importance of collaboration, competition and compromise • Adopt Effective conflict management styles
3.9	Inter Dependency	<ul style="list-style-type: none"> • Understand the role of Production, Professional, and Top Management Teams • Practice team composition and role allocation • Develop collective orientation for team processes with groups of individualists • Demonstrate the 07 habits of leadership – <ul style="list-style-type: none"> • 1) Be Proactive, • 2) Begin with The End in Mind, • 3) Put First Things First, • 4) Think Win-Win, • 5) Seek First to Understand, then to Be Understood, • 6) Synergize, • 7) Sharpen The Saw.
3.10	Assessment Of Team Based Projects	<ul style="list-style-type: none"> • State the importance of team based projects • Describe elements of assessments • List the importance peer review and reflective practice • Practice team projects with different team members • Assist in group assessments and completion of projects • Develop clear expectations and guidelines • Cultivate team cohesion amongst groups.

3.1. Introduction to Team Building

Individuals graduated to teams in the production processes. Today organizations and companies use team building as an exercise. While the organizations have evolved to run in the competitive environment more effectively and efficiently. The teams in turn have become more responsible and involved in the decision-making processes. This not only increases the democratic approach of the organization but also increases employee motivation.

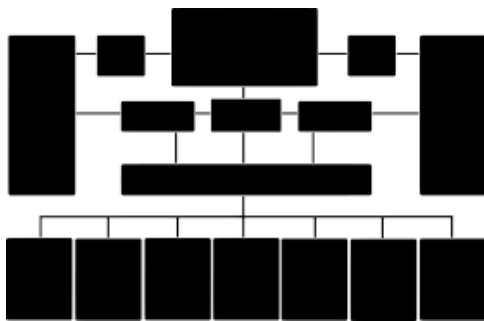
The Team building is a process of generating a team that collectively works towards accomplishing a common goal both in the interest of the organization and the individual as a whole. The importance of team building, therefore, is to create an efficient and effective team with associated connections. Creating these bondages through team building is positive for businesses and organizations. The Introduction of team-building would include:

- supporting organizational goals
- Conducive work environment through better working relationships
- Clarity of team role performance responsibility
- Problem-solving and Overcoming barriers.



Hierarchy deals with a system with requisite levels of people employed in any organization from the lowest to the highest. This can be structured by large and customized to suit the size or trade of the organization. The hierarchy refers to the duties, responsibilities, and delegation of authority using a pyramid model with the most authoritative professionals at the top and general employees at the bottom. For e.g. We have General Manager in Hotels as Highest and in the case of the Food Production department, the highest would be Executive Chef and so on all work together to correlate to team effectiveness. Hierarchy is synonymously used as Organizational structure.

3.1.1 Four Types of Organizational Structures



There are 04 types of organizational structures, namely

- Functional,
- Multi-Divisional,
- Matrix, And
- Flat Structures.

Some additional forms could include circular, team-based, and network structures.

1. Functional

The functional structure deals with grouping together people who do **similar tasks** based on their area of expertise /specialization. For e.g. Subject specialized Faculty in different department heads. The supervisor leads each area and reports to in-charge manager or official who has been entrusted to oversee multiple tasks/ sections/ or, departments.

Advantage: Easy communication to work on projects together.

Disadvantage: Unaware of what is happening in other areas of an organization.

2. Divisional structures

The divisional structure deals with people grouped based on the product or service they provide and not the work they do. For example- (1) a large Hotel has divisions each with its specialized team delegates. And (2) a restaurant that also provides catering services may have separate divisions to oversee different events at different geographic locations and districts.

Advantage: Accountability can be easily identified and associated with their divisions.

Disadvantage: This structure may not be suitable for small organizations.

3. Matrix structures

The Matrix structure deals with a fusion of the functional and divisional structures. In this structure, the employee will have to report to two or more bosses depending on the work assigned. For e.g.: a computer professional reports to his boss, but when dealing with specific projects of other departments they use the expertise of the computer professional and report to a different boss as long as that project/ assignment continues.

Advantage: Creation of the best possible teams to tackle the biggest challenges.

Disadvantage: Reporting to different bosses without clear communication may be confusing

4. Flat structures

The Flat structure deals with the hierarchy of a functional structure, decentralizing management,

and employees act as their boss, on ideas and projects.

Advantage: Good for incubators and start-ups, where the focus is on product and service design, not production or top-down management structures.

Disadvantage: the lower sense of accountability of the employee

It is very important to see that the above four types are used in the right situations. While most companies will choose from the functional or divisional approaches, a flat approach is becoming increasingly popular with modern companies.

3.1.2 Four approaches of Team Building

1. Goal Setting

The objectives and organizational goals should be clearly framed and spelt. The team members plan methods to define the success route and contingency in case of failure. This inculcates a feeling of motivation and a sense of responsibility. There is yardstick to identify their progress that are Relevant and Measurable. In some cases, the team charter is a part of the decision making process for goal setting in certain organizations.

2. Clarity of Roles

It is important for an employee to understand their respective duties and responsibilities they are answerable for. This would ensure to reduce doubt or confusion and structure activities to define and adjust roles, if it necessitates. This not only reinforces the team members' interdependence but also credits each member on their individual role towards team's success.

3. Problem solving

First of all, identify the problems, working together depending on the magnitude and find practical implementable solutions on ongoing problems. This can be a yardstick to future solve and ensures critical thinking amongst the team members.

4. Interpersonal relationships

This is a two-way team process of giving and receiving support. This entails clear communication (two way/ four way) and sharing amongst the team members. Working together with varied function / division can build good interpersonal skills in adapting and adjusting in tune with the goals accounted. A mentor facilitator can help to guide the processes to develop mutual trust and open communication between team members.

Effective team building: what to focus on?

An effective team building session focuses on one of the following objectives:



Define goals for the team & for each team member and plan how to achieve them

Clarify roles & responsibilities of team members and adjust them if overlapping



Develop team members' knowledge about each other & their relations

Identify the team's current problems & plan how to solve them

3.1.3 Success of Team Building:

The success of team building differs significantly from one organization to another by variance of the heterogeneous team members. It is more efficient when team members are interdependent and knowledgeable of their roles. Experience definitely matters good in such situations and establishes organizational leadership in support to the team.

The underlying forces with respect to the hierarchy of the team are as follows:

- 1) Involved –in the making and delivering in the team.
- 2) Participative – to network and co-occur.
- 3) Leadership - Leadership qualities to lead a team effectively.

These members will perform and do problem solving to find an apt solution to the problem at hand in a conducive work environment to accomplish the team objectives.

Approaches to Team Building



Clear Goals

Clear Roles & Responsibilities

Team-based Problem Solving

Interpersonal Relationships

3.1.4 Challenges in Team building:

In the team building process, there are star performers, sedentary and low performers and with the facilities, peer group, motivation and management's employee centric attitude, it is bound to have some challenges. Some are listed to illustrate:

1. Employee performance,
- 2 Skill overlap,
- 3 Clarity in communication & role,
- 4 Employees trust,
- 5 Difference in opinion can hinder the operations,
- 6 Manager's motivation - Peoples' Manager - the driving force,
- 7 Resources and information,
- 8 Physical barriers

Interesting Facts

In 2011, Human Resource leaders @ Mars Inc. conducted a study on their global workforce to better understand team collaboration and team effectiveness, as they like many companies, had spent large sums of money on team building activities. The results of their study (published in the Harvard Business Review) determined that the respondent employees are motivated by a sense of accountability for their work and ensure strong relationships and trust among the dedicated employees working together. Putting success-minded people together is what unlocks productive teamwork more so than offsite, company directed teambuilding activities.

There are team building activities developed by teaching facilitators starting in schools and universities to academic and industrial work front; with a guideline to build effective study/project teams. This approach is both curricular and co-curricular and therefore can extend to out- of-the-box.

In the classroom and Outside-the-classroom

- Projects - Topic wise, Function wise different teams

A success of the team's performance often depends upon its configuration, either surface level or deep level. While the Surface level deals with the primary requirements as demographic characteristics of team members such as age, gender, etc. The attributes of the team members that determine the effectiveness constitute the deep level characters like abilities, personality traits, values, etc. that may not be readily observable.

Holistic approach to the effective team building

- Cultivate a sense of belonging and sense of responsibility.
- Identify Strength and Weaknesses in SWOT of an individual.
- Reflect on the opportunities and address the threats.
- Try to balance the prospects and accountabilities both on an individual level and also at a collective team level.

Individual Decision Making		Group Decision Making	
<i>Pros</i>	<i>Cons</i>	<i>Pros</i>	<i>Cons</i>
Typically faster than group decision making	Fewer ideas	Diversity of ideas and can piggyback on others' ideas	Takes longer
Best individual in a group usually outperforms the group	Identifying the best individual can be challenging	Greater commitment to ideas	Group dynamics such as groupthink can occur
Accountability is easier to determine	Possible to put off making decisions if left alone to do it	Interaction can be fun and serves as a team building task	Social loafing-harder to identify responsibility for decisions

Check back Questions:

1. What is a team?
2. Why do you think team building in any task matters?

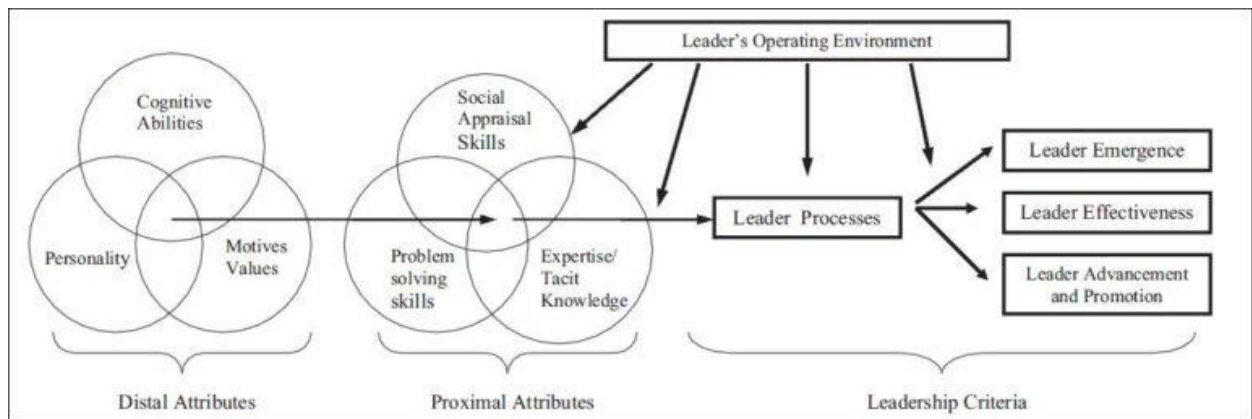
3.2. Introduction to Leadership

Leadership is the ability of an individual or a group of individuals who are responsible to influence and guide the team members towards a common goal. It is not an inbuilt quality rather a developable skill that can be inculcated with the circumstances and improved over time. Leaders are supervisors with future vision and mission, and to motivate the team members to achieve the visions.



3.2.1 Characteristics of Leadership in brief

- An inter-personal process where the manager guides subordinates towards attainment of goals.
A group process that involves two or more people interacting with each other.
- Leadership is circumstances based and thus varies in people, members of the team, style of work execution, type of organization and place etc.
- A leader is responsible for the personal and professional development of the team members towards accomplishment of organizational goals and a positive work culture. Strong leadership drives change and innovation and thereby organizational competitiveness.



Check back questions:

What do you understand by listening?

Are 'Listening' and 'Hearing' the same?

3.2.3. Seven Habits of Leadership

According to Stephen Covey, personal and professional success is going to be achieved by adopting these seven habits:

1. **Be Proactive**

Proactivity is about taking responsibility for one's reaction to one's own experiences, taking the initiative to respond positively and improve the situation.

2. **Begin with The End in Mind**

Covey discusses envisioning what one wants in the future (a personal mission statement) so one can work and plan towards it, and understanding how people make important life decisions.

3. **Put First Things First**

Covey talks about what is important versus what is urgent. Priority should be given in a particular order

4. **Think Win-Win**

Seek mutually beneficial win–win solutions or agreements in your relationships

5. **Seek First to Understand, then to Be Understood**

Use empathetic listening to genuinely understand a person, which compels them to reciprocate the listening and take an open mind to be influenced.

6. **Synergize**

Combine the strengths of people through positive teamwork, so as to achieve goals that no one could have done alone.

7. **Sharpen The Saw**

One should balance and renew one's resources, energy, and health to create a sustainable, long-term, effective lifestyle.

Anecdote on Leadership

We all know what happened at the Taj on the 26th Nov 2008... But as a business leader what triggered in me this year and has also been the subject of a Harvard Business Case study before was the exemplary Leadership from below demonstrated by the Taj Employees.

Thomas Varghese

Senior waiter at Japanese restaurant Wasabi...Had been working with Taj for almost 30 years. He instructed the guests to crouch under the tables. He instructed the employees to form a human cordon around them. Four hours later the security men asked Varghese if he could get the guests out of the hotel. They decided to use a spiral staircase near the restaurant to evacuate the customers and then the staff. Thomas was the last man to leave and was gunned down by the terrorists as he reached the bottom of the ladder.

Mallika Jagad

Was a 24-year-old banquet manger then at the Taj and on 26/11 the Chairman and CEO of Unilever was hosting a dinner at the Taj for Unilever directors...Senior executives and their spouses to bid farewell to the Indian CEO and to welcome the new CEO. Mallika was assigned to manage this event at the second floor banquet room... Around 9:30, as they served the main course, they heard what they thought were fireworks at a nearby wedding. In reality, these were the first gunshots from terrorists who were storming the Taj.

Jagad had the doors locked and the lights turned off. She asked everyone to lie down quietly under tables and refrain from using cell phones. She insisted that husbands and wives separate to reduce the risk to families. The group stayed there all night, listening to the terrorists rampaging through the hotel, Early the next morning, a fire started in the hallway outside, forcing the group to try to climb out the windows. A fire crew spotted them and, with its ladders, helped the trapped people escape quickly. The staff evacuated the guests first, and no casualties resulted.

Karambir Singh Kang

When Karambir Singh Kang, the Taj Mumbai's general manager, heard about the attacks, he immediately left the conference he was attending at another Taj property. He took charge at the Taj Mumbai the moment he arrived, supervising the evacuation of guests and coordinating the efforts of firefighters amid the chaos. His wife and two young children were in a sixth-floor suite, where the general manager traditionally lives. Kang thought they would be safe, but when he realized that the terrorists were on the upper floors, he tried to get to his family. It was impossible. By midnight the sixth floor was in flames, and there was no hope of anyone's surviving. Kang led the rescue efforts until noon the next day. Only then did he call his parents to tell them that the terrorists had killed his wife and children.

These were all people with different background...different skill sets and at different levels of the hierarchy...But they all displayed the same leadership skill...

3.2.4. Leadership and Management

The leadership is often the representation of the management. The leaders in their knowledge and skill competencies get the work done and the management ensures that vision is turned into a reality. Management takes steps to accomplish the work and achieve the objectives. The skill and capabilities of the workforce is at task being accountable for doing the assigned work. Leaders can be good managers and good managers can be good leaders. There are instances where people have demonstrated leadership qualities when given a chance. So it depends to grab the opportunity and showcase your potential. In the process they can be a part of the decision making process in the management.



A few differences between leaders and managers are listed below:

	Leaders	Managers
Vision, goals and objectives	Long-term	Achieve organization's vision, goals and objectives
Employee motivation	Bring employees in line to goals	Accountability set on the employee for the job assigned
Questioning	Analytical Questions, Such As "What" And "Why"	Process Questions Such As "How" And "When"
Objectives term	long-term objectives	short-term objectives
Job Title	Can have any title	Have specific job titles
Responsibilities	Responsibilities aren't always executive	Fixed responsibilities

Check back Questions:

- How many minimum number of people can form a team
- What is other word for Hierarchy
- What are the significant difference between a leader & a manager

3.3 Evolution of Groups and Teams



The student will be able to understand difference between the work groups and work teams in the organizational landscape. The hospitality graduate is expected to understand the purpose of the teams and the challenges so that they can assess the implications. This includes the planning, organizing, leading and controlling framework.

3.3.1. Definition of Groups and Teams

Work Groups are a collection of people who come together to work for a purpose and a goal to accomplish. This is communicated within the group members. The members work in tandem interacting during the work and are responsible for their involvement and participation as a member. They are all bound by certain rules both - formal and informal as a controlling mechanism amongst the group members. The group satisfies physical and psychological needs, enabling positive participation and get a social identity representation to the world.

Teams as a collection of people with a specificity. They are structured groups of people working on definite goals that require coordinated interactions. We often see teams' representation in sports or work activities. Teams are functional in their existence and also with specialized functions and accordingly the members of the particular team. The goal, synergy, accountability and skills for work groups and teams is illustrated in the below table:

Work Groups

- Share Information
- Neutral
- Individual
- Random & Varied

Work Teams

- Collective Performance
- Positive
- Individual and Mutual
- Complementary



3.3.2. Differentiation between Groups and Teams

With the similarities in the groups and teams as a culminate peoples 'entity, there are some significant differences that make them stand apart

PARAMETER	WORK GROUP	WORK TEAM
SIZE	2-1000	4-20
PURPOSE	Collaborate to achieve specific goals, tasks or projects	Performance goals connected to the common purpose
ACCOUNTABLE	Empowering employees to deliver on commitments	Everyone in the team is held mutually accountable
COMPLEMENTARY SKILLS	Members possess it as for a functional team	Limited to a fairly small number of people
EMPOWERMENT	Empower members & build trust	Some authority to act on its own

Performance leads to assessments and assessments to rewards in different forms. It is therefore important to have a good leader who can motivate and align the members towards the goal and self-development and at the same time the members should be resilient enough to do the job they have been selected and assigned for in the interest of the organization as a whole.

3.3.3 The P-O-L-C Framework

The entities of the Planning organizing Leading and controlling are underway in achieving the goals. They envisage the following components to ensure the accomplished with no issues unattended during the process/ project/ task undertaken

PLANNING	ORGANIZING	LEADING	CONTROLLING
Vision	Organization Design	Leadership	Systems/ Processes
Mission	Culture	Decision Making	Strategic Human Resources
Strategizing	Social Networks	Communication	
Goals		Groups/ Teams	

Objectives		Motivation	
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3.3.4 Types of Work Teams

a) Production teams

a. These type of teams are based on bulk produce and manufacturing units. This can also be extended to factory products assembling units.

b) Service teams

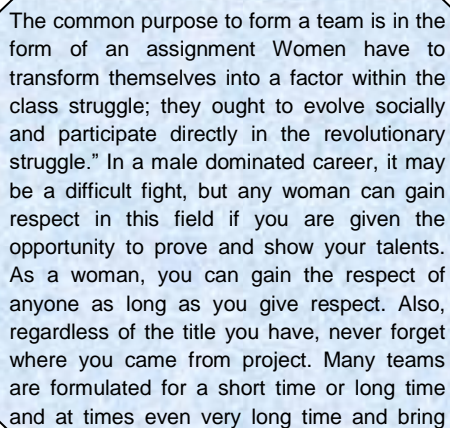
a. We are in the service industry and this type of teams are engaged in food service by large into catering and corporate dining and in the constant one-to-one interaction end up with repeated transactions with customers.

c) Management teams

a. The team continues to perform with the management support. This type of teams is composed of professionals of managerial cadre to collectively plan, develop policy, or coordinate the activities of an organization.

d) Project teams

The common purpose to form a team is in the form of an assignment. Many teams are formulated for a short time or long time and at times even very long time and bring experts together to perform a time bound specialized task.



The common purpose to form a team is in the form of an assignment. Women have to transform themselves into a factor within the class struggle; they ought to evolve socially and participate directly in the revolutionary struggle." In a male dominated career, it may be a difficult fight, but any woman can gain respect in this field if you are given the opportunity to prove and show your talents. As a woman, you can gain the respect of anyone as long as you give respect. Also, regardless of the title you have, never forget where you came from project. Many teams are formulated for a short time or long time and at times even very long time and bring

e) Action or performing teams

a. This type of teams are the performers on board. They are specialized to perform their tasks and reinforced with extensive training aids to perform over and over again in the circumstances that keep changing with each performance. This is a repeated action processes.

f) Parallel teams

a. This type of tams can also be termed as support teams. They basically assist and

suggest recommendations to the main teams to improve their operational efforts. Temporary in nature and time bound that operate outside of normal work and can be employee involvement groups and also team advisory groups.

3.3.5 Classification of Work Teams

There is no agreed upon classification system for the work teams. The teams are instantaneous in their formulation, purpose, members, leaders and the goals centric and relate to their amounts of organizational power (Hayes, 1997). Some are listed below for reference:

- Functional teams – Teams for a common purpose and confined to a function
- Cross-functional teams – Teams for a common purpose with members from different areas necessary for the assignment/ project
- Self-managed teams – Teams for a common purpose with the team managing the planning organizing controlling and accountability

3.3.6 Traditional approach

The traditional approach necessitates that the task remains the same for some time, and the process should not be too composite or easily interrupted. It focuses on positivity, willingness towards positive productivity to perform routine activities and move further. While the scientific management works under the Theory X (McGregor, 1960) where the managers assume that members of the team are lazy, unwilling, with no sense of responsibility and need to be motivated. The next theory, Theory Y is based on the belief that work is a natural activity for anyone and people have a sense of belongingness to perform can be easily motivated. The performance in a team helps to improve the quality of people's jobs, increase internal motivation, and improve job satisfaction.

Related Issues

With the performance comes different barriers and operational problems as it involves lots of workforce, some of them have been discussed in due course. The circumstances are continually

increasing and thriving to varied professional environments thus imposing teams in the organizations to change the methods in which they work.

The actualization of the hour intends to reduce costs, reduce manpower, employ best fit professional, improve quality, address competition and plan, create customized products to increase the target clientele, improve customer service and reach to nth, and increase flexibility in their resources and manpower to survive in the competitive environment. The reward, performance appraisal and work-life balance will keep the employee morale high.

Check back Questions:

- What is POLC
- Major difference between a group and a team

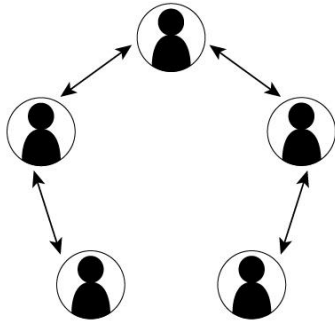
3.4 Group Dynamics

Group dynamics is the social process wherein the people interact and perform in a group environment. It involves the influence of character, control, and behavior on the group process. The interaction and the maintenance functions in the group with the formal and informal power used to reach decisions. This forms a right work culture and better the group effectiveness.

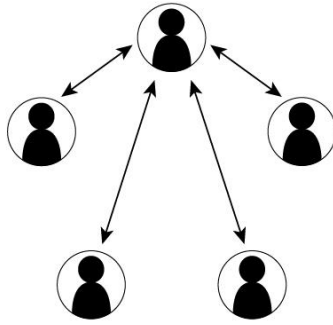


The formal groups have structured team working for a specific task, and characterized by delegated authority and responsibility. The informal groups are created in accordance to organizational interests. The jurisdiction of the interests may range from research group for an existing trend or to develop innovative product. These groups deal with leadership and motivation.

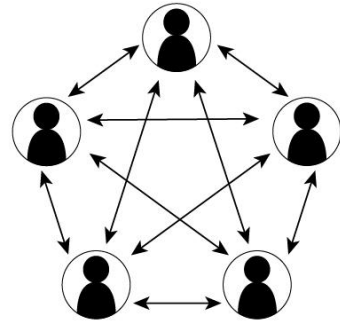
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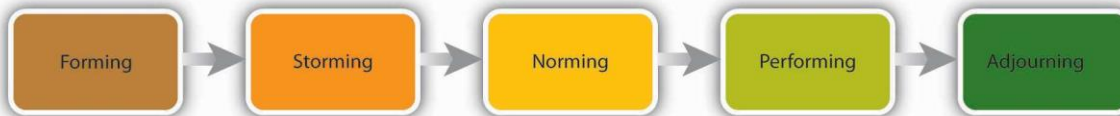
3.4.1. Group Dynamics in present context

Group dynamics was more evident during the 1950s and 1960s and today it has been considered to be accepted in the many academic disciplines and has increased in the versatility and the increased interests thus use more groups and teams.

The development of the Group is done by the appointment of individuals to a group firstly based on their expertise, willingness, allotment compatibility, diverse team to achieve the group goals. The effectiveness of the group is persistent to the acclimatization of the team members to their work environment and who know their role and goal. It is believed that the new groups are willing and explore newer shores, approaches and venues to achieve maximum performance.

3.4.2. Stages of Group Dynamics

The socialistic approach in Group dynamics enables people to interact and perform in a group environment. This encounters different challenges that must be combatted to proceed to the next stage. These stages have been identified as forming, storming, norming, performing, and adjourning.



Forming: This is the first stage of development where the members get familiarized themselves with their teammates and the task they have been assigned. At this stage there can arise the dependency factor either internal (divisional) or external person or agency depending on expertise for guidance, job Introduction, and task analysis.

Storming: This stage is a brainstorming and deliberating stage and encounters conflict among members on the discussion thereof in taking to their tasks. The clarity of roles and the flexibility in the dependency issues have to be addressed so that the problems would get through at this stage. The reasons of lack of skills, ability or aptitude can also contribute to their incompetence to get beyond this stage.

Norming: This stage is a resolving stage that helps to develop social agreements on any confrontation or conflicts. This enables the reinforcement of the members in terms of interdependence and develop cohesion, to function effectively in the future.

Performing: After the social structure and clarity of goals and individual roles, mutual support and resourcefulness become projecting themes at this stage. This stage foresees the growth and maturity to become independent, relying on its own resources.

Adjourning: This stage is the closing or final stage of completion suitable to the activity/ project etc. This may include the celebrations and acknowledgement processes of their success.

3.4.3. Salient Features of Group Dynamics

- The salient features of Group Dynamics are given as under:



SOURCE : <https://businessjargons.com/group-dynamics.html>

Group Dynamics is **associated with groups** - to coexist, interact, deliberate, confront, positive change towards healthier relationship with one another.

Changes occur continuously in a group – depending on the situation and resources and facilities including workforce are subject to change and that much of flexibility is admissible and should be permissible in the larger interest of the organization

Group dynamics are affected by **rigidity or flexibility** – and the above point endorses the fact that the same formula may not work all times and as time and tide change we have to accustom to them.

Group organization – is basically the big picture including the team members, group effectiveness, role, participation, synchronization of members that would boost the morale.

Groups tend to **continuously restructure, adjust and readjust** members is the Japanese concept of Kaizen aiming at improvement at each stage of processes eliminating conflicts, better decision making in the interest of the group members.

3.4.4. Group Functions

There are three functions that influence the effectiveness and productivity of groups are task functions, maintenance functions, and self-interest functions.

3.4.3.1. Task functions - These functions are the reason or purpose for the team to coexist:

a) Initiating, b) Information seeking, c) Information giving, d) Clarifying ideas, e) Bringing closure, f) Consensus testing

3.4.3.2 Maintenance Functions - The maintenance functions deal with setting the environment to ensure each group is effective with social-emotional support.

a) Encouraging, b) Improving group atmosphere, c) Harmonizing, d) Compromising, e) Gate-keeping, f) Standard setting

3.4.3.3 Self-interest Functions - This kind of behaviour which affects the task achievement at the expense of the group.



5.

Check back Questions:

- What is group dynamics
- Name a few task functions
- Name a few self-interest functions.

3.5. Emergence of Leadership

The student will be able to understand characteristics of team leadership, Leadership roles in the team and technicalities of Goal measurement. Team leadership refers to the ability of an individual to guide, motivate, and direct a group of people towards achieving common goals. Effective team leaders possess certain characteristics that enable them to foster cooperation, communication, and productivity within the team.

3.5.1 Characteristics of Team Leadership

Here are some key characteristics of effective team leadership:

- **Vision and Goal-Oriented:** A good team leader has a clear vision of what the team aims to achieve and sets specific, realistic goals for the team to work towards.
- **Communication Skills:** convey their ideas, expectations, and should also be good listeners, open to feedback, and approachable, to an open dialogue within the team.
- **Emotional Intelligence:** A great team leader possesses emotional intelligence, which involves understanding and managing their emotions and the emotions of others. This skill allows them to empathize with team members, resolve conflicts, and create a positive work environment.

An Anecdote on self-resolving conflicts

Steve Jobs: “Technology alone is not enough.”

In 1986, shortly after he was forced out of Apple, Steve Jobs bought a small computer manufacturer named (drumroll) Pixar.

In 2000, he relocated the company to an abandoned Del Monte canning factory. The original plan called for three buildings, with separate offices for computer scientists, animators, and the Pixar executives. Jobs immediately scrapped it. Instead of three buildings, there was going to be a single vast space, with an atrium at its center.

“The philosophy behind this design is that it’s good to put the most important function at the heart of the building. Well, what’s our most important function? It’s the interaction of our employees. That’s why Steve put a big empty space there. He wanted to create an open area for people to always be talking to each other.” – Ed Catmull, the president of Pixar.

But for Jobs, it was not just about creating a space: he needed to make people go there. The primary challenge for Pixar, as he saw it, was getting its different cultures to work together and collaborate.

John Lasseter, the chief creative officer at Pixar, describes the equation this way: “Technology inspires art, and art challenges the technology.”

Jobs saw separated offices as a design problem. He began with shifting the mailboxes to the atrium. He then moved the meeting rooms, the cafeteria, the coffee bar, and the gift shop to the center of the building.

Brad Bird, the director of “The Incredibles” and “Ratatouille,” said, “The atrium initially might seem like a waste of space. But Steve realized that when people run into each other when they make eye contact, things happen.”

Image source

Even if it came at the expense of convenience, the emphasis on consilience has always been a

defining trait of Steve Jobs. Jobs insisted that the best creations occurred when people from disparate fields were connected, especially in an age of intellectual fragmentation. The Latin crest of Pixar University says it all: Alienus Non-Diutius. Alone no longer. ONE is better than one.

3.5.2 Emergence of Leadership

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- **Decision-Making:** Team leaders need to make informed and timely decisions to keep the team on track. They weigh the pros and cons, involve the team when necessary, and take responsibility for the outcomes of their decisions.
- **Delegation:** Effective leaders know how to delegate tasks and responsibilities based on team members' strengths and skills. Delegation not only empowers team members but also allows the leader to focus on more strategic aspects of the project.
- **Motivation:** A good team leader understands what motivates each team member and uses various techniques to keep the team engaged and enthusiastic about their work. Recognizing and rewarding achievements can be a part of this process.



Conflict Resolution: Conflicts are inevitable in any team, and a skilled leader knows how to address and resolve them constructively. They mediate disagreements and foster a culture of collaboration and respect.

- **Adaptability:** Team leaders should be flexible and adaptable, as projects and circumstances may change. Being open to change and able to guide the team through transitions is essential for success.
- **Integrity:** Trust is crucial in any team, and it starts with the leader. An effective team leader leads by example, demonstrating honesty, reliability, and ethical behaviour.
- **Empowerment:** Rather than micromanaging, strong team leaders empower their team members to take ownership of their work and encourage them to contribute ideas and

solutions.

- **Continuous Learning:** Great team leaders understand the value of learning and improving their skills continuously. They stay updated with industry trends and seek opportunities for personal and professional development.

Remember that effective leadership is not just about possessing these characteristics, but also about applying them in the context of the team and the specific challenges they face. Different situations may require different leadership approaches, and a good team leader is adaptable enough to tailor their leadership style accordingly.

3.5.3 Leadership roles

Refer to positions in an organization or community where an individual is responsible for guiding and directing others towards a common goal. Effective leadership is crucial for the success and growth of any group, team, or institution. Leadership roles can be found in various settings, including:

- **Business:** In the corporate world, leadership roles include CEOs, executives, managers, team leaders, and supervisors who oversee and manage employees to achieve organizational objectives.
- **Politics:** Political leaders, such as presidents, prime ministers, governors, mayors, and other elected officials
- **Non-profit Organizations:** Leaders in non-profit organizations often hold positions like executive directors, board members, or project managers.
- **Military:** Military leadership involves officers and commanders who lead troops and make strategic decisions to ensure the safety and success of missions.
- **Education:** School principals, headmasters, and administrators play leadership roles in educational institutions, guiding teachers, students, and staff.
- **Sports:** Team captains and coaches
- **Community and Social Organizations:** Community leaders
- **Religious Institutions:** such as priests, imams, rabbis, or other clerics.



Effective leaders typically possess qualities like communication skills, problem-solving abilities, empathy, vision, integrity, and the capacity to inspire and empower others. They must be able to make informed decisions, manage conflicts, and adapt to changing circumstances while keeping the team focused on their objectives.

- Leadership can be formal, with individuals holding designated positions, or it can emerge informally when someone takes charge and influences others even without a specific title. Additionally, leaders may adopt different leadership styles, ranging from autocratic (where decisions are made solely by the leader) to democratic (where decisions are made

3.5.4 Teams roles

In a leadership context, team goals refer to the specific objectives and targets set for a group of employees working together under a leader's guidance. These goals play a crucial role in aligning the efforts of team members, fostering collaboration, and driving overall organizational success. When setting team goals in a leadership role, it's essential to ensure they are SMART:

Specific: Clearly define the goal in precise terms to avoid ambiguity and misinterpretation. The team should know exactly what they need to achieve.

Measurable: Set metrics and criteria to track progress and determine the degree of success. Measurable goals provide a sense of accomplishment when milestones are reached.

Achievable: Goals should be challenging but realistic. Setting unattainable objectives can lead to demotivation, while achievable ones encourage the team to strive for excellence.

Relevant: Ensure that team goals are aligned with the overall organizational objectives and contribute directly to the company's mission and vision.

Time-bound: Set a specific timeframe for achieving the goal. This creates a sense of urgency and helps in prioritizing tasks and resources.

Some examples of team goals in a leadership context may include:

Increase Sales Revenue, Improve Customer Satisfaction, Enhance Team Communication: & Complete a Project on Time, Develop Employee Skills, Increase Productivity: & Foster Innovation, Enhance Employee Engagement, Reduce Operational Costs, Achieve Diversity and Inclusion Goals:

Team Roles



Remember that effective leadership involves guiding the team in setting these goals collaboratively, providing support, regular feedback, and resources necessary to achieve them. Additionally, periodic assessments and adjustments may be necessary to ensure the team stays on track and adapts to changing circumstances.

Check back Questions:

- What is leadership roles
- What are team roles

3.6 Intra Group Dynamics

Intragroup dynamics in employability refer to the interactions, relationships, and behaviours that occur within a group of employees or colleagues within a workplace setting. These dynamics can significantly influence employability, which is the ability of individuals to gain and maintain suitable employment.



3.6.1 Aspects of Intra Group Dynamics

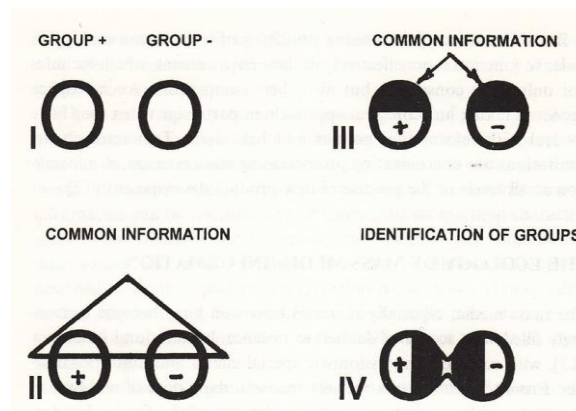
Here are some key aspects of intragroup dynamics in employability:

- **Collaboration and Teamwork:** How well team members work together and collaborate can impact overall productivity and efficiency.
- **Communication:** Effective communication is vital for any group to function well. In an employability context, clear communication within the team can lead to better task management, goal alignment, and shared understanding of responsibilities.
- **Leadership and Decision-making:** Good leaders can inspire, motivate, and mentor their team, leading to individual growth and skill development.
- **Conflict Resolution:** Constructive conflict resolution allows team members to address issues openly and find solutions, leading to improved collaboration and job satisfaction.
- **Diversity and Inclusion:** Teams with diverse members bring in a variety of perspectives and skills, fostering creativity and innovation. Inclusive environments that value diversity can enhance employability as they attract and retain talented individuals.
- **Workplace Culture:** A positive and supportive culture encourages employees to stay and develop their skills, thus improving their employability.

- **Skill Sharing and Development:** Intragroup dynamics can facilitate knowledge and skill sharing among team members.
- **Recognition and Reward:** A team that feels valued and appreciated is more likely to contribute positively to the workplace and improve their employability.
- **Work-Life Balance:** A healthy work-life balance within the group can lead to reduced stress and burnout, contributing to better job performance and employability.
- **Networking Opportunities:** Building strong professional relationships can lead to new job prospects and career advancement.
- Overall, the dynamics within a group of employees can significantly influence their employability, both individually and collectively. On the other hand, negative dynamics, such as conflicts or lack of communication, can hinder career growth and employability prospects. Organizations that recognize and nurture positive intragroup dynamics are likely to have a more productive and satisfied workforce.

3.7 Inter Group Dynamics

Intergroup dynamics in employability refer to the interactions and relationships between different groups of people within a workplace or job market, particularly in the context of employment and job opportunities. These dynamics can be influenced by various factors such as race, ethnicity, gender, age, religion, socio-economic background, and other diversity-related characteristics.



3.7.1 Aspects of Inter Group Dynamics

Here are some key aspects of intergroup dynamics in employability:

- **Discrimination and Bias:** Intergroup dynamics often involve the presence of discrimination and bias, where certain groups may face disadvantages in accessing employment opportunities. Discrimination can occur during the hiring process, promotions, or in career development.
- **Workplace Diversity and Inclusion:** The presence of diverse groups in a workplace can lead to both positive and negative dynamics. On one hand, a diverse workforce can bring in a variety of perspectives and ideas, leading to better problem-solving and creativity. On the other hand, it can also result in conflicts and challenges stemming from different backgrounds and viewpoints.
- **Stereotypes and Prejudices:** Stereotypes and prejudices held by individuals or groups can influence employability dynamics. For instance, certain racial or ethnic groups may face stereotyping that affects their perceived competence or suitability for certain roles.
- **Networks and Social Capital:** Intergroup dynamics can impact professional networks and social capital, which are crucial for career advancement. Some groups may have stronger networks due to historical advantages or social connections, giving them an edge in accessing job opportunities and information.
- **Access to Resources and Opportunities:** Certain groups may have limited access to education, training, or resources required for employability, contributing to employment disparities.
- **Organizational Policies and Practices:** Employers' policies and practices can influence intergroup dynamics significantly. Diversity and inclusion initiatives, affirmative action policies, mentorship programs, and unbiased recruitment practices can all play a role in promoting equal employability opportunities.
- **Micro-aggressions:** Micro-aggressions are subtle, often unintentional behaviours or comments that can demean or marginalize certain groups. These can create a hostile work environment and affect employability dynamics negatively.
- **Collaboration and Team Dynamics:** When individuals from different groups come together to work as a team, their intergroup dynamics can impact collaboration and

productivity. Effective teamwork requires navigating potential conflicts and fostering an inclusive environment.

- Addressing intergroup dynamics in employability involves a multi-faceted approach, including implementing fair and inclusive hiring practices, promoting diversity in the workplace, providing equal access to resources and training, and creating a supportive and respectful work environment. By fostering an inclusive culture, organizations can harness the potential of all their employees, leading to better productivity and overall success.

3.8. Conflict Management

The Conflict management styles are the different approaches and strategies individuals or groups use to handle and resolve conflicts. These styles can vary based on factors such as personal preferences, cultural backgrounds, and the nature of the conflict itself.

Guests arrive at your door with expectations of the quality, value and service your business will provide. If expectations are not met, conflict can result.

Preventing conflict starts with setting realistic expectations of the experience you provide. Ensure that descriptions, imagery and other information on your website, promotional materials and listings on third-party sites are an accurate reflection of your business. Avoid superlatives in promotional materials like "best value", "ultra-luxurious" and "uncompromising service" unless you're confident you can deliver every time. Businesses are often called out in reviews

Each conflict management style has its strengths and weaknesses, and the most appropriate style will depend on the specific circumstances and the people involved. Effective conflict management often involves being flexible and adaptable, understanding when to apply different styles, and choosing approaches that best fit the situation to achieve positive outcomes.

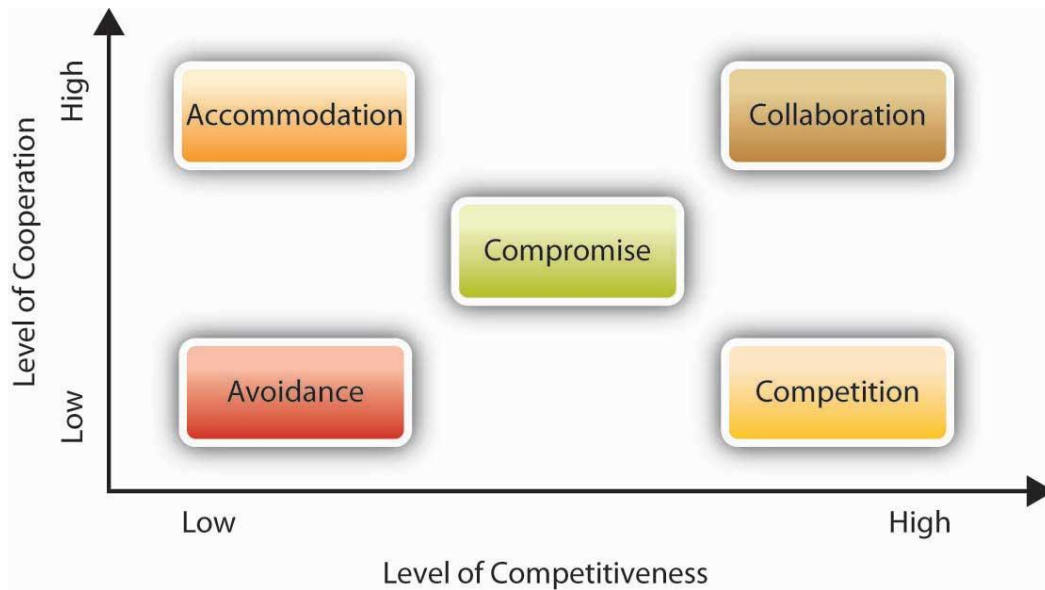
3.8.1. Common Conflict Management Styles

The Conflict management styles are the different approaches and strategies individuals or groups use to handle and resolve conflicts. These styles can vary based on factors such as personal preferences, cultural backgrounds, and the nature of the conflict itself.

Here are some common conflict management styles:

- Collaborating: This style aims to find a win-win solution where both parties' interests and concerns are addressed. It involves open communication, active listening, and a willingness to understand the other person's perspective.
- Competing: In this style, individuals assert their own needs and goals at the expense of the other party's interests. It can be effective in situations where quick decisions are necessary or when one party must take charge, but it may also create hostility and damage relationships.
- Compromising: The compromising style seeks a middle ground where both parties give up something to reach an agreement. It may be suitable when time is limited, and a quick resolution is required, but it might not address all underlying issues.
- Accommodating: This style involves satisfying the other party's needs and desires while neglecting one's own concerns. It can be helpful in situations where maintaining harmony and preserving relationships are paramount.
- Avoiding: Avoidant individuals prefer to sidestep conflicts altogether. They may withdraw from the situation, postpone addressing the issue, or avoid discussing it altogether.
- Mediating/Third-Party Involvement: In this approach, a neutral third party is involved to help facilitate communication and assist the conflicting parties in reaching a resolution.

Each conflict management style has its strengths and weaknesses, and the most appropriate style will depend on the specific circumstances and the people involved. Effective conflict management often involves being flexible and adaptable, understanding when to apply different styles, and choosing approaches that best fit the situation to achieve positive outcomes.



An Anecdote on self-resolving conflicts

It was early in my career and I had spent hours poring over an idea I thought was going to be a sure thing. Everyone's going to love this, I thought.

When I presented — crickets. I got feedback after my presentation, but I didn't take it on. So I presented basically the same thing again. And, crickets. In my youthful stubbornness, this went on far too long.

The silliest impact is communication breaks down. My stubbornness turned to frustration in others, and then the walls came up. Colleagues became hard to talk to, tough to find, meetings didn't get accepted and so on.

In these situations, neither person wants to engage with the other. Or when they do it's in really guarded or obstructive language — bizarre because you have to talk your way out of these things.

Managing self-skills of listening – No conflicts

When I was younger I used to take feedback personally. It took time for me to learn that it's not about me, it's about the work.

With more maturity, I've found that being more open in the process of developing ideas

and building trusted relationships with people who can give cold, hard and sometimes blunt feedback is important — and really valuable.

When it comes to conflict, a piece of advice I was given very early on in my career was to take the time to write down the problem while you're at your most emotional and revisit it in the morning. If you feel as strongly about it after a night's rest, then send the note, make the call or talk to the person.

When emotions are high, I find people rarely think about others — we're just reacting to what we feel. So maybe that's what it comes down to: empathy.

Check back Questions:

- What is basic difference between intra and inter
- Name a conflict you managed

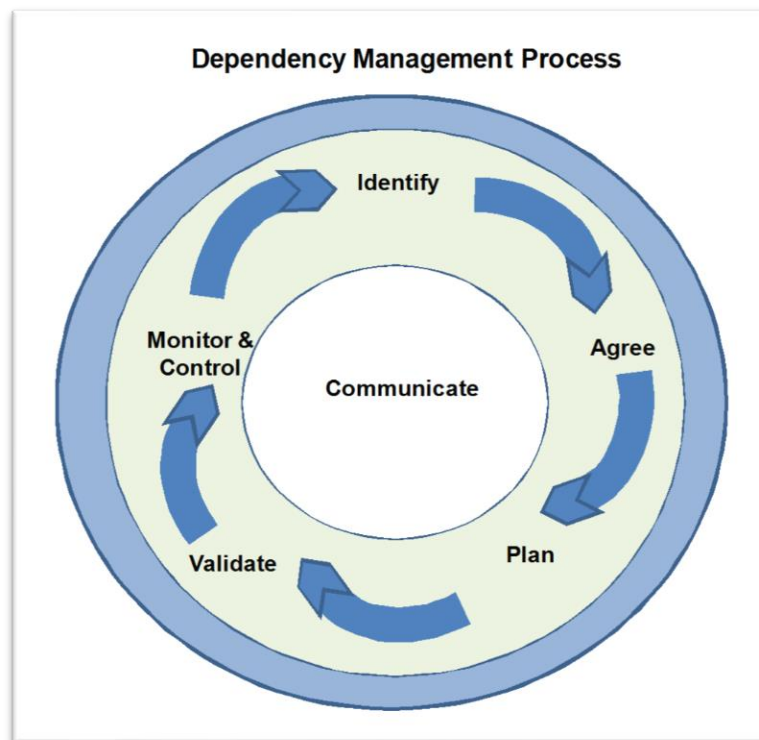
3.9. Inter Dependency

The student will be able to understand the interdependency at an internal level or external agency. The hospitality graduate is expected to understand the risk, opportunities, quality and barriers of teams. This includes the establishing boundaries.

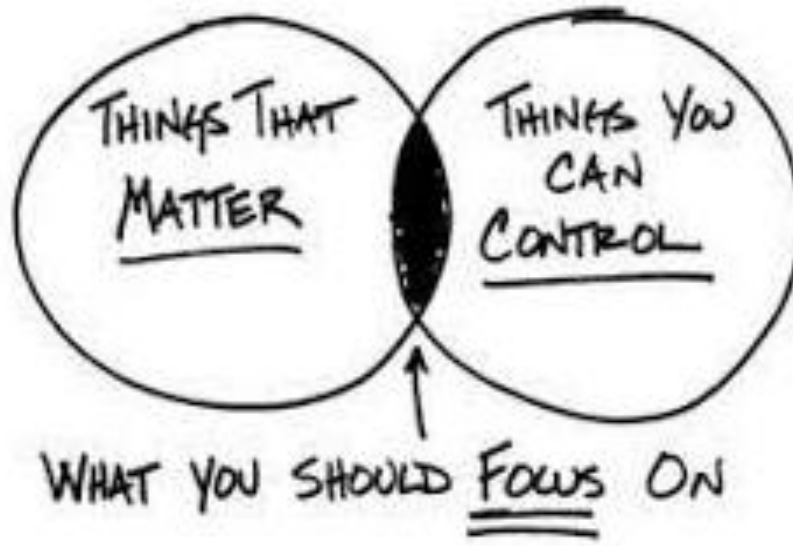
The coordination and cooperation of the members in an organizational culture represent the interdependence of the team members on the functioning of their teams. The divisions and the functionality of the teams define the team members that make the group of team members.

3.9.1 Inter Dependency in a Team

The interdependence is important in teams because it not only develops mutual task-focused interactions of members, such as process planning but also accomplishes the team tasks. It is basically a developmental phase in which a team member believes that he/she depends on others to accomplish his/her tasks. For example - living things that cannot make their own food must eat other organisms for food.



The team develops with the complexity of skills and further interdependence of the members. The team members are willing and participate in the work with the resources available to the skilled professionals. In the process it is possible that the social and communication skills are adequate amongst the group which will affect the performance of the team. Two more important issues can be expectations in the team members for rewards, recognition, appreciation, and additional resources that can keep their contribution at stake. The evaluation and the performance appraisal system varies from organization to organization and from department to department and, definitely from manager to manager.



Some problems in the Teamwork could be individuals dominating in implementing teams without considering if they are applicable, which would result in poor performance and resistance to the change. Teams need a supportive organizational context to work.

The ground work of the support work teams in defining the responsibilities and authority clarifies the responsibility and accountability with a right mix of knowledge Skill and mind-set among the team staff skills, measurement and feedback/ rewards. Establishing boundaries, defining task with collective responsibilities will ensure solve problems to manage tasks

3.9.2. Teams in the Workplace

The teams define the purpose and therefore they are subject to the organization and the leader to decide thereby using Teams in the Workplace to improve competence and quality of organizational performance, provides flexibility in changing business world, improve employee relations this would help in the increased percentage of job satisfaction by providing social support, interesting and challenging work, and training for technical and interpersonal skills. A comparative analysis between Productive and professional teams

	PRODUCTION	PROFESSIONAL	TOP
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	TEAMS	TEAMS	MANAGEMENT TEAMS
Risks	controlled by technology and can't make changes, resistance from management	task and team are novel, they quickly develop structures and process	absence of supportive organizational context and have competitive environments
Opportunities	continuously work together and can improve team process and task performance	Clear and specific goals and deadlines, and highly interdependent.	Have power to implement ideas, and can set purposes and goals
Types Of Teams	Integrated and Parallel structure	Teams designed on specific task	Develop creative solutions
Quality	Central concern for the supportiveness of management.	Members from multiple functional areas – decision-making important because no one person has expertise	To develop creative solutions to represent wide variety of interests in company related to heterogeneity and power
Possible Barriers	Technical infrastructure, unions, and managerial power structure.	autonomous and dependent – responsible to unique team and their department	competitive environment

Check back Questions:

- Which team do you want to form
- Name a task you are interdependent

3.10. Assessment of team based projects

The student will be able to perform and assess the team projects. The hospitality graduate is expected to understand the member-led group tasks. This includes peer review and reflective practices in team projects.



When there is performance there has to be assessment and evaluation feedback helps to improvise. In assigned tasks and projects a continuous system of group assessment is important to understand the trajectory of the performance. It helps the students, the future skill workforce to work upon skill enhancement and collaboratively accomplish common goal.

3.10.1. Team-based projects

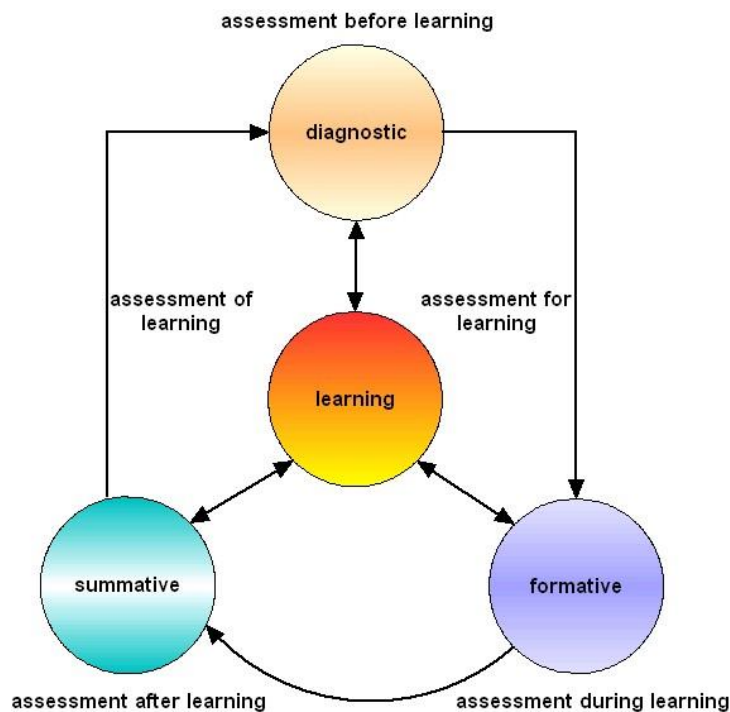
The Team-based projects are majorly assessment on team member-led group tasks. The people collaborate with their team members in planning, role clarity, making decisions, solving problems, or producing a desirable performance. The subject specific matter, the team members' outputs can range from a mere understanding of the concept to a complete delegation of the exercise. More than the result, it is the collective effort of the team members together creating a healthier work environment. This will build their work-related skillset. Team-based projects include learning in project management, conflict resolution and other teamwork skills, and have time to adoptive fruitful relationships.

Assessment literateness is the understanding of the student's ability perform with requisite guidelines and assess the quality of their own work. This can be attributed to self-regulated learner. The quality assessment necessitates a structured assessment design which may be more so uniform. The formative feedback precedes the summative assessment. Some of the methods in

making assessment expectations could be peer review, assessment rubrics, and engagement with assessment prototypes.

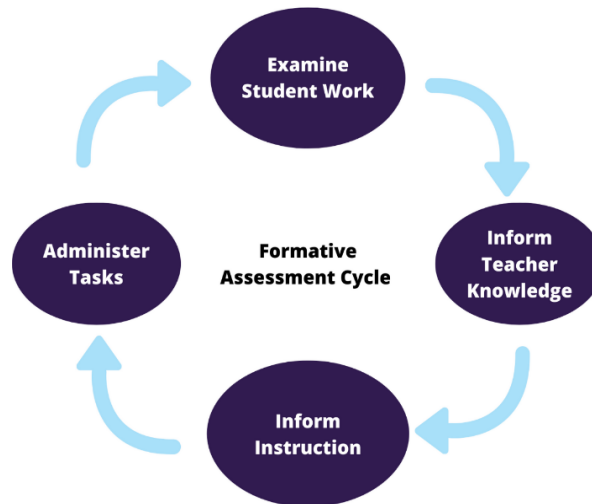
3.10.2. The Summative Assessment

The knowledge and skills inputs develop their work-related skills. This assessment deals with task assessment in a real-world or in simulation. This is practised to critique through a scenario-based activity. Therefore, the level of authenticity for different tasks will vary, but it is important to get students in different types of environments towards high level thinking skills. This encourages critical thinking and bring their lateral skills and competencies to integrate them with the developing subject matter expertise.



3.10.2. The Formative Assessment

The Formative assessment is a learning activity and an assessment at the same time. This appraises the students' independency and motivates through focusing students' attention on the subject specific. This helps to build independent learning skills through forward-oriented feedback. It also helps to promote student mental wellbeing.



3.10.3. Peer review

It involves team members evaluating and providing feedback to one another's work, is a crucial procedure in team-based initiatives. It acts as a safeguard for the effectiveness, accuracy, and quality of the project deliverables. Peer review fosters collaboration, improves team performance overall, and assists in identifying a team's strengths and potential areas for growth. The following are some significant features and gains of peer review in group projects:

1. Quality control. By having several team members evaluate each other's contributions critically, peer review helps maintain a high standard of work.
2. Diverse viewpoints: Each team member offers the project their unique knowledge and expertise.
3. Learning and Growth: Team members can benefit from one another by reviewing and being reviewed.
4. Accountability: When team members are aware that their work will be evaluated by their peers, they are more likely to work hard and own up to their contributions.
5. Lessened Bias: Because several people are involved in the evaluation, peer review can help lessen any personal biases or blind spots that particular team members may have.
6. Encourages Collaboration: Peer review fosters a culture of collaboration and open

communication within the team.

7. Iterative Improvement: Regular peer reviews enable continuous improvement throughout the project's lifecycle.

8. Team Cohesion: Engaging in the peer review process can strengthen the bond between team members, as they become more aware of each other's strengths and challenges.

Tips for Effective Peer Review in Team-Based Projects:

- Establish Clear Guidelines, Encourage Constructive Feedback, Anonymity (if necessary), Rotation of Reviewers:/Review Meetings, Recognize and Celebrate Good Work, Document the Feedback,

Remember that the goal of peer review is to improve the project and the team's performance collectively. By embracing the process with a positive attitude and a focus on growth, team members can leverage the power of peer review to achieve their project's objectives effectively.

3.10.4. Reflection-in-action

Reflective-in-action is an essential learner-centred strategy that enhances the learning process and encourages deep understanding. It involves the act of looking back on experiences, actions, or knowledge gained, and then analysing and evaluating them in a thoughtful manner. Here's a breakdown of both types:

In-action reflection: In-action reflection occurs during the learning process or while performing a task. It involves actively thinking about what is happening, how it's being done, and what can be improved in real-time. This kind of reflection allows students to adapt and adjust their approach as they encounter new challenges or information. It's like a continuous feedback loop where learners are constantly monitoring and adjusting their actions and strategies to optimize their learning experience.

For example, during a group discussion or a problem-solving activity, students may pause momentarily to assess their contributions, consider alternative viewpoints, and adjust their arguments based on new insights gained during the discussion. This process of self-awareness and metacognition helps learners engage more deeply with the material and improve their learning outcomes.

On-action reflection: On-action reflection occurs after the completion of a task, project, or learning experience. It involves a more deliberate and retrospective analysis of what was learned, how it was learned, and what could have been done differently. This type of reflection allows students to gain a broader perspective and a deeper understanding of the subject matter.

For instance, after completing a research project or writing an essay, students may take some time to reflect on their research process, the strengths and weaknesses of their arguments, and the quality of their sources. They may consider how their newfound knowledge connects with their previous understanding and how they can apply it to other contexts. This kind of reflective thinking fosters critical thinking skills and encourages continuous improvement in the learning process.

Overall, reflective practice promotes metacognition, self-awareness, and critical thinking skills. It encourages students to actively engage with their learning experiences, identify areas for growth, and develop a more profound understanding of the subject matter. Teachers can also play a crucial role in facilitating reflective practice by providing opportunities for students to reflect and by offering guidance and feedback during the process.

3.10.5. Team Based Projects

Team-based projects are a common form of student-led group assessment tasks in educational settings. These projects are designed to promote collaboration, communication, problem-solving, and critical thinking skills among students. Here are some key characteristics of team-based projects:

- **Student-led:** In team-based projects, students take on leadership roles and collectively make decisions about how to approach the task, allocate responsibilities, and manage their time effectively.
- **Collaboration:** Students work together as a team to achieve a common goal. Each team member brings their unique skills and perspectives to contribute to the project's success.
- **Decision-making:** Team members engage in discussions and negotiations to make important decisions related to the project. This fosters a sense of ownership and responsibility among students.
- **Problem-solving:** As the team encounters challenges or obstacles, they must come up with solutions collectively. This encourages creative problem-solving and resilience.

- **Artefact or performance:** The outcome of the team-based project can take various forms, such as a research paper, presentation, prototype, artwork, performance, or any other tangible or intangible product.

Marvel's The Avengers, featuring Iron Man, Captain America, the Hulk, and Thor is not just inspiring for comics' fans. There's a huge lesson about teamwork you might not have paid attention to. Not just teamwork – but the value of teams themselves.



The Avengers' lesson is that **ONE is better than one**, meaning that one team is better than one person. It is universally different from five people versus one person. A group of five can probably accomplish more than one person alone, but it's when those five people work together as a team when the magic happens.

The hard part is making those five individuals put their egos aside, trust each other, and act as a team. Captain America and Iron Man have a pretty different view of the world, and compromise doesn't come easy. But they respect and trust one another despite their disagreements, and they can see the value the other brings to the table. The abandonment of ego is what allows you to become part of a whole that is greater than the sum of its parts.

When you're part of a team, a truly cohesive unit that functions with a single purpose, you can accomplish wonders.

- **Learning beyond content:** While team-based projects often align with specific academic content, they also aim to develop broader skills like teamwork, communication, leadership, and project management.
- **Assessment:** Students are typically evaluated based on both the final project outcome and their individual contributions to the team. This dual assessment approach helps ensure fairness and accountability.
- **Real-world relevance:** Team-based projects often simulate real-world scenarios where

individuals must collaborate to achieve a common objective, mirroring situations students may encounter in their future careers.

Educators can incorporate team-based projects into the curriculum to provide students with practical experiences that go beyond traditional lectures and exams. These projects can enhance students' abilities to work in teams, which is an essential skill in many professional settings. Additionally, team-based projects encourage active learning, engagement, and a deeper understanding of the subject matter.

Check back Questions:

- Name a Team based projects you underwent
- Give an example of peer review

3.11. Let us Sum Up

Team building is about fostering a cohesive and collaborative group, while leadership involves guiding and inspiring that team towards achieving shared goals. When combined effectively, team building and leadership can lead to a highly engaged, motivated, and successful group that can overcome challenges and achieve remarkable results. Individuals graduated to teams in the production processes. Today organizations and companies use team building as an exercise. While the organizations have evolved to run in the competitive environment more effectively and efficiently. The teams in turn have become more responsible and involved in the decision-making processes.

Work Groups are a collection of people who come together to work for a purpose and a goal to accomplish. This is communicated within the group members. The members work in tandem interacting during the work and are responsible for their involvement and participation as a member. They are all bound by certain rules both - formal and informal as a controlling mechanism amongst the group members. The group satisfies physical and psychological needs, enabling positive participation and get a social identity representation to the world.

Group dynamics is the social process wherein the people interact and perform in a group environment. It involves the influence of character, control, and behaviour on the group process. This forms a right work culture and better the group effectiveness.

Team leadership refers to the ability of an individual to guide, motivate, and direct a group of people towards achieving common goals. Effective team leaders possess certain characteristics that enable them to foster cooperation, communication, and productivity within the team.

Effective leaders typically possess qualities like communication skills, problem-solving abilities, empathy, vision, integrity, and the capacity to inspire and empower others. They must be able to make informed decisions, manage conflicts, and adapt to changing circumstances while keeping the team focused on their objectives.

The interactions, relationships, and behaviours that occur within a group of employees or colleagues within a workplace setting can significantly influence employability, which is the ability of individuals to gain and maintain suitable employment.

The coordination and cooperation of the members in an organizational culture represent the interdependence of the team members on the functioning of their teams. The divisions and the functionality of the teams define the team members that make the group of team members.

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Educators can incorporate team-based projects into the curriculum to provide students with practical experiences that go beyond traditional lectures and exams. These projects can enhance students' abilities to work in teams, which is an essential skill in many professional settings. Additionally, team-based projects encourage active learning, engagement, and a deeper understanding of the subject matter.

3.11.1. Review Questions - Multiple Choice Questions

1. What is a key step in Teamwork?
 - A. Leadership
 - B. Responsibility
 - C. Organization
 - D. All of the above
2. What does Teamwork mean?
 - A. To work well with others
 - B. To work hard
 - C. To communicate well
 - D. To work using soft skills
3. Teamwork is a useful leadership skill.
 - A. True
 - B. False
5. What is not an important factor in teamwork?
 - A. The team must receive external support and encouragement
 - B. The team must have a results-driven structure.
 - C. The team must not help their team member.
 - D. The team must help their team member.
1. 10. What do you mean by teamwork?
 - A. Setting out alone
 - B. Taking control of the team to do your work
 - C. Working with the team to get what everyone wants
 - D. Creating problems for everyone
6. ___ is an individual's ability to appreciate the strengths and weaknesses of one's own character.
 - A. Self-Efficacy
 - B. Self Esteem
 - C. Self-Awareness
 - D. Self-Regulation
6. Life skills address a balance of three areas: knowledge, ___ and skills.
 - A. Aptitude
 - B. Confidence
 - C. Attitude
 - D. Abilities

7. ____ is the ability to identify, cope with and find solutions to difficult or challenging situations.
- A. Problem solving
 - B. Coping Skill
 - C. Critical thinking
 - D. Decision making
8. One among the examples is not critical thinking abilities.
- A. Assess a potential partner
 - B. Assess and judge a risky situation
 - C. Monitoring an exam
 - D. Assess one's own skills and behaviours
9. The act of choosing between two or more courses of action.
- A. Self-awareness
 - B. Empathy
 - C. Critical thinking
 - D. Decision making
10. Group dynamics are the processes _____.
- A. that occur between group members within a group
 - B. by which groups become cohesive
 - C. by which groups determine membership
 - D. by which groups terminate membership
11. Assessment is a process of
- A. Qualitative
 - B. Quantitative
 - C. Both Qualitative & Quantitative
 - D. None of the above
12. One of the following is not a stage of group dynamics
- A. Forming
 - B. Norming
 - C. Storming
 - D. Warming

3.11.2. Review Questions - Fill in the Blanks

- Hierarchy refers to delegation of authority using a _____ model.
- The divisional organizational structure deals with people based on _____ or _____
- The surface level team building deals with _____ characteristics like _____
- Leadership is a _____ process where the manager guides the subordinates
- The number of members in a work group are ____to____ and work team are ____to____
- Leaders have _____ term objectives and Managers _____ term objectives
- Teams are a collection of people with _____
- Complementary skills in a work _____ are limited to a fairly small number of people
- In POLC Framework L is _____
- Teams for a common purpose with members from different areas is called _____ teams
- The resolving stage to develop agreements on conflicts in group dynamics is called _____
- Information seeking and Information giving are _____ functions in group dynamics
- Encouraging and Compromising are _____ functions in group dynamics\
- Dominating and Manipulating are _____ functions in group dynamics
- To empathize with team members, resolve conflicts and create a positive work environment is _____ intelligence
- When decisions are made solely by the leader, it is _____ approach
- When decisions are made collectively with inputs from the team, it is _____ approach
- In SMART Goals, what does “T” stands for _____
- The interactions, relationships and behaviour that occur within a group of employees is called _____ group dynamics
- The interactions, relationships and behaviour that occur between different groups of

employees is called _____ group dynamics

- A middle ground where both parties give up something to reach to an agreement is called _____ conflict management style
- Evaluating performance learning at the end with a standard benchmark is _____ kind of assessment
- According to McGregor (1960) belief of team members with a sense of responsibility is THEORY _____

3.11.3. Review Questions - Short Questions

- Define Teamwork.
- Define Leadership.
- Define Organizational Structure
- Define Group Dynamics
- Define Intra Group Dynamics
- Define Inter Group Dynamics
- Plan a student led project with defined task, responsibilities and time specified
- Explain Clarity of roles in tem building

3.11.4. Review Questions - Long Questions

- Explain the four types of organizational structures with advantages and disadvantages.
- Explain the four approaches of team building
- Enumerate 10 challenges in team building in an organization
- Explain the seven habits of leadership (Stephen Covey)
- Differentiate the attributes of leaders and managers (at least 05)
- Differentiate the attributes of work groups and work teams (at least 05)
- Explain the P-O-L-C Framework in detail
- Enumerate types of work teams and classify them

- What are the 05 salient features of group dynamics? Explain with a diagram
- Enumerate 10 characteristics of effective team leadership
- Illustrate with examples (at least 10) the leader roles in hotels
- Illustrate with examples (at least 05) the S-M-A-R-T team goals
- Enlist key aspects (at least 05) of intragroup dynamics in employability
- Enlist key aspects (at least 05) of intergroup dynamics in employability
- Enlist key aspects (at least 05) of conflict management styles
- Differentiate between Production Teams and Professional Teams (at least 05)
- Differentiate between Production Teams and Top Management Teams (at least 05)
- Enlist key aspects (at least 05) of peer review in team based projects
- Suggest at least 05 tips for effective peer review in team based projects
- Differentiate in-action reflection and on-action reflection with suitable examples

3.12. Activities

1. Perfect Square: 10-15 minutes

Perfect Square is a fun, simple team-building activity that can help build trust between hotel staff members

2. Blind Snake: 5-10 minutes

Line hotel staff members up in groups of five or six with their hands on the shoulders of the person in front of them.

3. Winner or Loser: 15-20 minutes

This team-building activity can help build trust and strengthen bonds between hotel employees.

Team-building activities that improve employee communication

4. A rollaway race: 15-20 minutes

Room attendants use their voices to guide team members from other departments as they attempt to make guest-room-ready, inspection-passing rollaway beds

5. Non-work conversations: 15-20 minutes

Team-building activities for hotel staff aren't always game or challenge-based.

6. Back-to-back art projects: 20-30 minutes

To prepare for this activity, draw random geometric shapes on multiple notecards to create abstract images: no rhyme or reason required.

Problem-solving and decision-making team-building activities

7. Boat Float: 25-30 minutes

Divide the hotel staff into teams of 4-6, and provide them with the same materials: cardboard, scissors, and tape.

Building trust & collaboration

8. Three-armed bed-making

If you thought three-legged races from school sports day were chaotic, wait until you play this.

9. “Blind pouring”

Your team will not only need to be good listeners, but will have to be incredibly trusting for this next activity.

3.13. Case - let

Escape room: 60-90 minutes

In a class of students, make teams and brief all of them that they have to uncover clues and solve complex riddles in order to escape a locked room.

- You've got 60 minutes to find all the clues. Put them tougher to find the solution and get out of the room. Do you think is simple?
- Look around, anything you see can be of great help. Some clues are in plain sight, others not. How are you going to find them all?
- You should count on your teammates. You are part of a team and more minds are better than one. Use this advantage, every team member can have an idea that will push the game to the next level.
- The game is played in groups of 2 to 6 players. If you are a bigger team you can play in different rooms, in the same time. You should count on your teammates. You are part of a team and more minds are better than one. Use this advantage, every team member can have an idea that will push the game to the next level.
- We help you with clues. It's great to find the solution by yourselves but it's even better to escape. Don't forget, this is a game and the purpose is to win. Don't think that you will have unlimited clues, ask for them but use them wisely.
- We took great care to prepare an unforgettable escape room experience. All the rooms are designed to capture the essence of the story. Even if you are focused on the game you should have a look around you and enjoy the story. Enjoy Captive Experience!

- Treat your hotel staff to a team-building outing to an escape room. Escape rooms are puzzle-themed activities that require participants to work together to uncover clues and solve complex riddles in order to escape a locked room.

Unit 4
Time Management

Overview and Description

Overview:

This chapter provides concise strategies to optimize time utilization, enabling readers to prioritize tasks effectively and boost productivity.

Learning Outcomes:

At the end of the unit, the learner will be able to:

UNIT 4 : TIME MANAGEMENT	OUTCOMES
4.1 Introduction	
4.2 Pareto's Principle	<ul style="list-style-type: none"> ❖ Define Pareto's Principle. ❖ Site examples on application of Pareto's Principle in Hotels. ❖ Apply Pareto's Principle in real-life situations.
4.3 Parkinson's Law	<ul style="list-style-type: none"> ❖ Define Parkinson's Law. ❖ Site examples on the application of Parkinson's Law in Hotels. ❖ Apply Parkinson's Law in real-life situations.
4.4 Murphy's Law	<ul style="list-style-type: none"> ❖ Define Murphy's Law. ❖ Apply Murphy's Law in real-life situations. ❖ Site examples on application Murphy's Law in Hotels.
4.5 Law of Clutter	<ul style="list-style-type: none"> ❖ Define Law of Clutter.
4.6 Prioritization	<ul style="list-style-type: none"> ❖ Apply effective prioritization strategies to increase productivity ❖ Explain the significance of prioritization in time management
4.7 Goal Setting	<ul style="list-style-type: none"> ❖ Define goals and goal setting. ❖ Enlist and explain 5 essential elements required for the successful completion of goals. ❖ Set S.M.A.R.T. goals.
4.8 Effective Time Management	<ul style="list-style-type: none"> ❖ Apply the principles of Goal Setting, Prioritization, Law of Clutter, Murphy's Law, and Parkinson's Law in managing time effectively.

4.1 Introduction:

In today's fast-paced world, time has become a precious resource that often seems to slip through our fingers. The ability to effectively manage our time has become a crucial skill, not only in our personal lives but also in our professional endeavors. In this chapter, we will understand the importance of time management and its impact on various aspects of our lives. We will explore the concept of time as a finite asset and how our choices and behaviours influence our ability to utilize it effectively. Moreover, we will discover practical tools and methodologies that can help us prioritize tasks, set meaningful goals, and overcome common time-related challenges.

Through insightful discussions and practical examples, we will learn the art of setting realistic deadlines, avoiding procrastination, and staying focused in an age of constant distractions.

Whether you are a student striving to excel academically, a professional seeking to enhance productivity, or an individual simply looking to lead a more fulfilling life, the principles of time management covered in this chapter will provide you with a solid foundation. By implementing the strategies discussed here, you will be equipped to better allocate your time, accomplish your goals, and create a harmonious balance in your daily routines.

4.2 Evolution of Time Management

The evolution of time management can be linked to the development of a watch. The concept of time management evolving similarly to a watch can be understood by examining the parallel development of both. At its core, time management is the practice of organizing and utilizing time effectively to achieve goals and increase productivity. A watch, on the other hand, is a timekeeping device that helps us track and measure the passage of time. Despite their apparent differences, there are several noteworthy similarities in how they have evolved over time.

Mechanical to Digital Advancements: Just as watches have evolved from traditional



mechanical designs to modern digital ones, time management techniques have also transitioned from manual methods to digital tools. In the past, people relied on simple notes, checklists, and calendars to manage their time. However, with the advent of technology, various digital tools and applications have emerged, such as productivity

apps, project management software, and virtual calendars, allowing for more sophisticated time management.

Increased Precision and Efficiency: Over time, watches have become more accurate and

reliable, enabling us to measure time down to the smallest fractions of a second. Similarly, the evolution of time management practices has led to increased precision and efficiency in how we allocate and utilize our time. As we learn from past experiences and implement better strategies, we can optimize our schedules to make the most of each moment.

Adapting to Changing Lifestyles: Watches have adapted to the diverse lifestyles and preferences of people, resulting in a wide variety of styles, functionalities, and features. Similarly, time management approaches have had to adapt to the changing demands of our modern lifestyles. With busier schedules, technological distractions, and a need for work-life balance, time management has evolved to incorporate techniques for managing distractions, setting boundaries, and maintaining focus.

Integration with Daily Life: Watches are no longer mere timekeeping devices; they have become fashion accessories and status symbols. Similarly, effective time management is no longer seen as just a productivity technique but has become an integral part of a well-balanced and successful life. It involves not only managing work-related tasks but also allocating time for personal development, leisure, and meaningful relationships.

Continuous Improvement: The watchmaking industry is continuously innovating and refining its products to meet the changing needs and preferences of consumers. Likewise, time management is an ongoing process of improvement. People are always seeking better ways to manage their time, experimenting with new techniques, and incorporating lessons learned from both successes and failures.

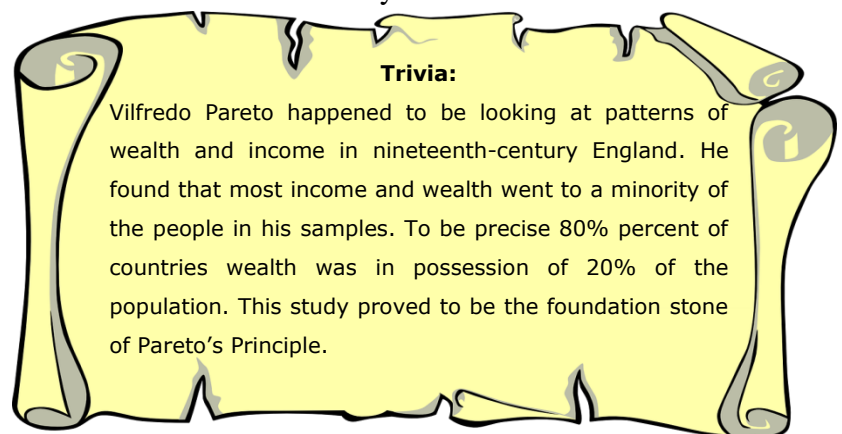
Stephen R. Covey, a renowned educator, author, businessman, and speaker, is known for his influential work "The 7 Habits of Highly Effective People." In this masterpiece, Covey beautifully explains that each generation in the realm of time management builds upon its predecessor, guiding us towards better control over our lives. The first generation focused on

using notes and checklists to acknowledge and accommodate the numerous demands on our time and energy. Moving to the second generation, calendars and appointment books came into play, allowing us to plan and organize future events and activities. The third generation, which represents the current state of time management, goes beyond the previous ones by introducing the crucial concepts of prioritization, clarifying values, and assessing the significance of activities in relation to those values.

In conclusion, the concept of time management is going through gradual transformation from basic manual methods to sophisticated digital tools, increasing precision and adaptability, integration with daily life, and a focus on continuous improvement. Understanding this evolution can help us appreciate the significance of effective time management in our lives and adapt to the ever-changing challenges of the modern world.

4.3 Pareto's Principle:

Pareto's Principle also known as the 80/20 rule was coined by Vilfredo Pareto an Italian economist, sociologist, and philosopher who lived from 1848 to 1923. Pareto's Law, The 80/20 Rule, The Principle of Least Effort, and the Principle of Imbalance are some of the other names for the same principle. According to Pareto, "80% of the effects come from 20%



of the causes." It implies that in many situations a small percentage of inputs or efforts contribute to a large percentage of outputs or results. Through the 80/20 rule, Pareto suggests that a significant portion of outcomes or consequences can be attributed to a relatively small number of factors or actions. For instance, 80% of a hotel's productivity may come from the top-performing 20% of its staff members or 80% of guest complaints or negative feedback may stem from 20% of the hotel's service areas or processes.

"The 80/20 Principle states that there is an inbuilt imbalance between causes and results, inputs and outputs, and effort and reward. A good benchmark for this imbalance is provided by the

80/20 relationship: a typical pattern will show that 80 per cent of outputs result from 20 per cent of inputs; that 80 per cent of consequences flow from 20 per cent of causes; or that 80 per cent of results come from 20 per cent of effort. Figure 1 shows these typical patterns.”¹ (Koch 1998).

The principle can be applied in various domains, such as time management, resource allocation, problem-solving, and decision-making. By identifying the vital few factors or actions that have the most impact, individuals and organizations can prioritize their efforts, resources, and attention to achieve results more efficiently and effectively. The principle helps to achieve more with much less effort.

When we look at Pareto’s Principle from the vantage point of Time Management it advocates that Time Management is not merely about arranging the daily tasks in order, it is about focusing on the important ones and getting rid of the rest. These few important tasks impact a large proportion of outcomes in our life. One should identify such tasks and try to complete them to achieve better results. The remaining 80% of not-so-important tasks can be set on the back burner or can be delegated or outsourced.

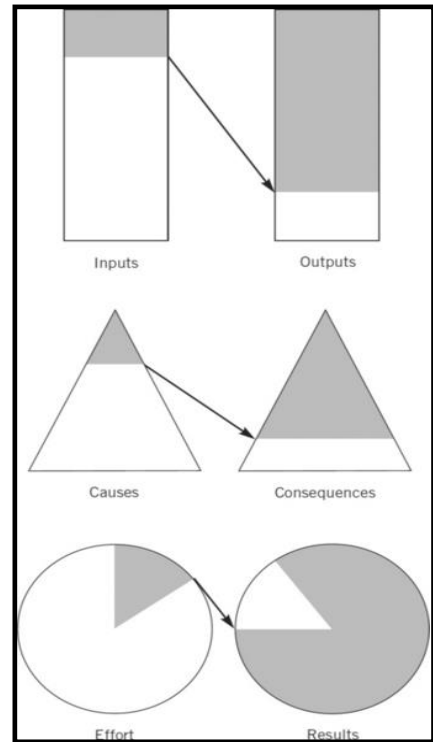
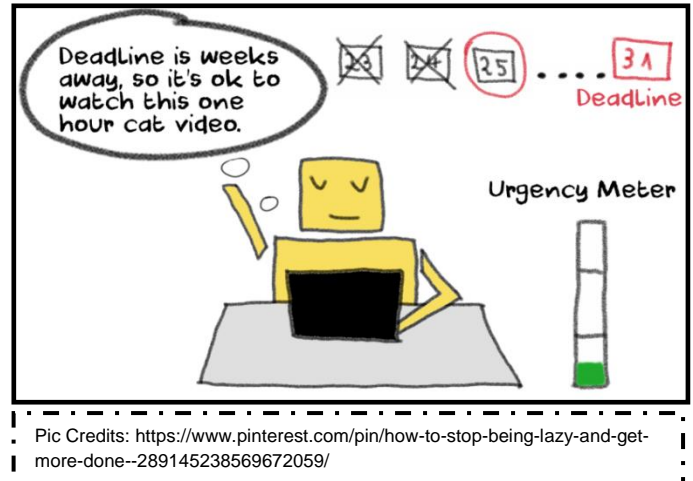


Figure 1
Pic Credits: Koch, R. (1998). The 80/20 Principle The Secret to Achieving More with Less. United States by Currency Doubleday

Check Back Questions	
a) also known as the _____ rule.	Pareto’s Principle is
b) was coined by _____.	Pareto’s Principle
c) applied in various domains, such _____, _____ & _____.	The principle can be

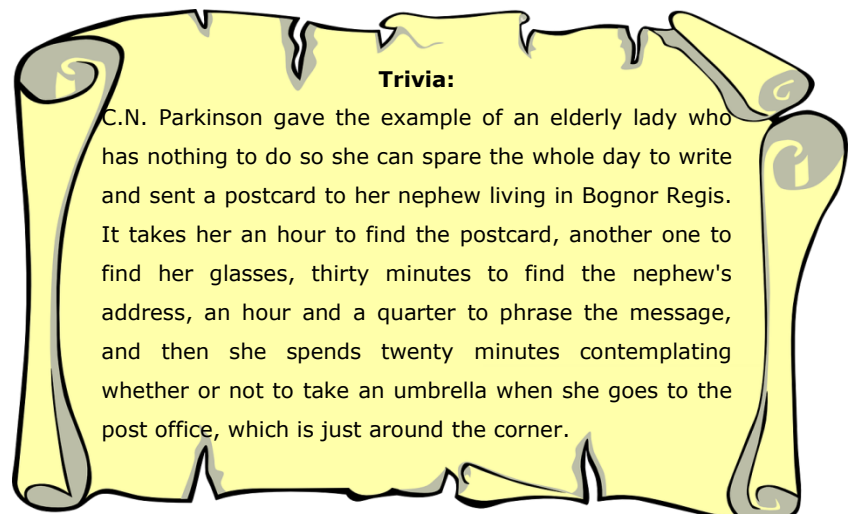
4.4 Parkinson’s Law:

Parkinson's Law was coined by British historian and author Cyril Northcote Parkinson. He first introduced the concept in a humorous essay titled "Parkinson's Law" that was published in The Economist magazine in November 1955. Cyril Northcote Parkinson's essay gained widespread attention, and the term "Parkinson's Law" became associated with this concept of work and time management. Over



time, the idea has been applied in various contexts and discussions on efficiency, time management, and organizational dynamics.

Parkinson's Law is a satirical adage that states, "Work expands to fill the time available for its completion." In other words, the amount of time that is allocated for a task or project often influences the time it actually takes to complete it. If more time is given, the work tends to stretch out and take longer, whereas if a shorter timeframe is set, the work tends to be completed more efficiently within that constrained time.



Imagine a fascinating phenomenon that occurs within the intriguing world of hotels – a mysterious time warp that seems to engulf the hardworking staff members on low occupancy days! Picture this: a dedicated Guest Room Attendant (GRA), renowned for crafting ten impeccable rooms in the span of a nine-hour shift, suddenly finds himself trapped in the temporal maze on a day when all the rooms are occupied. Astonishingly, despite the limited scope of services needed in occupied rooms, our GRA valiantly takes the entire allocated time to complete a single room! How does this time-warp paradox occur?

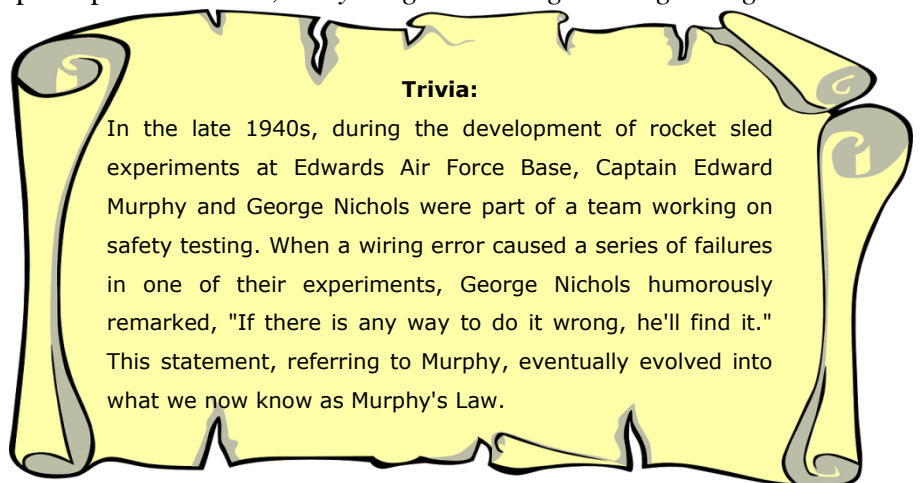
On these seemingly idle days, the staff, like master illusionists, has the liberty of ample time at their disposal. Alas, instead of harnessing this precious resource for personal leisure or

sharpening magical skills, they embark on a curious quest to match the pace of their high-octane days. It's as if the universe conspires with them, allowing work to expand effortlessly to fill the entire day - a manifestation of the enigmatic Parkinson's Law in action. Perhaps it's their unwavering commitment to excellence or a display of unyielding dedication to their craft. While one might find amusement in this phenomenon, there's a valuable lesson to glean from the GRA's steadfastness. As they meticulously attend to the occupied rooms, they ensure that the guests' experience remains unblemished, guaranteeing a harmonious stay even in the face of mysterious temporal distortions. So, the next time you visit a hotel and encounter its staff diligently at work, remember the curious case of the GRA and the mysterious time warp that unfolds in the realm of hotels. A tale that merges intrigue with insight, leaving us marveling at the wonders that transpire behind the scenes in this captivating industry. A comparable paradox can also be noticed with accountants. They often seem to take it easy during most of the month, but as the end of the month approaches, they become remarkably productive and focused.

Check Back Questions	
a)	Parkinson's Law was
coined by _____.	
b)	The humorous essay
titled "Parkinson's Law" was published in the magazine _____.	
c)	Work _____
to fill the _____ for its _____.	

4.5 Murphy's Law:

Murphy's Law is a popular adage or principle that states, "*Anything that can go wrong will go wrong.*" The adage is named after Captain Edward Murphy. It is often used humorously to express the idea that if something has the potential to fail or if there is a possibility of an unfortunate event occurring, it is very likely to



happen.

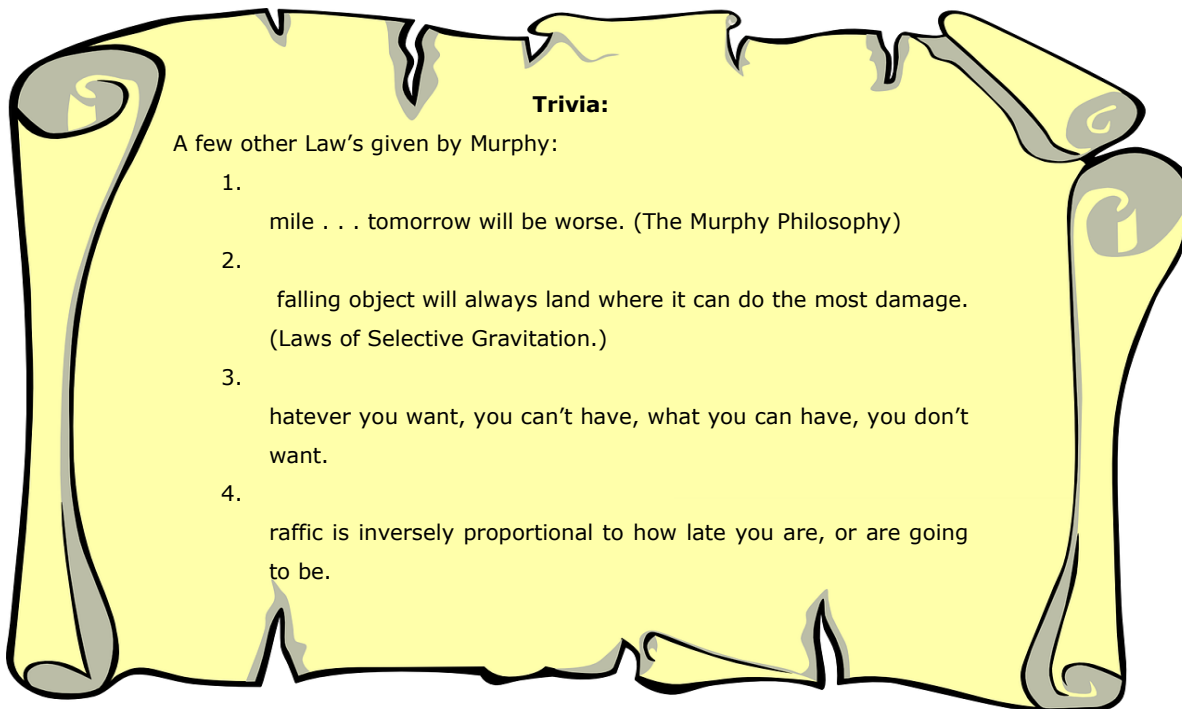
The concept itself reflects a broader understanding of the unpredictability and potential for errors or mishaps in various aspects of life and work. From a time management standpoint, Murphy's law suggests keeping extra time as a buffer to accommodate the unpredictable nature of events.

Examples of Application of Murphy's Law in Hotels:

Room Availability: Murphy's Law can apply to hotel room availability. It suggests that during peak seasons or high-demand periods, there is a higher likelihood of experiencing unexpected situations where rooms may be overbooked, reservations may get lost through No Show or Cancellation, or maintenance issues may arise leading to a reduction in room availability. Last-minute cancellations and No Shows can lead to revenue loss and maintenance issues in rooms can lead to inconvenience for guests and require immediate solutions to ensure guest satisfaction. This is why inventory must be managed in such a way that we strike the optimal balance between guest satisfaction and revenue generation.

Technology Malfunctions: Hotels rely on various technologies, such as property management systems, reservation systems, key card systems, and communication tools. Murphy's Law suggests that technical glitches, network failures, or power outages can occur at the most inconvenient times, causing disruptions in guest services, check-in/check-out procedures, or communication between staff members. This is why effective hotel managers train their team members on various contingencies for instance: cashiers are trained on how to take a departure in the absence of a PMS using downtime reports, or security personnel are trained on how to open guest room doors in case of lock malfunction.

Guest Complaints: Despite a hotel's best efforts, Murphy's Law suggests that some guest complaints or issues are bound to arise. It could be a noisy neighbour, a malfunctioning appliance, or any other unforeseen circumstance that affects a guest's experience. Hotel managers must be prepared to address these situations promptly and effectively to mitigate any negative impact on guest satisfaction.



Check Back Questions	
a) _____ will go _____.	Anything that can go
b) _____ reflects a broader understanding of the _____ nature of errors.	Murphy's Law
c) _____ management standpoint, Murphy's Law suggests keeping _____ as a buffer to accommodate the unpredictable nature of events.	From a time

4.6 Law of Clutter:

Law of Clutter states that “The home is a finite space, and if more things are added than taken out, the available space will eventually disappear entirely.” It may seem vague why we are discussing space in our home. Let’s make this concept relevant in our field of study. Take a piece

of paper and write down the Law of Clutter. Now replace the word **home** with **day**, **space** with **time** and **things** with **tasks**. This is what the result will look like:

“The ^{day} **home** is a finite ^{time} **space**, and if more ^{tasks} **things** are added than taken out, the available ^{time} **space** will eventually disappear entirely.”

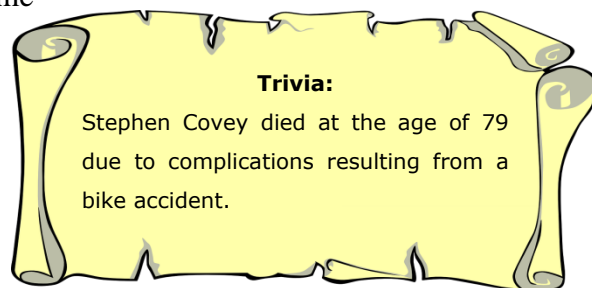
Just like in our homes, where adding more items without removing any will lead to a cluttered space, in our daily routines, taking on more tasks than we can complete will result in a crowded and overwhelming schedule.

Introducing the "Law of Clutter" in time management urges us to strike a healthy balance between completing assigned tasks and taking on new ones. Often misunderstood as an excuse to avoid work due to limited time, the essence of this law lies in effectively managing current tasks to meet defined deadlines. But what if we find ourselves overwhelmed with our workload, struggling to meet deadlines? In such instances, delegation or outsourcing becomes essential. Avoiding the common mistake of poor delegation is crucial, as it can lead to decreased organizational performance, low morale, and work stagnation.

Now, you might wonder, what tasks should be delegated and which ones should not. The solution to this puzzle can be found in exploring section 4.3 of this unit, additionally, the next section also provides insights on effective delegation practices. Mastering the Law of Clutter can lead to improved time management, increased productivity, and a more successful work-life balance.

4.7 Prioritization:

Stephen R. Covey, a renowned educator, author, businessman, and speaker, is known for his influential work "The 7 Habits of Highly Effective People." In this masterpiece, he emphasizes the significance of prioritization in time management, summarizing it in a single phrase: "Organize and execute around priorities." According to the Oxford Dictionary, prioritization is the act of putting tasks, problems, etc. in order of importance, so that you can deal with the most important first.



Despite its seemingly simple concept, prioritization can be a daunting challenge for many individuals. It goes beyond just working professionals, as its scope extends to people from all walks of life. The 2022 State of Product Management Report reveals that prioritization remains the most challenging aspect for many individuals. Among the survey respondents, 22% ranked it as their biggest hurdle in effective time management. This highlights the widespread struggle people face in efficiently managing their tasks and focusing on what truly matters.

Covey's time management model involves dividing tasks into four quadrants, where prioritization is based on a combination of urgency and importance. Urgent matters are easily recognizable, demanding immediate action, while important tasks contribute to one's mission, values, and high-priority goals. The time management Matrix is a simple way to organize and prioritize tasks based on two factors: urgency and importance.

Have a look at Figure II, a chart divided into four sections or quadrants.

	URGENT	NOT URGENT
IMPORTANT	<p><u>Quadrant I</u> <i>urgent and important</i> DO</p>	<p><u>Quadrant II</u> <i>not urgent but important</i> PLAN</p>
NOT IMPORTANT	<p><u>Quadrant III</u> <i>urgent but not important</i> DELEGATE</p>	<p><u>Quadrant IV</u> <i>not urgent and not important</i> ELIMINATE</p>

Figure II
Picture Credits: [ps://commons.wikimedia.org/wiki/File:7_habits_decision-making_matrix.png](https://commons.wikimedia.org/wiki/File:7_habits_decision-making_matrix.png)

In the top-left quadrant (Quadrant I), you have tasks that are both urgent and important. These

are things that require immediate attention and are crucial for your goals and values. Effective time managers try to reduce this quadrant to a minimum.

In the top-right quadrant (Quadrant II), you'll find tasks that are important but not urgent. These are the things that contribute to your long-term success and should be planned and worked on, but they don't require immediate action. Effective people spend most of their time here. If we link it back to Pareto's principle this is that 20% percent causes which will have 80% effects.

In the bottom-left quadrant (Quadrant III), there are tasks that are urgent but not really important. These tasks may seem pressing, but they don't align with your goals and values, so they can be distractions and should be minimized. There are people who spend a great deal of time in "urgent, but not important" Quadrant III, thinking they're in Quadrant I. They spend most of their time reacting to things that are urgent, assuming they are also important.

In the bottom-right quadrant (Quadrant IV), you have tasks that are neither urgent nor important. These are time-wasting activities that you should try to avoid or do only when you have spare time.

Since the tasks in Quadrant III and Quadrant IV are not important irrespective of their urgency, effective time managers stay out of this area. This is where the answer to the previously asked question comes what tasks should be delegated and which ones should not? Anything and everything in Quadrant III and Quadrant IV can be delegated. By using this Matrix, you can focus on what truly matters, avoid getting overwhelmed by urgent distractions, and work on the tasks that lead to your long-term success and fulfilment.

4.8 Goal Setting:

“Your problem is to bridge the gap between where you are now and the goals you intend to reach,” said Earl Nightingale. Whether in our personal lives or professional pursuits, setting clear and meaningful goals provides us with a sense of direction, motivation, and focus. Successful individuals attribute their achievements to their ability to set goals effectively. According to

Edwin A. Locke and Gary P. Latham goals are defined as "specific, measurable, and challenging tasks or objectives that direct individuals' attention and efforts toward the accomplishment of desired outcomes, leading to enhanced performance and motivation" and, goal setting refers “to the act of establishing distinct and ambitious aims or targets that guide individuals' focus and efforts toward achieving desired results, ultimately leading to improved performance and motivation.” This definition highlights the importance of setting



Picture Credits:
https://www.nicepng.com/ourpic/u2r5o0e6t4o0r5r5_set-new-goals/

specific and measurable objectives that challenge us to strive for success and growth.

After devoting extensive research to the theory of goal setting, Dr Edwin Locke and Dr Gary Latham discovered five essential elements that must be present for individuals to accomplish their goals. These are:

I. **Clarity:** Goals should be clear and specific, leaving no room for ambiguity. When individuals have a well-defined target, they are more likely to understand what needs to be accomplished and can direct their efforts more effectively. We often use the mnemonic S.M.A.R.T. comes in handy. Let's break down the components of the S.M.A.R.T.:

a) **Specific:** Goals should be well-defined and clear, leaving no room for ambiguity or confusion. They answer the questions of "what," "who," "where," "when," and "why."

b) **Measurable:** Goals should be quantifiable and have measurable criteria to track progress and determine success. This helps in monitoring performance and staying accountable.

c) **Achievable:** Goals should be realistic and attainable, considering available resources, skills, and limitations. Setting achievable goals promotes motivation and prevents frustration.

d) **Relevant:** Goals should be aligned with an individuals or organizations overall objectives and values. They should contribute to a larger purpose and be meaningful in the context they are set.

e) **Time-bound:** Goals should have a specific deadline or time frame for completion. A well-defined timeline creates a sense of urgency and helps prioritize tasks effectively.

II. **Challenge:** Goals should be challenging but still achievable. Setting challenging goals can inspire individuals to strive for higher levels of performance, creativity, and problem-solving, leading to enhanced motivation and commitment.

III. **Commitment:** Individuals must be committed to their goals, both intellectually and emotionally. When they have a strong sense of dedication and belief in their ability to achieve the goal, they are more likely to persevere through obstacles and setbacks.

IV. **Feedback:** Regular feedback on progress toward the goal is essential for staying on track and making

necessary adjustments. Feedback provides valuable insights into performance, helps individuals identify areas for improvement, and reinforces their efforts.

V.

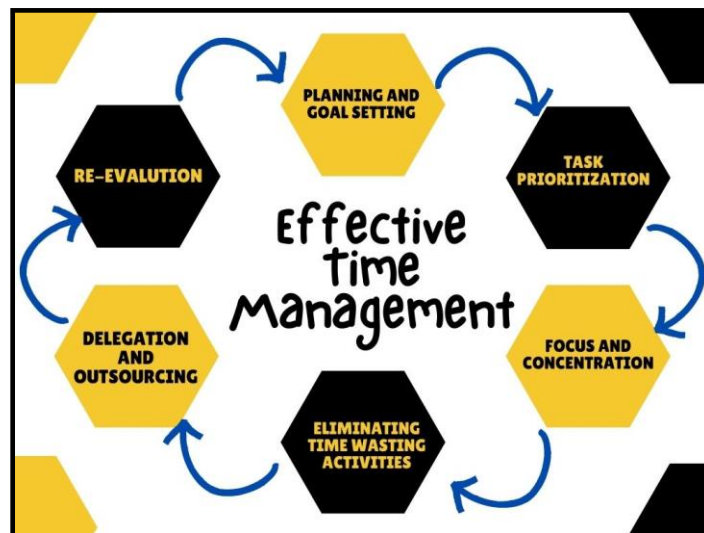
Task Complexity:

Goals should be broken down into smaller, manageable tasks or sub-goals. This approach allows individuals to tackle the goal step by step, increasing their confidence and motivation as they achieve each milestone. The concept behind the Swiss cheese method is that even small steps can lead to significant progress over time, just like the holes in Swiss cheese accumulate to create a substantial impact. By breaking tasks into manageable chunks and focusing on them one at a time, you can maintain motivation and reduce the risk of feeling overwhelmed.

Check Back Questions
Goals should be challenging but still _____.
Goals should be broken down into _____.

4.7 Effective Time Management:

Now that we have understood the various intriguing principles in the previous sections of this unit, in this section, we will dive into a model that follows a meticulously structured approach to implementing these principles to their fullest potential.



1. Planning and Goal Setting:

Peter Drucker expressed the opinion that taking action without planning is the cause of every failure.

Thinking out and planning your actions is a very useful exercise in cultivating self-discipline. Set clear and achievable goals, and scrutinize them for specificity, measurability, attainability, relevance, and time-bound (SMART) goals to guide your activities. When deciding the deadline for your goal Parkinson's Law is at the back of your mind.

2. Task Prioritization:

Identifying high-priority tasks is crucial as it enables you to focus on urgent activities that significantly contribute to your goals. To effectively prioritize your tasks, you can utilize Covey's Time Management Matrix, which involves categorizing your responsibilities into four quadrants: "Urgent and Important," "Important but Not Urgent," "Urgent but Not Important," and "Not Urgent and Not Important." This comprehensive approach will help you double your efficiency in managing your time and achieving your objectives.

3. Focus and Concentration:

Embrace the 80/20 rule: Prioritize tasks that yield the most significant results and focus on them to achieve maximum productivity.

Eliminate interruptions: Identify potential distractions by applying Murphy's Law. Establish a dedicated workspace to maintain a concentrated and productive work environment.

Implement time blocking: Allocate dedicated time blocks for important tasks, ensuring undisturbed focus and effectiveness in completing them. A simple Pomodoro Timer app that works on a desktop & mobile can be very helpful. Procrastination is a strict No-No.

4. Eliminating Time-wasting Activities:

Identify time-wasting habits: Recognize activities that don't contribute to your goals. **Limit non-essential activities:** Reduce or eliminate time spent on non-productive tasks or activities.

5. Delegation and Outsourcing:

Embrace the Law of Clutter: Understand your strengths and weaknesses, discerning tasks that align with your expertise and those that can be delegated or outsourced. **Efficiently delegate tasks:** Entrust capable team members or experts with specific responsibilities, liberating your time to concentrate on more strategic and high-impact activities.

6. Re-evaluation:

Frequently monitor your progress: Evaluate your accomplishments in light of your objectives and adapt your plan accordingly. Engage in self-reflection on time management practices: Analyze effective methods and areas requiring improvement to fine-tune your time management strategy.

4.9 Let's Sum Up:

Effective time management is a crucial skill in today's fast-paced world, as time has become a valuable resource. To manage time effectively, one must start with clear planning and goal setting, ensuring that goals are specific, measurable, achievable, relevant, and time-bound (SMART).

Next, it's essential to prioritize tasks using techniques like Covey's Time Management Matrix, where tasks are categorized based on their urgency and importance. Focus on tasks that have the most significant impact and contribute to long-term success.

To maintain focus and concentration, eliminate distractions and interruptions, and implement time-blocking techniques. Use tools like the Pomodoro Timer to stay on track and avoid procrastination.

Identify time-wasting activities and limit non-essential tasks to free up more time for meaningful work. Embrace the Law of Clutter, understanding your strengths and weaknesses to delegate or outsource tasks that can be handled by others.

Regularly reevaluate your progress towards your goals and make adjustments to your time management strategy. Engage in self-reflection to identify areas for improvement and implement more effective time management methods.

By following these steps and integrating the principles of time management, individuals can achieve their goals, increase productivity, and maintain a healthy work-life balance. Effective time management is the key to success in both personal and professional endeavors.

4.10 Review Questions

1.	What is Pareto's
Principle?	
2.	What is Parkinson's

3.	Law?	What is Murphy's
4.	Law?	What application
5.	does Murphy's Law have in Time Management?	How has the
6.	transition from manual methods to digital tools impacted the effectiveness of time management techniques?	Provide examples of
7.	specific digital tools and applications that have revolutionized time management practices?	Using relevant
8.	examples explain the application of Parkinson's Law in Hotels.	What is the Law of
9.	Clutter?	How can one achieve
10.	better results by identifying and completing the vital few tasks?	In which areas or
11.	domains can the 80/20 rule be applied?	What can be done
12.	with the remaining 80% of less important tasks in time management?	Explain the
13.	application of Pareto's Principle in Time Management.	Using relevant
14.	examples explain the application of Pareto's Principle in Hotels.	What are the five
15.	essential elements that must be present for individuals to accomplish their goals?	Using relevant
	examples explain the application of Murphy's Law in Hotels.	

4.11 Activities:

I) Discuss, whether the
below-mentioned statements and justify them as SMART or not:

Description of Goal	Is the goal S.M.A.R.T	
	YES	NO
Improve my communication skills.		
Enhance my leadership skills.		
Improve my health.		
Become a billionaire within the next year by starting a small online business with no initial investment.		
Write a bestselling novel and win a Pulitzer Prize within three months without prior writing experience.		
I will lose 10 kilograms of body weight in the next three months.		
I will complete a 5 km. of charity run which is going to take place in my community by the end of this year.		

II) You are appointed as
the in-charge of a banquet dinner for a high-profile wedding function. The owners of the hotel hold guest satisfaction at the highest priority and they want to make sure that no stone is left unturned in attaining 100% guest satisfaction. In this pursuit, you are directed to create a checklist containing all possible unpredictable situations which might occur and hamper the level of guest satisfaction. You are also directed to suggest the contingency plan to handle each situation & the action time required for the execution of the contingency plan. You may choose to use the below format. A minimum of 10 checkpoints must be highlighted.

Sr. No.	Possible unpredictable events that can happen	Suggested contingency plan	Time taken in execution
1.			
2.			
3.			
4.			

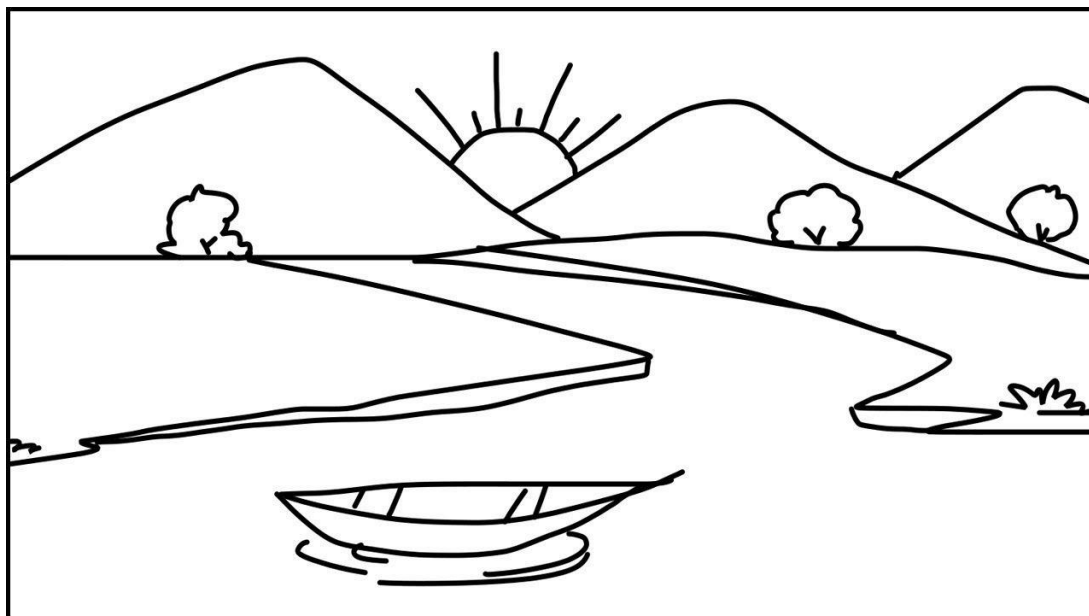
5.			
6.			
7.			
8.			
9.			
10.			

III)

(To be moderated by

the Teacher) Prepare the following materials beforehand - two printed copies of the shared picture in separate envelopes with one blank A4 sheet, a pencil and an eraser.

Introduce the activity, letting them know that two students will be selected to take part. Choose the first student and hand them one envelope. Instruct the student not to reveal the picture from the envelope to anyone. Student 1 has 8 minutes to draw the image from the envelope onto the A4 sheet. Once the task is finished, collect the drawing discreetly and keep it back in the envelope without showing it to others. Next, call the second student and give them the other envelope. Make sure they are unaware that it contains the same picture given to the first student. Student 2 has 4 minutes to draw the image from their envelope onto a new A4 sheet. After student 2 completes their drawing, reveal both hand-drawn pictures to the entire class. Compare both drawings side by side and discuss.



IV)

Outline your daily

schedule on a timeline, ensuring to include your screen time on the mobile phone. Apply Pareto's Principle to assess the activities that consume the most time during the day, excluding college hours and sleep. After outlining your daily schedule on the timeline and considering the screen time on your mobile phone, you can now analyze the activities that occupy the majority of your time throughout the day, apart from the time spent on college-related activities and sleep. These are the activities that have the most significant impact on how you utilize your day. Carefully examine these activities, and consider whether they align with your priorities, goals, and overall well-being. Ask yourself if any of these activities might be time-wasting (and forcing you to procrastinate) or if there are more productive alternatives. This analysis can help you become more aware of how you spend your time and enable you to make informed decisions on optimizing your daily routine. Additionally, reflect on whether excessive screen time on your mobile phone is affecting your productivity, social interactions, or overall mental health. If you find that it is consuming a significant portion of your day, consider setting boundaries or implementing strategies to reduce screen time and make better use of your time in activities that contribute positively to your life.

- V) Set a personal goal. Using the steps shared in Effective Time Management create a model that will help you achieve it. Track your progress by maintaining a handwritten journal.

4.12 Case lets

Whispers of Change: Hotel Travel Bliss Chronicles

Hotel Travel Bliss, a charming 40-room boutique hotel nestled in the suburbs of Chandigarh, has long been known for its exceptional guest satisfaction and impressive revenue generation, primarily stemming from its room bookings. However, in the past six months, the hotel's owners have noticed a concerning decline in both revenue and guest satisfaction. As an Advisor, you have been appointed by the management to devise an action plan to navigate the hotel through these challenging times.

Discussion Questions:

1. What data will you look at to analyze guest satisfaction?
2. Do you think guest satisfaction would have led to loss of revenue? If yes justify.
3. What data will you look at to analyze revenue downfall?
4. Can the decline in revenue and guest satisfaction be influenced by external factors also if yes comment.

The King's Arrival: A Butler's Tale

Hotel Harmony Dreams Resort has received a reservation request for the esteemed King of Udaipur. They are willing to pay a substantial amount for this privilege, but they expect the utmost attention to be given to the guest. This includes sharing a daily schedule in advance, which the butler must diligently follow. Additionally, the hotel needs to be aware of the King's preferences, medical history, allergies, and other relevant details. To handle this prestigious reservation, the General Manager has assigned Butler Prashant Kumar, a rising star within the hotel. Prashant has diligently gathered all the necessary information and started preparing for the guest's visit a week ahead of time. He has memorized the King's medical history, allergies, preferences & routine. However, on the day of the guest's arrival, Prashant faces an unfortunate accident, resulting in a fractured leg. Now, the hotel must address this situation as Prashant was the only resource dedicated to handle the king's visit and was expected to be the single point of contact between the hotel's management and The King.

Discussion Questions:

1. Analyze the General Manager's approach of handling the reservation. Highlight what he could have done differently.
2. Analyze Prashant's approach of handling the reservation. Highlight what he could have done differently.

Unit 5 : Selection Process, Group Discussions & Interview Techniques:

Unit Overview and Description

A. Overview:

This unit will provide the students' information about the Recruitment and Selection process that is followed in all the classified hotels and will update the students to know about group discussion, various interview processes and comprehensive steps of selection that finally enable them to update their skills accordingly.

B. Knowledge & Skills Outcomes

The learner must be able to:

- Define Recruitment and Selection in own words
- List out steps followed in Recruitment and Selection process
- Explain and quote examples for the need of an effective recruiting
- Name and describe various Internal and External sources of Recruitment
- Develop an idea about how the Group discussion takes place and tips for its preparation
- Classify different Interview techniques and tips for its preparation

C. Learning Outcomes:

At the end of the unit, the learner will be able to:

Unit:05	Outcomes
5.1 Introduction	
5.2 Recruitment -A conceptual overview	Formulate a viewpoint about an underlying needs of recruitment in any hospitality organization
5.2.1 Process of Recruitment	Synthesize the overall process of recruitment
5.2.2 Modes of Recruitment	Enumerate different Internal and external modes of recruitment process
5.2.3 Artificial Intelligence (AI) for	Appreciate the role of advance technology

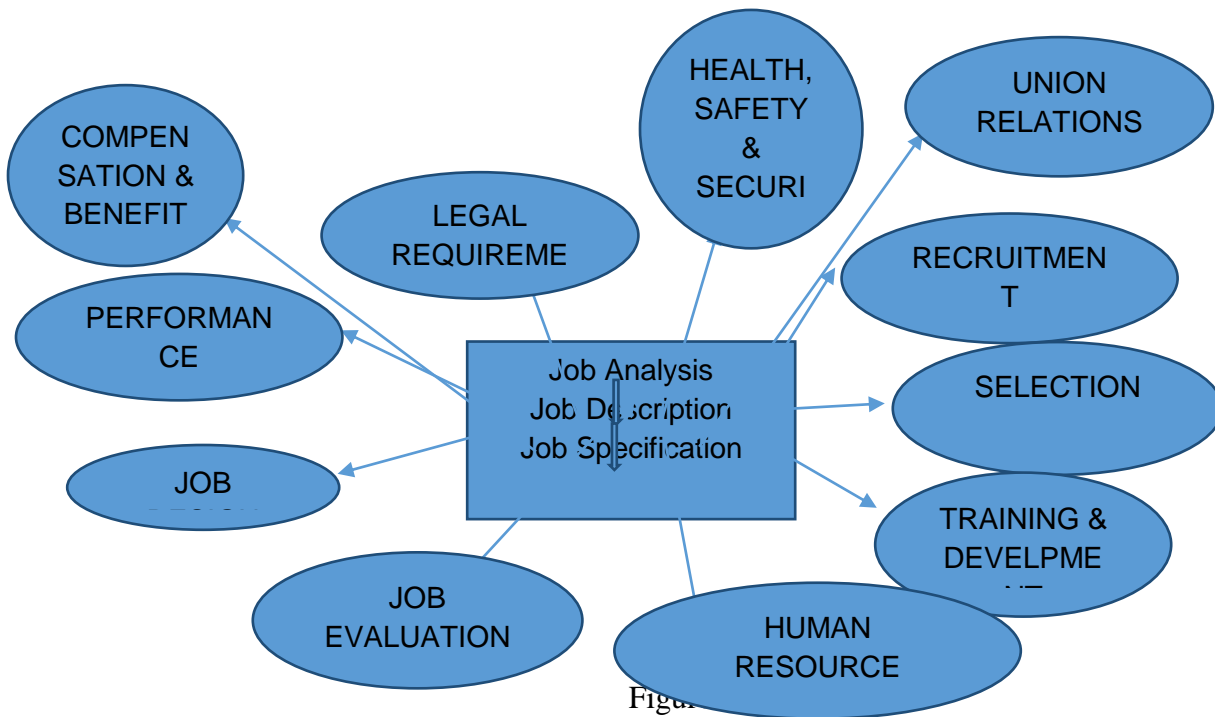
Recruitments: Opportunities and Challenges	such as AI for their role in the recruitment process
5.2.4 Dealing with placement consultants and Recruiters	Advocate the role of integrative role of placement consultants and the recruiter
5.3 Selection-A conceptual overview	Formulate a viewpoint about an underlying needs of selection in any hospitality organization
5.4 Steps of selection process	Identify various steps under the selection process
5.5 Difference between Recruitment and Selection	Differentiate between the methods of recruitment and selection
5.6 Practice of psychological tests	Appreciate the responsibilities of consulting professional psychologists for administering psychological tests for any person or employee in need
5.7 Effective Resume writing	Differentiate between Resume, CV and Biodata and also learn the skills of drafting a Resume
5.8 References: How to get effective references from past and current employers	Familiarize the key attributes that leads to get effective references from the employers
5.9 Group Discussion: Concepts and practice	Analyze the concepts and recognize the role of practice in Group discussion
5.10 Effective Interview techniques	Learn the skills of participating effectively in the interview process
5.11 Advantages of an Interview	Identify the major advantages of an interview
5.12 Disadvantages of an Interview	Identify the major disadvantages of an interview
5.13 Mock Interviews	Recognize the methods of facing a Mock

	interview
5.14 Stress Interviews	Recognize the methods of facing a Stress interview
5.15 Review and feedback	Advocate the necessity of review and feedback
5.16 Lets sum up	

5.1 Introduction

An organization can survive and grow in today's world only by looking for manpower that has capabilities to perform, survive and achieve its targets. An organization is made up of people (who perform their roles and responsibilities for the accomplishment of organizational goals) and Managers (who have an important role in the accomplishment of organizational goals) who does so mainly by managing the organizational resources through performing their major functions under: *planning, organizing, staffing, leading and controlling*. In the hospitality industry, human resources contribute to provide the guests, a unique experience. To understand the above phenomenon better, we firstly need to understand what is a job? A job is said to be done when an individual gets paid for one's tasks and activities (performances) in meeting the organizational objectives. Every job should ideally contribute in adding value and taking the organization to next level. This is not possible without careful consideration of the task and activities that uniquely contributes to any respective job. This consideration of defining the content of any job is known as Job analysis.

A Job analysis also known as 'Work analysis' is the basis on which every HR activities are based. It explores the duties and basic human requirements that needs to be carried out by an employee to perform the desired activities. It is the process of establishing the duties and responsibilities of the different company positions, finding out the major activities of each job and ascertaining the characteristics of the people to be hired for them. The immediate next step is to take a decision upon total number of jobs we need to freeze and to recruit and select employees. Job analysis, Job description and Job specification plays a major role in the recruitment process. The Job analysis generates the information for writing Job description and Job specification.



Figure

Job description (JD) gives a clear picture about the activities and the responsibilities essentially required for the successful completion of any job. This JD is a handy tool for carrying out the recruitment task by the recruiter. A JD encompasses: Title of the job, the reporting person, overview of the job, key tasks to be performed, a basic description of duties, roles and responsibilities, tools and technological requirements, reporting relationships and physical working environment. In simpler understanding JD provides a list of what the job entails.

Job specification is a description about the mental and physical attributes required to execute a job effectively by the job holder. A Job specification encompasses the characteristics of an employee, qualification required for the fulfillment of tasks. It is derived out of job analysis and is a cumulative statements extracted from knowledge, skills and mindset. It also includes the educational requirements including training and work experiences. In simpler understanding Job specification provides information on what type of person to be hired for the job.

Although Recruitment and selection both being seen as two linked activities of a process but actually encompasses different roles.

5.2 Recruitment-A conceptual overview

Recruitment is an act or a process of identifying or searching by reaching out the prospective employees and stimulating or attracting them to apply for that job in the organization. In a nut shell, it is the process of finding the most appropriate candidate for a job opening by finding out

the proper source where the potential employees could be hired. Recruitment is an activity that ensures the development and maintenance of appropriate human resources required in qualitative as well as quantitative aspects. It is always considered as a connecting link between people who want a job with those who offer the jobs. A recruitment is considered as one of the major function of any organization. The main idea while conducting a recruitment process is to enhance the inventory of eligible applicants and when more people apply for the jobs there would be far better chances of recruiting the right person with the increase of hiring ratio. This is possible only when the Recruiter understands different sources of manpower supply.

As per Indeed's Work Well-being 2022 Insights Report:

- 90% believes how they feel at work matters
- 49% believe their company is measuring their happiness and well-being
- 86% feel how they feel at work impacts how they feel at home

Source: (Indeed & Glassdoor's Hiring and Workplace Trends Report 2023)

5.2.1 Process of Recruitment

The process of recruitment is inter connected with different other HR related activities. The recruitment process commences after the manpower planning and work analysis takes place. The core objectives of a recruitment are the retention with higher satisfaction level of an employee. The factors such as cost of recruitment, speed of filling the vacancy, overall number of applicants interested to apply for the given job and a careful designing of the compensation plan plays very significant role in the recruitment process. When any organization recruit people with

the requisite competencies it ensures maximum job satisfaction and also reduces the attrition level. It is important to note here that every hospitality based organizations follow their own recruitment process. Overall, any recruitment process has the following stages:

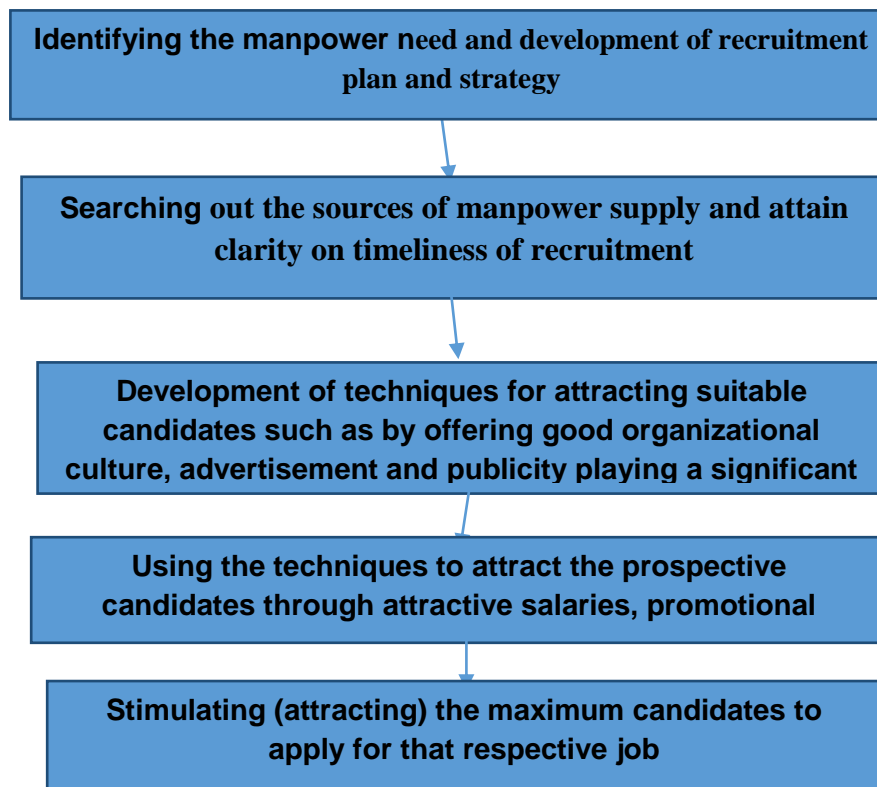


Fig. 5.1.2

Source: Authors (2023)

5.2.2 Modes of Recruitment

There are several factors, those affecting recruitment, such as: Size, employment conditions, compensation and benefits package, past recruiting efforts, organizational culture and growth rate of the organization. There are two different modes of recruitment:

i.) External sources:

(a) Walk-in/Write-in

The unemployed job seekers mostly visit the organizations through the walk-in mode most of the times in search of getting themselves employed. It is a least expensive recruitment technique whereby the interviewee arrives without taking any prior

appointment or scheduled meetings and helping the firm to safeguard time by interviewing large number of applicants on selected dates and time slots. It is mostly a recommended technique for hiring entry level and unskilled or semi-skilled positions.



Source: (Zigsaw, 2021)

(b) Campus Drive

This is considered as one of the ideal way of hiring mostly the young and fresh candidates with an innovative mindsets, the organizational representatives visit the educational institutes/college/universities through a campus drive in consultation with the concerned placement officer. The core philosophy of this technique is '*Catch them young*' and ideally used to mold the candidates into the desirable ways as per company's objectives.



Source: (IHM Bangalore, 2023)

(c) Advertisement posting

This is the most common forms of recruitment whereby an advertisement is posted both in traditional (print) such as: newspaper, business magazines, trade journals, employment news, etc. as well as online media such as: e-newspaper, e-magazines, e-journals, website, etc.

(d) Employment Agencies (Government)/Employment exchange

An employment agencies are recruitment agencies are recruitment agencies established and controlled by the Indian or state government bodies. The employment exchange is an agency who records the list of citizens who are interested to work in government job opportunities by pre-registering themselves.

(e) Recruitment Agencies

For filling up any vacancy, the organization ties up with recruiting firm by paying an upfront/agreed recruitment fee to close that respective position. The recruitment agency is responsible for searching the candidates and filling the position on behalf of the organisation in lieu of a fee of around 10 to 15% of annual gross salary of the position to be hired. In case the organization agrees to work exclusively with the firm then in that case the company cannot hire multiple recruiting firms to fill the same position.

(f) Head Hunting

It is also known as ‘Executive search’ through which the recruitment of top level senior positions takes place. The charges for head hunting varies from the type of work assigned and nature of job position to be filled but generally goes from 15% to 40% of the Annual gross salary offered to that profile. These top executives who otherwise mostly are not actively inclined towards searching new job responsibilities. The companies utilize this strategy to fill top level positions or the head roles such as: Chief executive officer, Chief Finance Officer, Chief Operating Officer, etc.



Source: Dhankar, A. (2023)

(g) Job Portals

These are also referred to as the Career portals or Career websites or Job boards are the unified websites meant for the recruiters, HR professionals (for advertising jobs and in locating the most suitable candidates) and job seekers (helping them in searching for suitable jobs). Some of the examples of leading job portals are: Naukri, Monster India, Shine, Indeed, SimplyHired etc. Although some government agencies, private organizations, College and Universities have their own job portals meant for the applicants who can access directly in such websites to search for new job opportunities.

(h) Professional guilds

The professional guilds are the association of professionals mainly the craftsmen and merchants in a particular trade, for the mutual help and support in pursuit of their common economic interests of their members since all members mostly belong to the same profession. It can also help the employers in identifying and engaging with prospective candidates.

(i) Recruitment Process Outsourcing (RPO)

RPO are considered as specialized vendors who handle almost all or most of the recruitment based needs of the associated company. The specific characteristics of this type of recruitment methodology is having short-duration contract assignments with the hired company and receives a fixed costs along with variable amount on the basis of total recruitments.

ii.) **Internal sources:** Internal recruitment encompasses filling (closing) vacancies with present employees from within the organization.

(a) Job posting

The job posting or job ads is a published, official advertisement or written announcement of any particular job openings for the job seekers. Through job posting, internal announcement of job can also take place to all current employees through company's newsletter, bulletin boards,

announcement forums, etc. The online medium particularly social media (such as LinkedIn, Twitter, Facebook, Instagram, Pinterest and YouTube) also plays a powerful role in enhancing the visibility of job postings that helps the job seeker to find a job.

(b) Employee referrals

Employee referrals are considered as an ideal source of recruitment, particularly in hospitality industry. Through this mechanism, a recommendation of the candidate is made for a particular job opening mostly by the existing employee within their network such as friends, family members. It is also used as an ideal means of hiring the potential employee for positions based on hard-to-find skills. Employee referral program is associated with some monetary reward to the person who recommends and is given by the employer's side. Few benefits associated with it are: lesser cost of hiring, higher survival rate promoting low attrition and careful judgement about the candidate's performance in advance. Some disadvantages associated with referrals programs include: Employee may recommend someone by exaggerating their competencies, promotes nepotism thereby hindering the diversity at workplace and sometimes may also lead to unnecessary groupism.

(c) Promotion

This is a technique of recruitment which means movement of an employee to the higher level order within that organization that mostly leads to hike in compensation, position, responsibilities, benefits and status. It is considered as one of the desirable form of recognition by positively rewarding an employee for one's dedication and loyalty.

(d) Internal Transfer

Internal transfers can be done within a country (mostly for the national organization present in multiple locations) and outside the country (mostly for Multi-national organizations). The internal mobility or transfer for higher positions is also called '*Succession planning*'. Internal transfers can also be done for the employees who are doing similar kind of jobs in different location of the same organization.

(e) Rehiring

Rehiring means to hire someone back again to the same company. This approach is taken to maintain a more diversified workforce by re-hiring the former employees who already know about your product offerings, organizational culture and business model. Re-hiring is also done

especially for recruiting women who took a career break due to maternity reasons or otherwise. Older and even retired workers are also re-hired time to time. The re-hiring of these kind of people also helps in improvising the existing worker's morale by showcasing them that this company is a great company to work for.

5.2.3 Artificial Intelligence (AI) for Recruitments: Opportunities and Challenges

OPPORTUNITIES

1. Better hiring quality via standard job match
2. No biasness
3. Access to larger data base
4. Improved candidate's engagement
5. Saves the Recruiter's time

CHALLENGES

1. Higher upfront cost
2. Requires plenty of data for training and engagement
3. Chances of following pattern from current recruitment process (Biasness)
4. Loss of Human touch
5. Skepticism and hesitation in adopting technology

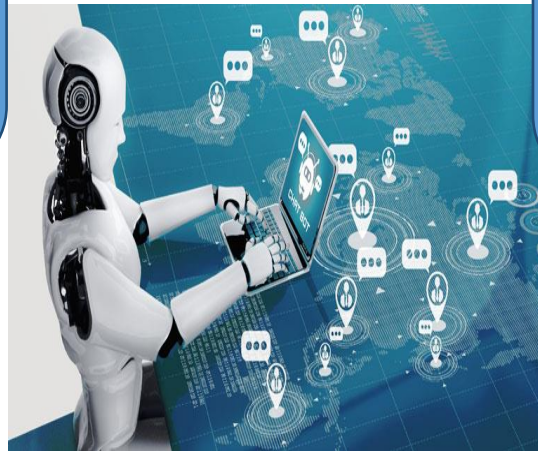


Fig. 5.1.2 Source (Content): Infosys BPM (n.d)

Source (Image): Zyre AI Powered Hiring Solutions (2021)

5.2.4 Dealing with Placement consultants and Recruiters

The recruiters are the people who does recruitment by maintaining good contacts with the community and in most of the cases are willing to travel extensively in search of qualified job

applicants. Prior to the recruitment and selection, the workforce planning and forecasting is essential. The workforce planning is the process of taking a decision on various job positions that the firm needs to hire and also for deciding how to fill those positions.

For best dealing with the placement consultants and recruiters, it is always advisable to understand what a recruitment consultant do? These consultants perform a variety of tasks such as:

- Pitching to different companies for externalizing their recruitment process out of their network and sales efforts
- Doing an analysis of client's nature of business , profiles for which the they need to work upon and related information
- Discussing and if required, negotiating with client regarding gross salary offered to the candidates along with the consultancy amount in percentage terms to be charged
- Floating Advertisements of the open vacancies lying with their clients through different ways such as: newspapers, through social media, websites, organized events, etc.
- Finding the most suitable candidates in other words, right fitment for that particular job opening and also reviewing(screening) their CVs, scheduling their interviews, and communicating with them post interviews regarding their selection
- Handholding to the selected candidates after selection till he or she joins the organization and replacing the candidate in case the selected candidate quits the organization within agreed time period , which generally is of 3 months.

The skills required for dealing with the placement consultant are:

-Sales and negotiation skills, good communication skills, excellent Interpersonal skills, able to devise strategic plans, sound knowledge of legal terms and conditions and other statutory requirements, time management skills, self-confidence, Self-motivation and able to lead along with the ability to work in team. (Indeed, 2023)

-For an organization, a recruiter who can work on professional terms, with a good track record, able to perform variety of tasks mentioned above are hired for the recruitment based

Check back Questions

Q.1 Mention in detail about the different recruitment sources for the Hospitality industry.

Q.2 What are the merits and demerits of internal and external recruitment?

Q.3 Discuss the opportunities and challenges of using Artificial Intelligence (AI) in the process of recruitments.

Q.4 Enlist the various tasks performed by the placement consultants.

Multiple Choice Questions:

Fill in the Blanks:

1. _____ and _____ are best informal methods of recruitment

Answer: Walk-In, Employee referrals

2. _____ as a stakeholder is involved in the development of Job descriptions.

Answer: Hiring managers

5.3 Selection-A conceptual overview

Selection is the process of choosing up the most suitable candidate for any vacant position lying in an organization. The selection is process of picking the most suitable candidate from the set of applications received to match the job requirements. It is a method that begins with scrutiny of applications, a preliminary screening test, written test, preliminary interview, final interview, reference check, police verification, medical examination and final selection. It is considered as a

negative process since it rejects more number of applicants those who apply for a particular job leaving behind only the most suitable number of people to be hired out of less suitable or unsuitable applicants. Employers must strictly adhere to adopt a transparent selection procedures. The selection follows after the recruitment process and the steps used for selecting a candidate may vary from one organization to the other. This process filters out the finally selected 'Right candidate' having right attitude, aptitude and possessing the right qualifications. The candidate having lesser level of these skills and qualities will have more chances for his or her underperformance while a person with more skills and qualities will have satisfaction related issues that would promote higher attrition rate. Therefore any organization must adopt appropriate selection tools to be used for the selecting a candidate.

MOST DEMANDED SKILLS IN HOSPITALITY

- In Operational Departments: Problem solving, Customer service, Communication ,Leadership & Multitasking
- In Administrative Departments: Team work, Behavioural skills and Interpersonal relationship
- Proficiency in technology one of the most required skills for hotel management graduates
- Estimated manpower supply for Hotels in Yr. 2025=1,27941
- Major bottlenecks: Lack of soft skills, communication grooming & language proficiency

Source: *"Study on Employment level and Skill gap analysis in Hospitality and allied sectors"*:
Final Report, Ministry of Tourism (2019)

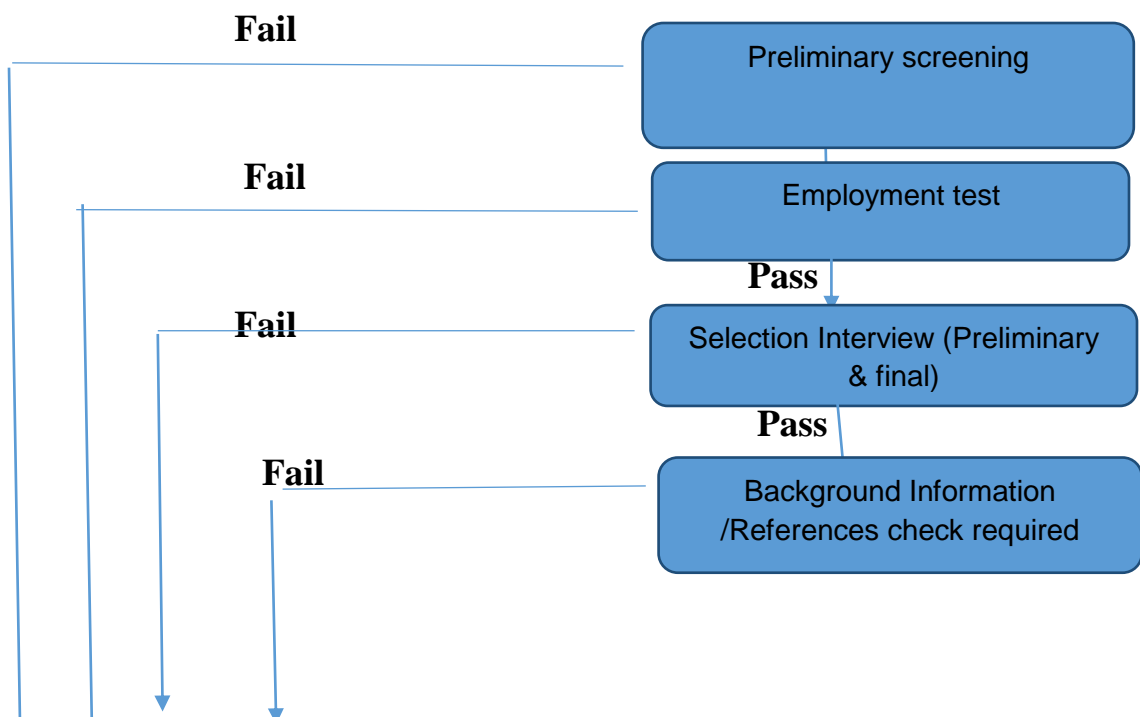
In Lower-Performance Companies=Average percentage of selection =04% & Average number of hours of training for new employees=35 hours
In Higher-Performance Companies=Average percentage of selection =30% & Average number of hours of training for new employees=117 hours

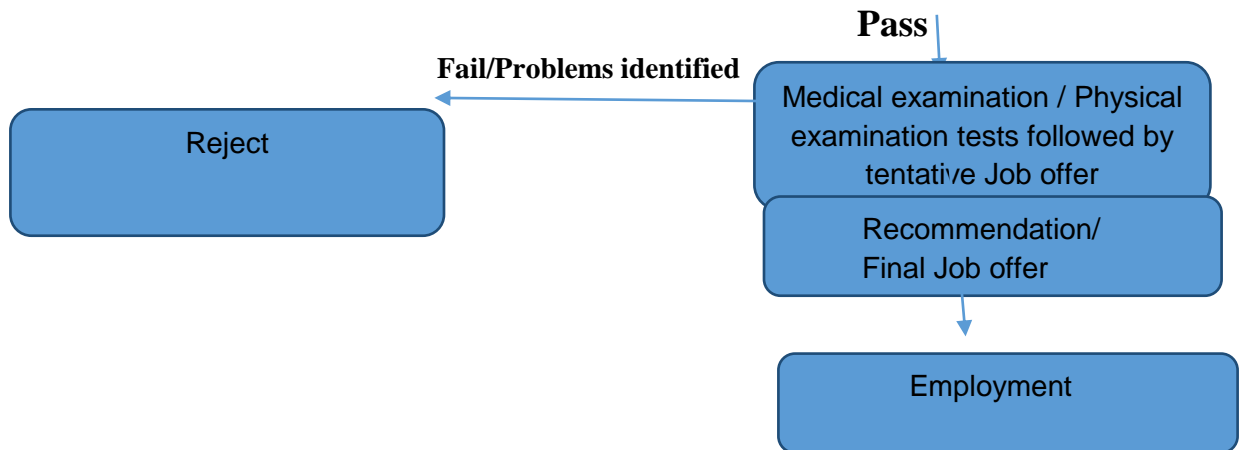
Source : (Dessler & Varkkey, 2018)

5.4 Steps of Selection process:

The steps of selection is related with crossing different hurdles by the candidate that finally results in picking up of the most suitable candidate and the rejection of less suitable or unsuitable applicants. The level of complexity in the process gets increases when selecting the higher designated people with greater responsibilities.

The process of selection begins from sorting of the applicants for finding out the suitability of the candidates for the next round, then employment test of the shortlisted candidates takes place to examine the trade/work related knowledge. The filtered candidates are called for preliminary interview to provide them the vital information regarding job and also extracting necessary information from the candidates about their relevant experience, skills, expected salary, etc. For further shortlisting of the candidates, the shortlisted candidates from preliminary interview are called for the final interview (if required). At this stage background information check is recommended for the selection process and finally the medical examination takes place for the shortlisted candidates whomsoever if found fit are given employment offer. The steps of selection process is mentioned as follows with a note that their arrangements may vary from one organization to the other.





5.5 Difference between Recruitment and Selection

Dimension	Recruitment	Selection
<i>Meaning</i>	A method of finding prospective employee and making ways for them so that they can apply for the job	A method through which the right candidate is selected
<i>Nature</i>	A positive phenomenon	A negative phenomenon
<i>Aim</i>	Collecting bigger pool of candidates by attracting them to apply for the given job	Identifying and rejecting the unsuitable candidates
<i>Procedure</i>	Company notifies about the job vacancy and specifications	Company allows candidates to pass through a number of steps
<i>Contract of Service</i>	Mostly do not lead to contract	Leads to contract of service between employee and employer

(Source: Haldar & Sarkar, 2013)

Fill in the Blanks:

1. _____ is the ratio between number of candidates to be considered for any job to the total number of candidates in the applicant pool

Ans. Selection Ratio

2. _____ is considered when any particular selection tool provides consistency of scores

Ans. Reliability

Check back Questions

Q.1 List down the steps of selection along with suitable examples

Q.2 Define the selection process in your own understandings.

Q.3 List out any 4 differences between Recruitment and Selection.

Multiple Choice Questions:

Q.1 Recruitment generally highlights the need of establishing

- a) Job Description
- b) Job Specification
- c) Job Analysis
- d) Job Qualification

Ans: (b)

Q.2 The selection process mostly adopts _____ technique that ensures the final selection of most appropriate candidate for that respective profile

- a) Orientation
- b) Purposive
- c) Filtering
- d) Completion

5.6 Practice of psychological tests

The psychological testing also called psychometric testing has been described by the British Psychological Society as an instrument designed to generate a quantitative assessment of some psychological attributes mainly to predict the psychological performance. The test is of objective type having only one correct option. However in some tests there might be multiple-choice options and choosing one option would be describing the characteristic of that individual. The psychological tests are important to objectively assess an individual's sample of behavior. In the hospitality industry these tests are used mainly to select a candidate most suitable for the organization. These traits can examine many areas like personal *traits* such as extrovert-introvert, social, caring or *conditions* such as depression or anxiety, intelligence, aptitude and achievements, attitude and feelings, interests such as related to career, cognitive abilities like memory and problem solving skills. Anyone cannot administer these tests and require expertise to handle these kind of tests. Before administering these kind of tests, an individual is interviewed and generally in certain cases it may requires even more than one test to be administered. Some disorders associated to be dealt with psychometric tests to be handled by professional psychologists include: PTSD (Post traumatic stress disorder, loss of interest in hobbies, depression and anxiety, insomnia, medical condition such as diabetes and heart issues. The psychometric tests are broadly classified into: Aptitude test, Achievement test, Personality and Intelligence test.

Aptitude test: These kind of tests measure the potentiality of a human resource and how much he or she has to contribute towards the organization. Such kind of tests measure practical abilities such as ability to work in adverse or stressful conditions, artistic aptitude, mechanical aptitude, clinical aptitude, etc.

Achievement test: These kind of tests measures the amount of proficiency that the human resource has been able to achieve, and measures how much he or she has contributed to the organization. Such kind of tests measure the analytical level, usage of language, mathematical computational abilities, etc.

Personality test: These test is used to measure different aspects of the personality of an individual such as value system, interests and attitudes. This test can be used as a pre-employment assessment test by examining willingness to co-operate, willingness to do quality tasks adhering to time frame, ability to handle stressful situations, risk taking abilities, openness on innovative ideas, etc.

Intelligence test: These kind of tests measure the level of intelligence of an individual. These tests measure individual's cognitive functioning such as memory power, language comprehending abilities, verbal abilities, mathematical understandings, etc.

Activity: Conduct a class room based activity where volunteers are asked to come forward .Then 5 to 6 membered groups will examine 1 candidate each on all 4 broader parameters (Aptitude, Achievement, Personality and Intelligence). Finally the groups will give their feedback on the basis of their Interview, body language which career options the candidate may best opt for in future.

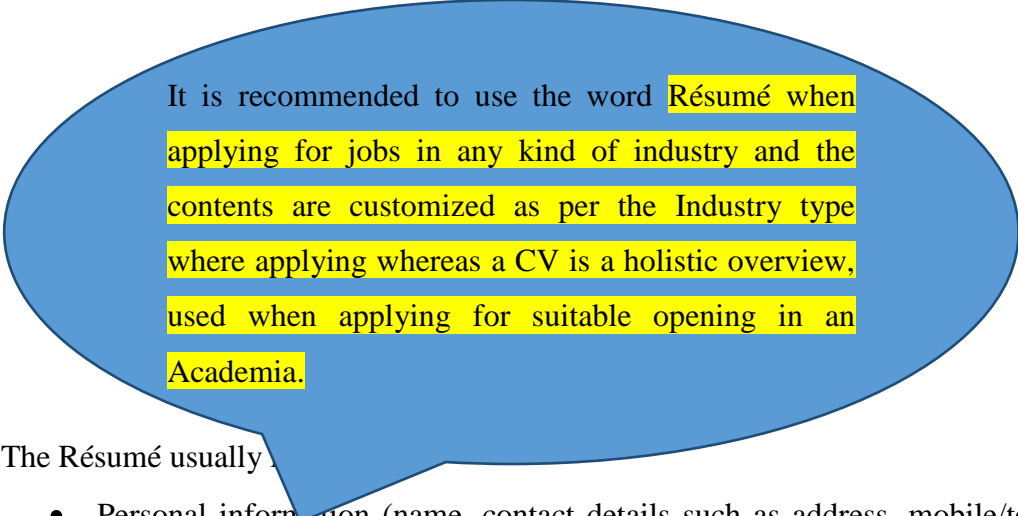
* Note: This test must not be treated as Psychological tests as those tests can be implemented only be professional psychologists.

5.7 Effective Résumé writing

A Résumé is an informative summary to describe who you are, what have you done and why the company should select you. It is an organized summary of person's educational and professional history, demonstrating minimum needed qualifications while seeking any job. A Resume goes to any prospective employer much before a person meets the prospective recruiter therefore it must convey a lot about the person as it can. A general rule of positioning work experience or education depends on the personal strength of an individual. If the person has an impressive educational achievements then work experience then one should start with the former one or vice versa if the case is reversed. There is no formal rule to describe the length of your Résumé/CV but it depends on the overall educational qualification, work experience, awards and achievements, etc. In general practice, for a Résumé, the total number of pages may ideally be 1 to 2 and for the CV it may go even beyond 2 pages, if required.

Mostly the Résumé is also known by the name Curriculum vitae (CV) which is a Latin term that means 'the course of life. The term 'Biodata' is used to relate with a more compact CV that highlights only the basic information.

Always remember, that a good Résumé/CV must accompany along with a well drafted and formatted cover letter that will carry your keen interest in the vacancy for which you are applying, highlights to your qualifications, skills with verbs, proof reading to remove errors, special focus on opening and closing paragraphs and concluding with special thanks to the person giving one's valuable time to go through your cover letter.



It is recommended to use the word **Résumé** when applying for jobs in any kind of industry and the contents are customized as per the Industry type where applying whereas a CV is a holistic overview, used when applying for suitable opening in an Academia.

The Résumé usually

- Personal information (name, contact details such as address, mobile/telephone number, email id)
- Career objectives
- Formal educational achievement and training undergone
- Work experience details (name of the organization where one worked, duration of experience, job role)
- Skill summary
- Accolades
- Name of the references , designation with their contact details

Class based Individual Activity:

Online tool to develop your Résumé

<https://www.canva.com/create/resumes/> Find out some more software to help you in developing your Résumé

Check Back Questions

Q.1 What is the major difference between a CV and a Résumé?

Q.2 What are the ideal constituents of a well drafted CV?

Q.3 Why there lies need for drafting Cover letter along with the Résumé?

Multiple Choice Questions:

Q.1 Which of the following is not mentioned in a Résumé?

- a) Age
- b) Nationality
- c) Experience
- d) Address

Ans: (b)

Q.2 The summary placed at the beginning of a CV acts as an?

- a) Objectives
- b) Recommendation
- c) Preface
- d) Synopsis

Ans: (c)

5.8 References-how to get effective references from past and current employers.

Reference check is one of the step under selection process for verifying the background of the candidate. In general circumstances, a candidate is expected to provide 1 or 2 references by mentioning their name, address and contact details. On the following areas a reference check is generally sought such as: Regularity, punctuality, character, performance, skills, integrity, any behavioral issues of the past (if any) and work related history etc. A candidate or professional if work effectively in these work related areas can easily expect positive references



from past as well as current employers. Since on most of the occasions there are high chances of the referees telling very positive terms about the candidate who reference has to be checked. Therefore nowadays companies also develop smartly designed questionnaire to compare the ratings about the individuals from different referees. Mostly the past performances and behavior forecasts a lot about the future performances of an individual.

Check Back Questions:

Q. Fill in the blanks:

1. Which source is generally used to ensure the authentication of the information provided by the job applicant? _____

Answer: Reference check

2. Background investigation and reference checks are used to validate candidate's _____

Answer: Credentials

5.9 Group Discussions: Concept and practice

To ascertain leadership and team working abilities, group discussions are generally held. An ideal size of not more than 15 candidates are allocated a topic for the discussion. Evaluation of a group discussion is not done only on their contributed part of the content but how they are linked with each other. This methodology of evaluation is mostly being used in the selection process for both private as well as government based organizations.

Group discussion (GD) can be defined as a formal discussion that generally includes 6 to 15 group participants who discuss on a given topic. This technique is beneficial to the selection team of any enterprise for examining candidate's general personality traits such as: leadership qualities, focused listening, reasoning ability, assertiveness, initiative, motivation, self-awareness, etc. GDs are used as a popular tool for evaluating the behavioral and attitudinal temperament of an individual.

Few tips for performing well in the Group discussions:

- Comfortable posture
- Time management
- Encouragement given to other participants
- Switching the roles
- Careful listening to topic
- Opening the discussion
- Providing crucial points
- Organizing the ideas
- Be open and friendly (approachable to others)
- Allowing other participants to support your ideas
- Calm and composed temperament
- Proper eye contact
- Avoiding heated debate
- Taking chance to conclude the discussion
- Interlinking the ideas mentally

Q.1 What do you understand by 'Group Discussion'?

Q.2 Discuss 5 personality traits examined during the GD process.

Participate in 'Small Group Discussion' (time available=15 minutes for discussion and 3 minutes for the conclusion) for this discussion.

Total time available =18 years

- Organic food business versus Fast food business. Which one is better?
- Should Cricket be made the national sports of India
- OTT platform should be banned in India
- Should children use smart phones without parental supervision?
- Should parents decide the career their children must pursue?
- Is AI dangerous for the mankind?
- Should all cars become electric considering Indian infrastructure?
- Is drugs legalization a good idea?

5.10 Effective Interview Techniques:

The Interview (Inter=In between ; View=To see)) is a process where two interested parties (an Interviewer and an interviewee) meet with each other and Interviewer gets a chance to see if the interviewee is suitable for the vacant position. Ideally a wonderful dialogue is expected out of an interview as candidate facing the interview would try one's level best to get succeeded.

It is important to note that not all candidates are called for the interview. Since after recruitment process a large number of interested applicants are pooled in. A preliminary screening may take place such as the candidates who have secured 65% and above will be called for the interview or a pre-interview may be conducted for all candidates and only the shortlisted candidates may be called for the final interview. There are different ways of conducting an interview such as:

I) Structured versus Unstructured Interviews: *On the basis of sequence of questions*

Structured Interview: This is the most common type of interview and in this method the questions for the interviews are prepared as per detailed information collected prior to the interview process. The advantages of such kind of interviews are the standard set of format defined for the interview also the comparison between the candidates becomes very easy and disadvantage is something innovative cannot be gauged during the interview process if the questions are not framed previously.

Unstructured (Open-ended) Interview: This is a kind of interview where no pre-fixing of questions takes place. Some leading questions are asked from the

interviewer to get details about the interviewee and knows about the candidate's strengths and weaknesses. This interview lead to finding out more detailed information about the person.

II) Situational versus Behavioral Interview: On the basis of type of content or type of questions being asked

Situational Interview: In this type of interview, the interviewer tend to asks questions related with job that is based on examining how that candidate would behave in that given situations. Eg.1 How an Executive chef would behave to a Commis chef who daily comes late to the hotel? Eg.2. The GM told you just 5 minutes back that he's planning to sack your boss (Executive chef) and going to replace him with you. What will you do?

Behavioural Interview: In this type of interview, the interviewer tends to ask questions based on the interviewee's reaction to the real occurred situations occurred with them in the past. E.g. 1. Suppose you face a situation where you found a large number of guests arriving at your coffee shop without prior bookings. What would you do in that situation? Eg.2. Describe the situation when while working in the hotel you faced lot of stress. How did you cope up with that situation?

5.11 Advantages of an Interview

1. It provides a chance of face to face interaction
2. A chance of negotiation is provided to both Interviewer and Interviewee
3. Doubts if aroused, can easily be clarified by both candidate and the interviewer
4. Both parties can have a first-hand information

5.12 Disadvantages of an Interview

1. It is a time consuming process
2. It require special skills to conduct an interview

3. It generates a stress to the interviewer for conducting a successful interview and generates stress to the interviewee for getting selected
4. It creates a situation of embarrassment for the interviewee for the discussion about salary offerings

5.13 Mock interviews

A mock interview is a job based interview usually for the training purpose, facilitating real-kind of interaction between the candidate and the hiring manager, supports in practicing for the candidates before the final interview. This is an ideal format of interview that resembles the real interview and helps the candidate for checking one's abilities, examining one's responses, framing the strategies, and enhancing the skills of communication. These days several online tools are there to practice these mock-interviews.

Class Based Activity: The facilitator would conduct a 'Mock interview' for 4-5 interested students at the end of class with suggestive feedback to conclude the day's session.

5.14 Stress interviews

This is a very unique style of interview which is taken by well trained and skilled interviewer able to handle such kind of interviews as in this type of interview questions are asked back to back, usually criticizing the interviewee (by rude questions) and the general approach taken by an interviewer is not very pleasant, also makes some offensive remarks but with a pure intention to examine the candidate, if one can work in stressful circumstances or not.

Check Back Questions

Short answer question

Q. What are the different types of Interviews?

Class Room Activity:

Individually prepare a list of questions frequently asked during the Interviews.
The answers will be reviewed by the facilitator in the class

5.15 Review and feedback

The review and feedback happens during the end process of selection and the major difference between them is that the former (Review) is not solicited and the later (feedback) is solicited. In the interview feedback, examiner shares to the hiring team the refined content .Before the interviewer makes a refined content of feedback, pointers and detailed notes are prepared about that specific candidate during the interview process as per the candidates responses. This Interview feedback is like a summarized responses of each question asked from the specific candidate which helps in forming an opinion about the hiring of a candidate and even at times comparing different candidates. The Interview feedback is provided to let senior hiring experts make a call for their final hiring decisions. Many times interviewers provide feedback to the candidate as well to help them on their shortcomings which may help them employable in future interviews. The following parameters of the candidate is presented in the interview feedback by the interviewer such as:

1. Initial opinion framed
2. Performance
3. Technical and Interpersonal Skillset with ratings
4. Comments on strengths and weaknesses
5. Attributes describing the overall personality
6. Summary of both positive and negative responses made during the interview
7. Recommendation to hire or not-to-hire
8. Justification of the choice made

5.16 Lets Sum Up:

At its core, recruitment and selection are simple concepts as it encompasses identifying the right candidates and finally hiring them to fill the vacant positions. However, an effective recruitment and selection methodology combines a bit of art with science. It requires implementing repeatable processes that will lead to reliable results. On the other, it also requires to outside of the box in a creative manner for finding the ideal candidate. The selection methods that employs tools such as psychological tests, group discussions, interviews along with review and feedback have been identified to play a very significant role in meeting out the current and futuristic challenges of the hospitality industry which the professionals must be aware of.

5.17 Review Questions

a) Short Questions

- Q. Many hotels now look to adopt a cost effective techniques while securing the most appropriate candidates for the jobs. How can this be done?
- Q. What are the major risks to the organization as well as the candidate in case of poor recruitment?
- Q. How to perform well as a selection interviewer in the hotels?
- Q. What do you understand by a Group discussion?
- Q. Discuss the traits of the participants which are evaluated through GD.
- Q. How much is the body language plays a vital role in clearing an interview? Explain with examples.

b) Long Questions

- Q. Write a Job Description of:
 - Corporate Chef
 - Sales and Marketing Director
 - F&B (Service) Manager, of a 5 star hotel located in Mumbai
- Q. Devise an e-recruitment and selection plan in detail for the leading hospitality firms in Indian context.
- Q. What is a job interview? Explain its process in detail.
- Q. Discuss various qualities those are evaluated in an Interview of the entry level positions after completing Bachelor's in Hotel and Hospitality Administration program (B.Sc.HHA).

c) Thinking based Questions

Q. As an HR, what are the 4 things that you would do to recruit and retain a greater diversified human resource in your hotel?

Q. On the basis of an effective Résumé writing guidelines, prepare a standard Résumé/ Curriculum Vitae (CV) and discuss the same with your faculty member.

Q. Explain why you consider hiring a certified psychological expert should only be hired to administer psychometric testing for the employment test in hospitality industry?

Q. Prepare a short presentations (within 15 slides) on ‘Stress Interview’. The candidate may also use any video to demonstrate, if desired. Total time available=20 minutes.

5.18 Activities

Group Activities

- Obtain the copies of job description (JD) for clerical positions of your Institute or from the form hotel where you have got your trainings from. Is the descriptions mentioned in the JDs describing what tasks they are involved in? Can you improve it further?
- Bring to the class room different classified and display ads. Critically analyze the merits of these ads.
- Prepare an ‘Appointment letter’ listing down all necessary information for the entry level, supervisory level and senior level staffs of a 5 Star hotel

Field Visit:

- Find out the:
-Different kinds of recruitment challenges and opportunities faced by any three 5*star classified hotels of your vicinity.

- Visit any 3 hospitality based organizations (including at least 1 hotel) in a group of two students and interview the H.R manager to gather information pertaining to their placement criteria. Prepare a project report regarding the same and submit in the class.

Project Work:

- Prepare a Research Report after finding out the role of various emerging technologies in modern day's recruitment and selection process by giving examples from the hotel industry. Give presentation in front of the class.
- Perform a role play based on the **Case let-01** discussed below:

5.14

Case let

Hotel Blue Moon Pvt. Ltd. Is a famous Hospitality company having pan India presence in 17 locations majorly having 4 and 5 star category classified hotels. After immediate resignation of their Senior Marketing executive. After having a formal screening of various applicants for the job, the HR Director Mr. Amresh Kumar finally zeroed Ms. Sonia Gupta who was an existing employee. This shortlisting was based purely on her professional qualifications. She also performed moderately well during the interview. Therefore she was hired for the post on 1st May, 2022.

Soon after her joining, she started showcasing signs of pressure in her performance in the initial 2 months only, from her date of joining. It could easily be made from her performances that now she started showing a tendency of postponing the work assignments and also lacked professional zeal and commitment in her work. Clearly it was evident that she lacked self-motivation as well.

On 25th July, Mr. Amresh Kumar called Ms. Sonia Gupta and communicated with her regarding lack of performance and also enquired if everything was well with her. However, Ms. Soniya failed to respond to the asked questions in a proper way.

Q. What should ideally be the next step of Mr. Amresh Kumar? Give sufficient reasons regarding your opinion.

Q. Was there some recruitment and selection related issues?

Q. Prepare a Recruitment and Selection strategy plan for Hotel Blue Moon Pvt. Ltd. to eliminate such type of issues in future.

- Conduct a Role play based on Job related interview experiences in the class (Any 2 groups to volunteer and then prepare two different situations by each group: Worst gone interview and highly effective interview. After the role play, each groups should discuss what made their interviews so bad or so good. The facilitator will explain both the situations along with feedback.

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