COMMUNICATION SKILLS FOR PROFESSIONALS

Mini Pushkar
Sreelekha Premjet
Prof S R Mandal

ALEXIS PRESS
JERSEY CITY, USA

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

COMMUNICATION SKILLS FOR PROFESSIONALS

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Regional College Of Management Bangalore
IQAC
Bangalore

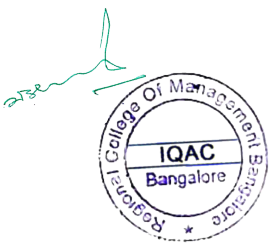
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

COMMUNICATION SKILLS FOR PROFESSIONALS

Mini Pushkar

Sreelekha Premjet

Prof S R Mandal



ALEXIS PRESS

Published by: Alexis Press, LLC, Jersey City, USA
www.alexispress.us

© RESERVED

This book contains information obtained from highly regarded resources.
Copyright for individual contents remains with the authors.
A wide variety of references are listed. Reasonable efforts have been made
to publish reliable data and information, but the author and the publisher
cannot assume responsibility for the validity of
all materials or for the consequences of their use.

No part of this book may be reprinted, reproduced, transmitted,
or utilized in any form by any electronic, mechanical, or other means,
now known or hereinafter invented, including photocopying,
microfilming and recording, or any information storage or retrieval system,
without permission from the publishers.

For permission to photocopy or use material electronically
from this work please access alexispress.us

First Published 2022

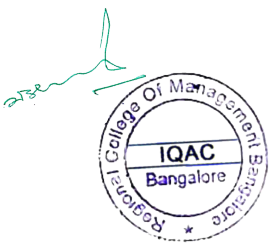
A catalogue record for this publication is available from the British Library

Library of Congress Cataloguing in Publication Data

Includes bibliographical references and index.

Communication Skills for Professionals by *Mini Pushkar, Sreelekha Premjet, Prof S R Mandal*

ISBN 978-1-64532-986-2



CONTENTS

Chapter 1. An Overview of the Evolution of Humor Studies on Nascent Field to an Academic Vibrancy 1
– *Ms. Mini Pushkar, Prof. S R Mandal*

Chapter 2. An Elaboration of the Humour in Interpersonal Control 11
– *Dr. Venkatesh Narasimhamurthy, Prof. Kamal Bhowmik*

Chapter 3. An Overview of the Role of Humour in Psychological Well-being and Therapy 21
– *Mr. Koustav Nandi, Dr. Manjunath*

Chapter 4. An Analysis of the Understanding the Challenges of Persuasion for Effective Influence 30
– *Ms. GeethuBijil, Prof. Sudip Sen*

Chapter 5. An Overview of the Applying Skills in Specific Contexts as Asserting and Confronting 39
– *Dr. Kumar Ravi, Prof. K N swamy*

Chapter 6. An Overview of the Paralinguistic Qualities 49
– *Mrs. Sreelekha Premjet, Prof. Vandana N V*

Chapter 7. An Elaboration of the Social Perception Skills 59
– *Mr. Koustav Nandi, Prof. Ashwat Reddy*

Chapter 8. An Elaboration of the Interacting in Task Groups 69
– *Ms. Geethu Bijil, Prof. Sourish Bandyo Padhyay*

Chapter 9. An Overview of the Informational versus Normative Pressures 79
– *Dr. Kumar Ravi, Prof. Tapas Panda*

Chapter 10. An Overview of the Normative Pressures to Prevent Motivation Losses 87
– *Mrs. Sreelekha Premjet, Prof. Bala Aryan*

Chapter 11. An Overview of the Negotiating Skill 93
– *Ms. Anupama Gupta, Prof. Ramana Reddy*

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 1

AN OVERVIEW OF THE EVOLUTION OF HUMOR STUDIES ON NASCENT FIELD TO AN ACADEMIC VIBRANCY

Ms. Mini Pushkar, Assistant Professor,
Department of Soft Skills, Presidency University, Bangalore, India,
Email Id-koustavnandi@presidencyuniversity.in
Prof S R Mandal, Regional College of Management, Bangalore, India

ABSTRACT:

This paper explores the evolution of humor studies from its early stages as a nascent field to its current status as a vibrant and legitimate area of academic research. In the past, the notion that humor and laughter could have beneficial effects on various aspects of life was just beginning to capture the imagination. Research in this field was sparse, and professional interest in humor relied more on faith than substantial evidence. However, the establishment of the International Society for Humor Studies provided a consistent forum for nurturing researchers and attracting diverse disciplines. Over the years, humor-related websites, programs, and workshops advocating the positive impacts of humor and laughter have proliferated, emphasizing enhanced well-being and a healthy body and mind. The emergence of positive psychology further intensified interest in humor as a valuable aspect of life and well-being. Nevertheless, the complexity of humor involving cognitive, emotional, physiological, and social aspects has led to its exploration in fields such as psychology, personality, and emotion.

Humor's communicative and social dimensions are still relatively novel, as it is often perceived as an innate personality trait rather than a skill requiring nurturing and cultivation. The paper also highlights the role of humor in communication, including its potential as a more effective form of criticism in certain contexts. Furthermore, it discusses the distinction between decoding humor (understanding jokes) and encoding humor (using humor to convey messages), focusing on the social uses and functions of humor and laughter. Overall, this paper provides an overview of the evolution of humor studies, underscoring its transformation into a thriving academic discipline.

KEYWORDS:

Humor Theories, International Society, Positive Psychology, Professional Interest, Vibrant Field.

INTRODUCTION

Humor, with its ability to bring laughter and joy, has captivated human beings throughout history. However, the academic exploration of humor as a serious subject of study is a relatively recent development. This paper delves into the intriguing journey of humor studies, tracing its evolution from a nascent field to its current state as a vibrant and flourishing discipline within academia. Over the years, the understanding of humor and its impact on various aspects of life has undergone significant transformations, leading to a surge in research, interdisciplinary collaborations, and the establishment of dedicated societies and organizations. The exploration of humor's potential benefits, its role in communication, and its complex nature has propelled it from being perceived as a mere source of entertainment to a subject of scholarly inquiry. By examining the milestones, key figures, and emerging trends, we aim to shed light on how humor studies has evolved, capturing the attention of

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

researchers, professionals, and enthusiasts alike. Through this exploration, we hope to provide valuable insights into the development of humor studies and its relevance in understanding human behavior, well-being, and the intricate dynamics of interpersonal relationships.

Hugh Foot, the original author of the chapter, co-chaired the first International Society for Humor Studies Conference in Cardiff, Wales, in 1986 when the first version of this handbook was released, and the discipline of humour study was still in its relative infancy. The idea that humour and laughing may have positive benefits on our health, jobs, and personal lives was only beginning to attract our attention back then. A lot of the following increase in professional interest in the use of or need for humour was a development based more on an act of faith than on any significant scientific evidence since research was very scant in this area. But the ISHS gave scholars interested in this essential aspect of human life a dependable platform. The diverse mix and growing attendance of psychologists, sociologists, nurses, educators, biologists, folklorists, computer programmers, and linguists at the ISHS annual conference therefore demonstrate that humour is more than simply a joke; it is a thriving area of academic inquiry[1]–[3].

In the years since, humor-related websites and television shows have grown dramatically, touting the benefits of humour and laughing while dangling the carrot of improved wellbeing and a sound body and mind. Robert Holden's Happiness Project, a series of courses created for business managers and health professionals, among others, was one of these best-known projects. This came when he established his laughing clinics in the UK in 1991. According to Mauger, there are now websites for those who have phobias, panic attacks, and other anxiety-related conditions that encourage users to "laugh themselves calm," as well as an online laughing Therapy Centre that provides advice on how to incorporate more laughing into your life. The Laughter Club, which has its roots in India, would likely share this view, while in the United States, the bubbly Patty Wooten created and led courses for nurses called "jest for the health of it" with the admirable goal of lowering burnout or lack of care. Humour became even more popular and demanded as a viable, acceptable, and beneficial aspect of life and wellbeing with the following rise of the positive psychology movement in 1998 and the inclusion of humour as a "strength" under the virtue of "transcendence." It has become popular to recognise the psychological advantages that comedy may provide, yet it is still debatable if humour is a simple formula or self-help technique.

There's no denying that humour is a very complicated phenomena with cognitive, emotional, physical, and social components. It is neither unexpected nor surprising that there are such a wide variety of conceptualizations of sense of humour nor that humour study has migrated into areas of psychology including personality, emotion, and motivation. However, the concept of humour as a social or communication skill is still very new, maybe because we often consider humour to be a fairly consistent reflection of personality. We often do not consider humour to be something that requires nurturing and growth unless we are considering a career as a professional comic.

The tale of British Airways' surprising discovery that humour may temper criticism and so be more successful than conventional modes of communication first surfaced in 1995. According to reports, BA hired a "Corporate Jester" to prowl senior offices and point out upper-level managers' mistakes while simultaneously making them grin. Despite a 57% increase in first-quarter earnings, the Confederation of British Industry allegedly still has its doubts! The idea that comedy may be organized and used to good use without quickly losing any of its potential benefits contributes to the venture's seeming absurdity. It could be effective the first time, but how is it possible for the positive effects to last? The impact of

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

comedy that comes spontaneously and is based on the current circumstance differs greatly from humour that has been meticulously prepared for a specific context. Perhaps this explains why some people find it unsettling to think of comedy as a skill: humour is spontaneous, transitory, situation-specific, and hence fundamentally frivolous and playful, while skills are developed through exercise and study.

Many studies on humour have focused on figuring out why we laugh at jokes and why we find particular events in real life amusing. Therefore, the elements of the joke or incident that make it funny have received the majority of attention. Less focus has been placed on the invention or production of humour, whether it is the professional comedian's challenge of intentionally creating fresh jokes for a comedy performance or the everyday person's choice of when or how to start a joke in a social setting. Sometimes, we may counter, the "decision" to start joking around is not one we make consciously; rather, a funny thing happens and very haphazardly, a suitable remark or witticism "pops out" that perfectly sums up the mood. With rare exceptions, we have control over what we say and do "initiate" humour in order to accomplish some interpersonal aim, therefore this is definitely a simplistic viewpoint.

In essence, the difference we are making here is between the "encoding" of humour, which is the knowledge of how and when we use humour to communicate a message to others, and the "decoding" of humour, which is comprehending the meaning of a joke that we have just read or heard. Therefore, to think of humour and laughter as social abilities is to be worried about encoding traits, the reasons we begin humour. The majority of this chapter is dedicated to discussing how humour and laughing are used in society.

Theories Of Humour and Laughter

There are probably well over 100 theories of humour, some of which are fairly specific while others are broader in scope. However, it is acknowledged that no one theory of humour can ever do credit to the diverse range of ways in which humour may be characterized. Even theorists and researchers have had some difficulty defining humour and laughter. In order for a stimulus to look amusing, the majority have decided to accentuate certain features, such as incongruity or surprise. Instead of addressing our motive for encoding comedy, the majority of theories focus on the issue of humour enjoyment and the results of our reactions to humour.More information on historical notions of humour, laughing, and definitional issues may be found in Goldstein and McGhee, Chapman and Foot and McGhee. Humour theories may be broadly divided into four categories[4], [5].

Incongruity and Developmental Theories of Humour

These ideas emphasize that comedy is based on bizarre, unexpected, unsuitable, or out-of-context situations. While these contradictions are required, they do not provide sufficient conditions for comedy. Since incongruous occurrences or remarks might elicit curiosity or concern rather than humour, how the incongruity is perceived in the context in which it happens will determine whether it is humorous or not. Suls argued that in order for comedy to be appreciated, an incongruity must both be seen and rectified or explained. The incongruity alone, according to Rothbart, is enough to elicit humour as long as it is seen in a lighthearted or fun setting. Of course, even when the astonishment has passed, the same absurd notion might still make others laugh. The field of cognitive research has benefited greatly from this discussion.

The discussion was advanced by McGhee, who defined "resolution" as the need to practice "cognitive mastery," without which the incongruity cannot be accepted and employed in the context of comedy. He has put up a developmental-stage method that illustrates the many

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

kinds of incongruity that kids comprehend at various phases of their growing cognitive development. For instance, while doing pretend activities with a missing item based on an internal picture of that thing, the kid initially notices incongruity. The youngster then discovers the amusement of purposefully labelling things incongruously: "girls" may be dubbed "boys," and "cats" may be labelled "dogs." Later, more subtle examples of incongruity appear, such as giving animals human traits and realizing that words and phrases may have more than one meaning.

Forabosco has expanded the cognitive model to demonstrate that mastery entails comprehending the cognitive rule and recognizing both aspects of congruity and incongruity with that rule; as a result, there is a succession of incongruity-congruence configurations that culminate in a contemporaneity of incongruity/congruence. Additionally, the last act of the process often involves an attention-shift scenario in which the subject repeatedly changes from the impression of congruence to the experience of incongruity and vice versa. When seen from this angle, the humor-making process depends on both the perception of the incongruity and how it is resolved. Ruch and Hehl made the case that there are at least two different types of humour: one in which the solubility of the incongruity is significant, and one in which the incongruity alone is sufficient. Instead of searching for a general model of humour, they said, we should simply accept that there are two types of humour. According to research, personality traits like con- serration are correlated with affinity for these primary facets of humour.

Superiority and Disparagement Theories of Humour

Some people believe that these beliefs constitute the secret of humour, and they have a lengthy history dating back at least three centuries to the writings of the philosopher Thomas Hobbes. They are predicated on the idea that comedy comes from seeing the flaws or shortcomings of others. Hobbes defined "sudden glory" as the feeling that causes us to laugh at the suffering of others and derives from a positive comparison of our own circumstances to theirs. So, for instance, we find it hilarious when our friend trips over a banana peel, but on a deeper level, we revel in the defeat of our opponents. A "dispositional" theory put out by Zillmann, Zillmann, and Cantor claimed that humour enjoyment changes inversely with how favourable a person's disposition is towards the subject of the joke. To put it another way, the less amicable we are towards someone, the funnier we find jokes or situations where they are the punchline or the victim. It's also vital to consider who is being disparaged; we find it hilarious when our friends make our opponents seem bad, but we find it far less funny when our adversary's triumph over our friends. These concepts have a strong connection to jokes and humour about social, racial, ethnic, and religious groups that we personally identify with.

Ruch and Hehl noted that it is intriguing how well this model predicts the behavior of social groups that consider themselves to be traditionally "superior": for instance, men enjoy jokes that make fun of women but are less amused by those in which women make fun of men. However, members of the 'inferior' group are not any more entertained by jokes that make fun of men than they are by jokes making fun of a person who is a member of their own sex. In fact, it's occasionally the case that jokes mocking a member of the superior group are laughed at more. Clearly, certain moderating factors are at play in this situation. According to Ruch and Hehl's factor analytic analyses, the personality traits of conservatism and toughness are also linked to a preference for mocking humour. Given that males are more likely than women to score higher on these measures, this does not say much regarding men's sense of humour. Disparaging comments about other groups will be appreciated by hard-core conservatives, but not by soft-hearted liberals. Authoritarians often feel superior to the weak or out-of-group members and are focused with power dynamics, in-group bonding, and the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

strengthening of these links. But one can wonder about their sense of comedy. It's possible that those who like making fun of others have a limited understanding of other forms of comedy. If, as Allportsaid, humour and the capacity to laugh at oneself are a clear indicator of self-insight, then we should absolutely anticipate this.

Self-defeating, self-disparaging, and self-deprecating humour are also included in the tendentious theories; throughout the last 20 years, there has been a rise in interest in this kind of comedy. For instance, Kuiper et al. propose that there are adaptive and maladaptive types of humour, with SDH fitting into the latter, expanding on previously discovered "negative" features of humour. Additionally, it has been hypothesized that those who do not participate in SDH often generally have a good correlation with everyday psychological well-being, while those who do have a negative association. There are likely to be distinctions between self-defeating and self-disparaging/self-deprecating humour, as Martin and Kuiper propose, therefore it is unclear that such a link would necessarily be fixed or permanent. Accordingly, there is mounting evidence that not all forms and applications of humour are healthy and may even be harmful. Unsurprisingly, SDH has been extensively discussed in medical research; as a result, we will return to this topic later in the chapter[6]–[8].

Arousal Theories of Humour

Many hypotheses have been put out that contend the most crucial aspects of humour are physiological in nature. According to these beliefs, the initiation of humour results in observable arousal alterations that have a direct impact on the sense of amusement. Humour is connected to arousal oscillations in two different ways, according to Berlyne: first, it lowers high arousal, and second, it causes moderate arousal surges that are followed by a sudden decrease. This arousal boost-jag as he dubs it, explains why many jokes make us feel good. The joke's build-up is somewhat provocative in the sense that it draws attention. The joke may also be cognitively challenging or have a sexual, violent, or anxiety-inducing premise, which would make it more exciting. The punchline appears when the audience is sufficiently excited and looking for the joke's conclusion; timing might be important in this situation. The resolution causes an abrupt decline in arousal, which is typically accompanied by laughing. Arousal's development and eventual waning are gratifying and enjoyable, and they result in the amusing sensation. The idea put out by Berlyne that there is a curvilinear relationship between arousal level and the degree of pleasure experienced i.e., that intermediate degrees of arousal are preferable to either very low or very high ones is a key component of his argument.

Some reasons for non-humorous laughing also include arousal theories of laughter. For instance, tension-induced nervous laughing happens after moments of shock and panic or while feeling very uncomfortable; more intense Hysterical laughter is thought to be a psychogenic condition and is often seen cyclically with sobbing, yelling, and uncontrollable outbursts of emotion following times of extreme stress or extended deprivation of some type. Arousal-based laughing, which often results from reflexive laughter rather than engaging any cognitive process, may also be readily triggered by tactile stimulation. Because the intended reaction can only be elicited when a joyful, compliant, or self-abandoned attitude is already present, tickling is a more complex kind of stimulus. Tickling may be a highly unpleasant stimulation and cause aggression if it is unwelcome or occurs in the incorrect setting.

Psychoanalytic and Evolutionary Theories of Humour

In that they both help to control aggressive and sexual drives; Freud saw humour as serving a similar purpose to how he saw dreams. Because society forbids the expression of these desires, repressed sexual and violent desires are the result, which are then driven into the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

unconscious. Humour and wit are not outlawed; in fact, they may even be socially prized, making them an appropriate outlet for such suppressed emotions. According to Freud, the act of suppression requires the expenditure of "psychic energy," which is conserved once the joke has been told and is thus no longer required. The feeling of humour and laughing is closely related to the psychological energy that is saved when the repressive function is relaxed. The fundamental idea that humour serves a physical as well as a psychological purpose through altering arousal, or the degree of sensed tension, is shared by Freud's theory and arousal theory. The discoveries and concepts that psychoanalytic theory has produced are not diminished by the well-known critique that it is seldom susceptible to scientific examination. Freud's beliefs are one branch of what are more often known as evolutionary or biological theories of humour, which consider laughing as an early-onset adaptive reaction. Humour has developed to enable rehearsal of more abstract cognitive abilities, just as play has for children to practice and build the social and practical skills they would need as adults. The unavoidable stresses of everyday life may be released via laughter, which also allows for imaginative leaps that inspire new inventions and coping mechanisms. It may act as a circuit-breaker, temporarily incapacitating individuals and stopping them from engaging in harmful behavioral patterns, making it adaptive.

Our Social Experience of Humour and Laughter

Everyday discourse lives on wordplay, sarcasm, stories, and jokes, as Norrick put it. These types of humour definitely spice up discussion, but they also aid in ice-breaking, filling awkward silences, negotiating favor requests, and fostering group cohesiveness. Humour is primarily a shared experience, above everything else. When we are alone, we may relish a joke or humorous memory, or we may laugh out loud. When we are around others, we can communicate our enjoyment of humour much more fully than when we are watching a humorous television skit alone. Provine and Fischer found that study participants laughed thirty times more often in social settings than they did in lonely ones. laughter is one of the few social talents that is more beneficial in social circumstances, and no scenario, no matter how bad, is likely where laughter is not a possibly appropriate reaction. Their rueful witticisms regarding their destiny, society, humanity, or life beyond death are the final words of individuals waiting to be carried to the gallows that are remembered and referenced the most throughout history.

Chronic illness and hardship may be humorous, as can old age, adolescence, puberty, hostility, war, sex, love, and marriage. The inherent ambiguity of humour as a source of social influence is its most fearsome and potent characteristic. Humour may be used to convey a message that we intend, as well as the reverse of what we intend. We may change our message at any moment, if it suits us, since humour is playful and can be taken in several contexts at once. Through the use of humour, we may decide whether to accept or reject responsibility for our message or action depending on how our audience responds and the image we want to convey. Although the mechanisms of encoding humour are poorly understood and there are significant individual variances, a number of motivations for our adept use of humour and laughing may be recognized rather readily. We'll go through these reasons in more detail now.

Humour as a Search for Information

Finding out about the attitudes, intentions, and values of the other person is a typical goal in social engagement, particularly when engaging in discussion with people who are not complete strangers. Direct questions may not be appropriate in certain situations, and in any event, we may not want to start a lengthy discussion about politics, religion, or other topics

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

that direct questioning could compel us to discuss. A light-hearted introduction to a subject might serve to indirectly elicit the other person's overall opinions and values towards the topic at hand and to identify "touchy" themes. The other person's reaction might serve as our signal for continuing or shifting the subject of discussion. The dialogue becoming more intimate and personal and the progression of the relationship may depend on whether the humour is returned[9].

Social Acceptance

We may be interested in learning more about others' responses to us in addition to their personal information. In addition to attracting attention, telling jokes allows us to assess how well-liked and accepted we are by others. The social barometer we use to gauge our popularity or lack thereof is their reaction to our comedy. This serves as a motivation for encoding humour and should not be mistaken with social laughing, the main goal of which is to get acceptance from others.

Humour as a Means of Giving Information

i. Self-disclosure

Humour is often used as a means of communicating our intents and objectives to others. It is particularly helpful when we want to express private emotions that we may not ordinarily want to do so, such as worries about upcoming trials and worry about impending dangers. Of course, using comedy may help to lessen the awkwardness of disclosing really private material. Humour may also be used to casually and socially express rather explicit sexual desire in our partner, with the ability to simply retract or dismiss the message if it is not returned. Of course, if used excessively, such "humour" may take on the dimensions of sexual harassment.

Self-disclosure and SDH travel together, however there are important gender disparities. All female groups had higher rates of self-disclosure and self-disparagement among women, which often results in more converging conversation. Self-revelation or self-deprecation increases attraction because it communicates weakness, particularly if it is emotional rather than factual. As a result, it makes one more appealing and makes them more likely to be liked back. Self-disclosure too early in a relationship, however, may reflect insecurity and lessen attraction, according to Greengrass and Miller.

ii. Self-presentation

When faced with hardship or under pressure, humour shows strength of character. A funny outlook on one's issues enables one to put things in perspective, take them less seriously, and perceive them as less upsetting or dangerous as a result.

Martin has proposed that humour may lessen stress via a variety of coping mechanisms, such as appraisal-focused, emotion-focused, and problem-focused coping. Humour has been shown by Lefcourt and Martin to attenuate the relationship between stressful life events and mood disruption.

When under extreme stress, people with poor senses of humour often get more disturbed than those with good senses of humour. Therefore, having a sense of humour is linked to having a higher sense of self-worth and more reasonable criteria for measuring one's value. Maintaining our desired public image of oneself also involves putting on a brave face and being seen to cope.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

iii. Denial of Serious Intent

This use of humour is known as "decommitment," according to Kane et al. When a person is about to fail, have a false identity exposed, exhibit inappropriate behavior, or have a lie exposed, they may try to salvage the situation by saying that the proposed or previous action was only intended as a joke. Therefore, using comedy as a last resort is self-serving: it allows us to back down without suffering consequences if our credibility or motivations are questioned. A serious argument, or one in which our actions or intentions may be criticized, might be turned into lighthearted conversation in which we acknowledge that we were joking the whole time.

iv. Unmasking Hypocrisy

When we employ mockery or sarcasm to demonstrate that we do not trust the apparent reason for someone's behavior, this serves as another information-giving function of humour. Political cartoons often display satirists' efforts to draw attention to what they perceive to be the primary driving force behind the deeds or statements of a renowned political person or the ridiculousness of professional pretenses, class advantages, or institutional restrictions. When we make jokes about other people, we may be subtly hinting that we don't buy into the image of them that they are trying to convey. Take, for instance, the eager and overconfident young trainee doctor who presents an image of himself as an experienced and knowledgeable expert on a medical symptom[10], [11].

DISCUSSION

The evolution of humor studies from its early days as a nascent field to its current state as a vibrant and flourishing discipline within academia is a testament to the growing recognition of its significance. The initial stages of humor research were marked by a limited understanding of its potential effects and a scarcity of empirical evidence. However, the establishment of the International Society for Humor Studies provided a platform for researchers from diverse disciplines to come together and foster the growth of this field. The society's annual conferences became a consistent forum for sharing ideas, presenting research findings, and nurturing a community of scholars dedicated to the study of humor. As the field progressed, the widespread belief in the beneficial effects of humor on various aspects of life gained traction.

Humor-related websites, programs, and workshops advocating laughter as a tool for enhanced well-being and improved mental and physical health began to emerge. One notable example is Robert Holden's Happiness Project, which aimed to harness the power of laughter in workshops designed for health professionals and managers. The integration of humor into the realm of positive psychology further fueled interest in its study. The inclusion of humor as a "strength" under the virtue of "transcendence" highlighted its potential as a positive aspect of human existence. This, in turn, led to increased attention from researchers and a clamor for further exploration of humor's role in promoting well-being and resilience. Humor's multidimensional nature has resulted in its investigation from various angles within psychology and other related fields. Scholars have examined humor's cognitive, emotional, physiological, and social aspects, acknowledging its complexity and its potential for impact across different domains. Moreover, humor's communicative and social dimensions have gained recognition, shedding light on its role as a social skill and a tool for interpersonal communication.

This shift in perspective has opened doors for research into the social uses of humor, exploring how and why individuals employ humor to convey messages, build relationships,

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

and navigate social interactions. Despite the advancements in humor studies, questions and challenges remain. The distinction between the decoding and encoding of humor highlights the need to understand not only why certain jokes are funny but also how individuals utilize humor to achieve specific interpersonal goals. Additionally, the practical applications of humor, such as its use in professional settings for communication and criticism, continue to be topics of exploration. The evolution of humor studies from a nascent field to its current academic vibrancy showcases the growing recognition of humor as a rich and intricate area of inquiry. Its interdisciplinary nature has attracted scholars from diverse backgrounds, including psychologists, sociologists, nurses, educators, and linguists, contributing to the field's richness and breadth. The continued exploration of humor promises to deepen our understanding of human behavior, social dynamics, and well-being, reaffirming that humor is more than just a joke it is a vibrant and valuable subject of academic research.

CONCLUSION

The evolution of humor studies from its humble beginnings as a nascent field to its current state as an academic vibrancy has been a remarkable journey. The recognition of humor's potential benefits, its impact on various aspects of life, and its intricate role in communication has propelled it from being perceived as a trivial and frivolous subject to a legitimate and valued area of scholarly inquiry. The establishment of the International Society for Humor Studies and the subsequent interdisciplinary collaborations have provided a platform for researchers to exchange ideas and foster the growth of this field. The integration of humor into positive psychology further emphasized its significance in promoting well-being and resilience. As humor studies continue to expand, scholars delve deeper into its cognitive, emotional, physiological, and social aspects, unraveling its complexity and exploring its practical applications. The evolving understanding of humor as a social skill and its use in interpersonal communication has broadened the scope of research and highlighted its importance in navigating social interactions. Despite the progress made, there are still questions to be answered and challenges to be addressed. However, the evolution of humor studies demonstrates its enduring relevance and potential for further contributions to our understanding of human behavior, social dynamics, and well-being. Humor is no longer confined to a mere source of entertainment; it is now recognized as a vibrant and valuable subject of academic research that continues to captivate scholars and enthusiasts alike.

REFERENCES:

[1] A. W. Oliveira, K. Cook, and G. A. Buck, “Framing evolution discussion intellectually,” *J. Res. Sci. Teach.*, 2011, doi: 10.1002/tea.20396.

[2] N. P. Li, V. Griskevicius, K. M. Durante, P. K. Jonason, D. J. Pasisz, and K. Aumer, “An evolutionary perspective on humor: Sexual selection or interest indication?,” *Personal. Soc. Psychol. Bull.*, 2009, doi: 10.1177/0146167209334786.

[3] M. Figueras-Roca *et al.*, “Aqueous Humour Cytokine Changes with Intravitreal Dexamethasone Implant Injection for Diabetic Macular Edema,” *Ocul. Immunol. Inflamm.*, 2019, doi: 10.1080/09273948.2019.1636095.

[4] M. D. C. Reina, “Percepciones de autoevaluación: Autoestima, autoeficacia y satisfacción vital en la adolescencia,” *Psychol. Soc. Educ.*, 2017, doi: 10.25115/psye.v2i1.435.

[5] K. K. Watson, B. J. Matthews, and J. M. Allman, “Brain activation during sight gags and language-dependent humor,” *Cereb. Cortex*, 2007, doi: 10.1093/cercor/bhj149.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[6] "The psychology of humor: a reference guide and annotated bibliography," *Choice Rev. Online*, 2002, doi: 10.5860/choice.40-0628.

[7] E. Valencia, A. Lopez, L. Lobo, H. Gonzalez-Iglesias, and R. Pereiro, "Exploring the possibilities of calcium isotopic analysis in aqueous humor using a fast and miniaturized calcium isolation procedure," *J. Anal. At. Spectrom.*, 2021, doi: 10.1039/d1ja00254f.

[8] M. Bertini, E. Isola, G. Paolone, and G. Curcio, "Clowns benefit children hospitalized for respiratory pathologies," *Evidence-based Complement. Altern. Med.*, 2011, doi: 10.1093/ecam/neq064.

[9] M. G. Weinberger, C. S. Gulas, and M. F. Weinberger, "Looking in through outdoor: A socio-cultural and historical perspective on the evolution of advertising humour," *Int. J. Advert.*, 2015, doi: 10.1080/02650487.2015.1006082.

[10] M. N. Neely, E. Walter, J. M. Black, and A. L. Reiss, "Neural correlates of humor detection and appreciation in children," *J. Neurosci.*, 2012, doi: 10.1523/JNEUROSCI.4172-11.2012.

[11] D. M. Beskow, S. Kumar, and K. M. Carley, "The evolution of political memes: Detecting and characterizing internet memes with multi-modal deep learning," *Inf. Process. Manag.*, 2020, doi: 10.1016/j.ipm.2019.102170.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 2

AN ELABORATION OF THE HUMOUR IN INTERPERSONAL CONTROL

Dr. Venkatesh Narasimhamurthy, Assistant Professor,
Department of English, Presidency University, Bangalore, India,
Email Id-narasimhamurthysv@presidencyuniversity.in
Prof Kamal Bhowmik, Regional College of Management,
Bangalore, India

ABSTRACT:

This study explores the intricate relationship between humor and interpersonal control, shedding light on the ways in which humor is utilized as a powerful tool in social interactions. Humor has long been recognized for its ability to foster rapport, relieve tension, and create a sense of connection between individuals. However, this research delves deeper into the role of humor as a mechanism of interpersonal control, revealing its potential to influence and manipulate social dynamics. By examining various humor styles, such as self-deprecating humor, sarcasm, and teasing, this investigation uncovers the nuanced ways in which individuals employ humor strategically to assert dominance, assert boundaries, and exert control over others. The findings offer valuable insights into the complex interplay between humor and power dynamics, highlighting the multifaceted nature of humor as a social phenomenon.

KEYWORDS:

Interpersonal, Mechanisms, Power Dynamics, Self-deprecating Humor, Social Interactions, Teasing.

INTRODUCTION

Humor is a pervasive aspect of human communication, playing a crucial role in social interactions and relationship development. It serves as a vehicle for amusement, bonding, and relieving tension in various social contexts. However, beyond its lighthearted and enjoyable nature, humor also possesses a subtler and more complex function: interpersonal control. This intriguing aspect of humor involves its strategic use to influence and manipulate social dynamics, asserting dominance, establishing boundaries, and exerting control over others. Understanding the mechanisms underlying the interplay between humor and interpersonal control is crucial for comprehending the intricate nature of human communication and power dynamics within social relationships.

This study aims to explore the multifaceted connections between humor and interpersonal control, shedding light on the strategies individuals employ and the consequences they entail. By examining different humor styles, contextual factors, and their implications, this research aims to provide a comprehensive understanding of the fascinating phenomenon of humor in the realm of interpersonal control.When used properly, humour is seen as a social asset that bestows upon its presenter others' active attention and warm acceptance.

By demonstrating shared feeling and easing stress, sharing humour creates rapport, closeness, and friendship. Humour thus signals three affective components about its encoder that can be used to establish friendship and attraction: first, as a jovial person who is rewarding and fun to be with; second, as a sensitive person who has a friendly interest and is willing to enter

Regional College of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

relationships with others; and third, as one who seeks, and probably wins, the social approval of others. Mettee et al. discovered that using humour increased the audience's opinion of a job applicant delivering a brief presentation.

Expression Of Dislike and Hostility

Humour may be used to communicate to others that we do not accept the picture of themselves that they are attempting to project, as we have previously seen under the section "Unmasking hypocrisy." In a broader sense, comedy is one method to communicate personal hostilitypossibly the only socially acceptable option. We have a propensity for bitter humour, finding delight in others' mistakes and defects as well as in the strangeness and incoherence of their actions. On the one hand, we may find it difficult to hide our delight when one of our friends makes a mistake; instead, our repressed hostility causes us to savor their little setbacks with a soft taste. Against individuals we dislike, however, our mockery and enjoyment at their loss may be out of proportion to their failure; we relish in their fall because it offers us a sense of superiority.The use of reciprocal sarcasm and contempt among social equals and friends may be a typical and frequent aspect of their interacting style. In fact, what the players may see as lighthearted bantering may be perceived by an observer as a furious slanging battle. Those in positions of leadership may avoid being made fun of in front of others, but they regularly find themselves the target of crude jokes and scorn behind others' backs. A person may be unfairly chosen to be the object of recurrent hostile humour in group settings [1]–[3].

Controlling Social Interaction

Humour, like laughing, fills in gaps in our talks and keeps our conversation partner's interest and attention. Humour also helps to sustain the flow of engagement in everyday interactions. In terms of pure social expediency, the goal of encoding humour may thus be nothing more than to establish and maintain a friendly environment, such as when introducing people at a party. Humour aids in social control and acts as a social mechanism to either promote or prevent conversational flow.

For instance, hostile wit among group members may slow down social engagement or conversational pace since it jeopardizes the group's unity.Humour also offers a seamless and appropriate way to alter the volume or focus of a discussion.

It deflects attention from a subject of discussion that one of the participants doesn't want to continue and offers impromptu humorous relief in the midst of a tedious or tedious conversation. It also helps in letting people know that they are taking things too seriously and should approach their issues with greater objectivity or balance. This is a very helpful strategy in psychotherapy when the patient is too nervous and entirely entangled in personal difficulties, as will be shown later.

Ingratiation

While comedy may be used to win over people whose approval is really sought after and treasured for no other reason than friendship, it can also be used to win over those whose approval is sought after for favors or who happen to be in positions of authority. The humour may be used to enhance oneself or others or it may be used to degrade oneself in order to convey a subservient or dependent attitude. Insincerity will inevitably be exposed when using ingratiation humour.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Humour as a Device for Group Control

i. Intra-group control

Two procedures that must be obvious to guarantee group effectiveness are typically revealed by group process and emerging leadership. Aspects that are pertinent to the work include data and the opinions of the group members. The second phase, on the other hand, has to do with preserving the group's well-being and togetherness. These roles are sometimes carried out by one group leader, occasionally by two or more group members. Humour has a significant role to play in this process since a successful organization requires safe channels to express its sentiments, maintain its morale, and deal with internal issues. Even when it is insulting, humour may nevertheless function to strengthen group bonds or rein in disobedient group members. It can also positively galvanize groups. Disparaging remarks, however, may also lead to low morale, internal strife, and eventually the breakdown of the organization.

ii. Intergroup Control

When they target us or members of our group who we like or identify with, hostile or insulting jokes are possibly least appreciated. Another justification for mocking the outgroup in the first place is to sow discord among its members. An ethnic in-group could, for instance, utilize antiout-group humour to show animosity towards that out-group and to try to demoralize its members while simultaneously boosting the solidarity and morale of its own members.

Therefore, using anti-out-group humour to demonstrate in-group pride and individuality from a dominating out-group may be innovative and successful. Hostile humour from an outgroup aimed towards the in group, however, may sometimes have the opposite effect, leading to increased agreement and cohesiveness among the in-group members as they band together to counter the perceived danger to their position. Inter-group disparagement and hostile wit, which are strategies utilized everywhere in legislative bickering, professional conflicts, industrial struggle, and international gamesmanship, thus only serve to heighten the tension and conflict between the groups.

The workplace has developed into a fruitful field of study in recent years, further extending the conceptions of "control" and inter/intra group dynamics. This research draws on sociological, psychological, and communication methodologies. There are many ways that humour is used in the workplace that are comparable to other ways that it is used outside of it, such as to boost productivity and concerted control, to navigate professional identities, or as a community of practise with common repertoires. Humour serves a variety of purposes in groups and at work, including fostering camaraderie, subverting authority, and controlling emotions.

Anxiety Management

i. Saving Face

Humour provides a way to maintain composure and restraint in more difficult social situations. A person could use comedy, for instance, to diffuse a hostile or uncomfortable interaction between two other participants, allowing the disputing parties to withdraw from the conflict without seeming foolish. Such humour may, at the very least, make it impossible for the parties to continue their argument without drawing the ire or derision of other onlookers. The comedy acts as a check to return societal norms to their proper limits as well as a warning that the dispute has gone too far.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

ii. Coping with embarrassment

When self-presentation and composure are threatened by a sudden, maybe unexpected incident, such as being exposed as a liar, humour is used as a control to restore them. More often than not, we embarrass ourselves over some minor mishap that detracts from the image we are trying to project at the time. Examples include the elegantly attired lady at a formal dinner party tripping on the carpet as she is about to be introduced to her fellow guests, someone else spilling a drink on their clothes, or some awkward or unscripted behavior by a famous politician or television personality that is frequently the subject of mocking television shows. The only real option to salvage the situation is to laugh it off as a simple accident that might have happened to anybody.

iii. Safety Valve for Under and Overarousal

Insofar as it gives comedic relief to a dull discussion or lessens the boredom of a tedious activity like standing in queue for a bus or an exhibition, humour has previously been proposed as a method of social control. On the other hand, humour may aid in lowering undesirable and uncomfortably high levels of tension and anxiety. According to Berlyne's arousal hypothesis of humour, heightened, although pleasurable, arousal, such that produced by the build-up of a joke before the punchline, causes tension to be released, which leads to laughter. It's possible that the motivation for encoding humour during anxious situations comes from the hope that the tension would be released in a pleasurable way via laughing. Perhaps by liberally dispensing hilarious books and cartoons in their waiting rooms, physicians and dentists might assist to allay their customers' fears before to the session! Sure, some people do.

But in this case, solitude may not be the best option. Humour sharing with a fellow sufferer may be a more effective method of reducing unneeded worry in difficult circumstances. Mutually enjoying a joke might help build a connection and lessen anxiety about one's own situation. Having a good time when someone else is having a bad time is being empathetic. Not to mention, when a dangerous stimulus has been withdrawn, one may also directly feel amusement as a result of realizing that they are secure [4]–[6].

iv. Freedom from Conventional Thought

Humour is often seen as a liberating force. It may be liberating, and its unique features can enable us to transform a potential danger into something humorous and, therefore, less oppressive and scary. Additionally, it is a state of mind that is independent of both reality and fiction. It liberates us from moral restraints, linguistic restrictions, reason, emotions of inferiority, and inadequacy. It is a guilt-free way to let anger and irritability out.

This viewpoint is consistent with Freud's theory that humour and laughter arise when repressed energy, which typically directs one's thoughts in socially prescribed and sensible directions, is briefly released from its static role of obstructing anything forbidding from awareness. A witticism begins with a suppressed hostile inclination or desire. The playful pleasure that has been suppressed since infancy and is waiting for an opportunity to be gratified is used to influence and mask the violent intents in the unconscious mind. The energy that was initially generated to keep the animosity under control is released when the views become accepted in society and come into awareness. By this point, the suppressed energy is no longer required, and the shock of being liberated from it explodes in joy and laughing.So, it's possible to see humour as a rebellion against the social order. Even while it doesn't necessarily make a significant difference in the world, it is nonetheless entertaining in that it makes the impossible possible.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

v. The Reinforcement of Stereotypes

Although this freedom of thinking may be a hallmark of how humour is used to observe and experience reality, it is paradoxically but unavoidably true that humour, in its overt presentation, supports and reinforces socially acceptable narrow-minded views and distorted viewpoints. When he said that joking is a powerful conservative, Wilson hit the nail on the head. Its impacts support prevailing ideology, power structures, social standing, moral codes, and values of a society. If we were liberated from ignorance, inhibitions, fear, and prejudice, there would be little place left for comedy since so much of the substance of our humour deals with human frailty and foolishness despite the fact that jokes encourage subversive thinking and departures from the usual and expected, they nonetheless serve to support prevailing worldviews. Jokes are effective in upholding the status quo, despite the fact that their substance seems to challenge conventions, mores, established power, and established authority.

The effectiveness of humour in maintaining stereotypes and conventional attitudes is, in the opinion of the present writers, vastly underrated. We acquire our stereotypes about the Irish, English, Scots, Welsh, temperament of Latin Americans, Protestants, Jews, and Catholics from humour alone. The receiver or target, however outraged they may be, can hardly criticize the joke without running the risk of being charged with the biggest offence of all: missing a sense of humour. This is because the joke is a form that is socially acceptable, which gives the message it sends a powerful impact. The old attitudes about "poofs" and "women's libbers" still remain enshrined in jokes that can span a generation and may still be as popular as ever, even though they are typically disguised or suppressed under the guise of "political correctness." While real institutional changes have been taking place in the outside world through legal and social reform in relation to, say, homosexuality, equal pay and opportunities.

There are certainly conflicts in ethnic jokes related to how humour is employed in society to regulate, control, and emancipate. In contrast, Christie Davies presents a different perspective in his book The Mirth of Nations by arguing that ethnic and religious humour are the result of sophisticated cultural traditions. Whatever your point of view, the ethics and aesthetics of political correctness vs. ethnic humour are a hot topic.

The Social Functions of Laughter

The preceding section provided a variety of motivations for encoding humour, but it provided no help on the social skills that laughing serves. Even when nothing funny has really occurred, people might laugh for reasons that have absolutely nothing to do with comedy. Pfeifer says it best when he says this:The fact that laughing lies between such physiologically driven behaviors as blinking on the one hand and such culturally determined behaviors as speaking on the other is one of the intriguing aspects about it. Sometimes we laugh uncontrollably at nothing or else we laugh uncontrollably at anything. Is it about on par with what a dog does when it barks? Of course, laughing itself could be a reaction to a circumstance in which a cognitive failure has taken place and the person is unsure of how to react. This is not meant to imply that humour and laughter don't often serve the same social role; in fact, we may laugh while we encode humour.McGhee called attention to the issue of the poor correlation between assessments of humour and laughing and recommended that researchers include both measurements as dependent variables in their study. Additionally, he recommended that they document the connection between the two measures in order to create a database from which to draw conclusions about the variables that would affect the link between expressive and intellectual appreciation measures. Exhilaration is a constant feeling

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

that humour consistently elicits, according to Ruch, and this explains for the behavioral, physiological, and sensory alterations that often occur in reaction to both funny and non-comical stimuli. Additionally, Ruch has shown that the strength of the correlation may be a technical artefact. For instance, within-subject designs often produce greater correlations than between-subject designs.

To comprehend laughing, one must consider the situational setting in which it occurs. Hertzler made an important observation regarding the role of laughing in society in her book laughing: A Socio-scientific Analysis, noting that it is a cost-effective means of achieving goals. It is a rapid, spontaneous response to the immediate circumstance that often reveals the speaker's ideas, emotions, or desires immediately since it is not bound to the usual restraints of deliberate speech a good laugh may contribute more than vocal or written admonitions or commands; it may be easier, cheaper, and more successful than laws and ordinances, police and supervisors, hierarchical chains of command, or other regulative and operative personnel and organizational machinery [7]–[9].

This is not to say that a person cannot consciously control their laughing. If it were fully out of one's control, it would be pointless to consider it a social skill. We all have our own unique ways of expressing ourselves, just as most other ingrained habits do. While for some people laughing comes easily and almost without effort, for others it is a rare commodity saved for a smaller number of social situations. In common speech, laughter is described as being "hollow," "forced," "mocking," "bubbling," and so on, as though it had distinct characteristics that were unlike from one another. The idea that there are several varieties of laughter that are qualitatively distinct from one another is further supported by the extensive vocabulary used to describe various types of laughing, including giggle, titter, chortle, guffaw, cackle, roar, crow, snicker, and jeer. Nobody could dispute this. What humour researchers have failed to demonstrate is any systematic relationship between certain social contexts and specific laughing.

Therefore, the audience's response to someone demonstrating their ineptitude in front of others is just as likely to include wild guffaws as it is to include a quiet laugh or a controlled smirk. Therefore, rather than any intrinsic qualities of the laugh itself, the participants' assessment of what the laugh implies is based on their awareness of the social context in which they are participating. Gruner and Hertzler have both written extensive reviews of the uses and benefits of laughing. The duties of Giles and Oxford, Foot and Chapman, and Pfeifer have been condensed. It's crucial to understand that laughing is only a social phenomenon for the sake of this research of social skills. It is social in its genesis, in its processual occurrence, in its functions, and in its consequences, as Hertzler noted. Here, let's quickly go through these roles.

Humorous Laughter

Giles and Oxford's work suggests that amusing laughing might be seen as an outward manifestation of defiance against social constraints, norms, and institutions. Constantly abiding by these societal rules imposes an intolerable restriction on personal freedom, which builds up irritation and is then properly relieved by amusing laughing. Such laughing is, of course, very receptive to social facilitation effects, and the reactivity of others around us determines the frequency and amplitude of its emission.

Social Laughter

The main goals of social laughing are to demonstrate friendliness and like, to acquire social acceptance, and to strengthen group cohesion. Laughter serves the purpose of integrating us

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

into a group without requiring the person to have had an entertaining experience, and rather than being a form of social rebellion, it may be seen as an act of social compliance that satisfies normative group expectations. It's more meant to project an air of friendly "sociability." Social laughing is used to direct discussions and "oil the wheels" of social contact, maybe even more so than humour. For example, polite laughter occurs when we laugh at what others have said out of regard for them rather than because we think it humorous.

Ignorance Laughter

This kind of laughing involves both the presence of other people and hum

our cues. The majority of the time, we understand that a joke has been given but try to hide our ignorance or inability to get it. In order to avoid being left out or seeming foolish, we thus laugh along with the rest of the company. According to Pfeifer, imitative or false laughing also includes ignorance laughter.

Evasion Laughter

In a significant sense, laughing, similar to humour, may act as an emotional façade behind which to conceal our genuine emotions. We have an option whether to support a friend or acquaintance who is being insulted or mocked behind their back or, out of expediency, to seem to engage in the mockery in order to not stand out. Laughter offers the appearance that one is participating in the group's overall mood.

Another example of disguising our emotions or using humour as a time-filler is laughing in the face of embarrassment. We laugh because it's unclear to us what the other person is saying to us or if they are being kind or antagonistic to us.

Apologetic Laughter

Apologetically or defensive laughing is similar to shame laughter and laughter intended to cover our sentiments. This might happen before a decision we make whose results we're not sure about. When beginning a new activity, we sometimes excuse ourselves by saying, "I've never done this before" or "I can't guarantee what's going to happen." Laughter has a definite meaning and may either support or replace a vocal remark. The audience will be led to assume that we are not taking the matter seriously by our preparation for potential failure or making ourselves appear silly. Laughter may also be used to cushion the impact when terrible news is being delivered, as well as to express regret for having to make the announcement.

Anxiety Laughter

Anxiety laughing is a sign of tension release to a particular anxiety-provoking scenario. Anxiety laughter is a source of stress in social interactions as well as shame. The release of stress after a particularly tense phase may directly cause such laughing. 3To provide a dramatic example, when unexpectedly released prisoners from a hijacked aircraft may erupt in uncontrollable laughing out of pure joy that they are safe and the danger is over. Young children's laughing and dread often go hand in hand, according to Rothbart, who also claims that when anxiety or discomfort passes, the kid immediately realizes that they are secure again.

Derision Laughter

Derision laughing is another kind of laughter that, clearly, may be used as a substitute or supplement to the encoding of hostile humour in circumstances when one wants to

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

demonstrate their superiority over another person. It is especially common among kids who intentionally laugh cruelly or in jest, as in the case of one kid laughing at the idiocy or physical deformities of another kid. Adults use laughing in scorn as a weapon in more subtle, psychological ways; they tend to make fun of their victims' unusual actions, mannerisms, accents, attitudes, or ineptitude rather than their physical defects.

Joyous Laughter

One final category of laughter might be described as joyous laughter, which is a pure expression of excitement or joie de vivre. This is a spontaneous reaction to pleasurable and exhilarating activities and is often an expression of mastery, like riding a horse without a saddle, climbing a difficult mountain, or experiencing a fair-ground roller-coaster. Joyous laughter is of less interest in the present context because it is largely non-functional, other than as a signal of shared enjoyment.

Applications Of Humour

Humour and laughing have been praised for their positive effects on both the body and the psyche. Because they "restore homeostasis, stabilize blood pressure, oxygenate the blood, massage the vital organs, stimulate circulation, aid digestion, relax the system, and produce a feeling of well-being," says Keith-Spiegel, the body benefits. The majority of research on the arousal and tension-relieving effects of laughing are short-term experimental investigations, according to Goldstein's analysis of the data. There are hardly any studies that look at the long-term effects of laughing. But widely read literature on humour make it obvious that humour surely contributes to a long and healthy life. Norman Cousins has written about his recovery from a severe rheumatic infection of the spine and his "cure." Although it is abundantly evident that professional comedians and comedic writers do not live longer than the general population, associating humour and laughter with longevity is not consistent with this finding. A sense of humour undoubtedly improves life's quality rather than just its quantity, as Goldstein put it. However, it should be mentioned that there are certain connections between laughing and life-threatening conditions. According to Fry, laughing actively lowers stress and hypertension, which may increase the chance of having a heart attack, particularly in those who smoke, are overweight, don't exercise, or have illnesses connected to tension. Mantell and Goldstein contend that 'Type B' personalities diffuse anger, anxiety, and aggressiveness via humour, but 'Type A' personalities are more susceptible to heart attacks due to the seriousness and impatience they often exhibit.The majority of the evidence, however, does not support the idea that having a sense of humour automatically promotes one's physical and psychological well-being. Bennett &Lengacher, who conducted a study of the subject, came to the conclusion that research results concerning humour and healing are thus far rather tentative, and more work is needed before broad claims concerning an effect of humour upon health outcomes can be made." Individuals who laugh a lot every day don't often exhibit more pleasant mood or stronger degrees of closeness in interpersonal interactions. On the premise that there are both bad and good aspects to having a sense of humour, Kuiper, Olinger, and Martin have created models that outline the circumstances in which a sense of humour may or may not improve physical and psychological health. Three higher-order patterns of humour were discovered by Kirsh and Kuiper:

a) Positive, socially skilled, adept sense of humour that entails an ability to gener- ate humour effortlessly and elicit laughter from others;

b) Boorish, aggressive humour, involving coarse or vulgar humour or poking fun at others;

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

c) 'Belabored' humour reflecting a strained or obsequious style, more designed to gain the approval of others and mask personal and social anxieties.

DISCUSSION

The role of humor in interpersonal control is a fascinating and complex area of study. This discussion section aims to delve into the various aspects and implications of humor in interpersonal control. Humor serves as a powerful tool for managing social interactions, allowing individuals to assert control while fostering positive relationships and minimizing conflict. By examining the existing literature and empirical evidence, we can gain valuable insights into how humor influences power dynamics and facilitates interpersonal control. One key finding is that humor can disarm resistance in interpersonal interactions. During conflicts or tense situations, humor has the ability to defuse tension and reduce hostility. By introducing humor into the conversation, individuals can redirect the focus away from the contentious issue and create a more relaxed and receptive atmosphere for resolving conflicts. This suggests that humor acts as a valuable strategy for navigating difficult conversations and maintaining harmony in relationships. Furthermore, humor plays a vital role in enhancing persuasion.

When humor is effectively employed, it can influence others' attitudes and behaviors, making it a valuable tool for individuals seeking to exert control over a situation. Humorous messages are often better remembered and received, increasing their persuasive impact. By using humor strategically, individuals can effectively sway opinions, negotiate compromises, and influence others without resorting to coercive or aggressive tactics. Additionally, humor serves as a means of building rapport and strengthening social bonds. Shared laughter and lighthearted exchanges contribute to a positive social environment, fostering trust, empathy, and cooperation.

Humor can be particularly influential in the formation and maintenance of intimate relationships, where it acts as a relational lubricant, bringing partners closer together and promoting relational satisfaction.While the existing research sheds light on the significance of humor in interpersonal control, there are still several areas that warrant further investigation. Future studies could explore the cultural and contextual factors that shape the use and effectiveness of humor in different settings. Additionally, the potential drawbacks or unintended consequences of using humor in interpersonal control should be examined, as humor that is perceived as insensitive or offensive may undermine control attempts[10]–[12].

CONCUSION

In conclusion, the study of humor in interpersonal control reveals its profound impact on social interactions. Humor serves as a powerful tool for managing relationships, diffusing conflict, and influencing others.

By employing humor strategically, individuals can assert control while maintaining positive and non-threatening environments. The ability of humor to disarm resistance, enhance persuasion, and build rapport underscores its significance in navigating power dynamics. However, further research is needed to explore the cultural and contextual factors that shape the use of humor in interpersonal control, as well as its potential drawbacks. Understanding the role of humor in interpersonal control has practical implications for improving communication, resolving conflicts, and fostering positive relationships. Ultimately, this area of study illuminates the intricate ways in which humor contributes to the dynamics of control and social interactions.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

REFERENCES

[1] A. Syukron, H. Rahmayanti, And ..., "… Of Knowledge About The Environment, Locus Of Control, And Interpersonal Communication On Environmental Awareness)," *Elementary …*. 2021.

[2] I. Hasson-Ohayon, S. Walsh, D. Roe, S. Kravetz, And M. Weiser, "Personal And Interpersonal Perceived Control And The Quality Of Life Of Persons With Severe Mental Illness," *J. Nerv. Ment. Dis.*, 2006, Doi: 10.1097/01.Nmd.0000225116.21403.34.

[3] B. Saunders, A. Riesel, J. Klawohn, And M. Inzlicht, "Interpersonal Touch Enhances Cognitive Control: A Neurophysiological Investigation," *J. Exp. Psychol. Gen.*, 2018, Doi: 10.1037/Xge0000412.

[4] K. J. Bartholomew, N. Ntoumanis, And C. Thøgersen-Ntoumani, "Self-Determination Theory And The Darker Side Of Athletic Experience: The Role Of Interpersonal Control And Need Thwarting," *Sport Exerc. Psychol. Rev.*, 2011, Doi: 10.53841/Bpssepr.2011.7.2.23.

[5] J. Katz And I. Arias, "Psychological Abuse And Depressive Symptoms In Dating Women: Do Different Types Of Abuse Have Differential Effects?," *J. Fam. Violence*, 1999, Doi: 10.1023/A:1022866400736.

[6] Y. Zhang, D. Liang Tan, And T. Ting Lei, "Parental Attachment And Problematic Smartphone Use Among Chinese Young Adults: A Moderated Mediation Model Of Interpersonal Adaptation And Self-Control," *J. Adult Dev.*, 2020, Doi: 10.1007/S10804-019-09331-2.

[7] K. J. Bartholomew, N. Ntoumanis, R. M. Ryan, J. A. Bosch, And C. Thøgersen-Ntoumani, "Self-Determination Theory And Diminished Functioning: The Role Of Interpersonal Control And Psychological Need Thwarting," *Personal. Soc. Psychol. Bull.*, 2011, Doi: 10.1177/0146167211413125.

[8] T. Curran, A. P. Hill, N. Ntoumanis, H. K. Hall, And G. E. Jowett, "A Three-Wave Longitudinal Test Of Self-Determination Theory's Mediation Model Of Engagement And Disaffection In Youth Sport," *J. Sport Exerc. Psychol.*, 2016, Doi: 10.1123/Jsep.2015-0016.

[9] T. S. Martini, J. E. Grusec, And S. C. Bernardini, "Effects Of Interpersonal Control, Perspective Taking, And Attributions On Older Mothers' And Adult Daughters' Satisfaction With Their Helping Relationships," *Journal Of Family Psychology*. 2001. Doi: 10.1037/0893-3200.15.4.688.

[10] D. H. Sorkin And K. S. Rook, "Interpersonal Control Strivings And Vulnerability To Negative Social Exchanges In Later Life," *Psychol. Aging*, 2004, Doi: 10.1037/0882-7974.19.4.555.

[11] J. E. Stets, "Psychological Aggression In Dating Relationships: The Role Of Interpersonal Control," *J. Fam. Violence*, 1991, Doi: 10.1007/Bf00978528.

[12] D. Sorkin, K. Rook, J. Heckhausen, And J. Billimek, "Predicting Changes In Older Adults' Interpersonal Control Strivings," *Int. J. Aging Hum. Dev.*, 2009, Doi: 10.2190/Ag.69.3.A.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 3

AN OVERVIEW OF THE ROLE OF HUMOUR IN PSYCHOLOGICAL WELL-BEING AND THERAPY

Mr. Koustav Nandi, Assistant Professor,
Department of Soft Skills, Presidency University, Bangalore, India,
Email Id-koustavnandi@presidencyuniversity.in
Dr. Manjunath, Professor, Regional College of Management,
Bengaluru, India

ABSTRACT:

Humour is a complex and multifaceted phenomenon that plays a significant role in psychological well-being and therapy. This paper examines the various dimensions of humour, distinguishing between adaptive and maladaptive styles and focusing on self and other perspectives. Adaptive humour styles, whether self-focused or other-related, contribute to a positive outlook on life, effective stress management, and the enhancement of social relationships. In contrast, maladaptive humour can be harmful to oneself or others. The study emphasizes that a sense of humour is not a unidimensional positive attribute and that its impact on health and psychological well-being depends on how it is measured and explored. The research presents different mechanisms through which humour can promote health, including physiological changes, positive emotional states, stress moderation, and increased social support.

Moreover, the paper explores the role of humour in therapy, highlighting its potential as a therapeutic tool to build rapport, provide emotional support, and facilitate new perspectives on clients' challenges. The importance of employing humour cautiously and ethically in therapeutic contexts is also emphasized. Overall, this study sheds light on the nuanced nature of humour and its significance in fostering psychological well-being and supporting therapeutic processes.

KEYWORDS:

Humor Styles, Maladaptive Humor, Mental Health, Psychological Therapy, Sense, Social Relationships.

INTRODUCTION

Humour, a unique and pervasive aspect of human experience, has long intrigued scholars and researchers due to its profound influence on various domains of life, including psychological well-being and therapy. The role of humour in fostering positive mental health and facilitating therapeutic processes has been the subject of considerable investigation. Understanding the intricate relationship between humour and psychological well-being is vital for comprehending the mechanisms through which humour can impact individuals' lives and guide therapeutic interventions. Humour encompasses a diverse range of styles, which can be classified as adaptive or maladaptive and can be focused on the self or others. Adaptive humour styles involve a positive and constructive outlook on life, enabling individuals to maintain a humorous perspective even in the face of adversity. Self-focused adaptive humour allows individuals to find amusement in their own experiences, while other-related adaptive humour serves as a means of strengthening social bonds and enhancing interpersonal relationships. On the other hand, maladaptive humour has the potential to be detrimental, causing harm either to oneself or others. Examining the multifaceted nature of

Regional College of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

humour and its effects on psychological well-being requires a comprehensive exploration of its functions and implications. Research has shown that a sense of humour is not a unidimensional positive attribute, and its impact on health and well-being depends on how it is measured and the specific elements of humour that are considered. Consequently, the notion that a sense of humour universally facilitates health and psychological well-being has received equivocal support [1]–[3].

To shed light on the role of humour in promoting psychological well-being, researchers have identified several mechanisms through which humour can potentially contribute to positive health outcomes. Physiological changes associated with laughter, such as muscular-skeletal, cardiovascular, endocrine, and neural responses, have been observed. Additionally, positive emotional mood states induced by humour and laughter have been found to increase pain tolerance and potentially enhance immune functioning. Humour also plays a moderating role in the adverse effects of psychological stress, enabling individuals to cope more effectively. Furthermore, a healthy indulgence in humour has been linked to the enhancement of social support and the cultivation of more satisfying social relationships. Recognizing the therapeutic potential of humour, practitioners have increasingly integrated humour into therapeutic interventions. Humour is seen as a valuable tool that can be strategically deployed to foster self-knowledge, establish a supportive therapeutic alliance, and facilitate clients' exploration of their own experiences.

However, the use of humour in therapy must be approached with caution, as the timing and context are crucial. Humour introduced too soon or inappropriately may have negative consequences and hinder the therapeutic process. Therefore, understanding the nuances of incorporating humour in therapy is essential for ensuring its effectiveness and ethical implementation. This paper aims to provide a comprehensive examination of the role of humour in psychological well-being and therapy. By exploring adaptive and maladaptive humour styles, as well as the mechanisms through which humour promotes health, it seeks to contribute to a deeper understanding of the impact of humour on individuals' lives. Additionally, the exploration of humour in therapeutic contexts will shed light on its potential as a therapeutic tool and its ethical use within the therapeutic relationship. Ultimately, a nuanced understanding of the role of humour in psychological well-being and therapy can inform interventions that harness its benefits and mitigate its potential risks.

created a multi-dimensional framework that categorizes humour as either self- or other-focused, adaptive or maladaptive. People with self-focused adaptive humour have a lighthearted approach on life and can keep that attitude even while under pressure. In essence, affiliativehumour used to strengthen interpersonal and social interactions is known as other-related adaptive humour. Maladaptive humour has the potential to be harmful and destructive to oneself or others. These theories make it extremely evident why a sense of humour may develop processes that have both negative and positive consequences on psychological well-being by highlighting the various purposes provided by various forms of humour. Various health indicators, including obesity, smoking, and the risk of cardiovascular disease, may be adversely impacted by a sense of humour, according to further study by Kekkonen et al. on Finnish police personnel.

Thus, there is conflicting evidence supporting the generalization that having a sense of humour promotes physical and psychological health. It is not a one-dimensional good quality, according to research. Depending on how humour is defined or what aspects of humour are used, facilitative effects may or may not be seen explored. When it serves our purposes, the majority of us undoubtedly have the ability to exhibit both adaptive and maladaptive humour. There is no evidence connecting a lack of humour appreciation with poor mental health,

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

which may possibly be explained by the weaker relationship between humour and good adjustment. Derks et al. were unable to identify any specific variations in the types of humour that samples of neurotic, schizophrenic, and normal people found humorous. Ecker et al. discovered that while patients from clinical populations may not find humour in jokes that are directly connected to their own point of contention, this does not always mean that they would not find comedy in other forms.

There are various mechanisms through which humour may possibly benefit health when focused on a healthy, adaptable sense of humour. Martin listed these four methods.

a) The physiological changes accompanying vigorous laughter in the muscular-skel- etal, cardiovascular, endocrine and neural systems;

b) Positive emotional mood states accompanying humour and laughter which may, for example, increase pain tolerance or enhance immunity;

c) The moderation of adverse effects of psychological stress by enabling individu- als to cope more effectively with stress;

d) The level of social support enhanced by more satisfying social relationships brought about by a healthy indulgence in humour.

DISCUSSION

Humour in Therapy

Some professional counsellors see humour as something that should be nurtured and strategically employed rather than disregarded or used just incidentally, whether they are depending on research or their personal experience. The majority of therapists agree that humour is a sign of self-awareness and a need for introspection. According to Mauger, humour may strengthen the 'therapeutic alliance' by establishing parity between the client and therapist and can create an emotional connection between them. This connection shows the therapist's acceptance and support of the client.

Let's be quite clear about the kind of humour we are referring to while discussing therapy. It is obvious that there is no effort to intentionally make the patient or customer laugh or to interject jokes. It conveys a "inner condition, a stance, a point of view, or in the broadest sense an attitude to life," according to Mindes's definition. It must be adaptable, unusual, and fun as a therapeutic tool the type of humour that arises spontaneously in response to the patient's recounting of a sad story or mental condition.

According to Killinger, humour in therapy is a personal interaction between the client and the therapist. Its promise resides in its use as a tool for helping individuals see their issues from a different angle.It helps clients become more self-aware by enhancing their capacity to evaluate themselves and other people objectively and to produce broader emotive responses. It is referred to by Mauger as a method of 'untwisting' a client's cognitive distortions [4]–[6].However, this shift in perspective from which clients start to see the comedy or absurdity of their own situation must be encouraged with caution and tact. Kubie has cautioned that comedy introduced too quickly by the therapist might be harmful if it is perceived that the therapist is laughing at rather than with the client.

In Mauger's opinion, laughing with others is kind, but laughing at others is immoral and unethical of course, there are a variety of therapeutic situations, and the literature on therapy practice provides examples of how therapists have used humour in individual, group, and family therapy settings.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Individual Therapy

Killinger firmly thinks that humour may be developed creatively yet spontaneously to encapsulate and clarify the substance or meaning of the present client-therapist exchange. Her professional approach prioritises therapeutic awareness to a client's needs and is kind. According to Killinger, the best way to accomplish this sensitivity is by "verbal picture painting" or "framing an image," which aims to open the client's eyes while yet retaining some "psychic distance." The therapist may direct the intervention at a key moment by using a hilarious word image to capture the core of the client's dynamics while actively listening and trying to comprehend what clients are thinking or saying about themselves. By elaborating on what clients are saying about themselves, the funny interpretation aims to help clients move away from a fixed perspective of themselves or their circumstances while simultaneously supporting the present. This shift of focus may be done without being "too close" and causing the client excessive worry by concentrating the humor's topic matter on things, people, or events somewhat distanced from the client.Mauger also uses humour to reinterpret or reframe distressing events in such a way as to distance the client sufficiently from the stressor while creating a feeling of perspective and safety.

Group Therapy

What Yalom termed a social microcosm shared experiencing a wide range of emotions is created by the majority of long-standing organizations whose members grow a feeling of belonging and loyalty. Inevitably, humour enters the therapy group and, rather than suppressing it, the major issue is how to best incorporate it into the culture of a group without making it seem too forced.

Bloch thought about the benefits and drawbacks of utilizing comedy in long-term group therapy. In particular, he emphasized the need of adopting an interactional paradigm, in which relationships among members influence transformation more so than interactions between clients and therapists. Therefore, it's crucial that humour originates from the connections between clients rather than from the therapist. Bloch has outlined 10 different ways that humour might be therapeutically beneficial. Four of these are categorized as client-related applications, three as group-related uses, and three as therapist-related uses.

Examples of applications for therapists include modelling amicable attitudes or behaviors that aid in removing barriers to a client's more spontaneous self-expression; transparency in the therapist's self-disclosure that demonstrates a willingness to laugh at oneself; and interpretation that aids clients in changing their perspective of themselves through humour. Several strategies are used in client-related applications to help clients understand the comical character of certain experiences that happen during group conversation. These include giving clients the tools they need to put their experiences into appropriate perspective, get over their sincerity, advance their social skills, and provide chances for catharsis and self-disclosure. Cohesiveness, which is the use of humour within the group to promote camaraderie and friendliness; insight into group dynamics, which is the use of humour to diffuse conflict and embarrassing situations; and reduction of tension are all examples of uses related to groups.

Family Therapy

A therapist may use humour to alter the "drama of a family" in one of two ways, according to Madanes: one is based on the use of words to redefine circumstances, and the other is based on planning acts that alter the flow of events and adjust sequences of interaction. The art of the therapist in terms of language is quite similar to what we have just been talking about. Often, amusing interventions don't strike the family members as funny at the time; they only

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

seem funny looking back. Sometimes, the therapist can help the patient revisit earlier therapy-related family events and use humour to break through the family system, loosen their hold on recurrent dysfunctional family patterns, and restructure the tasks that affect how the family members interact with one another.

In terms of action, using humorous or slapstick routines may be beneficial in circumstances when one family member's behavior upsets another. The trick used by Madanes in this instance is to have the one who is acting out do so on purpose while receiving an exaggeratedly loving response from the person who is offended. This brings the habit to light in a non-threatening manner, which might make both family members in the conversation laugh. There may be a hint of authority, regulations, or socially acceptable standards in any comedy. Antagonism may be transformed into playful challenge via defiance, which can be employed in ways that are both hilarious and healing.

The majority of therapists agree that if humour is to be utilized in therapy, it must be done so delicately and compassionately, showing that the therapist respects, appreciates, and cares about the client's well-being. Many people caution against the abrupt and careless introduction of comedy into therapy and see it as a finely calibrated business when it is done. However, this perception of the customers' psychological vulnerability has come under scrutiny. Matthews and Farrelly, as well as Farrelly and Lynch introducing the provocative treatment approach, in which humour is specifically used as a way of addressing clients' pathologies and compelling them to have a strong emotional response intended to cause them to give up their self-defeating behavior. If not used with extreme caution, this method might be hazardous [7], [8].

Medical and Caring Contexts

Humour strengthens the link and sense of trust between patients and healthcare providers in medical and nursing settings. Additionally, it contributes to the appearance of a more equitable relationship, helping to counteract the evident imbalance of one in which one partner is reliant upon the other and essentially cedes authority for the latter's welfare. This is not meant to suggest that the humour connection truly turns into a symmetrical relationship. Haakana has shown that during consultations, physicians often laugh less than their patients do and do not elicit laughter as frequently as their patients do. But when medical professionals do start joking around, it's quite likely to be returned.

Sala and Kapat discovered a substantial correlation between the use of humour and patients' perceived satisfaction with their medical treatment in one extensive study of medical consultations.

In happy consultation appointments, female patients in particular employed humour more than male patients. Patients used more self-deprecating humour when such visits were rated as being unsatisfactory; conversely, doctors tended to employ self-deprecating humour when such visits were rated as being more satisfying by patients. Perhaps the degree of pleasure had less to do with the patients' faith in the doctor's skill or the treatment's success and more to do with how equal they felt with their doctor throughout the consultation. According to Sala and Kapat's research, people who had funnier consultation appointments with their doctors were less inclined to accuse them of misconduct.

Research on the use of humour in medical treatment and consultations has produced a number of other findings. For instance, there is some evidence that humour may be used to handle conflict, challenging caregiving settings, and challenging patients. Similar to this, using comedy may help patients regain a sense of control, establish their independence, and

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

rebuild their self-esteem, especially after a stroke. Humour has also become a tool for coping, enhancing the work environment, and serving as an antidote to burnout, emotional weariness, and depersonalization for inhabitants of "assisted living facilities."

In addition to the research already mentioned, a rising number of' real-world' situations utilizing actual discursive approaches are being used to evaluate humour. A good subject for humour study may be nursing and nurses as crucial contributors in healthcare. Nursing, on the other hand, seems to be a little hesitant to embrace humour, and most of the literature in this field is anecdotal or opinion-based, which may indicate that nurses see humour and professionalism as being mutually contradictory.

However, the research that has been done in this field amply demonstrates the use of comedy in healthcare communication, particularly in the modern world. of the Francis Report and an increase in complaints to the NHS, all of which point to poor communication and attitude as endemic issues.

In addition to pre- and post-interaction audio diaries with theoretical sampling, interviews, field notes, and focus groups including patients, patient groups, and CNSs were added to McCreadie and Wiggins' baseline data corpus of clinical nurse specialist-patient encounters. According to the study's findings, patients adopted a persona of the "good patient" that included sycophancy, coping, and compliance and balanced this with both potentially problematic and non-problematic humour usage.

In other words, comedy is utilized to deferentially package issues without endangering the connection with the CNS or the excellent patient image. Therefore, whether or not patients' worries were handled depended on how the CNS recognized or responded to humour. It is specifically stated that the recurrent usage of SDH or SDH with just gallows humour in a short period of time was a sign of an unresolved problem or worry. Notably, patients were far more likely than CNSs to start and reciprocate humour, but CNSs usually had little awareness of humour usage and little understanding of humour and its function in interaction [9].

The preceding description of the CNSs is in conflict with the negative scenario McCreadie presented. This specific CNS dealt with female drug users in a "non-accomplishment" context and regularly utilized comedy to connect with and engage patients in their appointment, usually in tandem with a midwife partner.

The specific use of "harsh humour" that was noticeable in this context handled themes like drug use, sex, and males in a direct, boisterous fashion that was neither encoded nor in any way sophisticated. This technique seemed to speak the patient's language, show the CNS's nonjudgmental attitude, and display her expertise in the field of drug use.

As a result, it made it easier for the CNS to include this marginalized population in their consultation. As a result, the CNS or midwife was effective in getting permission to do challenging and painful duties. This style of comedy was consequently helpful in this setting.

In a separate paper, McCreadie also described how nurses who work in non-accomplishment settings utilize humour more viscerally. It was suggested that openly making jokes about oneself and the patient population helped staff cope with the challenging conditions they encountered on a daily basis, such as sexual assault/violence and child sexual abuse, while still feeling committed to their jobs. McCreadie makes the intriguing claim that non-accomplishment environments, such as dealing with drug users, may draw hedonists who have a particularly sharp sense of humour and are therefore able and ready to take risks with patients. These people also utilize comedy in a recreational manner to strengthen their

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

resilience, maintain their self-esteem, and promote camaraderie among their colleagues, allowing them to work as carers in challenging and possibly unfulfilling environments for a long period of time.

Humour and Education

Clearly, using humour in the classroom may enhance learning. Sesame Street is a prime example of an educational television show that uses the "Muppets" to provide teachings in a playful environment and infuse humour into certain topics that need to be taught. Does humour genuinely aid in learning, is the question. Sadly, the data is still ambiguous, with a number of early research indicating that humour does not improve memory and may even confuse younger children. The bulk of more recent research, however, have tended to reveal a more favourable connection between humour and learning.

Clearly, there is a chance that comedy may detract from the lesson by directing the learner's attention away from the course's message and towards the joke, but if the humour is connected to and integrated with the class's key concepts, it can help students understand those concepts. The humor's success may depend on the sort of lesson or information to be learnt as well as the style of humour used, the length of the joke, the timing of its insertion, and the technique of presentation. Thus, there are no simple solutions. Although the effectiveness of comedy in promoting later memory has not yet been shown, this does not imply that educators should stop using it to keep their students' interest. Furthermore, there is not much data to back up the idea that it may be harmful. There is some evidence to support the idea that it increases cognitive flexibility and fosters creativity in people. More recent research in this field has shown other distinct advantages that humour may have for learning and teaching, in addition to memory recall. These include building relationships, increasing emotional intelligence, promoting learning, lowering stress, and improving attention. Of course, when used appropriately, humour is amusing and may make the communicator more well-liked. To make the processes and results more apparent and, therefore, to develop them for translational consequences, is now the issue for research into humour in education.

The role of humour in psychological well-being and therapy is a complex and multifaceted topic that warrants further exploration and discussion. This section will delve into key points and findings regarding the influence of humour on individuals' mental health and its implications for therapeutic interventions. One important aspect to consider is the distinction between adaptive and maladaptive humour styles. Adaptive humour styles, whether self-focused or other-related, have been found to contribute positively to psychological well-being. Individuals with a self-focused adaptive humour style tend to possess a humorous outlook on life, allowing them to maintain a lighthearted perspective even when faced with stress or adversity. On the other hand, other-related adaptive humour serves as a means of fostering affiliative bonds and strengthening social relationships. This type of humour enhances interpersonal connections and social support systems, which are crucial for maintaining psychological well-being. In contrast, maladaptive humour can have detrimental effects on both oneself and others. Maladaptive humour involves the use of humour in ways that are potentially destructive or injurious. It may include sarcasm, mockery, or humorously targeting sensitive topics, leading to negative emotional consequences and strained relationships. Recognizing the potential harm associated with maladaptive humour is important, as it highlights the need for individuals to develop self-awareness and exercise empathy when using humour in various contexts. Despite the common belief that a sense of humour universally facilitates positive health outcomes, research has shown that the relationship between humour and well-being is not unidimensional. The effectiveness of humour in promoting health depends on how it is measured and which aspects of humour are

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

explored. Different individuals may have varying preferences and responses to humour, necessitating a more nuanced understanding of its impact. Various mechanisms have been proposed to explain how humour can promote psychological well-being. Physiological changes accompanying laughter, such as muscular-skeletal, cardiovascular, endocrine, and neural responses, have been observed. These changes can lead to positive physiological effects and contribute to overall well-being. Additionally, the positive emotional mood states induced by humour and laughter have been found to enhance pain tolerance and potentially boost immune functioning. The ability of humour to moderate the adverse effects of psychological stress is another significant mechanism. By enabling individuals to cope effectively with stressors, humour serves as a valuable coping strategy that mitigates the impact of stress on mental health. Moreover, engaging in humour can lead to the development of more satisfying social relationships and increased social support, which are essential factors in maintaining psychological well-being. The discussion of humour in therapy reveals its potential as a therapeutic tool. Humour can be strategically used to build rapport, create an atmosphere of supportiveness, and establish a strong therapeutic alliance between the client and therapist. By sharing humorous experiences or perspectives, therapists can convey empathy, acceptance, and a shared understanding of the client's struggles. Humour also has the ability to provide a fresh perspective on clients' challenges, enabling them to view their problems from a new angle. It broadens their self-awareness and helps them develop more objective and fuller affective reactions. However, the introduction of humour in therapy must be approached cautiously and sensitively, as inappropriate use or timing can be detrimental to the therapeutic relationship[10]–[12].

CONCLUSION

Humour plays a significant role in psychological well-being and therapy, although its impact is complex and multifaceted. The distinction between adaptive and maladaptive humour styles highlights the importance of understanding the positive and negative implications of humour in individuals' lives.

Adaptive humour styles, such as self-focused and other-related humour, contribute to a positive outlook on life, stress management, and the enhancement of social relationships. In contrast, maladaptive humour can be detrimental, causing harm to oneself or others. The relationship between humour and psychological well-being is not unidimensional, and its effectiveness depends on various factors.

The mechanisms through which humour promotes well-being, such as physiological changes, positive emotional states, stress moderation, and increased social support, offer insights into the ways in which humour influences individuals' mental health. In therapeutic contexts, humour can be a valuable tool to foster rapport, supportiveness, and therapeutic alliance.

It can provide clients with new perspectives on their challenges, broaden their self-awareness, and help them develop more objective reactions. However, the use of humour in therapy requires sensitivity and caution to ensure it is used ethically and effectively.

In conclusion, the role of humour in psychological well-being and therapy is dynamic and nuanced. Recognizing the different styles of humour and their effects, as well as understanding the mechanisms through which humour promotes well-being, can inform interventions that harness the benefits of humour while mitigating potential risks. By considering the multifaceted nature of humour, researchers and practitioners can enhance their understanding and application of humour to support individuals' psychological well-being and facilitate therapeutic processes.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

REFERENCES

[1] Oa. Mg., "Music in the social and behavioral sciences: an encyclopedia," *Choice Rev. Online*, 2015, doi: 10.5860/choice.189066.

[2] J. R. Dunn, "Identity and sense of humor: An interview with Walter E. O'Connell, Ph.D.," *Humor Heal. J.*, 1995.

[3] K. A. Urban, "The experience of military couples through in vitro fertilization," 2004.

[4] F. Chammas, A. Potyrcha, V. Moulier, M. Thomas, N. Bouaziz, and D. Januel, "L'activité clown : outil thérapeutique au sein d'un service de psychiatrie adulte fermé ? Étude pilote de faisabilité," *Ann. Médico-psychologiques, Rev. Psychiatr.*, 2021, doi: 10.1016/j.amp.2020.11.003.

[5] R. M. Ripoll and I. Q. Casado, "Laughter and positive therapies: modern approach and practical use in medicine | Risa y terapias positivas: moderno enfoque y aplicaciones prácticas en medicina," *Rev. Psiquiatr. Salud Ment.*, 2010.

[6] S. Moradan, "Mind body therapies and infertility," *Iran. J. Reprod. Med.*, 2013.

[7] F. Chammas, A. Potyrcha, V. Moulier, M. Thomas, N. Bouaziz, and D. Januel, "The clown activity: A therapeutic tool within a closed adult psychiatry service? Pilot feasibility study," *Ann. Med. Psychol. (Paris).*, 2021, doi: 10.1016/j.amp.2020.11.003.

[8] M. S., "Mind body therapies and infertility," *Iran. J. Reprod. Med.*, 2013.

[9] P. Gremigni, *Humor and health promotion*. 2014.

[10] R. M. Ripoll and I. Q. Casado, "Risa y terapias positivas: moderno enfoque y aplicaciones prácticas en medicina," *Revista de Psiquiatria y Salud Mental*. 2010. doi: 10.1016/S1888-9891(10)70006-9.

[11] R. Mora Ripoll and I. Quintana Casado, "Laughter and positive therapies: Modern approach and practical use in medicine," *Rev. Psiquiatr. y Salud Ment. (English Ed.*, 2010, doi: 10.1016/s2173-5050(10)70006-6.

[12] P. Berger, F. Bitsch, H. Bröhl, and I. Falkenberg, "Play and playfulness in psychiatry: a selective review," *Int. J. Play*, 2018, doi: 10.1080/21594937.2017.1383341.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 4

AN ANALYSIS OF THE UNDERSTANDING THE CHALLENGES OF PERSUASION FOR EFFECTIVE INFLUENCE

Ms. GeethuBijil, Assistant Professor,
Department of Soft Skills, Presidency University, Bangalore, India,
Email Id-geetu@presidencyuniversity.in
Prof Sudip Sen, Regional College of Management, Bangalore, Indai

ABSTRACT:

This paper explores the challenges of persuasion and the importance of adapting messages for effective influence. Persuasion is a common function of communication used in various settings, such as the marketplace, courtroom, politics, healthcare, and interpersonal interactions. Understanding what makes persuasive messages effective has received significant research attention. Message adaptation, the skill of tailoring persuasive efforts to the specific situation and audience, is identified as the most fundamental aspect of persuasive success.

The article addresses four recurring challenges that persuaders commonly face: influencing attitudes, overcoming social considerations, addressing perceived ability, and translating intentions into behavior. Each challenge is examined through the lens of current theory and research on persuasive communication. The article emphasizes the need for tailored approaches to different challenges and provides evidence-based strategies for effective persuasion. It underscores the importance of adapting persuasive messages to specific obstacles in order to achieve successful influence.

KEYWORDS:

Message Adaptation, Communication, Attitudes, Social Considerations, Perceived Ability, Intentions Behavior.

INTRODUCTION

Persuasion is a pervasive aspect of human communication, with individuals constantly attempting to influence others in various domains of life. Whether it is in the marketplace, the courtroom, politics, or personal relationships, the ability to persuade others is highly sought after. Consequently, extensive research has been dedicated to understanding the factors that contribute to the effectiveness of persuasive messages. One of the core elements of successful persuasion lies in the skillful adaptation of messages to suit the specific challenges and demands of different situations and audiences.

This adaptive approach, known as message adaptation, is considered the cornerstone of persuasive success. It involves tailoring persuasive efforts to address the unique obstacles and considerations that influence individuals' attitudes, behaviors, and decision-making processes. This paper's aims to shed light on the challenges that persuaders commonly encounter and the importance of understanding and adapting messages to overcome these hurdles. By comprehending these challenges, persuaders can enhance their ability to effectively influence others. Four recurring challenges in persuasion are identified and explored in this article:

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

influencing attitudes, overcoming social considerations, addressing perceived ability, and translating intentions into behavior.

Each challenge presents distinct obstacles that must be navigated to achieve persuasive success.Drawing upon current theory and research in persuasive communication, this article offers evidence-based strategies and principles to help persuaders overcome these challenges. It is crucial to recognize that different challenges require different approaches. There is no one-size-fits-all solution in persuasion, as each situation and audience necessitate tailored strategies. However, by understanding the recurring challenges and leveraging the insights from social-scientific research, persuaders can build a comprehensive toolkit for the effective adaptation of persuasive messages[1]–[3].

Ultimately, the goal of this article is to provide a deeper understanding of the challenges inherent in persuasion and to equip persuaders with valuable tools and techniques to navigate these challenges successfully. By employing evidence-based strategies and adapting messages to the specific circumstances, persuaders can enhance their persuasive influence and achieve their desired outcomes. One of the most prevalent communication strategies that individuals often try to use is persuasion. Persuasion happens everywhere: in the marketplace, the courtroom, the political arena, the family and interpersonal spheres, the healthcare industry, the workplace, etc. Given the obvious relevance of persuasion, it is perhaps not surprising that much academic effort has been given to figuring out what makes persuasive communications successful. Message adaptation, or adjusting or customizing one's persuasive efforts to the specific scenario encountered or audience to be swayed, is if there is one skill that is most crucial to persuasive success. Professional persuaders modify their arguments to address the particular difficulties of the given circumstance. But how do persuasive circumstances vary? What are the many difficulties that persuaders encounter? Given the variety of locations in which persuasion happens, the situations that persuaders encounter will inevitably be varied. Because there are so many distinct persuasion contexts, it is impossible to provide straightforward, absolutely reliable guidelines for effective persuasion; what works in one context may be quite different from what works in another. It is feasible to identify four persistent problems with persuasion, however, as well as four circumstances that persuaders often run against. These are not restricted to a particular influencing environment, audience segment, or kind of behavior.

They don't believe it's a good concept, is one possibility for a response. In other words, they don't have favourable sentiments towards the activity or position supported. Consequently, a possible obstacle for a persuader is persuading individuals to have the right attitudes and to believe what the persuader is advocating is a good idea. Social barriers are a second explanation that could apply. What individuals believe other people think or do is what is meant by "social considerations" in this context. For instance, a person may have good thoughts about doing something but decide against doing it because they believe that others would judge them negatively. Third, the persuader may encounter difficulties based on how others view their capacity to adopt the recommended conduct. In other words, sometimes individuals have the right attitudes, and social factors are all in their favor, but they don't believe they can really carry out the activity, so they don't even attempt.

Finally, even when someone has the right attitudes, the social circumstances are favourable, and they are aware that they are capable of engaging in the behavior, they may have a vague intention to follow the persuader's instructions but fail to follow through on it. That is to say, a persuader may sometimes have to assist others in changing their intentions into actions. Each of these potential difficulties is discussed in the sections that follow in light of the most recent theory and research on persuasive communication. The social-scientific research

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

literature on persuasion provides many principles and suggestions for each difficulty that might be helpful in clarifying how to effectively overcome that difficulty. As one may anticipate, several strategies are necessary for various difficulties. A approach that is effective for one kind of persuasive issue may not be effective for another one. But there are practical, evidence-based approaches that have been shown effective for each unique problem. The study that follows aims to provide readers a broad toolset for the skillful adaptation of persuasive messages. The tactics outlined below provide a framework for the creation of messages that are specially tailored to those hurdles after a persuader has determined the unique barriers to compliance that are present in a given circumstance.

Influencing Attitudes

i. Supportive arguments

Negative attitudes may also serve as the foundation for disagreement with the persuader's proposed point of view: individuals may not think highly of the proposed public policy, the proposed product, or the proposed course of action. Making arguments in favor of the recommended perspective is another clear way to encourage individuals to have positive attitudes; persuaders often try to convince others of the validity of their position. An extremely common kind of supporting argument for promoting good attitudes is one that mentions the negative effects of the favored viewpoint. "This economic measure will promote expansion." Wearing sunscreen lowers your chances of developing skin cancer, and this automobile gets excellent gas efficiency. These are all justifications based on outcomes. It should come as no surprise that these consequence-based arguments are more convincing when they reference comparatively favourable outcomes rather than ones that are not as desired. Although this argument is undoubtedly clear, it does highlight how crucial it is to build convincing appeals that are tailored to the opinions of the audience. Since diverse individuals have different values, successful consequence-based arguments need expert message modification to the intended audience [4]–[7].

Research on the individual-difference variable "consideration of future consequences" offers a good illustration. CFC refers to variations in how much individuals naturally emphasize longer-term behavioral sequences as opposed to shorter-term ones.

These individual variances are mirrored in matching variations in the kind of arguments that each person finds more convincing. Arguments that focus on immediate repercussions are generally more compelling for those with low CFC levels, while arguments that focus on long-term effects are more appealing for people with high CFC levels. Another example is the relative general emphasis that people place on certain product features while evaluating consumer goods. This variance in "self-monitoring," which refers to the control or management of one's self-presentation, is connected to this difference. Low self-monitors are less concerned with their projected image and are less likely to change their behavior to external conditions. High self-monitors are concerned with the image they portray to others and customize their behavior to meet the specific situations they're in. High self-monitors are more interested in symbolic or image-related features of consumer items than low self-monitors, who are more interested in functional or product-quality qualities.

The relative efficiency of various persuasive arguments varies in accordance with these distinctions. Numerous studies have shown that people with high self-monitors respond more positively to advertising that emphasize images than those that emphasize product quality, with the reverse impact being seen for those with low self-monitors. Therefore, it follows that a persuader would obviously desire various appeals in communications directed at these two

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

various types of audiences. Therefore, a persuader must decide which arguments will be most persuasive in this particular situation while creating supporting arguments. The response will differ from situation to instance, and it may not always be clear-cut.

For instance, it seems reasonable to suppose that altruistically directed arguments would naturally have some unique purchase that self-focused appeals do not, for activities such as giving blood and consenting to be an organ donor. Altruistic arguments, however, were shown to be less compelling than self-oriented appeals in certain research on similar topics. When attempting to get young people to quit smoking, arguments regarding the harmful effects on their health may readily spring to mind. However, it seems that at least some teenagers are more swayed by arguments citing the harmful social effects of smoking. Similar to how statements addressing the prevention of skin cancer might be less compelling than those focusing on penalties connected to beauty when it comes to promoting skin protection behavior, several research have discovered. It is simple to make errors about the arguments that will have the most impact on modifying attitudes. It is possible for arguments that seem to be very effective to actually be significantly less convincing than others; appeals that seem to work well with certain receivers may not work as well with others. Therefore, careful modification of one's arguments to the specific situation at hand is necessary for the effective deployment of supporting arguments.

Handling Counterarguments

Receivers' bad attitudes may sometimes be traced back to disagreements with the advocate's point of view. The issue at stake is how a persuader ought to respond to such concerns. That is, how should a persuader respond to possible opposing arguments in addition to offering supporting arguments? There are three general alter- native paths of action. One strategy is to give just supportive reasons while ignoring the counterarguments.

The second is to provide reasons in favour of your position while simultaneously attempting to disprove those against it. The third is to provide supporting justifications and acknowledge the counterarguments without attempting to discredit them. The relative persuasiveness of various alternatives is the subject of a sizable amount of study findings. According to the research, two-sided communications that provide a rebuttal are much more compelling than those that do not; on the other hand, non-refutational two-sided messages offer a large reduction in persuasion over one-sided messages. That is to say, it is wise for persuaders to address counterarguments head-on by making an effort to reject them as opposed to ignoring them or, even worse, bringing them up without challenging them.

However, the persuader may only be able to use refutational two-sided communications to their advantage if the disproved counterarguments are ones that the audience genuinely believes; otherwise, no persuasion may take place. Additionally, non-refutable two-sided communications may sometimes be an effective tactic in consumer advertising. However, in general, persuaders should make every effort to refute opponents' claims. The benefits of resolving active objections are well shown by smoking cessation methods. Smokers can find it difficult to stop due to worries about gaining weight. In order to address this concern, several studies have coupled a weight management intervention with a smoking cessation intervention. They discovered that such combinations result in much higher abstinence rates than smoking cessation therapies used alone.

Influencing Social Factors

People may not necessarily embrace the proposed perspective even if they have favourable personal views towards the persuader's point of view due to social concerns, which are tied to

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

people's impressions of what other people are thinking or doing. It is important to differentiate between descriptive norms and injunctive norms as these social influences.

i. Descriptive norms

The person's perspective of whether other people engage in the behavior, or perception of what other people are doing, is the descriptive norm. People's behaviors may and do depend on their perceptions of descriptive-norms: People may be more prone to engage in a behavior themselves when they begin to believe that it is more often committed by others. People may recycle more often, for instance, if they think a lot of their neighbors do.Simply telling individuals what others are doing is the simplest approach to alter their views of descriptive norms. And certainly, many studies have shown that providing individuals with descriptive-norm knowledge may affect their behavior. Here are a few instances. Learning that some of their Facebook friends have cast their ballots may inspire them to vote. When individuals get communications showing that the majority of other taxpayers pay their taxes on time and in full, they are more inclined to do the same. If doctors are given data comparing their actions to those of individuals with the lowest rates of incorrect prescription, they are less likely to wrongly prescribe antibiotics. However, the effectiveness of such descriptive-norm treatments is not assured. Interventions aimed at reducing alcohol use among college students serve as an instructive example. Students often overestimate the quantity or frequency of alcohol usage by others. Interventions that correct such misinformation have been widely explored since such misconceptions may foster alcohol addiction. However, the results of various therapies have been inconsistent, and it is still unclear exactly what factors affect these results. However, persuaders will still want such messages to be a part of their arsenal even without a fully developed understanding of precisely what makes for the most powerful descriptive-norm messaging.

ii. Injunctive Norms

The person's judgement of whether other people believe they should engage in the desired behavior is known as the injunctive norm. In contrast to the descriptive norm, the injunctive norm is hence prescriptive. Perceptions of the injunctive-norm may and do affect people's behavior. People are more inclined to behave in a way that they believe others will find acceptable if they believe that others would find it unacceptable.

Injunctive-norm perceptions, thus, naturally, provide another possible channel of impact for persuaders. For instance, researchers have discovered that injunctive-norm messaging may be a powerful tool for influencing people on issues like distracted driving from a phone, cigarette use, good food, sun protection, smoking, and environmental behavior. Depending on the situation, more specialised groups or people may be used instead of more generalized social norms in injunctive-norm interventions. However, the overall purpose is to communicate how much other people are in agreement with the behavior. The design of successful injunctive-norm messages, the situations in which they are most likely to be effective, and other topics are still largely unknown, much as with descriptive-norm interventions.

Influencing Perceived Behavioral Ability

People may not engage in the recommended behavior even though they have favourable attitudes, positive descriptive norms, and positive injunctive norms about it if they believe they are unable to do so. That is, a perceived behavioral ability might prevent someone from adopting a new behavior. For instance, a person may have a favourable attitude towards exercising often, a favourable descriptive norm, and a favourable injunctive norm, but a poor

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

perception of their behavioral capacity prevents them from even forming the intention to exercise frequently. Numerous research have shown that behavioral intentions are often significantly influenced by perceived behavioral ability, which is true frequently. Just one illustration of the unique function of perceived behavioral ability: In a study on recycling, it was discovered that householders who recycled and those who didn't shared similar positive attitudes towards recycling, but non-recyclers perceived recycling to be much more difficult to do than did recyclers, and they also expressed uncertainty about how to perform the behavior specifically; thus, the barrier to behavioral performance appeared to be a matter of a perceived inability to perform the action, not a negative attitude towards the behavior.

Given that a lack of perceived behavioral skill will sometimes be the main barrier to winning over the audience, the issue arises how persuaders could increase self-efficacy. In general, there are at least four ways that persuaders might make an effort to change a person's perception of their capacity for behavior. Each of these processes may be beneficial under the correct conditions, but their usefulness will depend on the specific behavior of interest. First off, certain behavioral performance barriers may sometimes be removed by persuasive speakers. When a lack of knowledge is the obstacle, persuaders may simply provide the essential information. For instance, a pamphlet that explains how to adjust a water heater's temperature setting might increase parents' confidence in their ability to do so. Similar to this, clearer instructions may increase one's confidence in one's ability to do medical tests on oneself. In any of these situations, merely supplying the necessary knowledge may eliminate a barrier to behavioral performance. For example, prospective voters may not know where to go to cast their ballots, teenagers might not know how to use condoms correctly, and homeowners might not know how to recycle.When the obstacle is substantial, persuaders may sometimes be able to overcome it. For instance, transport issues may be a major deterrent for low-income patients whose initial medical test results point to the need for a follow-up hospital visit; Marcus et al. discovered that offering these patients free bus passes or parking permits significantly increased the likelihood that they would visit for follow-up procedures. This first strategy for improving perceived behavioural competence, which involves reducing obstacles to compliance, may be summed up as follows: Effective persuaders make it simple for individuals to comply with their requests. For instance, individuals who have just expressed a desire to register as organ donors are more likely to do so if given the chance to do so right away; racquetball players who lack eye protection gear are more likely to wear it if the recreational facility provides it on the court rather than at a separate checkout location.

Second, persuaders sometimes have the power to open doors for the successful execution of the desired behavior. Practice at carrying out the behavior, or doing the behavior, is likely to increase perceived self-efficacy. For instance, a lot of studies have discovered that treatments such as role-playing conversations with sexual partners, practice wearing condoms properly, and similar things may improve self-efficacy for safer sex practices. Third, audiences may be shown instances of other individuals successfully demonstrating the behavior. Self-efficacy may be improved by such modelling. Preservice teachers who saw a film that discussed and showed numerous successful behavior management approaches, for instance, later reported greater self-efficacy for using such techniques. This was in contrast to a no-treatment control group. Anderson discovered that seeing a movie that successfully simulated breast self-examination led to considerably higher felt behavioral self-efficacy when compared to different control situations. Finally, merely by getting positive reinforcement from others, perceived behavioral skill may sometimes be improved. The perceived self-efficacy of the receiver may sometimes rise in response to a persuader who expresses confidence in the recipient's behavioral skills. For instance, telling individuals they can stop a buddy from

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

getting behind the wheel after drinking might help them feel more capable of doing so of course, these options are not mutually exclusive. In fact, several studies have looked at multi-part treatments, including combining modelling with rehearsal. But regardless of how they are used individually or collectively all of these different processes have a strong chance of improving perceived behavioral competence [8].

Converting Intentions into Action

Even when individuals possess the necessary social support and positive attitudes and think they are capable of carrying out the behavior, they sometimes fail to do so despite having the best of intentions. The difficulty a persuader has in various situations is persuading others to change their intentions into behavior. This difficulty may be overcome using three broad ways.

i. Prompts

A prompt is a first step in the persuasion processa little signal that draws attention to the behavior when it is performed. Such very simple triggers may influence persuasion under the correct conditions. To give a few examples, placing straightforward signs next to escalators or elevators that have adjacent stairs can significantly increase stair use in office buildings and train stations. Reminder calls can also improve glaucoma medication adherence, while reminder signs in restrooms can encourage handwashing and automated medical appointment reminders can boost appointment-keeping. However, two requirements must likely be satisfied for prompts to be effective. People need to feel they are capable of doing the behavior as well as already be wanting to do so. It is unlikely to be very effective to remind individuals of anything they do not want to do or do not believe they can accomplish.

ii. Explicit Planning

Second, explicit behavior planning may be fostered among individuals. Planning behavioral performance has been shown in multiple studies to assist individuals in turning their abstract goals into specific "implementation intentions," which support behavioral performance. Sheeran and Orbell discovered, for instance, that participants were much more likely to show up for a medical screening test than those in a control condition when they stated when, where, and how they would schedule an appointment. Similar benefits have been shown for numerous other behaviors, including exercising and voting.Several prerequisites must be met for such explicit-planning interventions to be successful. People must, for instance, already have the necessary abstract intents and have high levels of assessed behavioral aptitude. But under the appropriate circumstances, such interventions may be quite effective in persuading individuals to act on their objectives.

Inducing Hypocrisy or Guilt

Third, another possible influencing tactic is to make individuals feel awful about their inconsistency to make them feel guilty or hypocritical when they have good goals and attitudes but are not behaving consistently with them. Persuaders could think about using guilt for this goal as it can be a strong motivation. It is necessary to draw attention to both the current congruent attitude and the prior contradictory behavior in order to arouse sentiments of hypocrisy or shame. And several studies have shown that when that occurs, people are often more prone to act laterally in line with their views. In a home energy conservation study, for instance, where participants had pledged to conserve energy but weren't actually doing it, some people received feedback about their actual energy use, while others received the feedback and a reminder about their positive attitudes; greater subsequent energy

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

conservation was seen in the latter group than in the former. But if not used wisely, this tactic might quickly backfire. People who are made to feel hypocritical about an apparent attitude-behavior discrepancy, for example, may resolve that discrepancy by altering their attitudes rather than their behavior, in order to explain their prior behavior. And several studies have shown that although more explicit guilt appeals do elicit more guilt than less explicit ones, they are much less convincing than less explicit ones. This might be because the tactic arouses contempt or wrath. Therefore, although attempting to influence people's intentions into actions by making them feel awful is a method that may be effective, it can also backfire.

DISCUSSION

The understanding of the challenges involved in persuasion is crucial for achieving effective influence. This discussion section delves into the identified challenges in persuasive communication and highlights the significance of adapting messages to overcome these obstacles. The first challenge in persuasion is influencing attitudes. Persuaders often encounter resistance due to individuals' negative evaluations or lack of positive attitudes toward the advocated viewpoint or action. To address this challenge, supportive arguments play a key role. By presenting arguments that support the advocated view, persuaders can provide individuals with compelling reasons to favor their viewpoint. Tailoring these supportive arguments to the specific circumstances and audience is essential, as different people value different things. For instance, consequence-based appeals can be more persuasive when they invoke outcomes that are seen as desirable by the target audience. Skillful adaptation of persuasive appeals is critical in order to resonate with the audience's views and encourage positive attitudes. The second challenge revolves around social considerations. People's perceptions of what others think or do can act as barriers to persuasion. Individuals may possess positive attitudes toward a certain action but refrain from engaging in it due to concerns about social acceptance or conformity. Persuaders must address these social considerations by crafting messages that alleviate such concerns. For instance, demonstrating social norms that support the advocated behavior or highlighting positive social consequences can help overcome this challenge.

Understanding the target audience's social dynamics and tailoring the message accordingly are vital for effective influence. The third challenge involves perceived ability. Even when individuals hold positive attitudes and are unaffected by social considerations, they may doubt their own capability to perform the advocated behavior. This perception of self-efficacy can hinder their willingness to act. Persuaders need to address this challenge by instilling confidence and fostering a sense of empowerment in the audience. Providing evidence of successful past behaviors or offering practical steps and resources can help individuals overcome their perceived ability barriers. Adapting messages to enhance individuals' perceived competence is crucial to bridge the intention-action gap. The final challenge lies in translating intentions into behavior. Sometimes, individuals may possess positive attitudes, be unconcerned about social considerations, and believe in their ability to engage in the advocated behavior. However, they still struggle to convert their intentions into actual actions. This challenge calls for strategies that facilitate behavioral change. Persuaders can employ techniques such as goal setting, implementation intentions, and reminders to help individuals overcome inertia and take the desired action. By understanding the obstacles that hinder behavioral translation, persuaders can design messages that effectively guide individuals from intention to action. Throughout this discussion, it becomes evident that no single approach can address all the challenges of persuasion. Different challenges require tailored strategies, and what works in one situation may not be effective in another. The literature on persuasive communication offers a wealth of evidence-based principles and

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

guidelines that can aid persuaders in overcoming these challenges. By leveraging this knowledge, persuaders can adapt their messages to specific circumstances, target audiences, and desired behaviors.

CONCLUSION

The understanding of the challenges inherent in persuasion is essential for achieving effective influence. This article has explored the four recurring challenges faced by persuaders: influencing attitudes, overcoming social considerations, addressing perceived ability, and translating intentions into behavior. It has highlighted the importance of adapting persuasive messages to overcome these obstacles. Successful persuasion requires tailoring messages to specific situations, audiences, and desired behaviors. Skillful adaptation is key to navigating the diverse challenges that arise in different contexts. By employing evidence-based strategies and principles from the research literature, persuaders can enhance their persuasive influence. It is crucial to acknowledge that there is no one-size-fits-all solution in persuasion. Different challenges call for different approaches. What works in one scenario may not be effective in another. Therefore, a nuanced understanding of the target audience and their unique circumstances is paramount. By equipping persuaders with a comprehensive toolkit of strategies and techniques, this article aims to enhance their ability to overcome the challenges of persuasion. It emphasizes the importance of evidence-based practices and highlights the need for continuous learning and adaptation. Ultimately, effective persuasion involves a thoughtful and deliberate approach. By understanding and addressing the challenges, persuaders can increase their effectiveness in influencing attitudes and behaviors. Through careful message adaptation, they can navigate the complexities of human decision-making and achieve the desired outcomes.

REFERENCES

[1] S. Baines and L. Robson, “Being self-employed or being enterprising? the case of creative work for the media industries,” *J. Small Bus. Enterp. Dev.*, 2001, doi: 10.1108/EUM0000000006830.

[2] “Editorial introduction,” *The Handbook of Communication Skills, Fourth Edition*. 2018. doi: 10.4324/9781315436135-1.

[3] A. R. Crawford, “Licensing and negotiations for electronic content,” *Resour. Shar. Inf. Networks*, 2008, doi: 10.1080/07377790802498523.

[4] C. Ewuoso, S. Hall, and K. Dierickx, “How do healthcare professionals manage ethical challenges regarding information in healthcare professional/patient clinical interactions? A review of concept- or argument-based articles and case analyses,” *South African J. Bioeth. Law*, 2017, doi: 10.7196/sajbl.2017.v10i2.00610.

[5] S. Smith, “Encouraging the development of team working skills in physiotherapy students,” *Int. J. Ther. Rehabil.*, 2013, doi: 10.12968/ijtr.2005.12.10.24487.

[6] I. S. Yeoman and U. McMahon-Beatte, “Teaching the future: learning strategies and student challenges,” *J. Tour. Futur.*, 2018, doi: 10.1108/JTF-12-2016-0054.

[7] J. Snowden and S. H. James, “Developing a Career in Pediatric Infectious Diseases,” *J. Pediatric Infect. Dis. Soc.*, 2018, doi: 10.1093/jpids/piy123.

[8] D. O. Shniger, “Legal Writing, Design and Aesthetics in Legal Education: The Results of the Scientific and Practical Seminar (April 10, 2021),” *Actual Probl. Russ. Law*, 2021, doi: 10.17803/1994-1471.2021.129.8.207-212.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 5

AN OVERVIEW OF THE APPLYING SKILLS IN SPECIFIC CONTEXTS AS ASSERTING AND CONFRONTING

Dr. Kumar Ravi, Associate Professor,
Department of English, Presidency University, Bangalore, India,
Email Id-ravimanchi@presidencyuniversity.in
Prof K N Swamy, Regional College of Management, Bangalore,
India

ABSTRACT:

The concept of applying skills in specific contexts as a means of asserting oneself and confronting challenges. The ability to effectively utilize skills within specific situations is crucial for personal and professional growth. By understanding the nuances of different contexts, individuals can assert themselves confidently and confront obstacles with resilience and determination. This abstract delves into various strategies and techniques that can be employed to adapt and apply skills in specific scenarios. It also emphasizes the importance of self-awareness and adaptability in order to navigate diverse contexts successfully. The abstract concludes by highlighting the potential benefits of developing such skills, including improved communication, enhanced problem-solving abilities, and increased self-confidence. Overall, this exploration aims to provide insights into the significance of applying skills in specific contexts as a means of asserting oneself and overcoming challenges effectively.

KEYWORDS:

Assertiveness, Communication, Contextual Skills, Problem Solving, Self Confidence, Specific Contexts.

INTRODUCTION

In today's dynamic and multifaceted world, possessing a diverse range of skills is essential for personal and professional success. However, the mere possession of skills is not enough; knowing how to apply them effectively within specific contexts is equally crucial. The ability to assert oneself and confront challenges within these specific contexts requires a deeper understanding of the intricacies and nuances involved. This introduction explores the concept of applying skills in specific contexts as a means of asserting oneself and confronting obstacles head-on. It delves into the significance of contextual skills and their role in personal and professional growth. By adapting and employing skills in specific situations, individuals can navigate complex scenarios with confidence and resilience, ultimately achieving their desired outcomes. The act of asserting oneself involves the assertive expression of thoughts, ideas, and needs while respecting the rights and boundaries of others. It requires individuals to communicate effectively, convey their perspectives, and make their presence known. Confrontation, on the other hand, entails addressing challenges, conflicts, or obstacles directly, rather than avoiding or suppressing them. It involves standing up for oneself and tackling difficult situations with determination and poise [1]–[3].

By understanding the interplay between applying skills, asserting oneself, and confronting challenges within specific contexts, individuals can unlock their full potential. The ability to adapt and thrive in diverse environments is essential for success in various domains, including professional careers, interpersonal relationships, and personal development. Throughout this exploration, we will delve into the strategies, techniques, and mindset

Regional College of Management
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

required to effectively apply skills in specific contexts. We will emphasize the importance of self-awareness, adaptability, and understanding the unique dynamics of each situation. Furthermore, we will highlight the potential benefits of developing these skills, such as improved communication, enhanced problem-solving abilities, increased self-confidence, and strengthened relationships. The ability to apply skills in specific contexts as a means of asserting oneself and confronting challenges is a valuable asset in today's complex world. By honing these abilities, individuals can navigate various scenarios with confidence, overcome obstacles, and achieve their goals. This exploration aims to provide insights and practical guidance on how to leverage skills effectively within specific contexts, fostering personal growth, and empowering individuals to thrive in their endeavors.

The ancient Sage's teachings, which generally address knowledge and honorable conduct, also apply to the effective use of assertive skills, including accepting the right to express one's desires, being aware of the social obligations that go along with that right, and making an informed choice to do so. Numerous research conducted over the last 45 years have shown that Hillel's insight is still extremely applicable today. Midway through the 1970s, assertiveness gained popularity as a behavioral therapy therapeutic emphasis as well as a pop psychology trend that claimed to be a cure-all for human suffering. The cultural ideas and social transformations that the US and other Western countries underwent in the late 1960s and early 1970s gave rise to the modern idea of assertiveness. These include ethical relativism, which broadened the range of socially acceptable behaviors, pragmatism, which put outcome over ideology, and rationality, which assisted in meeting the demands of an advancing scientific and technological society. Social and political activism also played a role. Although there was a decline in both scientific and popular interest in assertiveness in the 1990s, assertiveness is now widely recognized as a useful strategy for gaining one's own advantage, influencing others, and resolving conflicts. Assertiveness training is still a common CBT intervention, and the core values of assertiveness remain pragmatism, relativism, activism, and rationality.

The assertion notion has been used in situations outside of the clinical ones where it first appeared. For instance, its importance in the workplace is well acknowledged, especially in fields with a large female workforce, including nursing and social work, where feminine deference may negatively impact job satisfaction. workers who are aggressive get more fair performance reviews and have better feelings about the review process and their supervisors than workers who are not forceful. Additionally beneficial to mental and behavioral health, assertiveness. The ability enables women to see stress as a challenge rather than a danger and enables low-income cancer patients to obtain the best medical treatment. The ability to be assertive is linked to better dealing with a variety of problems, including alexithymia, autonomy connectivity, home labour division, and racial and ethnic discrimination. In Asian students attending US institutions, assertiveness is linked to academic self-efficacy, and in non-gifted students, it is linked to academic accomplishment. Deficits, on the other hand, are linked to anorexia, sadness, psychological discomfort in African Americans, youngsters being victimized by their peers, and depressive symptoms in females. Last but not least, sexual assertiveness, which will be covered in more depth later, has a positive correlation with sexual performance and pleasure and a negative correlation with victimization.

Interventions for a variety of issues that lower quality of life, such depression and chronic pain, sometimes incorporate assertiveness training. People who are at risk of abuse or bullying, children who are at risk of contracting HIV, women with intellectual disabilities who must participate in their healthcare decisions, gay men who struggle with rejection sensitivity or who are HIV-positive and must refuse drugs, and adolescents who must make

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

decisions about substance use or condom use can all benefit from it. Assertiveness training reduces negative emotional responses and, in women, depression among overseas students enrolled in US universities. Adolescents and women have been taught how to establish boundaries in sexual settings via assertiveness training in recent years. The Spanish Education Act of 2006, one of whose objectives is to help students acquire a variety of social skills based on assertiveness and empathy, is a potent illustration of how widely the notion of assertiveness is accepted in the industrialized world.

It's interesting to note that assertiveness training and the application of the assertion construct have extended over the last ten years to many developing nations, showing that these societies are more accepting of its individualistic ideology. This is in line with recent research showing that individualistic behaviors and values have significantly increased over the past 50 years everywhere in the world, including in collectivist societies where strong socioeconomic growth has brought about a postindustrial, urbanized, and more educated foundation that lessens reliance on others for survival. Assertiveness training has been reported to be an effective intervention in Mexico, Japan, Iran, Taiwan, Nigeria, Turkey, and Brazil according to research with varied degrees of methodological soundness. Peer victimization among Hong Kong schoolchildren, burnout among Japanese nurse supervisors and new nurses, and a high risk of Internet addiction among Turkish university students are all caused in large part by assertiveness weaknesses[4]–[6].

Although assertiveness today has a good social value in many different cultures throughout the globe, using these talents won't always be the best course of action. The next sections will summaries very briefly the literature related to the conceptualization of assertive behavior, noting that fuller discussions can be found elsewhere. This chapter will review our current understanding of appropriate and effective assertive behavior in conflict situations, but because almost no research has been conducted in the last decade on the content of the skill itself, despite widespread acceptance in both developing and developed countries.

Defining Assertive Behavior

Early explanations of assertion placed a strong emphasis on the freedom to express one's own preferences while yet upholding the rights of others. They had specific components drawn from face validity and were created by physicians from the ground-breaking formulations presented by Salter and Wolpe. Rich and Schroeder proposed a functional, contentless operant definition of the ability to seek, maintain, or enhance reinforcement in an interpersonal situation through the expression of feelings or wants when such expression risks consequences because these conceptualizations were insensitive to situational, individual, and cultural factors and failed to promote systematic theoretical and empirical inquiry. reduction in support or even punishment the efficiency of a person's reaction in generating, sustaining, or improving reinforcement may be used to gauge their assertiveness level. This definition emphasizes the essential characteristics of assertion: It only occurs in an interpersonal context, is an expressive skill involving verbal and nonverbal components, always involves the risk that the recipient will react negatively, and is frequently measured by outcome, which some regard as the ultimate criterion for performance evaluation. It is a learned skill that varies depending on the situation, not a trait that a person has or lacks.

However, an assertion may be assessed using criteria other than those that consider the immediate results. A technical criterion that evaluates response quality independent of impact is important since assertion includes risk and skilled behavior may not always result in reward. Thirdly, appropriate behavior has social validity; because unskilled behavior can result in reinforcement, a cultural criterion that encompasses social acceptability is typically

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

required. Additionally, an assertion that achieves its immediate goals may enhance or weaken a continuing relationship with the other person, suggesting the importance of a cost-benefit criterion. In reality, trainers place a lot more emphasis on cultural fit, net benefit, and technical skill than they do on rapid results. The functional meaning of assertion includes some substance again when factors like technical proficiency and cultural appropriateness are taken into consideration. Although an agreement has been difficult to come by, commonalities in the substance of several studies may be identified.

Clarification of the Assertion Concept

Active/initiative reactive or, most typically, positive negative reaction classes are two ways to categories assertive behavior. Schroeder, Rakos, and Moe's classification of four positive response classesadmitting personal shortfalls/self-disclosure, giving and receiving compliments, initiating and maintaining interactions, and expressing positive feelings—as well as three negative or conflict response classesserve as an example of the latter. While the majority of therapeutic and academic emphasis has been on conflict response courses, it's critical to understand that assertiveness also includes interpersonal expressiveness in constructive circumstances.

Distinguishing Assertion from Aggression

Assertion is often thought of as the point where non-assertion meets aggressiveness, yet new findings indicate that it also contains parts of aggressive and submissive behavior. Furthermore, although a single continuum emphasizes how assertiveness training is beneficial for both aggressive and timid people, it is unable to distinguish between assertive behavior that is appropriate for a conflict situation and improper aggression.

This is a crucial difference because, in the eyes of the general public, conflict assertiveness is frequently mistaken for aggressiveness, described as pushy, harsh, and insensitive, and high levels of assertiveness are seen as a weakness rather than a strength in leaders [7].

However, the distinction between aggressive and assertive response styles may be made as early as preschool, and it depends on one or more of the four previously mentioned characteristics. In contrast to aggressiveness, appropriate conflict assertion respects the other person's rights, using non-hostile verbal and vocal cues, aims to reduce uncomfortable feelings, and strengthens existing connections. In order to cope with persistent disobedience, assertion only uses justifiable threats when absolutely required. Intentions, outcomes, and context are also viewed differently in assertion than in aggression.

A functional definition, however, often leaves out important context including social values, behavioral objectives, and cultural expectations. For instance, individuals frequently support "the broad aims of avoiding disagreement and not straining the relationship.

A functional definition, however, enables us to recognize additional socially acceptable, functionally connected behaviors with a defined but nevertheless quite broad substance. Instead of being analyzed as a single discrete action and a personal right, assertion may be seen as a series of overt and covert actions that include rights as well as their functionally associated antecedent and subsequent duties.

Without the requirement behaviors, just stating the proper thing to do is expressive behavior, which is also by itself aggressive since it goes against the social norm of minimizing conflict and makes use of dominance and authority to get what it wants. Contrarily, conflict assertion necessitates the emission of certain types of socially responsible behavior:

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Antecedent Obligations:

i. Acting openly and covertly enough to ascertain the rights of each member.

ii. Creating a verbal and nonverbal response repertoire that aims to affect the offending behavior of the other person but not their sense of self-worth.

iii. Taking into account any possible drawbacks that the other person could encounter as a result of expressive behavior.

Subsequent Obligations:

i. Giving a succinct, sincere, and unrepentant justification for the expressive behavior.

ii. Expressing empathy and making brief explanations in an effort to lessen any pain, annoyance, or enjoyment the other person could feel as a result of the expressive behavior.

iii. In the event that the other party is unable to do so, defending their rights.

iv. Seeking an amicable solution where lawful rights clash.

While the later requirements maintain continuing connections but are not seen as useful when engaging with a stranger, the preceding obligations are important conditions to expressive behavior in all conflict situations. Two recent studies that indirectly support the behavior chain conceptualization show that following duties are more often employed by women than by males, who prefer to concentrate on rights, and by people who display the Type B behavior pattern as opposed to Type As. To formulate assertion as a skill involving the defense of both one's own and the rights of others, empathy for and respect for the other, social acumen, consideration for the development of relationships, the open and forthright expression of feelings and desires, and the understanding that compromises are necessary for all parties to succeed, Vagos and Pereira analyzed 20 studies spanning four decades. To differentiate between assertive behavior, which reflects socially acceptable behaviors that meet needs without violating others' rights, and aggressive behavior, which accomplishes needs through coercion and violation of others' rights, Thompson and Berenbaum created a scale. Assertive behavior typically includes variations of the following obligations. The scale showed strong reliability and validity in separating the two ideas, and it also removed sexist and heterosexist language.

Thus, the behavior chain definition distinguishes between assertion, which encompasses both expressive and obligation behaviors, and aggressive behavior, which solely expresses rights. The requirements are sufficiently explicit to be reliably learned and successfully generalized to the natural world while accommodating heterogeneity owing to situational, social, and cultural variables.

The Skill of Conflict Assertion

As discussed earlier, research in clinical, school, and work contexts convincingly indicates that conflict assertive skills characterize psychologically adaptive healthy individuals and facilitate personal growth and satisfactions. But exactly what behaviors constitute this valuable skill? Certainly, overt response elements, such as verbalizations and eye contact, are important components. However, because the response must be sensitive to the context, covert behaviors must be integrally involved in selecting the overt responses that best meet the needs of the situation. Fortunately, the extensive research provides a good number of

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

general guidelines for the development of a diverse behavioral repertoire that can be adapted to the specific circumstance.

Overt Behavioral Components

The overt response elements include:

i. **Content:** The verbal behavior of the asserter, or what the person says.

ii. **Paralinguistic Elements:** The vocal characteristics of the verbal behavior, or how the asserter sounds.

iii. **Nonverbal Behaviors:** The body movements and facial expressions that accompany the verbal behavior, or how the asserter appears.

iv. **Social Interaction Competencies:** The timing, initiation, persistence, and stimulus control skills that enhance the impact of the verbal behavior, or how the asserter behaves in the process of the interaction.

Content

The verbal content of conflict assertion includes the expression of rights and the emission of obligations, as described by the chain of conceptualization presented above.

Expression of Rights

Any statement's essential purpose its raison detre is the claim of rights. The precise convention will change depending on the answer category and the circumstance, but it will always contain a declaration of desire, emotion, or opinion. Rights declarations are also straightforward, precise, and courteous. A direct statement expresses the pertinent sentiments, desires, views, or ideas in a straightforward, sincere, and concise manner. Brevity should not, however, contradict the conventions of speech; instead, complex phrases connected by "and" or "but" should be used.

A "orienting statement" that indicates the subject to be covered should also be included in the introduction. As they obscure the subject of concern and lessen the force of the claim, explanations are not included in the rights declaration but may be included in a future duty. A particular statement avoids generalizations and clearly defines the main problem. More specifically, "I have concerns about how we divide the housework" is better than "I have concerns about how we divide our responsibilities." The latter claim raises a plethora of new problems that will only serve to complicate the conversation, divert attention, heighten expectations, and prevent problem-solving. A courteous statement abides by the rules of etiquette and abstains from categorizing, blaming, insulting, assaulting, or assuming the motivations of the other person. Therefore, a straightforward, detailed, and courteous request for a behavior change only identifies the problematic behavior before respectfully requesting a change. A controversial idea is expressed in a similar manner: The statements "I believe Issue 1 fails to recognize the real needs of the schools" and "Anyone who supports Issue 1 is deceiving himself and rationalizing" are quite different. The latter makes assumptions about motivations, labels, and generalizations. These three characteristics are also included in the refusal of unreasonable requests: Just saying "No thank you, I'm not interested" is sufficient to convey one's rights. Conflict claims without directness are likely to be seen as nonassertive, lacking respect as aggressive, and lacking both as passive-aggressive, while all three alternatives to assertion may be characterized by a lack of specificity.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

In order to conform to social and conversational standards, the actual verbalization of behavior modification requests and refusals may probably diverge from textbook recommendations. For instance, behavior change requests are conceptualized as including both a statement of feelings and a specific request for altered behavior. Untrained judges, however, assess the specific request component of a behavior change request as being on the verge of aggression and having little practical value. This implies that when the conflict statement alone is inadequate, the particular request statement could be the most suitable. Similar to acceptances, refusals include the classic "no," but their direct expression may be difficult in social situations and go against established conversational norms, like when a spouse tells their partner, "No, I don't want to watch that movie. Pick a movie that both of us want to watch. Another strategy is to include the word "no" in the answer itself, such as this: "I know that's not my sort of movie. Let's choose one that we both like. A conflict assertion that just states a right has been referred to as a standard assertion, and it consistently is evaluated to be less attractive but more socially adept than nonassertive behavior, while being judged to be similarly potent to and somewhat more desired than traditional hostile behavior. Standard assertion is praised among competitive or socially adept individuals, as well as in certain job environments, but it is also less endearing and disagreeable than casual talking and expressing one's emotions. When it stays constant throughout circumstances and times, it is considered to be most effective.

Research with a variety of populations has shown these results to be accurate. In preschoolers, assertiveness was linked to social acceptance whereas violent behavior was linked to peer rejection. Though a passive response was seen to promote more positive and less negative affect from the health care practitioner compared to assertive or aggressive behavior, older and younger subjects evaluated standard assertion by older adults in health care encounters as more competent and more likely to provide future satisfaction than both passive and aggressive alternatives. In further research, it was shown that both young and older participants saw older individuals who used conventional assertion as more competent, more likely to attain objectives, and more likely to succeed than those who used passive behaviors, especially in public settings and for severe issues. The following cliché may assist women in coping with discrimination: As compared to women who respond passively to discrimination, those who assert are likely to be more content with their answer and experience more closure, since all asserters thought no further action was necessary, in contrast to 78% of those who reacted passively who saw the matter as closed. The danger of social rejection and being seen as pushy is there even if a normal claim is undoubtedly likely to enhance immediate results.

Expression of Subsequent Obligations

Clinicians with experience have long understood that the conventional assumption ignores social context, cultural norms, and the opportunity for relationship development. Following suit, researchers looked into how obligations affect rights. They found that verbalizing a brief justification, acknowledging the other person's emotions, and offering compromises, alternatives, reasons, praise, and apologies all improved the social reaction to assertion without lessening its force. The behavior chain concept that distinguishes assertion from violence is thus supported by these findings.

Empathic statements are described as having the same force as but being more appealing and acceptable than conventional assertions. They involve following commitments. While less likely to incite rage than confrontational reactions, empathic affirmations are just as powerful. In terms of likeability, they are similar to non-assertions, but they are more effective. Finally, they are as enjoyable as a discussion without a quarrel. The social validity of the empathetic

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

statement makes it the most popular training objective, especially when maintaining or improving a long-term relationship is crucial. The particular elements that may be operationalized, accurately analyzed, and effectively taught include:

i. A succinct, accurate, and non-defensive justification for the assertion of rights.

ii. A short apology that is directed towards the inconvenience or disappointment that will arise from the expression of rights rather than an apology for the actual expression of rights; this can include a statement that expresses understanding of the effects of the expression of rights on the other person.

iii. Compliments or other kind words addressed to the other person.

iv. When legitimate rights clash, an effort is made to reach a mutually agreeable resolution while acknowledging that this may not always be achievable.

Paralinguistic and Nonverbal Components

In order to communicate effectively, make a statement, and develop social skills, paralinguistic and nonverbal elements are essential. Particularly in confrontations, women attempt to project emotional restraint and a consciously non-stereotypical demeanor. Below is a summary of the extensive study that has been done on these aspects of competent communication:

i. Paralinguistic Characteristics

Voice loudness, firmness and intonation, reaction latency, length, and fluency are the aspects drawing the most attention. Rakos contains a thorough analysis of the various research findings. Latency. Early theories that hesitancy indicates nonassertion and a short delay thereafter characterizes assertiveness were not supported by research; instead, the results point to the importance of situational characteristics including participant sex and the sort of assertion. The capacity to evaluate situational information and choose the desired and suitable reaction will influence how quickly a person reacts.

Practically speaking, avoiding a very long delay is more crucial for efficient dispute resolution than avoiding a small latency. The proper statement is to ask for more time to formulate a response or to set up a particular time for further conversation if the desired answer is difficult to ascertain or is not included in the existing behavioral repertoire.

Response Duration: Since nonassertive people often provide extended justifications, falsehoods, and excuses, a short duration was thought to be a hallmark of assertion. According to Heimberg, Harrison, Goldberg, Desmarais, and Blue, assertiveness and duration have a curvilinear relationship, with moderately assertive people exhibiting much shorter duration than either highly assertive or nonassertive people. However, adding obligations will lengthen a conflict assertion.

Response Fluency: Although research shows that there is only a very small correlation between effective competence and response fluency, which is thought to be a crucial paralinguistic element of assertion. Fluency may influence assessments of social competence, however, since choppy, hesitant speech is linked to fear, and anxiety may impair effective assertion. It's interesting that speech rate hasn't caught the attention of academics, but extrapolating from other paralinguistic evidence, it's probably true that aggressive people actively alter their speaking pace to fit the situation.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Voice Volume: Effective conflict assertion is characterized by a suitable, moderate volume that is louder than the speech generated in casual conversation and by no assailant people, according to evidence on loudness that is generally consistent.

Intonation: When used at a reasonable level, intonation is regarded by laypeople as one of the most crucial aspects of a successful claim. Both very assertive and nonassertive persons exhibit more inflection than moderately assertive people, similar to answer length.

Firmness: High degrees of firmness are substantially connected with assertion evaluations in a number of circumstances, and they may even be more influential than content, according to research. According to the statistics, the lack of vocal firmness is likely to lessen the effect of a dispute claim, therefore developing a voice that is sufficiently hard should rank highly on a trainee's training priority list.

DISCUSSION

Applying skills in specific contexts as a means of asserting oneself and confronting challenges requires a strategic and mindful approach. The ability to adapt and utilize skills effectively within different contexts is essential for personal and professional growth. By understanding the unique dynamics of each situation, individuals can assert themselves confidently and confront obstacles head-on. One key aspect of applying skills in specific contexts is the importance of self-awareness. Self-awareness allows individuals to recognize their strengths, weaknesses, and areas for growth. It enables them to assess which skills are most relevant and how to employ them appropriately in different situations. Self-awareness also helps individuals understand their own triggers and biases, allowing for better control over emotional responses and more objective decision-making. Effective communication is another crucial skill when it comes to asserting oneself and confronting challenges in specific contexts. Clear and assertive communication helps individuals express their thoughts, needs, and boundaries effectively, while also promoting understanding and collaboration. By honing their communication skills, individuals can navigate difficult conversations, negotiate conflicts, and build constructive relationships within various contexts. Confronting challenges within specific contexts requires resilience and problem-solving abilities. It involves identifying obstacles, analyzing their root causes, and devising strategic approaches to overcome them. Applying skills in this context often means employing creative problem-solving techniques, thinking outside the box, and leveraging one's strengths and resources effectively. Furthermore, the ability to apply skills in specific contexts enhances self-confidence. When individuals feel competent and capable within a particular situation, they are more likely to assert themselves and confront challenges without hesitation. Confidence in one's skills and abilities allow individuals to take calculated risks, challenge themselves, and embrace opportunities for growth.

CONCLUSION

The ability to apply skills in specific contexts as a means of asserting oneself and confronting challenges is a valuable asset in personal and professional endeavors. Throughout this discussion, we have highlighted the importance of adaptability, self-awareness, effective communication, and resilience in this process. By recognizing the unique dynamics of each context, individuals can tailor their skills to the situation at hand, maximizing their impact and effectiveness. Adapting skills requires a flexible mindset and the ability to adjust strategies based on the demands of the situation. Assertiveness plays a crucial role in applying skills within specific contexts, allowing individuals to express their thoughts, needs, and boundaries confidently and respectfully. It empowers individuals to communicate effectively and establish healthy relationships while advocating for themselves. Confronting

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

challenges within specific contexts requires resilience and problem-solving abilities. The ability to navigate obstacles, identify root causes, and devise strategic solutions is vital for personal and professional growth. By leveraging their skills effectively, individuals can overcome challenges and achieve desired outcomes. Ultimately, the application of skills in specific contexts enhances self-confidence. When individuals feel competent and capable within a particular situation, they are more likely to assert themselves, take risks, and embrace opportunities for growth. In conclusion, the process of applying skills in specific contexts as a means of asserting oneself and confronting challenges is a dynamic and empowering journey. By developing adaptability, self-awareness, effective communication, and resilience, individuals can navigate diverse situations with confidence and achieve their goals. Embracing this approach allows individuals to take control of their lives, build meaningful relationships, and overcome obstacles along their path to personal and professional success.

REFERENCES

[1] R. P. Hawkins and S. Pingree, "Some processes in the cultivation effect," *Communic. Res.*, 1980, doi: 10.1177/009365028000700203.

[2] E. M. Duncan *et al.*, "Learning curves, taking instructions, and patient safety: Using a theoretical domains framework in an interview study to investigate prescribing errors among trainee doctors," *Implement. Sci.*, 2012, doi: 10.1186/1748-5908-7-86.

[3] A. Méndez Giménez, "El enfoque basado en autoconstrucción de materiales. El vídeo-tutorial como estrategia de enseñanza para futuros docentes," *Retos. Nuevas Tendencias en Educ. Física, Deport. y Recreación*, *34*, 2018.

[4] H. Hassan, M. King, and K. Watt, "The perspectives of older drivers on the impact of feedback on their driving behaviours: A qualitative study," *Transp. Res. Part F Traffic Psychol. Behav.*, 2015, doi: 10.1016/j.trf.2014.11.003.

[5] N. A. Rahman, N. Arifin, M. Manaf, M. Ahmad, N. A. Mohd Zin, and M. Jamaludin, "Students' Perception in Blended Learning among Science and Technology Cluster Students," in *Journal of Physics: Conference Series*, 2020. doi: 10.1088/1742-6596/1496/1/012012.

[6] A. Rotboim, A. Hershkovitz, and E. Laventman, "Positive vs. Negative Framing of Scientific Information on Facebook Using Peripheral Cues: An Eye-Tracking Study of the Credibility Assessment Process," *Interdiscip. J. e-Skills Lifelong Learn.*, 2019, doi: 10.28945/4369.

[7] A. Méndez-Giménez, "The approach based on self-made materials. The video-tutorial as a teaching strategy for pre-service teachers," *Retos*, 2018.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 6

AN OVERVIEW OF THE PARALINGUISTIC QUALITIES

Mrs. Sreelekha Premjet, Assistant Professor,
Department of English, Presidency University, Bangalore, India,
Email Id-sreelekha@presidencyuniversity.in
Prof Vandana N V, Regional College of Management, Bangalore

ABSTRACT:

Paralinguistic qualities play a crucial role in human communication by conveying additional information beyond the literal meaning of words. This abstract explores the concept of paralinguistic qualities, encompassing various vocal and non-verbal elements that contribute to the rich tapestry of interpersonal interactions. The study examines the significance of vocal cues such as pitch, intonation, volume, and rhythm, as well as non-verbal signals including facial expressions, body language, gestures, and proxemics. It further explores the multifaceted nature of paralinguistic qualities, their cultural variations, and the ways they can influence social dynamics and perception.

The abstract also delves into the potential applications of paralinguistics in fields such as psychology, linguistics, communication studies, and artificial intelligence. By shedding light on the intricate role of paralinguistic qualities in human communication, this abstract emphasizes the need for a comprehensive understanding of these nuanced elements to enhance effective interpersonal connections and develop sophisticated communication systems.

KEYWORDS:

Communication, Facial Expressions, Gestures, Intonation, Linguistics, Social Dynamics.

INTRODUCTION

Effective communication involves more than just the exchange of words. Beyond the explicit message conveyed through language, there exists a realm of additional cues and signals that contribute to the depth and richness of human interaction. These supplementary elements, known as paralinguistic qualities, encompass various vocal and non-verbal aspects that provide crucial context and meaning to our communication. Understanding the significance of paralinguistic qualities is essential for deciphering the intricacies of interpersonal relationships, cultural nuances, and the overall effectiveness of communication in various contexts. Paralinguistic qualities refer to a wide array of vocal and non-verbal cues that accompany verbal communication. Vocal cues include elements such as pitch, intonation, volume, and rhythm, which can greatly influence the way a message is interpreted. Non-verbal signals encompass facial expressions, body language, gestures, and even the spatial relationship between communicators, known as proxemics.

These elements work in conjunction with verbal language, often adding layers of meaning, emphasis, emotion, and even intention to the spoken words. The study of paralinguistic qualities holds immense value in multiple disciplines, including psychology, linguistics, communication studies, and artificial intelligence. Researchers and practitioners in these fields seek to explore the intricate dynamics of paralinguistic qualities to enhance our understanding of human communication, develop more accurate models of language

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

processing, and design advanced technologies capable of capturing and interpreting these nuanced cues. This abstract aims to delve into the concept of paralinguistic qualities, highlighting their importance and exploring their diverse manifestations. By examining vocal and non-verbal aspects of communication, we can uncover how these qualities contribute to social dynamics, influence perception, and shape the overall effectiveness of our interactions. Moreover, recognizing the cultural variations and individual differences in paralinguistic cues provides valuable insights into cross-cultural communication and the role of context in shaping meaning. Ultimately, by gaining a comprehensive understanding of paralinguistic qualities, we can unlock new avenues for effective communication, foster stronger interpersonal connections, and develop more sophisticated communication systems that encompass the intricacies of human interaction. Effective conflict assertion is characterized by firmness, moderate loudness and intonation, moderate response latency, and moderate response length, with the last two exhibiting particularly high situational sensitivity. Although they have some intuitive appeal, a fluent response and a modest speaking pace lack strong empirical backing. In general, effective conflict assertion calls on paralinguistic skills that are adaptable to shifting environmental circumstances[1]–[3].

Nonverbal Characteristics

In an assertive engagement, like they do in any interpersonal communication, nonverbal behaviors transmit a lot of information. Studies have looked at how successful conflict assertion is influenced by body language, gestures, and facial expression.

i. **Eye Contact:** In Western cultures, eye contact is a crucial aspect of social and communication skills. It is also a crucial element in assertive conflict management. However, the length of aggressive eye contact does not seem to change significantly across experienced and unskilled people, indicating that it includes flexible and intermittent usage rather than a fixed gaze.

ii. **Facial Expression:** Different facial gestures and emotions might reveal deception and fear. The strong influence of general facial expression as well as specific mouth, eyebrow, and forehead cues, such as fidgety mouth movements, wrinkled foreheads, and moving eyebrows that convey unassertiveness, on judgements of assertiona communication that is presumably honest and non-anxiousis thus not surprising. These signals, which are utilized more often by women than by men, have a greater impact on how other people see female asserters; for instance, female viewers perceive smiles from female asserters as detracting from their efficacy, but male observers perceive smiles as boosting a woman's assertion. Therefore, facial expression is crucial to assertiveness, particularly for women. They are better than men at identifying these indications in others, but they are also given a harsher evaluation as asserters. Therefore, women's preoccupation with managing their emotional selves seems to be well-founded.

iii. **Gestures:** Socially competent people utilize their hands and arms differently than less talented people, for example, their arm motions are fluid when speaking and motionless while listening. They also employ gestures more often in conflict situations. Physical gestures improve the judgement for both men and women, but superfluous and restricted motions are seen unfavorably, particularly when the contact comprises members of opposing sexes. Therefore, the efficacy of conflict assertion is likely to be increased by having a suitable gesture repertoire.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

iv. **Body Language:** Although experts downplay the significance of body language, laypeople believe it to be very important. Assertive behavior is associated with an upright body, minimal extraneous movement, facing the other person directly, maintaining an appropriate distance, and using purposeful movement and posture shifts. Excessive nodding and head tilting, slumped, hunched, or shrugged shoulders, and wiggling, spinning, or rocking torsos are all signs of non-assertiveness. Although these indicators have a greater impact when assessing male asserters, they are often the least significant nonverbal reactions, adding just a very little amount to impressions of assertion.

Summary of Nonverbal Responses

Eye contact, facial expression, gestures, and to a lesser extent, body language, all affect how conflict statement is perceived. Facial expressions of female asserters might be very important. Overall, assertive behavior is characterized by consistent but not rigid eye contact, a relaxed, sincere, serious look on the face, flexible use of arm and hand gestures, and a relaxed, focused body posture. The body should move naturally and purposefully while speaking, but should remain motionless and unassuming when listening[4]–[6].

i. Process Skills

The overt skill elements come through in a continuous social encounter. Therefore, the extent to which they have an influence relies on how well they are able to use process abilities including stimulus regulation, initiation, and timing of responses.

ii. Response timing

The ability to recognize verbal, nonverbal, and environmental clues that suggest when a response is suitable is necessary for effective assertiveness. People with poor social skills are less talkative, mistime their gestures and utterances, and misinterpret social signals. This implies that the timing of a statement inside the conflict interaction will influence its efficacy.

iii. Initiation and persistence

The choice to act assertively in a certain circumstance includes hidden reactions that will be covered momentarily. Passivity or acquiescence may be the chosen course of action on occasion, such as when the practical danger of assertion is overwhelming or the circumstances of the offending person necessitates extreme "understanding." However, if assertion is the preferred course of action, the first verbalization should be the minimally effective reaction, which is defined as behavior that would typically help the client achieve their objective with the least amount of effort and seeming adversity. The social norms of reducing conflict and strain in relationships are operationalized by the MER. Escalation is appropriate if the MER is unsuccessful and it is decided to continue.

The use of suitable nonverbal behaviors, such as gestures and body language, may be expanded or paralinguistic features may be intensified. The vocal content will often be altered in some way. For instance, in ongoing partnerships, more information may be given, empathy might be raised, or possible concessions for further issues might be presented. If the issue description alone is insufficient to modify the behavior in question, aversive consequences may be stated or the particular behavior modification request added. Think about a credit card salesperson, for instance, who approaches you at an airport with an offer you don't want and doesn't seem to care that you're not interested. An appropriate claim might include the following:

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

MER: “No, thank you, I am not interested.”

Escalation 1: “No, I told you: I am not interested.”

Escalation 2: “I am not interested.”

Escalation 3: “I told you three times I am not interested. Please respect that or I will contact your supervisor.”

An escalated response given as an initial assertion, a mistake made frequently by beginners, is likely to be interpreted as inappropriate and aggressive, which could have negative consequences for the asserter and reinforce beliefs that such behavior is indeed risky. For this reason, determining the MER is crucial. For instance, if Escalation 2 were used as the first answer, it would probably be seen as hostile. The asserter must keep the conflict's focus and thwart manipulations in order to persevere effectively. The asserter is best served in non-continuing interactions by a repeating answer that avoids the introduction of new information, as seen in the airport case above. The acceptable aggressive reaction is still "No, thank you, I am not interested." If the credit card salesman persisted and started talking about the frequent flyer points and "free" travel competitions that come with the card. By doing this, the deceptive tactic of talking about giveaways is avoided, which lengthens the encounter. If you answer, "I am not interested at this time," you could be questioned why not "now," and then "when," and if "lack of need" is the issue, there is really a solid reason to acquire the card. To keep the focus in such a circumstance, it is typically sufficient to just repeat the statement without qualification.

When the asserter begins to act less submissively, keeping the focus is especially challenging in a cherished continuous relationship. The new act goes against what the other person expects and is likely to make them feel bad, like pain or rage. As a result, maintaining connections over time presents more of a difficulty for a beginner than it does for seasoned asserters who have trained their social environment to anticipate self-enhancing activity. Escalation must be handled with extreme skill in order to keep the relationship's integrity intact over the long run and sustain focus. The repeats should ideally be embedded in various syntactic surface structures and levels of elaboration throughout the escalations. For instance, let's say a parent discovers that his adult daughter, who usually joins him for supper on Sundays, won't be coming this week:

MER: “Dad, I won’t be coming to dinner this Sunday. I’ve made plans to see some friends – we’re going to a party. I know this disappoints you because you look for- ward to my visits so much. But I’ll see you again next Sunday as usual.”

Father: “I do look forward to your visits so much. And I invited two friends of mine to meet you. Couldn’t you meet your friends after dinner?”

Escalation 1: “Dad, if I come to dinner, I’ll miss a good deal of the party. I see you are very disappointed I won’t be here Sunday, but this is an exception. It’s a special party that I really want to attend. I know you’ll miss me, but it’s only one time.”

Father: “Then go with your friends to your party! I wish you cared more. I’ll just cancel the dinner.”

The daughter's assertion in this complicated ongoing relationship causes her father to unexpectedly lose support, along with the pain and resentment that usually follow disappointment. In this circumstance, maintaining the connection and keeping the focus requires paying more attention to underlying emotions, repeating and maybe expanding the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

explanation, and expanding the search for a mutually agreeable solution. The asserter's ability to manage the very challenging job of directing these verbalizations to the presence of the sentiments rather than to the substance of the feelings will determine how well the focus is maintained.

The second escalation was as follows: "Dad, I know how upset and unhappy you are that I won't be coming for dinner this Sunday, but like I said, I really want to go to this party. There will be many fresh faces there, and recently I've been feeling a little lonely. I'm hoping you get it. But how about this as a workable solution: I'm available Wednesday night, so I can drop over after work, we can grab dinner, and of course I'll still be there next Sunday. What sound does it make?

This intensified answer reiterates the claim, pays attention to the emotions the father is having, broadens the justification, proposes a fresh compromise, and modifies the surface structure. It doesn't get defensive by debating the degree of "caring" about the father or the relative value of other relationships, which would distract from the main point. If it exists, caring may be shown via the compromise. However, sometimes the conversation will go on and the actual substance of the sentiments will need to be addressed, increasing the likelihood that the strong focus will be lost.

Escalation 3: "Dad, I truly do appreciate your views about our meals and I really do love them, but there are occasions when other important obligations take place on Sundays.

Even if I won't be at dinner this week, I still really adore you. I'm free on Wednesday evening, like I mentioned. How does stopping by seem to you at that time? Expanded content and longer reaction times are necessary for escalating relationships, but the context will determine whether you employ higher voice, more firmness and inflection, or more nonverbal indications. A statement made in response to the negative sentiments may be required, either right away or at a later, predetermined period, if the other party in a valued relationship keeps having them. Persistence should be seen as the behaviours necessary over time to effectively address the challenge. Issues could change as the encounter goes on, making further escalation ineffective. Instead of continual escalation, a new, real problem often shows the need for a new MER:

"Dad, I need to talk to you about our phone conversation from last week," MER said. You came out as upset and angry, and you appeared to think that being kind meant constantly cooking Sunday supper. I want to speak about it since I believe my plans need some flexibility.

While persistence may improve the likelihood of a desired result, it cannot guarantee it. To effectively appraise the situation, eliminate justifications for inaction, determine whether to assert yourself and how much escalation is preferable given the significance of the disagreement, the dynamics of the relationship, and the likely good and negative results, covert skills are required. Consistent reactions to the same circumstance over time boost perceptions of aggressive effectiveness, therefore persistence is likely to be most successful when it represents consistency [7], [8].

Stimulus Control Skills

By altering the context in which a remark is made, stimulus management skills enable effective, socially acceptable assertion. Setting up the environment before asserting increases the likelihood of a successful outcome and is known as antecedent stimulus control. By themselves, these strategiesseeking to leave the area before confronting the other person,

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

requesting a delay before making a decision, or asking the other person for ideas on convenient times to set aside for the discussion of concernsare assertive behaviors. They could also include the capacity for self-control to refrain from saying things that are inappropriate or ineffective. When conflicts are aired in private, at the proper time, without being hurried, and after thorough deliberation, they are more likely to be resolved effectively. Consequential stimulus control is the practice of rewarding the other person for paying attention to or heeding the command. In response to an assertion, providing conditional verbal praise for desired behavior is likely to promote such behavior going forward and may also help to reduce unfavorable views of the conflict encounter.

Covert Behavioral Components

Cognitive abilities, which classify and manipulate information, are fundamental to social competence and are crucial for the self-monitoring, self-evaluation, and self-reinforcement processes that make up behavioral self-regulation. People with and without social skills, for instance, use different criteria to judge their activities. Experts use objective standards based on social roles, conventions, and regulations created by interpersonal and situational clues, as well as scientifically supported expectations created by personal experience. Conversely, unskilled individuals depend on subjective criteria that emphasize peculiar, unempirical ideas, perceptions, and expectations. The ability to use empirically based, objective criteria necessitate conceptual complexity, which enables people to differentiate increasingly precisely among situational cues, allow for consideration of broader and more varied viewpoints, increase the use of internally but ration- ally developed standards for problem-solving, integrate more information, and increase tolerance for conflict [9], [10].

The significance of CC for assertive performance is evident: Assertive people exhibit higher CC than nonassertive people, and high CC people exhibit better content knowledge, superior delivery skills, and more effective use of adaptive cognitions than low CC people. High CC people also act more assertively and incorporate more responsibilities in disputes concerning ongoing relationships. The capacity to use a variety of viewpoints and one's own internal standards to settle disagreement and improve a relationship is most important in long-term partnerships. The specific cognitive abilities required to produce a rational, empirical analysis of and response to a conflict include knowledge, self-statements, expectancies, philosophical beliefs, core beliefs, problem-solving skills, social perception skills, and self-monitoring skills. Conflicts involving noncontinuing relationships require less CC since social norms provide fairly straightforward behavioral guidelines.

Knowledge

Both assertive and nonassertive people can distinguish between passive, assertive, and aggressive responses accurately, and nonassertive people can describe or demonstrate appropriate assertive responses. These findings are consistent with clinical observations that some, but not all, instances of nonassertive performance can be attributed to a lack of response content knowledge. The social norms, expectations, and regulations that are likely to apply in certain situations or places make up a second category of fundamental knowledge. As was already said, unskilled individuals are prone to have inaccurate social cue information.

Self-statements

Competent social response is hampered by a "negative internal dialogue". "I will be embarrassed if I speak up" and "He won't like me unless I agree" are examples of negative self-statements. Positive variations include "I have the right to express myself" and "My

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

opinions are valuable." When faced with social confrontation, assertive people create around twice as many positive self-statements as negative ones, but nonassertive people produce about the same amounts of both. Apart from any other intervention, direct training in these self-instructions has significantly improved assertiveness. According to Wine, "negative" or "dysfunctional" self-verbalizations often centre on the wants of others and a fear of rejection and result from a "feminine" concentration on interpersonal connections. The positive/negative continuum is replaced with one anchored by autonomy and affiliation, and a masculine bias is avoided if such self-statements are conceptualized as conciliatory, nurturant, and communal; from this perspective, effective conflict assertion entails significant use of autonomous self-statements.

Expectancies

An expectation is a cognitive activity that predicts a certain outcome for conduct in a given circumstance. In certain situations, outcome expectations are the best indicator of an aggressive goal since they forecast the likelihood that particular consequences would result from a given response. Both assertive and nonassertive people anticipate that non-assertion will have a more detrimental long-term impact on a relationship than normal assertion and, to a lesser degree, empathetic assertion. As opposed to non-assertive people, assertive people anticipate that assertion will result in more favourable short-term outcomes and less unfavorable ones. The capacity to identify prospective outcomes and the likelihood that they will really materialize are the only differences between passive and aggressive people. Additionally, assertive people see the positive outcomes of assertion as more desired and the bad outcomes as more intolerable, while non-assertive people may use justification to lessen the perceived need for participating in a conflict encounter. According to recent study with MBA students, self-reported assertiveness is connected with both instrumental goal result expectations and social outcome expectations, and those with strong assertion end expectations are more likely to pick high assertive response alternatives. Ames also discovered a curvilinear relationship between assertiveness and expectations for social and instrumental outcomes: people anticipate that moderate levels of assertiveness will maximize the cost-benefit criterion, though they disagree on the precise point at which the ratio is maximized, while assertiveness at low and high levels will dampen expectations for positive outcomes.

A person's self-efficacy expectations are related to their conviction that they will be able to respond appropriately in a given situation. In conflict circumstances, aggressive people have substantially more self-efficacy than passive people. Finally, assertive people exhibit higher situational efficacy expectations, which refer to a person's confidence in their ability to come up with a workable solution to a particular problem. For instance, precise self-efficacy beliefs connected to smoking assertions and effective prior assertive behavior to transgressing smokers are the best predictors of Greek non-smokers' intentions to state to a colleague breaking a no-smoking ban. As a result, assertive individuals approach conflict situations with a flexible assessment of the circumstance and a realistic sense of self-confidence in their capacity to exhibit suitable and efficient behavior.

Philosophical Beliefs

At least a dozen "irrational" views have been named by Ellis, some of which are connected to the following assertion:

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

i. Expecting others and oneself to be faultless in significant circumstances, which results in blame being placed on oneself and others when unavoidable fallibility happens;

ii. Requirements for unanimous consent from close friends and family;

iii. Personal rights and self-worth that are dependent on outside accomplishments or approbation;

iv. Catastrophizing, or enhancing the significance of an undesirable result;

v. Believing that passive behavior is better to aggressive involvement because ultimately things would "work out" without "rocking the boat."

The individual fails to recognize that events in the world happen regardless of the personal importance attributed to a specific scenario, which is why these illogical ideas are often only formed in reaction to subjectively significant situations. So, a person could very well put up with poor performance in a pointless activity while reacting with enormous passion to an event that is objectively comparable but has personal significance.

A fundamental logical fallacy that objects, people, or events ought to be a specific way underlies all illogical reasoning. According to Ellis, the word "should" raise reasonable expectations that may or might not be fulfilled into absolute, value-laden demands that, if not satisfied, cause emotional upheaval and chaos that makes it difficult to think clearly and solve problems. Conversely, if unmet goals are evaluated logically as bad circumstances that one wishes were different, the individual will show careful concern that may help resolve the problem.

The role of logical thought as a factor in assertive competence is supported by research. More illogical views are supported by nonassertive people than by forceful people. When in a confrontation, passive people estimate the likelihood of far more negative "overwhelming consequences" than favourable ones, whereas assertive people take into account equivalent frequencies of both. As a result, reasonable substitutions for the irrational beliefs are probably going to make aggressive reacting easier.

Therefore, the average no assailant could believe something like: "I must assert myself without making any faults or the assertion will fail, the other person will think I'm odd, they will be upset or angry, and that would be awful. It would be my fault and further prove my bad character. If I wait and see what occurs, it will turn out better. These beliefs might be preceded by other illogical notions such as "I don't have the right to infringe upon or make demands upon this other person and/or I should not even have to deal with this situation because the other person should not be acting this way." This cognitive framing will cause emotional distress, which is often expressed as guilt, blame, shame, immobility, anxiety, avoidance, aggressiveness, ruminations, self-denigration, or other unpleasant affective states. Rational beliefs can be taught fairly directly. The initial step requires the identification of the specific irrational thought produced in the particular context. Non- assertive people frequently are so practiced in irrational thinking that they do not actually covertly verbalize the irrational thoughts, but behave “as if” they did. Following specification of the actual or implicit thought, the individual is taught to challenge it by actively substituting a rational alternative, first in behavior rehearsal and later in the actual situation, and then assessing whether emotional arousal has decreased and effective problem solving increased. The general content of the rational alternatives would include the following:

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

DISCUSSION

The concept of paralinguistic qualities encompasses a wide range of vocal and non-verbal cues that significantly influence communication dynamics. In this discussion, we explore the implications and significance of paralinguistic qualities in various aspects of human interaction. One of the fundamental aspects of paralinguistic qualities is vocal cues, which include elements such as pitch, intonation, volume, and rhythm. These vocal cues play a crucial role in conveying emotions, attitudes, and emphasis. For example, a high-pitched voice may convey excitement or surprise, while a low-pitched voice may indicate seriousness or authority. Similarly, variations in intonation and rhythm can convey nuances of meaning, such as sarcasm or emphasis on specific words or phrases. Understanding and interpreting these vocal cues is essential for accurate comprehension and effective communication. Non-verbal cues, another key component of paralinguistic qualities, involve facial expressions, body language, gestures, and proxemics. Facial expressions are universal forms of non-verbal communication that convey emotions and intentions. A smile can indicate happiness, while a furrowed brow may signal concern or confusion. Body language and gestures provide additional context and reinforce or contradict verbal messages. The distance and physical proximity between communicators, known as proxemics, can also influence communication dynamics, indicating levels of intimacy, power dynamics, or social norms. The study of paralinguistic qualities has significant implications in various fields. In psychology, understanding these cues aids in deciphering emotional states, detecting deception, and analyzing interpersonal dynamics. Linguistics researchers study paralinguistic qualities to develop comprehensive models of language processing, accounting for the role of non-verbal cues in shaping meaning. Communication studies explore how paralinguistic qualities impact the effectiveness of communication in different contexts, such as interpersonal relationships, professional settings, and cross-cultural interactions. Additionally, artificial intelligence researchers seek to incorporate paralinguistic cues into technologies to enhance natural language processing and develop more human-like communication systems. Cultural variations play a crucial role in paralinguistic qualities, as these cues can differ significantly across cultures. For instance, gestures or facial expressions that convey a particular meaning in one culture may have different interpretations or even be considered offensive in another. Understanding these cultural variations is vital for effective intercultural communication and avoiding misinterpretations or misunderstandings[11], [12].

CONCLUSION

The exploration of paralinguistic qualities reveals their indispensable role in human communication. Vocal cues and non-verbal signals add depth, nuance, and context to our interactions, surpassing the limitations of verbal language alone. Recognizing and understanding these cues enables individuals to better comprehend and express emotions, intentions, and emphasis, leading to more effective communication. The significance of paralinguistic qualities extends across disciplines. In psychology, linguistics, communication studies, and artificial intelligence, researchers delve into the intricacies of these cues to unravel the complexities of human communication and develop advanced models and technologies. By incorporating paralinguistic qualities, such as vocal nuances and non-verbal cues, into their work, experts seek to create more accurate representations of human interaction. Cultural variations play a pivotal role in paralinguistic qualities, as they shape the interpretation and expression of these cues. Recognizing and respecting these cultural differences is essential for successful cross-cultural communication and avoiding miscommunications or misinterpretations. In conclusion, a comprehensive understanding of paralinguistic qualities is essential for fostering effective communication, building stronger

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

interpersonal connections, and advancing our knowledge of human interaction. By embracing the vocal and non-verbal aspects of communication, individuals can refine their communication skills, navigate cross-cultural boundaries with sensitivity, and contribute to the development of more sophisticated communication systems.

REFERENCES

[1] S. Asiyah, F. Dakwah, K. Uin, W. Semarang, J. Walisongo, And N. Semarang, "Implementasi Komunikasi Verbal Dan Non Verbal Dalam Kegiatan Public Speaking Santri Di Pondok Pesantren Darul Falah Amtsilati Putri Bangsri Jepara," 2018.

[2] L. D. Yankowitz, R. T. Schultz, And J. Parish-Morris, "Pre- And Paralinguistic Vocal Production In Asd: Birth Through School Age," *Current Psychiatry Reports*. 2019. Doi: 10.1007/S11920-019-1113-1.

[3] Z. S. Syed, M. S. S. Syed, M. Lech, And E. Pirogova, "Automated Recognition Of Alzheimer's Dementia Using Bag-Of-Deep-Features And Model Ensembling," *Ieee Access*, 2021, Doi: 10.1109/Access.2021.3090321.

[4] A. N. Chasaide And C. Gobl, "Linguistic And Paralinguistic Variation In The Voice Source," In *1st International Conference On Spoken Language Processing, Icslp 1990*, 1990. Doi: 10.21437/Icslp.1990-22.

[5] H. Traunmüller, "Speech Considered As Modulated Voice," *Revis. Manuscr.*, 2005.

[6] M. Fujimoto And K. Maekawa, "Paralinguistic Information Affects Phonation Types: A Case Study Using High-Speed Video Images," *Acoust. Sci. Technol.*, 2013, Doi: 10.1250/Ast.34.89.

[7] E. Salas, D. E. Sims, And C. Klein, "Cooperation And Teamwork At Work.," In *Encyclopedia Of Applied Psychology*, 2004.

[8] J. Hill, "The Impact Of Emojis And Emoticons On Online Consumer Reviews , Perceived Company Response Quality , Brand Relationship , And Purchase Intent .," *Univ. South Florida Sch. Commons Grad.*, 2016.

[9] A. Braun And A. Schmiedel, "The Phonetics Of Ambiguity: A Study On Verbal Irony," In *Cultures And Traditions Of Wordplay And Wordplay Research*, 2018. Doi: 10.1515/9783110586374-006.

[10] D. Chalmers, "Co-Operation And Teamwork," In *Drama 3–5*, 2018. Doi: 10.4324/9781315752419-11.

[11] A. Behal, "Leading And Managing Virtual Communities Of Practice (Vcops): A Contextual Understanding And Exploration," *J. Content, Community Commun.*, 2016, Doi: 10.20968/Rpm/2017/V15/I2/163908.

[12] I. Charest *Et Al.*, "Electrophysiological Evidence For An Early Processing Of Human Voices," *Bmc Neurosci.*, 2009, Doi: 10.1186/1471-2202-10-127.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 7

AN ELABORATION OF THE SOCIAL PERCEPTION SKILLS

Mr. Koustav Nandi, Assistant Professor,
Department of Soft Skills, Presidency University, Bangalore, India,
Email Id-koustavnandi@presidencyuniversity.in
Prof. Ashwat Reddy, Regional College of Management, Bangalore

ABSTRACT:

Social perception skills play a vital role in human interactions and are crucial for effective communication and understanding within social contexts. This abstract explores the concept of social perception skills, encompassing the ability to interpret and comprehend social cues, facial expressions, body language, and verbal communication, among other elements. The development and refinement of these skills are essential for individuals to accurately perceive others' emotions, intentions, and mental states, leading to improved interpersonal relationships and successful social interactions. This abstract discusses the underlying cognitive processes involved in social perception, including attention, categorization, and attribution, highlighting the significance of both automatic and controlled processes. Furthermore, it explores various factors that influence social perception, such as cultural norms, individual differences, and situational contexts. The abstract also delves into the importance of social perception skills in diverse areas, including education, healthcare, business, and law enforcement, emphasizing their impact on decision-making processes, empathy, and social judgments. Finally, the abstract concludes by highlighting the potential avenues for future research in this field, with a focus on the development of interventions and training programs aimed at enhancing social perception skills and fostering inclusive and empathetic societies.

KEYWORDS:

Body Language, Facial Expressions, Interpersonal Relationships, Nonverbal Communication, Social Cognition, Verbal Communication.

INTRODUCTION

In our everyday lives, we constantly engage in social interactions, relying on our ability to perceive and understand the social cues and signals emitted by others. This process of social perception involves decoding and interpreting various forms of information, including facial expressions, body language, vocal intonations, and verbal communication. The mastery of social perception skills is fundamental for successful communication, accurate comprehension of others' emotions and intentions, and the formation of meaningful interpersonal relationships. Social perception skills encompass a wide range of cognitive processes that enable individuals to navigate the complex social world. These skills involve not only the ability to recognize and interpret explicit cues but also to infer implicit meanings and understand the underlying mental states of others. They involve both automatic processes, which operate rapidly and without conscious awareness, and controlled processes, which require deliberate attention and cognitive effort. Understanding social perception skills has significant implications across various domains of human interaction. In education, educators rely on social perception skills to accurately interpret students' needs, emotions, and learning preferences, thus facilitating effective teaching and fostering positive student-

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

teacher relationships. In healthcare settings, medical professionals utilize social perception skills to establish rapport with patients, understand their symptoms, and provide empathetic care. Similarly, in business and leadership, effective social perception skills enable managers to navigate complex team dynamics, resolve conflicts, and motivate employees. In law enforcement, social perception skills are vital for officers to accurately assess threatening situations, de-escalate conflicts, and ensure public safety. Moreover, social perception skills play a crucial role in shaping societal norms and fostering inclusivity. By accurately perceiving and understanding the experiences and perspectives of others, individuals can develop empathy, promote tolerance, and challenge biases and stereotypes. Understanding the factors that influence social perception, such as cultural norms, individual differences, and situational contexts, is essential for cultivating a more equitable and harmonious society. This paper aims to explore the concept of social perception skills, examining the underlying cognitive processes involved, the factors influencing social perception, and their implications across various domains. By delving into the research and literature on social perception skills, we can enhance our understanding of this fundamental aspect of human interaction and explore potential avenues for interventions and training programs aimed at improving social perception skills and fostering empathy and inclusivity [1]–[3].

Cognitive abilities and elements of emotional intelligence include accurate observation and taking on several roles with empathy. Individuals who lack assertiveness are less sensitive to environmental signals, misjudge others' emotional responses, and misread established social standards, particularly when dealing with demands that are low or somewhat acceptable. The ability to assess situational considerations, make appropriate reasonableness determinations, and synthesize the resulting increase in positive and negative thoughts into adaptive, accurate discriminations is necessary to ascertain the legitimate rights of all participants in ambiguous contexts. A major factor in a choice to act passively may be distorted assessments of the situation. The impression of assertive rights, however, is more prominent when norms are established; for instance, female police officers who regard sexual harassment as a policy violation are more likely to assess harassing activities as serious and handle the matter by assertiveness. In order to forecast how an assertion will affect the receiver and to craft an empathetic statement, the asserter must first take on the position of the other person. From there, they may look for a compromise that is acceptable to both parties. The value of assuming an empathetic role in dispute resolution is shown by the empathic assertion's greater social appraisal compared to the ordinary one. The ability to discern the indications that suggest empathetic responses will enhance the conversation and to know when to employ them are key elements of this talent.

Interpersonal Problem-Solving Skills

Many clinical populations lack the systematic problem-solving abilities essential for social competency. These abilities include issue acceptance and definition, goal-setting and production of viable response options, decision-making, and the application and assessment of solutions. In general, assertive and nonassertive people create about the same amount of possible answer possibilities, but nonassertive people struggle to identify the issue and make a decision. The assertion behavioral chain depends critically on one's ability to solve problems. Problem definition and appraisal entail the antecedent duties.

The capacity to come up with other alternatives is a major factor in the following need to look for a compromise that is acceptable to both parties. Since these characteristics increase conceptual complexity, problem-solving abilities may provide a way to operationalize and train the first quality.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Self-Monitoring Skills

An accurate perception of the situation is the foundation for responsible assertion; a scenario that is suitable for assertion must be recognized from other social situations and acquire the characteristics of a discriminative stimulus. This learnt cue, which is made up of the person's responses to the circumstance, will cause the antecedent obligations the first behaviors in the assertion chain to be performed. In essence, the assertive individual pays attention to his or her emotions and picks out those that would indicate assertion is necessary. The self-monitored indicators might be actions, feelings, or even thoughts. Indirect, antagonistic, or avoidant behaviors such as hints, phone justifications, profuse apologies, withdrawal, hostility, passive-aggression, or submission are examples of behavioral signals. Frustration, resentment, guilt, humiliation, rage, melancholy, and unhappiness are a few examples of emotional signals. Cognitive cues include excessive self-talk and ruminations that cast blame or disparage others, downplay the significance of the problem, and are often affiliative or illogical. These behavioral, emotional, and cognitive responses are the main indicators that assertion should be taken into account when they are formed in response to a social dispute.

However, asserting oneself is far less common than it is perceived to be, which is consistent with studies showing that assertiveness ratings given to oneself and those given to others have weak correlations. People tend to overestimate how dominating or submissive they are in assertive circumstances, with just 35% of them accurately assessing their own assertiveness. In commercial talks, more than 55% of under assailants and over assailants thought that others regarded them as being suitably aggressive, while over 40% of those who exhibit acceptable assertive behavior thought that others perceived them as being excessively forceful. This discriminating mistake is transmitted to the negotiating opponent, who is prone to utilize rejection, pain, etc. to their advantage, especially when there are serious relationship issues involved. In leadership situations, if most employees and superiors are seen to be either too forceful or underly assertive, a similar scenario could exist. Additionally, group self-ratings of assertiveness can be inaccurate. For example, two immigrant communities in Israel scored similarly on a self-report measure and lower than nonimmigrants, but both immigrant communities believed they were more assertive than the other immigrant community. In order to learn correct self-monitoring abilities, treatments should focus on teaching awareness of one's real conflict-resolution skills as well as the capacity to recognize indicators that imply assertion may be coming [4]–[6].

The Social Validity of Conflict Assertion

As four assertion result criteria, technical proficiency, immediate outcome, cost-benefit, and social validity were discussed before. Despite adhering to social and cultural conventions, a skillful statement could nevertheless fall short of achieving the intended short-term results or enhancing the long-term stability of a relationship. The social response to forceful behavior becomes a crucial consideration in determining whether to act assertively in the present and in the future since these hazards are intrinsic to it.

i. General Findings

Standard assertion is seen as being at least as powerful as violent behavior and is more positively viewed than it, according to both observers and receivers of assertions. Standard assertion is also seen as being more socially competent but less liked than nonassertive behavior. A basic assertion may be made more socially acceptable by adding duties, as was stated above, as well as by interacting with the asserter more extensively and broadly, which will happen naturally in most continuous interactions. People are thus seen as more liked and competent when they emit standard affirmations combined with positive assertions, general

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

conversational remarks, and task-oriented exchanges. For instance, Kern and Paquette discovered a substantial correlation between college students' assessments of the social skills and likeability of their housemates and that ability.

Assertors in ongoing interactions might feel more certain that their assertions will be effective and acceptable when they are supported by empathetic elaborations and/or wider contextual experience. For instance, Nichols, Graber, Brooks-Gunn, and Bovin discovered that sixth graders from an urban school overwhelmingly used a simple no strategy when refusing to smoke but relied more on expressing one's position and coming up with alternatives when declining a shoplifting invitation. The fact that such examples of teenage social pressure often entail ongoing connections suggests that junior high school raters found the "simple 'no'" reaction to be less successful than more compelling justifications in the smoking and stealing cases. It strengthens the claim to express the duties since doing so is in line with societal expectations.

Recent studies have shown that a moderate level of assertiveness, which typically corresponds most closely to the empathic assertive response, is more effective than aggressive or overly assertive responses in balancing goal attainment with relationship maintenance, supporting the conclusion that empathic assertion is evaluated more favorably than standard assertion and comparable to nonassertion. When the assertor had a high level of social involvement, Lee discovered that children's assertiveness was positively connected with peer acceptability. Assertions may also lead to peer acceptance if the assertor exhibits regard for the sentiments of other kids. Similarly, moderate assertiveness, as compared to low or high levels, was associated with more probable condom usage among teenage couples. The continual self-advocacy and bargaining of highly aggressive people may evoke resistance or emotional interference, according to this curvilinear connection. Balanced negotiation and constructive engagement may have resulted in a less frightening atmosphere where condom usage may be addressed and implemented without jeopardizing individual autonomy or romantic closeness in couples with moderate degrees of assertiveness. MBA students who evaluated their peers and managers also revealed a curvilinear association between assertiveness and perceived leadership effectiveness, according to Ames and Flynn.

They discovered that both high and low levels of assertiveness were linked to poorer evaluations of leadership qualities, including assessments of present effectiveness and prospective leadership success, using a definition of assertion that includes features of violent behavior. As a result, very forceful leaders often failed to get along with others, and relatively unassertive leaders frequently failed to get things done, making them ineffectual. Many women respond to verbal pressure with diplomatic declarations, even in circumstances of acquaintance sexual violence, and then escalate to more strong claims when the compulsion becomes physical. Women with high relationship expectations have a propensity to initially oppose with a moderate statement, showing that they believe a moderate assertion may result in positive short- and long-term consequences. The authors state that an acceptable goal of intervention programs "could be the balance of social interaction concerns against safety and well-being considerations.

Even empathetic claims, nevertheless, are seen less favorably when they are believed to be excessive responses to valid requests or to be intended to hurt the other person. Additionally, it's possible for receivers of acceptable empathic statements to respond adversely, underscoring the idea that making an assertion always carries some level of risk. For instance, doctors may not think highly of patients who are forceful in the name of collaborative treatment planning [7]–[9].

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Gender

In general, conflict assertion has been viewed as a potent strategy for women to combat sexism. Nevertheless, despite the failure of more than 30 studies conducted in the 1970s and 1980s to support such a bias, many female authors maintain that acting assertively has noticeably higher dangers for females than for males. This gender study was performed mostly with American college students in settings that created random social encounters during a period when assertiveness was fashionable and the idea of challenging authority was pervasive. The few studies that were published in the 1990s clearly show that asserting oneself in a fight is riskier for women than for males. Williams and Tiedens' meta-analysis, published more recently, found that "explicit dominance" reduced a woman's likeability but not her perceived competence when compared to a male. However, when displaying "implicit dominance," which includes nonverbal and paralinguistic techniques of influencing the other person, men and women did not vary in likeability. These findings are in line with societal norms that place a premium on obligation behavior and even submission and control conflict assertion by women but not by males.

Despite depending on duties, women continue to anticipate more harmful long-term outcomes from empathetic assertion than do men, and new evidence backs up that worry. In the workplace, for instance, women anticipate significantly greater "backlash" from assertive self-advocacy than do men, and female medical residents think their gender limits their ability to oversee patient care, causing them to choose less assertive responses to handle hypothetical clinical situations. Men who report to women in higher organizational positions see them as threats and become more forceful in response, particularly if they believe the woman is power-hungry and operating in their best interests. Women who assertively and directly market themselves lose some of their social appeal and are seen as less socially adept than men who operate in a similar way. Instead of being in reaction to competency displays, these devaluations occur in response to socially dominating actions. Women may, however, avoid harsh judgements by adhering to social norms and choosing to act differently in communities where such conduct is valued.

So, to a much greater extent than men, women are expected to assert themselves in a rule-consistent way, especially when the circumstance activates the stereotypical image of the nurturing, caring female. For instance, women are expected to use obligations to resolve conflict or to speak up for someone else rather than themselves when engaging in competitive bargaining. Women must discriminate against gender-based societal norms and combine self-interest with a kind and community interpersonal approach to achieve this. These abilities are far more complicated and subtle than the relatively direct reaction that men use to effectively express themselves.

According to Rudman and Glick, this implies that women must be "bilingual" at once capable and kind. Women are constrained in their assertion due to the larger obligations and hazards they encounter, which has important real-world repercussions including income and promotion disadvantages. women request when it comes to negotiating beginning salaries, women are less assertive than men are, and their demands for improved working conditions are often more focused on issues at home than at work. The "bilingual" behavioral prescriptions offered by Tinsley et al. for "women at the bargaining table" are comprehensive and suggest accepting and using the core feminine stereotype to meet expectations while also working to lessen its activation and contest the legitimacy of binary gender roles. Women have more expectations placed on them than males do, thus it is crucial for them to continuously respond assertively in all situations and at all times.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

It is not surprising that women who adhere to a traditional view of gender roles are significantly less assertive than women who prefer being respected to being liked in a job interview or, more generally, who have embraced a more active, egalitarian social role. This is due to the historical devaluation of female assertiveness. Given the modest increase in assertiveness among women in the last third of the 20th century, it appears that the cost-benefit value of assertion is slowly rising for women. Women who adopt a contemporary female role can decide the value of assertion in a given situation by understanding the gender biases of the recipient and the social rules that establish expectations.

Response Classes

Studies examining how different response classes to standard assertions are perceived have yielded contradictory results: in some studies, requests for behavior modification are rated as the most socially acceptable while expressing unpopular opinions is rated most favorably, especially when the asserter is a friend rather than a stranger. On the other side, rejections from strangers are seen more favorably than rejections from friends or calls for behavioral modification from either. Friends may tolerate a difference of view without justification, concession, or empathy as part of a continuous connection that spans a broad range of experiences, but they can also expect a denial of a request to contain explanations. Therefore, these findings support empathetic assertion as the main tactic for resolving problems in long-term partnerships.

Level of Assertiveness

Socially competent persons judge assertive responses to be more likeable, effective, and appropriate than aggressive and nonassertive ones, but nonassertive persons, who expect more negative outcomes from assertion, view such behavior relatively unfavorably. However, when nonassertive persons have the opportunity to evaluate a spectrum of behavior that is broader than a single interaction, their evaluation of the asserter is similar to that of assertive persons. Nonassertive persons, with a lower level of conceptual complexity, improve their judgment of conflict assertion when it is portrayed concretely and in concert with other responses that have clear social acceptability.

Cultural Values

Middle-class, American, Caucasian male ideals are embodied by the activity, pragmatism, rationalism, and ethical relativism that legitimize assertiveness. As a result, not all cultures or ethnic groups will share the same habits and attitudes that are promoted by this philosophy. For instance, in the US, African Americans value aggressive and conventional assertive activity more than empathetic assertion, and they view the same forceful action from an African American as being more aggressive than the same behavior from a White person.

White observers reported feeling more intimidated by either type of assertion when it came from an African American than from a white person, and they evaluated the empathic assertion more favorably than the standard assertion when the asserter was white but not when he was African American. These results imply that, in the absence of more recent evidence, training objectives for blacks expressing themselves towards whites may put a larger focus on techniques that increase whites' awareness of and subsequently reduce their discomfort with black assertiveness. On the other hand, African American judges saw both assertive techniques differently when used by a white person compared to a black person, seeing the conduct as being more hostile. They judged black-to-black interactions differently, where the duties greatly improved the rating of assertion, and thought that empathetic assertion from whites to blacks was less favourable than ordinary statement in the same situation. As a result, several training objectives for asserting to African Americans may be

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

suggested: standard asserting for white asserters, empathetic asserting for black asserters. Updated data could provide even bolder treatment recommendations, given the ongoing development and significance of racial relations in the US over the previous 30 years.

It is important to use caution when making generalizations regarding whether forceful reaction methods are suitable for people from different cultural and ethnic backgrounds. Turkish adolescents and adults, as well as Asian-American adults, were shown to be less prone than their Western counterparts to assert themselves in disagreement. However, assertion that takes into account cultural norms is a communication style that is acceptable in a broad variety of countries. As was already said, effective interaction with a broad range of ethnic groups and non-Western cultures may be based on sensitivity to communal and tradition-bound cultural norms. Dwairy's suggestion that teaching Israeli Palestinian-Arabs conflict assertion techniques might help them coexist more peacefully in the individualistically oriented Israeli milieu is a novel and idealistic application across cultures. This is especially true if a companion intervention helped Israelis understand the communitarian foundation of Palestinian society.

Contemporary Applications

Recent assertiveness training research aimed at empowering seniors and assisted living residents, international students at university, and women in the workplace was reviewed briefly earlier. A fourth focus is sexual assertiveness, which has commanded by far the most interest.

Sexual Assertiveness

The emphasis of the investigation has been on two sexual assertions: insisting that condoms be used, asking for a change in behavior, and refusing to engage in, or imposing limits on, violent or forceful sexual behaviors. Use of condoms with confidence. The usage of condoms is rising as a result of increased sexual aggressiveness. Adolescents who discuss condom usage openly are more likely to use them, particularly if they have previously discussed condom use effectively and have high efficacy views in their capacity to insist on use. The use of condoms by adolescents is associated with high levels of individual assertiveness but low levels of overall "couples' assertiveness," which promotes shared control and open communication. Women who explicitly insist on using condoms have higher self-efficacy views in their ability to express themselves, emit more self-instructions to do so, and think that this conduct will make the relationship stronger. Lower degrees of condom usage assertiveness are associated with more sexual victimization. Sexual assertiveness for condom use predicts unsafe sex in both men and women. Additionally, Stoner et al. discovered that stronger condom usage intentions and less history of sexual victimization are associated with higher levels of sexual assertiveness in women. Sexual assertiveness training, according to Morokoff et al., may be a useful supplement to attempts to avoid victimization, particularly for assault and abuse victims.

talents for resisting coercion. Sexual victimization and revictimization are frequently associated with low levels of sexual assertiveness. Fear of sexual powerlessness, emotional dysregulation, social anxiety, obsessive bodily self-surveillance, conventional femininity ideas, and positive relationship expectancies have all been connected to women victims' lower levels of sexual assertiveness. Although strong sexual assertiveness is undoubtedly adaptive, it is interesting to note that women who possess the skill are more likely to place the responsibility for a sexual attack on the victim who first acts passively, even if the victim later intensifies her resistance to verbal and physical refusal behaviors. According to the authors, a victim-juror may be inclined to believe that the attacked woman is the victim,

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

which may have ramifications for jury selection in situations involving sexual assault. Regarding therapeutic concerns, they contend that sexual assault victims who are extremely aggressive could accept more responsibility for the offence and feel more guilt and shame.

Low levels of sexual assertiveness are consistently linked to sexual victimization, indicating that preventative and therapeutic programs should incorporate assertiveness training. Two training courses for sexual assertiveness recently completed randomized controlled trials. In order to train young women sexual resistance techniques, Simpson Rowe, Jouriles, McDonald, Platt, and Gomez reviewed the Dating Assertiveness Training Experience program. College women who participated in DATE were more forceful in confronting an assailant and less likely to experience sexual assault in the next 12 weeks compared to the placebo group. Simpson Rowe, Jouriles, and McDonald studied the My Voice, My Choice program with urban, primarily Hispanic, high school girls and discovered that it, too, decreased reports of sexual victimization in the ensuing 12-week period. MVMC also decreased the risk of psychological distress and victimization among girls with greater prior victimization, a population the authors note is particularly resistant to intervention. Finally, the newly created Sexual Assertiveness Questionnaire, which evaluates abilities in initiating and speaking about desired sex, rejecting unwanted sex, and reporting risk factors and prior sexual experience, may be helpful in intervention programs. A situation-specific social skill, assertion is especially helpful for resolving conflicts. It has found a comfortable place in a variety of contexts, along with its training protocols. More and more people are coming to the realization that their society's long-term interests are served when its members are skilled in assertiveness, with its contemporary egalitarian social philosophy that encourages responsible action to challenge the interpersonal, social, cultural, and legal barriers that prevent fair sharing of power and responsibility. As the rapid changes of globalization and socioeconomic development bring people of diverse cultures into closer contact with one another.

DISCUSSION

Social perception skills are integral to our ability to navigate the complexities of social interactions and understand the thoughts, emotions, and intentions of others. In this discussion, we will delve deeper into the concept of social perception skills, exploring their underlying cognitive processes, factors influencing social perception, and their broader implications for individuals and society. One of the key cognitive processes involved in social perception is attention. Our attention is directed towards relevant social cues, such as facial expressions, gestures, and vocal cues, which provide valuable information about others' emotional states and intentions. Attentional processes can be influenced by various factors, including the salience of the cues, individual differences in attentional capacity, and cultural norms that dictate which cues are prioritized.

Categorization is another critical process in social perception, as individuals tend to categorize others based on various characteristics, such as age, gender, race, and social status. These categorizations can shape our initial impressions and influence subsequent judgments and behaviors. However, it is important to recognize that categorizations can also lead to stereotypes and biases, which can distort social perception and hinder accurate understanding. Attribution, the process of assigning causes to others' behaviors, also plays a role in social perception. We often make inferences about others' internal states and motivations based on their observable behaviors. These attributions can influence how we interpret and respond to others, and they are shaped by factors such as cultural influences, personal experiences, and situational constraints. Social perception skills are subject to various influences, including cultural norms and expectations.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Different cultures may have distinct rules regarding appropriate behavior, display of emotions, and nonverbal cues. Understanding and adapting to these cultural differences are crucial for accurate social perception and effective communication across diverse contexts. Individual differences also impact social perception. Factors such as personality traits, cognitive abilities, and prior experiences can shape how individuals perceive and interpret social cues. For example, individuals high in empathy may be more attuned to others' emotions and display enhanced social perception skills. The implications of social perception skills extend beyond individual interactions. In education, teachers who possess strong social perception skills can create inclusive classrooms, tailor instructional approaches to students' needs, and foster positive student-teacher relationships. In healthcare, medical professionals with well-developed social perception skills can establish rapport with patients, effectively communicate diagnoses and treatment plans, and provide empathetic care.

In business and leadership, social perception skills are essential for managers to understand the dynamics within their teams, identify employees' strengths and weaknesses, and promote a positive and collaborative work environment. In law enforcement, officers with strong social perception skills can accurately assess potentially volatile situations, de-escalate conflicts, and build trust with the community they serve. Enhancing social perception skills can contribute to the creation of more inclusive and empathetic societies. By promoting accurate understanding of others' experiences and perspectives, social perception skills can challenge biases and stereotypes, reduce prejudice, and foster tolerance and acceptance. Future research in the field of social perception skills should focus on developing effective interventions and training programs aimed at improving these skills.

By incorporating evidence-based strategies, such as perspective-taking exercises, empathy training, and cross-cultural awareness, we can equip individuals with the tools to navigate social interactions more effectively and cultivate a more empathetic and understanding society [10]–[12].

CONCLUSION

Social perception skills are essential for navigating the complex landscape of human interactions and understanding others' thoughts, emotions, and intentions. Through the examination of underlying cognitive processes, factors influencing social perception, and the broader implications of these skills, it is evident that social perception plays a crucial role in various domains of life. The mastery of social perception skills, including attention, categorization, and attribution, enables individuals to accurately interpret social cues and make informed judgments about others.

These skills are influenced by cultural norms, individual differences, and situational contexts, highlighting the importance of considering diverse perspectives in social interactions. The implications of social perception skills are far-reaching. In education, healthcare, business, and law enforcement, individuals with well-developed social perception skills are better equipped to establish rapport, communicate effectively, and foster positive relationships. Moreover, social perception skills contribute to the creation of inclusive societies by challenging biases, reducing prejudice, and promoting empathy and understanding.

To harness the full potential of social perception skills, future research should focus on developing interventions and training programs that enhance these skills. By incorporating evidence-based strategies, such as perspective-taking exercises and cross-cultural awareness, we can promote the cultivation of empathetic individuals and foster more harmonious social relationships. In conclusion, social perception skills are vital for successful social interactions and understanding others' experiences. By recognizing the significance of these skills,

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

understanding the underlying cognitive processes, and considering the various factors influencing social perception, we can strive towards building more inclusive, empathetic, and understanding societies.

REFERENCES

[1] E. Aniszewski and E. Cely, "Students Disinterest In Physical Education Classes By The Light Of Literature," *Rev. Científica Multidiscip. Núcleo do Conhecimento*, 2021, doi: 10.32749/nucleodoconhecimento.com.br/education/students-disinterest.

[2] M. S. Dewi and Yufiarti, "Play-based Learning Activities for Creativity in Children's Dance Movements," *JPUD - J. Pendidik. Usia Dini*, 2021, doi: 10.21009/jpud.151.06.

[3] A. Méndez-Giménez, "El enfoque basado en autoconstrucción de materiales. El vídeo-tutorial como estrategia de enseñanza para futuros docentes (The approach based on self-made materials. The video-tutorial as a teaching strategy for pre-service teachers)," *Retos*, 2018, doi: 10.47197/retos.v0i34.63634.

[4] A. S. Lim, E. E. T. Khoo, and R. E. Yueh, "Attachment Style, Friendship Quality and the Mediating Effect of Communication Skills in Young Adults Friendship: Literature Review," *J. Psikol. Malaysia*, 2021.

[5] S. R. Syam, N. M. S. A. Nik Abdullah, and K. J. I. Badrasawi, "Motivational orientations and learning strategies among undergraduate students in study circle course," *Asian Soc. Sci.*, 2016, doi: 10.5539/ass.v12n6p179.

[6] R. P. Hawkins and S. Pingree, "Some processes in the cultivation effect," *Communic. Res.*, 1980, doi: 10.1177/009365028000700203.

[7] E. M. Duncan *et al.*, "Learning curves, taking instructions, and patient safety: Using a theoretical domains framework in an interview study to investigate prescribing errors among trainee doctors," *Implement. Sci.*, 2012, doi: 10.1186/1748-5908-7-86.

[8] A. Méndez Giménez, "El enfoque basado en autoconstrucción de materiales. El vídeo-tutorial como estrategia de enseñanza para futuros docentes," *Retos. Nuevas Tendencias en Educ. Física, Deport. y Recreación*, *34*, 2018.

[9] H. Hassan, M. King, and K. Watt, "The perspectives of older drivers on the impact of feedback on their driving behaviours: A qualitative study," *Transp. Res. Part F Traffic Psychol. Behav.*, 2015, doi: 10.1016/j.trf.2014.11.003.

[10] N. A. Rahman, N. Arifin, M. Manaf, M. Ahmad, N. A. Mohd Zin, and M. Jamaludin, "Students' Perception in Blended Learning among Science and Technology Cluster Students," in *Journal of Physics: Conference Series*, 2020. doi: 10.1088/1742-6596/1496/1/012012.

[11] A. Rotboim, A. Hershkovitz, and E. Laventman, "Positive vs. Negative Framing of Scientific Information on Facebook Using Peripheral Cues: An Eye-Tracking Study of the Credibility Assessment Process," *Interdiscip. J. e-Skills Lifelong Learn.*, 2019, doi: 10.28945/4369.

[12] A. Méndez-Giménez, "The approach based on self-made materials. The video-tutorial as a teaching strategy for pre-service teachers," *Retos*, 2018.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 8

AN ELABORATION OF THE INTERACTING IN TASK GROUPS

Ms. Geethu Bijil, Assistant Professor,
Department of Soft Skills, Presidency University, Bangalore, India,
Email Id-geetu@presidencyuniversity.in
Prof. Sourish Bandyo Padhyay, Regional College of Management,
Bangalore

ABSTRACT:

The success of many organizations relies on the effective functioning of task groups, where individuals come together to work collaboratively on specific assignments or projects. This paper examines the concept of interacting in task groups, exploring the various dynamics, processes, and factors that influence the quality and outcomes of group interactions. Drawing on existing research and theories from the fields of organizational behavior and social psychology, this study provides an overview of the key elements that contribute to effective interaction within task groups. Finally, the paper concludes with a synthesis of the key findings and highlights the implications for practice. It emphasizes the need for organizations to recognize and support the importance of effective interaction in task groups, as it directly impacts group performance, creativity, and overall organizational success. By understanding the dynamics and factors that influence group interaction, organizations can implement strategies and interventions to enhance collaboration, communication, and overall group effectiveness.

KEYWORDS:

Communication, Conflict Resolution, Decision Making, Group Dynamics, Leadership, Organizational Behavior.

INTRODUCTION

Task groups play a vital role in the functioning of organizations, as they bring together individuals with diverse skills and expertise to collaboratively work on specific assignments or projects. Effective interaction within these groups is crucial for achieving desired outcomes and maximizing productivity.

The purpose of this paper is to examine the concept of interacting in task groups, exploring the various dynamics, processes, and factors that influence the quality and outcomes of group interactions.

Task groups are characterized by their specific objectives, which can range from completing a project to solving a complex problem. These groups are often formed based on the complementary skills and expertise of their members, allowing for a diverse range of perspectives and approaches. Clear goals and a shared understanding among group members are essential for establishing a common purpose and direction. Interaction within task groups encompasses various dimensions, including communication patterns, decision-making processes, conflict resolution strategies, and leadership dynamics. Effective communication is crucial for exchanging information, sharing ideas, and coordinating efforts within the group.

Decision-making processes determine how choices are made and actions are taken, which can significantly impact the group's effectiveness and outcomes. Conflict resolution strategies are necessary for managing differences and reaching consensus in order to maintain group

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

cohesion and productivity. Leadership dynamics play a pivotal role in guiding and motivating the group towards its objectives, as well as fostering a positive and collaborative group climate. Individual characteristics also influence group interaction within task groups. Personalities, attitudes, and expertise of group members can affect communication styles, collaboration tendencies, and the overall dynamics of the group. Additionally, group norms, cohesion, and trust play crucial roles in facilitating positive interactions. Norms set behavioral expectations, cohesion enhances group unity and commitment, and trust fosters open communication and cooperation. External factors, such as organizational culture, technological tools, and environmental conditions, also influence group interaction within task groups. The organizational culture shapes the norms, values, and communication patterns that are acceptable within the group.

Technological tools can enhance or hinder communication and coordination processes, depending on their effectiveness and compatibility with group needs. Environmental conditions, such as physical workspace layout or time constraints, can impact group dynamics and productivity. Despite the potential benefits of effective interaction, task groups may encounter challenges and barriers. Interpersonal conflicts, power struggles, and breakdowns in communication can hinder collaboration and productivity. However, by understanding the dynamics and factors that influence group interaction, organizations can implement strategies and interventions to overcome these challenges and promote constructive interaction within task groups [1]–[3].

Consider a group of faculty members and students who have agreed to serve on a committee to improve the existing curriculum. They must come to an agreement on their mission before they can design any particular activities. If, as is often the case, people disagree with one another on how to perceive the group activity, the difference in cognitions should be settled by sharing knowledge. The impact of communication on the process of cognitive tuning to reach a shared understanding of the group activity is covered in the first section of this chapter.

Without agreement among its members about the division of the labour that has to be done, a group cannot effectively finish a job. Although everyone in the group may be aware that their personal interests and the accomplishment of the activity at hand are aligned, they may nevertheless feel under pressure to behave in their own best interests, such as delegating disagreeable tasks to other group members. This chapter's second section goes into further detail on the function of communication in balancing public and private interests.

The two fundamental processes in task groups are cognitive tuning and interest tuning. Members of communication groups put tremendous pressure on one another to take into account their shared interests and cognitions throughout both tuning stages. Strong normative conformity pressure to reach a shared view of the goal may be necessary for the group activity to be completed successfully, but it may be detrimental to creative thinking. We shall talk about some preventative steps that may be implemented to lessen problematic normative compliance pressures at the conclusion of the first section of this chapter. Contrarily, normative incentives on group members to take into account their shared interests are insufficient when it comes to the tuning of interests. In order to prevent group members from taking advantage of their fellow members' cooperative efforts, as we shall see at the conclusion of this chapter's second section, organizations often adopt extra normative norms.

Cognitive Tuning

Only once a shared understanding of the job is attained can newly create task groups or existing groups presented with a new assignment devise solution. There are three

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

fundamental ways to tune your cognitive processes to a shared frame of reference: normalization, conformity, and creativity. When there is no a priori agreed upon understanding of the group work, normalization takes place. Group members mutually and gradually come to a shared normative frame of reference when the work is very ambiguous and flexible. Since conformity includes the majority of the group members trying to retain their socially grounded picture of the job by pressuring deviant individuals to follow along or risk being rejected by the majority, it presupposes previous normalization. An explicit cognitive conflict arises when a persistent minority of deviants seeks to impose a different frame of reference. When this cognitive conflict is overcome by the minority convincing the majority, innovation takes place. The three cognitive tuning modalities represent escalating degrees of cognitive conflict within a task group. The classic studies on the function of communication in group members' efforts to establish, maintain, and modify a shared frame of reference are discussed in the following three sections. These findings are often used as the foundation for more current research on the mechanisms involved in task group cognitive tuning. We will use the example of the educational committee to demonstrate some consequences of the study results.

Normalization

Even while all committee members may agree that the current curriculum needs to be updated, their participation in the committee may first seem to them like a leap into the unknown. When there isn't yet a consensus on how to interpret the group job from the start, how will they establish a shared frame of reference? Sherif has used darkness in a very literal meaning in a well-known set of research on how people build common representations of unclear tasks. Sherif used the "autokinetic effect," a captivating optical illusion that appears to someone who looks at a small light bulb in a room that is otherwise entirely black. Even though the light is really fixed, after a few minutes of observation, it starts to seem to be moving because of the perceiver's eye movements and neurological processes. The illusion happens when the room is completely black and when the experimental subjects don't know how big the room is, so they don't have a physical reference point to compare the location of the dot of light against. It is their responsibility to calculate the apparent movement of the light after each exposure.

The initial set of investigations by Sherif looked into how a person's frame of reference develops. There was no potential for communication among the participants, who were operated in isolation. Although it seemed that a participant's initial answers differed significantly from one exposure to the next after multiple exposures, their replies eventually seemed to settle on a single estimate. The fact that each participant ultimately arrived at a single value that varied greatly from participant to participant suggests that each individual developed a reliable personal frame of reference to assess future task inputs [4]–[6].

In Sherif's second set of experiments, novice subjects were grouped together in the dark room and given permission to converse with one another. Similar to the previous set of research, it seemed that participants' individual estimations exhibited a pattern of very high initial variability. Participants' replies quickly converged on a single group estimate as a consequence of mutual adjustment of group members' estimations during communication. These significant differences in group estimations show that each group formed its own frame of reference. It is unclear why some groups reached a high group estimate while others reached a low group estimate. In several research, Sherif hired experimental confederates to provide wildly inflated estimates while posing as normal group members in order to address the importance of communication content. The naïve group members significantly boosted their estimations to converge on a high group estimate in response to the confederates'

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

excessive estimates. After such a high group estimate had been created, it was seen in later investigations that it took on a life of its own as a group norm. The artificially high or low group norm remained to influence the group's evaluations in following trials even after the researcher withdrew the confederates from the group and replaced them with fresh naïve individuals.

The naïve, unskilled individuals in the aforementioned research expressed great uncertainty regarding the accuracy of their own assessments. In the initial set of research, participants were unable to communicate with one another, thus they were left to resolve their own internal cognitive conflict over the accuracy of their own assessments. In the second set of experiments, individuals' ability to interact with other group members allowed them to overcome an internal cognitive conflict. Participants gave the estimations made by their group mates a lot of weight since they were so unsure about their own first comments. As a consequence, they arrived to a shared comprehension of the assignment and a group estimate.

A considerably more intense cognitive conflict was felt by the participants in a later trial, not only on an intra-personal level but also on an interpersonal one. Before being put in a group, individuals who had initially experienced a number of trials in isolation seemed to be less ready to adapt their own initial estimations to those of their group mates. Many of the members clung to their own style of reacting, which they had established before joining the group in solitude. Since a personal manner of responding had already been established, cognitive tuning towards a socially anchored norm, such as a single group estimate, required significantly longer and was far from complete.

Participants in different research reported experiencing the most intense interpersonal cognitive conflict. Sherif used participants from these different groups to form new groups for the subsequent set of exposures after having naïve, inexperienced people react to multiple trials in separate groups such that a socially grounded local group norm had established inside each group. These individuals were the least susceptible to peer influence, as opposed to those who were fully uninformed or those who had already established a personal standard before joining a group. They continued to adhere to the standard that they had established via communication with others in their prior group.

When task ambiguity has been cognitively addressed through the development of an internalized frame of reference, Sherif's research suggests that group members give less weight to fresh viewpoints, which may then be seen as being at odds with one's own frame of reference. These findings suggest that group members' prior experiences influence the communication process of cognitive tuning towards a generally shared frame of reference. For instance, it will be difficult to establish a shared frame of reference if members attend the educational committee with well-developed notions about the work, which may vary greatly from one member to another owing to prior normalization in other social situations.

This is highly likely to occur since inexperienced, naïve applicants are seldom invited to join advisory panels. The committee should work to avoid any cognitive conflicts that can arise when task group members maintain their previously created, socially anchored frames of reference. Socialization procedures in the early phases of task group growth entail active communication techniques.

Less experienced group members will more identify with more experienced group members' work practices and basic beliefs when more experienced group members provide personal details about their prior employment. The ability to share thoughts and concerns with one another in a reciprocal manner promotes social identification with other group members and the creation of a shared frame of reference.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

In these circumstances of prior normalization, the issue of whether a group member will follow or stick to their previously formed, socially anchored frame of reference when confronted with a number of fellow group members advocating a divergent perspective that does not seem correct arises. This group member can be exhibiting traits that have helped them acquire acceptance in other groups they are a part of. In a recently created group, the individual can encounter hostility. What transpires if such a person encounters a disagreeable majority?

Conformity Pressures from a Majority

Asch created the traditional experimental paradigm for researching this topic. He invited participants in small groups to make a series of straightforward evaluations. Their goal was to publicly and sequentially say which of the three comparison lines matched the length of the fourth, or "target," comparison line. The right response was obvious. Participants had no errors while making these straightforward decisions alone. In a typical group experiment, just one person was a naïve participant who had to answer after hearing the previous group members' replies, all of whom were collaborators with the investigator. The confederates were coached to agree on an answer that was obviously erroneous for many of the stimulus sets the group rated. By having the confederates support a blatantly inaccurate answer, Asch evaluated a group member's propensity to follow the majority's lead even when that person might be absolutely confident that the majority was mistaken and that they were right. The ignorant participant experienced a considerable intra- and inter-personal cognitive struggle when confronted with the unanimous majority's blatantly wrong response. This participant were perplexed by the difference between their own judgement and the collective judgement of the whole group. Should the individual adhere to their internalized frame of reference or follow the consensus decision of the current group? Only 25% of the naïve individuals seemed to exhibit any conformity at all and maintain their independence from the rest throughout the session. On all of the crucial trials, only a select few people agreed with the clearly wrong conclusion of the majority. On more than half of the crucial trials, however, 33% of all participants adopted the blatantly erroneous majority stance [7]–[9].

What are the takeaways from these findings? On the one hand, these findings show the influence of the majority. The cognitive conflict was resolved by one out of every three naïve individuals by modifying their own answer to the majority's erroneous replies on many of the crucial trials. However, the same findings show that group uniformity is difficult to establish when individuals inside the group are adamantly persuaded that they are correct and that the majority of their fellow group members are mistaken. Two-thirds of all naïve individuals stayed independent on more than half of the key trials, and at least one out of every four naive persons remained totally independent from the majority pressure. Noting that Sherif's research also found that participants who had already established a socially grounded frame of reference before joining their current task group had the same resistance to accepting the assessments of their peers.

The one versus all scenario is a unique one, however. The existence of some other dissidents in the group may cause the majority's opinion to be questioned, however a lone individual may find it difficult to withstand the pressure of the majority since their viewpoint might be disregarded as a personal idiosyncrasy. Asch gave one of the accomplice’s instructions to respond correctly to certain of the crucial trials in the follow-up study. Conformity rates were substantially lower when the naïve participant realized that others shared his or her opinion that the majority was definitely wrong. In yet another version, Asch set up one confederate to not only disagree with the majority's decision but also with the naïve participant's response. It seems that even the existence of such a fellow deviant who disagreed with both the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

participant and the majority made it simpler for a gullible participant to voice a personal position during the group debate and to resist pressure from the majority. Evidently, when presented with a unanimous majority, the cognitive struggle is more acute than when faced with a non-unanimous majority.

Asch's subsequent studies found that when participants were given the option to express their opinions privately in writing rather than publicly, they were less likely to go with the majority. Conformity to a majority viewpoint, therefore, does not always represent a participant's real viewpoint. In fact, participants who had publicly agreed with their fellow group members in the group session pointed out that they did not think the others were accurate but that they too did not want to look different in private post-experimental interviews. Their concern about being different was not unfounded. Asch reversed the experiments mentioned above by substituting naïve individuals for the confederates, resulting in a situation where the majority of naive participants were up against one confederate who made wrong assessments. In these circumstances, the gullible participants demonstrated a strong belief in the accuracy of the majority opinion and exposed the persistent dissenters to ridicule and derision.

Non-conformity is strongly correlated with being rejected by other group members. In group conversations, communication aimed towards dissenting group members tends to become louder over time in an effort to push them to follow the majority's lead.

The quantity of communication with deviants diminishes later in the conversation, either because early deviants succumb to pressure from the majority or because the majority quits up attempting to persuade a persistent deviant. In the latter scenario, the offender is excommunicated literally. Wheeler draws the conclusion that the need for communication in a group grows when the problem has greater importance for the group and when group members feel the need to preserve a friendly group climate after reviewing the aforementioned classic research and many more studies that employed a wide range of assignments. Additionally, when it is seen as more likely that communicating with a particular group member would influence them in the desired way, demands to do so are increased. Communication with a persistent diverge will ultimately come to an end.

These research, when applied to the cognitive tuning process in the educational committee, show that its members may feel pressured to agree with the majority of their current task group, i.e., the committee. One may begin to question the validity of their own opinions and if they will be accepted as a group member if they discover that the majority of the committee has come to a different perspective of the work than they have. It will be increasingly difficult for a deviant to endure the constraints of the majority as group cohesiveness increases or as the issue of debate becomes more important to the committee. However, when there is still one more group member promoting a viewpoint that varies from the one held by the majority, resistance to majority pressure is more probable. More than one dissenter in the group may question the veracity of the majority's viewpoint, while a single dissenter's views might be ignored as personal quirks. We will go into more detail on the possible inventive influence of these few persistent dissidents in the paragraph below this.

Innovative Pressures from a Minority

In addition to effectively resisting the majority's temptations to conform, members of a minority who question the dominant group norm by upholding their own divergent beliefs in a confident and consistent manner may also have a creative influence on the group. The members of the majority may see consistency in the minority's comments in the face of majority resistance as a sign of self-assurance and dedication to a coherent notion and

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

therefore concentrate their attention on the minority's line of reasoning. The possibility of minority influence is present here. It may take advantage of the general distaste for cognitive conflict and the need for uniformity of most group members to consciously produce cognitive conflict and throw doubt and confusion about the dominant group norm. When the cognitive conflict cannot be addressed through mutual convergence, it may be handled by either excluding the aberrant minority or by a change in the attitudes of majority members towards the minority.

Moscovici, Lage, and Naffrechoux's seminal set of research show that minority influence may be effective. A series of turquoise slides with varying levels of brightness were presented to groups of siX people. The participants' role was to evaluate the slides' color and to publicly state their conclusions. Ninety-nine percent of participants in the set of six naïve individuals classified the slides as blue. Moscovici and his colleagues were able to gauge the gullibility of naïve participants by giving two accomplices in the six-person groups the task of advocating an atypical reaction, i.e., by identifying the slides as green. Since the color perception test presented participants with greater uncertainty regarding the proper answer than Asch's line matching tasks, it seemed doubtful that the odd replies by these confederates would be disregarded as obviously erroneous, as had been the case in Asch's research. The findings showed that the four naive participants eventually described the slide as green more frequently when the two confederates' judgements were consistent, both over time and among themselves, as opposed to when they weren't, sometimes labelling the slides as blue and sometimes as green. Accordingly, it would seem that a consistent minority may have a creative effect whereas an inconsistent minority could have little to no influence on the group.

Although naive participants in the six-person groups were more likely to publicly agree with the unusual color judgements made by a majority than when these judgements were made by a consensual minority, their private beliefs were more strongly influenced by minority influence than by majority influence. Private interviews conducted following the group sessions revealed that participants who had accepted the minority's recommendation that the slides were green held this notion more strongly than those who had bowed to the majority's suggestion. Conceptually similar outcomes were obtained with a variety of different activities, including conversation tasks. Numerous research demonstrate that minority influence has a stronger impact on naïve individuals' private opinions than does majority influence. When naïve participants may voice their opinions privately at the conclusion of the conversation, they tend to side with the minority more often. When forced to voice their opinions in front of their fellow group members in public, they incline to agree with the majority more often.

When considered as a whole, majority influence seems to be especially successful at obtaining public conformity, but minority influence has a stronger impact on group members' private opinions. These findings imply that a tiny minority inside the educational committee may cause a cognitive conflict by exhibiting a constant and assured behavioural style while expressing a divergent viewpoint. This division may be able to develop a fresh frame of reference. However, the effect of its innovation may not be apparent straight once. Minority influence may not be immediately apparent during plenary sessions, but rather only when the majority of the committee members are not present, such as during individual conversations that take place following a plenary session. A minority should persuade members of the group who have been convinced of its arguments in secret to openly embrace the new frame of reference in order to increase its creative influence. The minority should persuade potential converts that some other committee members have also privately indicated supportfor the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

minority stance in order to grow the membership of the minority. It is less intimidating for individual converts to openly support the minority stance at a subsequent plenary committee meeting when there is an implied presence of other dissidents [10].

DISCUSSION

The discussion of interacting in task groups revolves around the key findings and implications derived from the examination of group dynamics, processes, and factors influencing group interaction. The following paragraphs will delve into the main points addressed in this study and highlight their significance. One crucial aspect of group interaction is effective communication. Clear and open communication channels facilitate the exchange of information, ideas, and feedback among group members. By fostering an environment where individuals feel comfortable expressing their thoughts and actively listening to others, task groups can enhance their problem-solving capabilities and decision-making processes. Furthermore, effective communication helps in managing conflicts constructively, resolving differences, and maintaining a harmonious group climate. Decision-making processes within task groups also play a vital role in group interaction. The manner in which decisions are made, whether through consensus-building, democratic voting, or expert authority, can significantly impact group dynamics and outcomes. Encouraging participatory decision-making processes that value diverse perspectives and promote collaboration can lead to more innovative solutions and higher levels of group satisfaction. Conflict resolution strategies are essential in managing disagreements and ensuring that conflicts do not disrupt group dynamics. By promoting constructive approaches to conflict resolution, such as active listening, empathy, and compromise, task groups can foster a culture of open dialogue and cooperation.

Addressing conflicts early and effectively can prevent their escalation and minimize the negative impact on group cohesion and productivity. Leadership dynamics within task groups are another critical factor influencing group interaction. Effective leadership involves providing clear guidance, facilitating communication and collaboration, and nurturing a supportive group climate. A skilled leader can create an environment that encourages active participation, motivates individuals to contribute their best efforts, and resolves conflicts in a fair and unbiased manner. The role of leadership extends beyond just coordinating tasks; it sets the tone for the entire group and influences the overall group dynamics. The importance of group norms, cohesion, and trust cannot be overstated in fostering positive interactions within task groups. Establishing shared norms that promote respect, trust, and accountability can guide the behavior of group members and set expectations for collaboration. Building a strong sense of cohesion, where members feel connected and committed to the group's goals, enhances cooperation and the willingness to support one another.

Trust among group members is crucial for effective communication, knowledge sharing, and risk-taking, ultimately enhancing group performance. External factors, such as organizational culture, technological tools, and environmental conditions, also influence group interaction. An organizational culture that values teamwork, open communication, and innovation can create a supportive context for task groups to thrive. Technological tools that facilitate communication, collaboration, and information sharing can enhance group efficiency and effectiveness. Additionally, environmental conditions, such as physical workspace design or time constraints, can impact the way group members interact and collaborate.

Overall, the discussion highlights the significance of effective interaction within task groups for achieving desired outcomes and maximizing group performance. By understanding the dynamics and factors that influence group interaction, organizations can implement strategies

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

and interventions to enhance collaboration, communication, and overall group effectiveness. This study provides valuable insights and practical implications for fostering positive and productive group interactions within task groups, ultimately contributing to the success of organizations[11], [12].

CONCLUSION

In conclusion, the study of interacting in task groups has shed light on the dynamics, processes, and factors that shape group interaction and ultimately impact the effectiveness of these groups. Effective communication, decision-making, conflict resolution, and leadership dynamics have emerged as key components of successful group interaction. The establishment of group norms, cohesion, and trust plays a pivotal role in fostering positive interactions within task groups. Additionally, external factors such as organizational culture, technological tools, and environmental conditions can influence group dynamics and outcomes. By recognizing the importance of effective interaction in task groups, organizations can implement strategies and interventions to enhance collaboration, communication, and overall group effectiveness. This may involve providing training in communication and conflict resolution skills, promoting participatory decision-making processes, cultivating a supportive group climate, and fostering strong leadership. Furthermore, organizations can create an organizational culture that values teamwork, open communication, and innovation, and provide the necessary technological tools to facilitate efficient and effective group interactions. The findings of this study have practical implications for organizations aiming to maximize the potential of task groups in achieving desired outcomes. By investing in and supporting effective interaction within task groups, organizations can harness the collective intelligence, creativity, and problem-solving capabilities of their employees.

This, in turn, can lead to improved performance, increased innovation, and enhanced organizational success. In summary, the study of interacting in task groups has highlighted the significance of understanding and managing the various dynamics and factors that influence group interaction. By leveraging this knowledge and implementing appropriate strategies, organizations can create an environment that promotes effective interaction within task groups and maximizes their collective potential. Ultimately, this can contribute to the success and competitive advantage of organizations in today's complex and dynamic business landscape.

REFERENCES

[1] M. Mansouri, B. Radi, and A. El Hami, “Contribution to development and validation of numerical tools for reliability analysis of vibro-acoustic problems in complex structures,” in *Safety, Reliability, Risk and Life-Cycle Performance of Structures and Infrastructures - Proceedings of the 11th International Conference on Structural Safety and Reliability, ICOSSAR 2013*, 2013. doi: 10.1201/b16387-422.

[2] A. Kampouropoulos (Ed.), K. Tsougkras (Ed.), P. Mavromatis (Ed.), and K. Pastiadīs (Ed.), *Proceedings: The ICMPC--ESCOM 2012 Joint Conference—12th Biennial International Conference for Music Perception and Cognition; 8th Triennial Conference of the European Society for the Cognitive Sciences of Music*. 2012.

[3] W. Varney, “Love in Toytown,” *M/C J.*, 2002, doi: 10.5204/mcj.2007.

[4] S. L. Feld, M. Webster, and M. Foschi, “Status Generalization: New Theory and Research.,” *Soc. Forces*, 1990, doi: 10.2307/2579371.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[5] A. G. Barujel and A. R. Groba, “The social dimension of Self-Regulated Learning: Social networks as a means for teaching,” in *Proceedings of the 15th International Conference on Interacción Persona-Ordenador*, 2014.

[6] A. G. Barujel and A. R. Groba, “The social dimension of Self-Regulated Learning,” 2014. doi: 10.1145/2662253.2662340.

[7] A. Volz, J. Higdon, and W. Lidwell, “Depth of Processing,” in *The Elements of Education for Teachers*, 2019. doi: 10.4324/9781315101002-13.

[8] M. H. Lin, M. P. Chen, and C. F. Chen, “Effects of question prompts and self-explanation on database problem solving in a peer tutoring context,” in *Lecture Notes in Computer Science (including subseries Lecture Notes in Artificial Intelligence and Lecture Notes in Bioinformatics)*, 2015. doi: 10.1007/978-3-319-15705-4_18.

[9] T. Fent, *Applications of Learning Classifier Systems for Simulating Learning Organizations*. 2020. doi: 10.11128/fbs.10.

[10] M. Webster, “Working On Status Puzzles,” *Advances in Group Processes*. 2003. doi: 10.1016/S0882-6145(03)20007-2.

[11] A. Strokina, “Anthropological research in reference to ergonomics,” in *Journal of Physiological Anthropology and Applied Human Science*, 2005. doi: 10.2114/jpa.24.517.

[12] J. Zimmermann and W. Eber, “Mathematical background of key performance indicators for organizational structures in construction and real estate management,” in *Procedia Engineering*, 2014. doi: 10.1016/j.proeng.2014.10.585.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 9

AN OVERVIEW OF THE INFORMATIONAL VERSUS NORMATIVE PRESSURES

Dr. Kumar Ravi, Associate Professor,
Department of English, Presidency University, Bangalore, India,
Email Id-ravimanchi@presidencyuniversity.in
Prof. Tapas Panda, Regional College of Management, Bangalore

ABSTRACT:

This paper explores the dichotomy between informational and normative pressures in social psychology and decision-making processes. Informational pressures refer to the influence exerted by others' knowledge, expertise, or accuracy of information, while normative pressures stem from the desire to conform to social norms, gain acceptance, or avoid disapproval. By examining various theoretical frameworks, empirical studies, and real-world applications, this research sheds light on the distinct nature of these pressures, their underlying mechanisms, and their differential effects on individual and group behavior. Understanding the interplay between informational and normative pressures provides valuable insights into human decision-making and the factors that shape our choices in social contexts.

KEYWORDS:

Decision Making, Group Behavior, Informational Influence, Normative Influence, Peer Pressure.

INTRODUCTION

The phenomenon of social influence has long captivated the interest of psychologists, as it plays a significant role in shaping human behavior. Within the realm of social psychology, two primary types of influence have been extensively studied: informational pressures and normative pressures.

The interplay between these two forms of influence has been the subject of numerous theoretical frameworks, empirical investigations, and real-world applications. Understanding the nuances and distinctions between informational and normative pressures is crucial for comprehending the complexities of decision-making processes, group dynamics, and conformity in various social contexts. In this paper, we delve into the realm of informational versus normative pressures, exploring their definitions, underlying mechanisms, and the impact they have on individual and collective behavior. Additionally, we identify and analyze ten related keywords that encapsulate the essence of this topic, providing a comprehensive overview of the current discourse in this field.

The parts that came before them dealt with cognitive tuning processes in groups that either have a wide variety of viewpoints or when the majority or minority favours a certain viewpoint. The two fundamental social forces in groups informational pressure and normative pressure can be used to define the three related modalities of cognitive tuning, namely normalisation, conformity, and innovation, respectively. Informational pressure results from group members' propensity to depend on one another for reliable information needed to construct a useful frame of reference in an uncertain work environment. A shared frame of

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

reference or social norm may emerge as a result of open communication among group members. In Sherif's groups of novice volunteers, who were essentially placed in the dark and lacked any baseline against which to assess the location of the dot of light, this process of normalisation has been seen. Individual group members may attach less weight to novel, divergent viewpoints as a consequence of internalising such a socially anchored frame of reference, but this does not render them immune since group members depend on others for both correct information and approbation.

Individual group members may succumb to normative demands of a majority to reward conforming group members and reject persistent deviates when confronted with a majority holding a discrepant opinion. However, a comparison of the study findings from Asch and Sherif reveals that conformity resulting from watching fellow group members for the aim of obtaining factual information has more significant effects than conformity resulting from the desire to be liked as a group member. Many of Asch's participants openly adopted the norm of the local majority because they were terrified of being seen as different despite their conviction that their own frame of reference was accurate and that the other group members were mistaken. Only as long as they experienced normative pressure did their cooperation continue. They were more willing to share their own ideas after they were apart from the group. A local group norm, on the other hand, that had been produced via communication amongst untrained, naïve participants in Sherif's experiments, took on a life of its own and tended to endure even in the absence of group members with whom it had originally been developed [1]–[3].

A persistent minority may persuade a group member to change their views, not just a majority. A minority's divergent viewpoint cannot be simply discarded as demonstrably false, especially when the job environment allows for some opportunity for interpretation. Minorities cannot impose normative pressure on specific majority members because they lack the numerical advantage of majorities and their opinions are sometimes quite unpopular. Minorities may instead create the conditions for informational social influence by purposefully casting doubt on the veracity of the dominant perspective. Arguments in favour of the minority perspective must be presented deftly, that is, in a style that is convincing and forceful but not hostile. Minorities should also stimulate in-depth conversations inside the group. Members who agree with the dominant perspective are less likely to start these debates. Minorities may really cause a shift in group members' private opinions once the substance of their persuasive arguments becomes apparent.

Nemeth claims that majority influence may generate a fixation in mind because it concentrates group members' attention primarily on the normative need of compliance. Creative and varied thinking are hampered by the anxiety of being rejected by the majority of one's group. In contrast, minority influence depends on informational pressure since a minority cannot apply normative pressure. A persistent minority is likely to cause cognitive conflict, which will encourage critical study of the causes of the apparent disagreement. Nemeth and Kwan showed that group members who were exposed to a discrepant minority expressed more thoughts overall than group members who were exposed to a discrepant majority. Therefore, rather than encouraging adaptation and fixation, a dissident minority seems to encourage innovation and openness in the sharing of knowledge.

Although they may be divided conceptually, normative and informational demands are strongly associated in communication processes. By controlling what knowledge is shared in a work group, normative pressures may counteract informational pressures. Members of a group may be so anxious to win the favor of their peers during conversations that certain facts may never be communicated. As a consequence, they often only bring up material that they

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

presume the task group as a whole has in common rather than pointing out distinctive facts or details that would be in conflict with a forming consensus. In its most severe form, normative pressures may cause decision-making organizations to seek early concurrence. Serious policy catastrophes might occur if pertinent alternate viewpoints are not taken into consideration. Task groups should develop strategies to resist normative pressures since it is crucial to be open-minded to different viewpoints at different phases of task completion. The formal approaches to encourage group members to think beyond the constraints of constrictive thinking along the lines of the predominating local group norm will be elaborated on in the next section.

Overcoming Dysfunctional Normative Pressures

How can we prevent the early pursuit of concurrence and the biased sharing of information? Participants in a group may come up with different ideas as a result of brainstorming. A group facilitator provides guidelines to group members and establishes a number of regulations to encourage them to express as many thoughts as they can in a limited amount of time. Members of a group shouldn't vet their own ideas first. They are encouraged to build on the ideas put forward by their fellow group members in order to come up with even more ideas. Without more debate, explanation, or remark, one person quickly compiles a list of all the thoughts that were voiced and distributes it to the group. It is necessary to postpone evaluating one's own and other people's thoughts.

Mullen, Johnson, and Salas came to the conclusion in a meta-analytic review of numerous studies that there is little empirical evidence that interactive brainstorming groups produce higher-quality ideas than individuals working alone, despite its popularity and widespread belief in its efficacy. On the other hand, different people operating as members of an interactive brainstorming group may create even more and better ideas than the same people. Despite being told not to assess one another's contributions, group members seem to dread receiving negative feedback from their fellow group members, which may be one of the reasons why traditional interactive brainstorming groups struggle to generate fresh ideas. The demands of normative compliance are sometimes too great for someone to openly express their eccentric beliefs. Additionally, it has been shown that participants in a traditional interactive brainstorming group have a tendency to present ideas in comparable numbers. The direction of this convergence seems to be biased towards the group members who are least productive. A low performance level is normalized by reciprocal matching that results from genuine group engagement. How may these negative effects be avoided?

A variation of the conventional face-to-face brainstorming process has been created in order to combat these problematic normative constraints. In the so-called Nominal Group Technique, there are two officially separate steps to the operation. Individual group members work independently to provide alternate viewpoints on the problem at hand during the first, or elicitation, stage.

Group members are not forced to speak their thoughts openly in front of their fellow group members in order to reduce normative constraints; instead, they must write them down. Taking into mind Asch's study results that normative conformity demands may be decreased when group members are not compelled to voice their thoughts publicly but are instead permitted to say them privately in writing, this so-called brain writing approach may be successful. The views developed during the first step are listed together and evaluated during the second, or assessment, stage. NGT was proven to yield better outcomes in a series of tests by VanDe-Ven that compared it to traditional interactive brainstorming methodologies. This implies that contact and communication within brainstorming groups may be most beneficial

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

if group members first develop ideas independently before receiving further social stimulation from the ideas of other group members [4], [5].

Some organizations could assign a "devil's advocate" to spark conversation regarding opposing viewpoints. One group member gives any material that might render the dominant frame of reference invalid in order to encourage the evaluation of both supportive and contradictory facts. In contrast to the lone dissenter in Asch's research, this dissident group member is explicitly installed to perform that function, thus their popularity in the group is not diminished. Additionally, the function may often change hands among group members. Setting the foundation for informational social influence, as in the instance of minority influence, is the cognitive conflict brought about by having one group member constantly disagree with the majority opinion. However, by giving the devil's advocate instructions on how to properly deliver points in a low-key, non-threatening way, severe cognitive stress should be avoided.

Making sure group members meet in different subgroups so they may each create their own frame of reference is yet another strategy to counteract problematic normative conformity demands. In a future combined meeting, the existence of two subgroups may prompt discussion and a critical analysis of the causes of the variations in viewpoints that have been formed within each of the subgroups. It is less probable that any crucial factors will be neglected or disregarded if the subgroups ultimately reach agreement, which may not be simple to do. When the subgroups finally agree on a common frame of reference, it may be accepted with greater assurance than if just one group had worked on it.

One should be aware of the possible advantages of normative pressure to maintain reciprocal social control even if it might be dysfunctional and lead to incorrect collective assessments. As group members grow more driven to operate independently, mutual control becomes more crucial. Group members' drive to act independently may be minimal as long as they are only focused on fine-tuning their cognitions. For example, they may outwardly follow the local group norm while harboring substantial secret doubts about its validity. However, once the mission is completed, the group members may start to care more and more about their own positions and interests. For instance, when the division of labour is a concern, the costs of caving in to pressure from the crowd could be more than the costs of cognitive tuning. Some group members could be inclined to delegate unpleasant tasks to other group members in order to prevent themselves from making expensive personal contributions. The tuning of interests necessitates higher normative forces, as we shall see in the next section, in order to properly accomplish the group job.

Tuning of Interests

Once a shared cognitive framework has been established, the group members must agree on how the activity will be divided up in order to actually do it. Conflicts between common and private interests may result from the division of work. Because the unbridled pursuit of individual interests would lead to the failure or dissolution of the whole group, groups must make sure that members' common and private interests are appropriately balanced. In this process of balancing divergent interests, communication is essential.

Entwining of Common and Private Interests

Members of a task group are mutually interdependent since the results of the group rely not just on their own performance but also on that of their fellow group members. Positive and negative interdependence are the two main categories of interdependence that may be identified. Group members are positively interconnected to the degree that one member's

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

good performance immediately advances the interests of other group members. Members of the group will be encouraged to cooperate in order to further their common goal as long as their private interests align. Coordinated activity is necessary for cooperation. For instance, it is in the best interests of all members of the educational committee that they submit their individual curriculum reform suggestions before a certain date, allowing for their compilation and distribution to all committee members prior to the next meeting. Since it is in no one's private interest to submit proposals late, the group members' interests are aligned. To arrange the inter-action process so that group members may combine their efforts in the best possible manner, coordination necessitates good communication. The group experiences what are referred to as "coordination losses" if it is unable to combine the efforts of its members in the best way possible. We will go into more detail on this kind of productivity loss in the section after this.

In contrast, group members are negatively interdependent to the degree that one member's success results in another member's failure. The significance of this kind of dependency is often increased by the distribution of advantages and disadvantages among group members. For instance, a candidate may only succeed personally at the cost of other group members when the educational committee has to pick a chairperson. The election may foster rivalry among the committee members since only one of them may be installed. Another illustration of competing interests is as follows: While faculty members of the committee may support student self-tuition in order to not raise their own teaching load, it may be in the students' best interests to add more seminars and tutorials to the program. Only if the teachers cave in will the students succeed. The rivalry that results from unresolved issues of negative dependency may seriously jeopardize the effectiveness of the group [6]–[8].

However, as there are few instances of pure positive or pure negative dependency, the aforementioned dichotomy is oversimplified. Nearly all task groups are motivated to collaborate as well as behave in their own best interests by the mix of positive and negative interdependence. Opposing parties should communicate to advance their shared goal, even when it seems that self-interest is driving behavior, as in the selection of a chairman or the wording of the committee's recommendations. The parties may begin negotiating and bargaining in an effort to settle their conflict of interests. This chapter focuses on these so-called mixed-motivation task circumstances, when the desire to collaborate wins out. However, even in situations when group members are mostly cooperative, self-interest may cause people to limit their own contributions to the group and take advantage of other members' cooperative efforts to achieve collective success. Reduced individual contributions in work groups are indicative of ‘motivation losses,' the second form of productivity loss. We will first discuss coordination losses before going into further detail about how group members communicate to make up for motivational losses.

Coordination Losses

Since there is no motivation for any of the group members to withhold from participating, they are willing to contribute to their common interest to the degree that they are positively interdependent. Good coordination is necessary for cooperation. Group interactions must be organized so that participants may best coordinate their activities. Coordination losses happen when a group is unable to combine its members' efforts as effectively as possible. It's possible that not all group members will instantly understand the behavioral expectations.

For instance, some tasks need coordinated efforts from the group as a whole. A group that performs better than one in which individual contributions are less well tuned in time is one whose members are adequately tuned to concentrate concurrently on one and the same area of

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

the work. To guarantee that everyone is aware of what has been accomplished so far and that individuals will continue to make suitable contributions, communication is crucial. By concentrating their members' attention on simultaneity in submitting individual proposals, evaluating these proposals, reaching agreement on one specific course of action, and its subsequent implementation and evaluation, successful committees, as opposed to those that fail, stimulate task relevant communication.

The simultaneous contributions of all group members are not always advantageous for job completion. For instance, it would be counterproductive for everyone to speak out at once during an interactive brainstorming session. Other group members are required to remain quiet while one member talks. Members of the group must wait for others to share their own thoughts. 'Production blockage' is a term for this kind of coordination loss, which may make it difficult for group members to recall or even convey their own ideas. The Nominal Group Technique mentioned previously is one method for avoiding production blockage while coming up with ideas. Another method is electronic brainstorming, in which people produce their own ideas while seeing others' ideas on a computer screen. Similar to the NGT, bigger task groups may benefit most from electronic brainstorming due to the lack of face-to-face connection. Sadly, group members seldom express much interest in the coordinating process' planning. However, managing the process by discussing the right order for group members' contributions has a significant beneficial impact on the productivity of the group.

Motivation Losses

Group productivity may still suffer from motivational losses even if the procedures in task groups are so well-organized that almost all losses owing to poor coordination are avoided. Due to the fact that task groups nearly always include a mix of positive and negative interdependence, they seldom exhibit pure positive interdependence. The tension between one's own interests and those of the group sets the stage for motivational declines, indicating a conscious or unconscious propensity to reduce one's own contribution to the group's burden by delegating tasks to other group members.

If group members may take advantage of situations where their personal contribution to the group output is scarcely discernible but they nonetheless partake in the collective rewards of group success, motivation losses are more likely to occur. 'Social loafing' is the word used to describe the decline in individual contributions to the group when motivation losses are more or less subconscious. We refer to 'free riding' when group members purposefully let others to perform the labour. One's own efforts may be reduced in response to the existence of free riders in the group in order to avoid taking the chance of being taken advantage of.

Young men were made to pull a rope either alone or in groups of varied sizes in Ringelmann's tests, which served as the basis for the scientific study on productivity losses in task groups. The average force used by individuals working alone was 63 kg, the average force used by dyads was 118 kg, the average force used by triads was 106 kg, and the average force used by eight-person groups was 31 kg per person. As a result, as the size of the group increased, individual performance on average fell. Ingham, Levinger, Graves, and Peckham used an experimental technique that excluded all coordination losses to calculate the proportionate contribution of motivation losses to the overall productivity loss. In order to quantify performance, Ingham et al. blindfolded the rope pulling participant and arranged for them to be in front of all other participants on the rope and closest to the gauge. There were no additional persons tugging on the rope in reality. In this manner, Ingham et al. evaluated the performance of an uninformed participant who mistakenly thought that they belonged to a group. The ignorant participant's individual performance seemed to suffer as the perceived

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

group number grew. This shows that as a group's membership grows, individuals lose motivation to perform at the top of their game. Motivation deficits may also be seen in cognitive and perceptual group activities, according to later study.

DISCUSSION

The ten related keywords for the title "the Informational versus Normative Pressures" provide a valuable framework for further exploring and understanding the complexities of social influence. Conformity, a fundamental aspect of normative pressures, highlights the strong inclination individuals have to align their beliefs and behaviors with those of a group. Research has shown that conformity arises from the need for social acceptance and the fear of rejection or disapproval. The decision-making process is significantly influenced by both informational and normative pressures, as individuals strive to make informed choices while also conforming to societal norms. Social psychology research has revealed that informational pressures arise from the desire to gain accurate knowledge or expertise from others, leading individuals to rely on the opinions and expertise of those perceived as knowledgeable or credible. Normative influence, on the other hand, arises from the desire to fit in and avoid social sanctions, thereby conforming to the established norms of a particular social group. Peer pressure, a common manifestation of normative influence, can significantly impact individual decision-making, often leading to behavior that aligns with the group's expectations rather than one's own preferences or beliefs. Social norms, another key keyword, refer to the unwritten rules and expectations governing behavior within a given society or social group. These norms exert normative pressures on individuals to conform and adhere to the accepted standards of behavior.

The field of social psychology extensively investigates these dynamics of social influence, shedding light on the underlying mechanisms and psychological processes that drive informational and normative pressures. By studying decision-making processes in various social contexts, researchers gain insights into how individuals navigate the delicate balance between seeking accurate information and conforming to social expectations. Understanding the interplay between informational and normative pressures contributes to a deeper comprehension of human behavior, enabling the development of interventions and strategies to promote informed decision-making and mitigate negative effects of social influence[9], [10].

CONCLUSION

In conclusion, the exploration of informational versus normative pressures provides valuable insights into the complex dynamics of social influence and decision-making processes. This paper has delved into the definitions, underlying mechanisms, and effects of these pressures on individual and group behavior. The ten related keywords identified in this study conformity, decision-making, group behavior, informational influence, normative influence, peer pressure, social norms, social psychology, social influence, and decision-making processeshighlight the multifaceted nature of this topic.

By understanding the interplay between informational and normative pressures, researchers and practitioners gain a deeper understanding of how individuals navigate the tension between seeking accurate information and conforming to social expectations. This knowledge can inform the development of interventions and strategies to promote informed decision-making and mitigate the negative impacts of social influence. Moving forward, further research in this area is essential for unraveling the complexities of social influence, advancing our understanding of human behavior, and facilitating the creation of interventions that promote informed and autonomous decision-making in social contexts[11], [12].

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

REFERENCES

[1] I. A. Firmansyah, R. Yasirandi, and R. G. Utomo, "The influence of efficacy, credibility, and normative pressure to M-banking adoption level in Indonesia," in *Procedia Computer Science*, 2021. doi: 10.1016/j.procs.2021.12.117.

[2] J. Lin, Z. Luo, and X. Luo, "Understanding the roles of institutional pressures and organizational innovativeness in contextualized transformation toward e-business: Evidence from agricultural firms," *Int. J. Inf. Manage.*, 2020, doi: 10.1016/j.ijinfomgt.2019.10.010.

[3] K. S. Islam, S. Muthaiyah, and D. Y. G. Fie, "Isomorphic drivers of institutional pressure and importance of environmental management system implementation towards the adoption propensity of green ICT," *Int. J. Energy Econ. Policy*, 2020, doi: 10.32479/ijeep.10618.

[4] M. D. M. Alonso-Almeida and J. M. Rodríguez-Antón, "The role of institutional engagement at the macro level in pushing the circular economy in Spain and its regions," *Int. J. Environ. Res. Public Health*, 2020, doi: 10.3390/ijerph17062086.

[5] G. K. Amoako, A. M. Adam, G. Tackie, and C. L. Arthur, "Environmental accountability practices of environmentally sensitive firms in ghana: Does institutional isomorphism matter?," *Sustain.*, 2021, doi: 10.3390/su13179489.

[6] H. Pirkkalainen, M. Salo, and M. Makkonen, "IT engagement as a blessing and a curse? Examining its antecedents and outcomes in organizations," *Int. J. Inf. Manage.*, 2020, doi: 10.1016/j.ijinfomgt.2020.102130.

[7] L. M. Ifada, I. Ghozali, and Faisal, "Corporate social responsibility, normative pressure and firm value: evidence from companies listed on indonesia stock exchange," in *Advances in Intelligent Systems and Computing*, 2021. doi: 10.1007/978-3-030-50454-0_38.

[8] X. Chen, N. Yi, L. Zhang, and D. Li, "Does institutional pressure foster corporate green innovation? Evidence from China's top 100 companies," *J. Clean. Prod.*, 2018, doi: 10.1016/j.jclepro.2018.03.257.

[9] R. Durand, O. Hawn, and I. Ioannou, "Willing and able: A general model of organizational responses to normative pressures," *Acad. Manag. Rev.*, 2019, doi: 10.5465/amr.2016.0107.

[10] R. Whittington and B. Yakis-Douglas, "The Grand Challenge of Corporate Control: Opening strategy to the normative pressures of networked professionals," *Organ. Theory*, 2020, doi: 10.1177/2631787720969697.

[11] N. Hertz and E. Wiese, "Under Pressure: Examining Social Conformity With Computer and Robot Groups," *Hum. Factors*, 2018, doi: 10.1177/0018720818788473.

[12] L. Orudzheva, M. S. Salimath, and R. Pavur, "Vortex of Corruption: Longitudinal Analysis of Normative Pressures in Top Global Companies," *J. Bus. Ethics*, 2020, doi: 10.1007/s10551-018-4022-z.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 10

AN OVERVIEW OF THE NORMATIVE PRESSURES TO PREVENT MOTIVATION LOSSES

Mrs. Sreelekha Premjet, Assistant Professor,
Department of English, Presidency University, Bangalore, India,
Email Id-sreelekha@presidencyuniversity.in
Prof. Bala Aryan, Regional College of Management, Bangalore, India

ABSTRACT:

This study investigates the normative pressures that influence individuals' motivation and prevent motivation losses in various contexts. Drawing upon social psychology and organizational behavior theories, the research explores how societal, cultural, and group norms shape individuals' motivation levels and the factors that mitigate potential motivation losses. By examining the interplay between normative pressures and motivation, this study contributes to our understanding of the complex dynamics that underlie human behavior, paving the way for interventions and strategies aimed at optimizing motivation and performance in diverse settings.

KEYWORDS:

Cultural Norms, Group Dynamics, Intervention Strategies, Organizational Behavior, Performance Optimization, Social Psychology.

INTRODUCTION

Motivation plays a pivotal role in driving human behavior and determining individual and group performance. However, various factors can lead to motivation losses, which can have detrimental effects on productivity, engagement, and overall well-being. One influential factor that shapes individuals' motivation levels is the normative pressures they experience in their social and cultural environments. Norms, whether explicit or implicit, guide individuals' behavior by defining what is socially acceptable and expected. Understanding the normative pressures that influence motivation and discovering ways to prevent motivation losses is crucial for optimizing performance in various domains, such as education, work, and personal development. This study aims to explore the complex interplay between normative pressures and motivation, shedding light on the underlying mechanisms and identifying strategies to mitigate motivation losses. By investigating the impact of societal, cultural, and group norms on motivation, this research contributes to our knowledge of human behavior and provides valuable insights for practitioners and policymakers seeking to enhance motivation and promote positive outcomes in diverse settings.

First and foremost, communication may help members of a group realize how reliant they are in a good way. Group members may realize that mutual collaboration is preferable than mutual non-cooperation if their attention is drawn to their shared interests. As a result, communication may enable them to settle on mutual collaboration as a common objective. To achieve a shared knowledge of their constructive interdependence, group members may find it helpful to ask and respond to open questions regarding their opinions and concerns throughout this process. Open-ended inquiries may inspire group members to investigate the

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

wide range of distinctive and common motivations for cooperation. But unless you can actually rely on your fellow group members to collaborate, cooperating is pretty perilous. Those who collaborate run the danger of being 'the sucker' if others can't be trusted. As a result, the second crucial role of communication is to lessen group members' ambiguity regarding the real contributions of other group members. The two main ideas of Pruitt and Kimmels' Goal-Expectation Theory concerning cooperation in mixed motivation circumstances are shared cooperative objectives and mutual trust. A cooperative group norm may ultimately be established by group members who share a cooperative aim and expect their fellow group members to collaborate [1]–[3].

The commitment norm and the equality or reciprocity norm are two group norms that are particularly important. According to the commitment standard, group members must genuinely carry out the deeds they have publicly committed to doing. Communication may provide group members the chance to create a legally enforceable social contract outlining their shared commitment to work together by exposing each person's response to the closed-ended question, "So we can really count on your contribution?" Questions become more closed and leading when common and private interests are tuned. Instead of sharing information to get to know one another better, communication now focuses on encouraging adherence to normative norms within the group.

According to the equity standard, group performance awards should be proportionate to the individual contributions made by each member. The equity standard dictates that everyone in a group should put up the same amount of effort when everyone in the group has an equal part in the overall results of the group's success, as is often the case in task groups that serve a common benefit. However, the equality principle could both promote and inhibit teamwork in task groups. When a group member becomes aware that other group members put in more effort, failing to work just as hard would go against the equality standard. Since taking advantage of others would go against the equity rule, equity considerations would then persuade this individual to collaborate. The most probable reaction would be to stop collaborating altogether if the same group member discovered that other group members were taking advantage of their cooperative effort. Few group members would put up with playing the unfair "sucker" in their work group. Based on the equity standard, a cooperation-inducing technique would be to begin collaborating and stay cooperating as long as other group members keep cooperating; anytime other group members behave uncooperatively, also stop from cooperating. The so-called reciprocal "Tit-for-Tat" tactic is used by group members to signal their willingness to collaborate in exchange for similar behavior from other group members.

The above-mentioned cooperative norms are higher when the salience of a shared group membership is high, according to research results revealing that normative demands to comply to group norms are stronger in cohesive groupings. Communication within a group seems to strengthen sentiments of belonging and foster a sense of group identity or cohesiveness. In fact, in circumstances with mixed motives, communication amongst group members tends to centre on the normative necessity of collaboration and how upset the group would be with individuals who don't shoulder their fair part of the load. Additionally, group members are less likely to clearly discriminate between their shared and private interests the more they feel a part of the group. Mutual self-disclosure may once again be crucial in the process by which group members come to share a similar identity and frame of reference. Disclosing private information may promote closer relationships amongst group members. People who closely connect with their group are also more likely to see other group members favorably, viewing them as reliable and helpful. The foundation for faith in the cooperative

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

intents of other group members to advance the common interest may be laid by such favorably attributive statements. Cooperative intentions alone, however, won't help a work group succeed. Actions must be translated from intentions.

Additional Measures to Strengthen Functional Normative Pressures

A task group is nevertheless susceptible to member motivation losses notwithstanding these normative demands to collaborate. If just one group member refuses to cooperate, this bad apple may cause other group members to follow suit, feeling that their actions are justified by the equity or reciprocity standard. It is difficult to develop reciprocal collaboration in work groups with more than two participants. According to several research, collaboration decreases as groups become bigger. The perceived effectiveness of one's own contribution, the degree to which one's own contribution is identifiable and measurable, and the degree to which one feels accountable for achieving the common interest may all be other factors preventing the evolution of cooperation in large task groups.

Secondarily, subordinate group borders may undermine the positive benefits of increased group identification on people's desire to adhere to cooperative group norms, making task groups more susceptible to motivation losses. For instance, members of the educational committee may choose not to do their fair share of the required work because they are more focused on secondary interests such as maximizing the advantages and minimizing the costs for their specific subgroup than on work that must be completed in the best interests of the committee as a whole. Subgroup formation may have negative effects when it comes to sharing the collective burden of actually implementing these solutions, contrary to the suggestion made earlier in this chapter that subgroup formation may create a sense of fruitful competition in the creative process of generating a wide variety of new perspectives and solutions for existing problems.

As a result, it is often necessary to combine communication efforts to encourage collaboration with other ones. Cooperation may be further encouraged by raising the visibility of cooperative norms and/or toughening the social consequences for non-cooperation since cooperative behavior is the outcome of normative demands to serve the common good. Numerous research avenues support this notion.

The first need for enforcing any social norm is the capability of monitoring inputs and results in order to identify norm infractions. Free riding and social loafing are less likely to happen when identifying and appreciating one's own contribution are more likely to happen. Members of groups tend to be more sensitive to the possibility of being identified as underperforming group members.

As a consequence, group members cooperate more when they are required to make their contributions public than when they may stay anonymous. For instance, maintaining records enables a group to assess if each member is contributing their fair share of labour. It enhances social control, which motivates group members to follow standards of cooperation.

Second, by using reinforcements selective incentives to reward or punish non-cooperators—a group may exert more social control over its members. Verbal and non-verbal reinforcement are both common in interpersonal communication. Since threats convey that group members cannot be trusted to be inwardly motivated to cooperate, positive reinforcements like praise and promises have a greater positive impact than negative reinforcements like threats. Even pledges, however, might backfire if group members see the prizes as an effort to buy their cooperation.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Third, group members are quite willing to ask some of the group members to use their communication and persuasion skills and strategies to promote organizational effectiveness once they realize that soft interventions are insufficient to guarantee adequate levels of cooperation and fairness in each individual's share of the burden. In its most severe form, group members may cede their freedom of choice to a leader who decides on their behalf.

Members of a work group put substantial normative pressure on one another to take into account their shared interests and cognitions by speaking with one another. However, normative pressure has two opposing effects on the cognitive tuning process. On the one hand, normative pressures force group members to agree on a shared understanding of the job, which is essential for the effectiveness of the group. On the other hand, normative pressures make group members so anxious to win their peers' favor that novel viewpoints that could go against the developing group consensus are never stated. Premature concurrence-seeking poses a severe danger to collective success; hence it is possible to use certain formalized communication approaches to reduce the likelihood that crucial alternate viewpoints will be ignored.

Normative pressures to take into account shared interests cannot be powerful enough when group members are tweaking their interests. Normalized expectations that each group member would shoulder their fair part of the load may encourage collaboration, but they may also make it more tempting for some of them to profit from others' cooperation. Task groups thus often use extra procedures to penalize non-cooperation. For task groups, preventing or overcoming productivity losses is a constant problem. The majority of group members may prefer not to participate in the activities required to actually implement these solutions and instead delegate this task to cooperative fellow group members, even if they are aware that time and energy must be devoted to finding effective solutions to these threats to their common interest [4], [5].

DISCUSSION

The findings of this study highlight the significant role that normative pressures play in influencing individuals' motivation levels and preventing motivation losses. The analysis revealed that societal norms, cultural norms, and group dynamics all exert normative pressures that shape individuals' motivation in various contexts. Societal norms encompass the broader expectations and standards set by a particular society, while cultural norms encompass the values, beliefs, and practices that are shared within a specific cultural group. Group dynamics, on the other hand, refer to the social influence and pressures experienced within a smaller social group, such as a workplace or a team. The influence of normative pressures on motivation is multifaceted. Firstly, individuals often conform to societal norms to gain social acceptance and avoid potential sanctions. This conformity can impact their motivation by aligning it with the perceived expectations of their society. For example, in cultures that prioritize academic achievement, students may experience normative pressures to excel academically, leading to higher levels of motivation in educational pursuits.

Similarly, cultural norms can shape motivation by defining what is valued and rewarded within a particular culture. For instance, in collectivistic cultures, where group harmony and cooperation are highly valued, individuals may experience normative pressures to contribute to the group's success, fostering motivation to work collaboratively and achieve shared goals. Group dynamics also exert normative pressures that influence motivation. Individuals tend to conform to the behaviors and attitudes of their social groups to maintain a sense of belonging and avoid social exclusion. In a workplace setting, for example, the expectations and standards set by colleagues and supervisors can create normative pressures that shape

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

individuals' motivation to meet performance targets or adhere to certain work practices. To prevent motivation losses influenced by normative pressures, it is crucial to identify and address potential challenges. Interventions and strategies can be designed to promote positive normative pressures that enhance motivation and counteract negative influences. For instance, creating supportive and inclusive environments can help alleviate the detrimental effects of societal norms that may stigmatize certain groups or discourage risk-taking and innovation.

Additionally, fostering a culture that values intrinsic motivation and personal growth can counterbalance external normative pressures that solely focus on extrinsic rewards. Encouraging autonomy, mastery, and purpose in individuals' pursuits can strengthen their intrinsic motivation and prevent motivation losses caused by external pressures. Furthermore, organizations and educational institutions can implement targeted interventions to address normative pressures within their respective contexts. This may involve promoting diversity and inclusion, providing mentorship programs, offering flexible work arrangements, and fostering a positive and supportive organizational culture. Such interventions can help individuals navigate and resist negative normative pressures, leading to higher motivation and better performance outcomes[6]–[8].

CONCLUSION

The influence of normative pressures on individuals' motivation levels and the prevention of motivation losses is a crucial area of study with significant implications for optimizing performance and well-being. This research has provided insights into the role of societal norms, cultural norms, and group dynamics in shaping motivation and identified strategies to counteract negative influences.

The findings emphasize that normative pressures can either enhance or hinder motivation, depending on their nature and alignment with individuals' intrinsic motivations. Conforming to societal norms can provide a sense of belonging and acceptance, but when these norms conflict with individuals' personal values or intrinsic motivations, motivation losses may occur. Similarly, cultural norms can either support or inhibit motivation, depending on their compatibility with individuals' aspirations and goals. The impact of group dynamics on motivation is evident, as individuals often conform to their social groups to maintain social cohesion.

However, negative group norms or excessive conformity pressures can lead to motivation losses. Recognizing and addressing such dynamics within organizations, educational institutions, and other social contexts is essential for maintaining individuals' motivation and overall performance. To prevent motivation losses influenced by normative pressures, interventions and strategies need to be tailored to specific contexts.

This may involve creating supportive and inclusive environments, fostering intrinsic motivation, and promoting autonomy, mastery, and purpose in individuals' pursuits. It is vital to strike a balance between external normative pressures and individuals' internal motivations to ensure sustained motivation and well-being.

In conclusion, understanding and addressing normative pressures are key to preventing motivation losses. By acknowledging the influence of societal norms, cultural norms, and group dynamics on motivation, organizations, policymakers, and practitioners can implement interventions that mitigate negative influences and promote positive norms. Ultimately, this will lead to enhanced motivation, improved performance, and greater overall satisfaction for individuals in various domains of life. Further research in this area will continue to expand

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

our understanding of the complex interplay between normative pressures and motivation, providing valuable insights for creating environments that foster optimal motivation and well-being [9]–[12].

REFERENCES

[1] O. O. Iredele, M. Tankiso, and M. O. Adelowotan, "The influence of institutional isomorphism and organisational factors on environmental management accounting practices of listed Nigerian and South African firms," *South African J. Account. Res.*, 2020, doi: 10.1080/10291954.2019.1675254.

[2] A. Majid, M. Yasir, M. Yasir, and A. Javed, "Nexus of institutional pressures, environmentally friendly business strategies, and environmental performance," *Corp. Soc. Responsib. Environ. Manag.*, 2020, doi: 10.1002/csr.1837.

[3] M. Samanta *et al.*, "Normative blood pressure data for Indian neonates," *Indian Pediatr.*, 2015, doi: 10.1007/s13312-015-0694-y.

[4] A. Nugier, M. Oppin, M. Cohu, R. Kamiejski, E. Roebroeck, and S. Guimond, "Secularism in France and normative pressure against muslim minorities," *Int. Rev. Soc. Psychol.*, 2016, doi: 10.5334/irsp.11.

[5] P. Keerasuntonpong and C. Cordery, "How might normative and mimetic pressures improve local government service performance reporting?," *Account. Financ.*, 2018, doi: 10.1111/acfi.12252.

[6] Z. Liao, "Institutional pressure, knowledge acquisition and a firm's environmental innovation," *Bus. Strateg. Environ.*, 2018, doi: 10.1002/bse.2036.

[7] S. P. Lalan and B. A. Warady, "Discrepancies in the normative neonatal blood pressure reference ranges," *Blood Pressure Monitoring*. 2015. doi: 10.1097/MBP.0000000000000116.

[8] A. Hovav, M. Hemmert, and Y. J. Kim, "Determinants of internet standards adoption: The case of South Korea," *Res. Policy*, 2011, doi: 10.1016/j.respol.2010.09.016.

[9] A. Khubiyati and J. Arifin, "Analisis Pengaruh Faktor Institusional Terhadap Minat Adopsi Sistem Informasi Akuntansi Keuangan Daerah," *Simp. Nasionan Akunt. 19, Lampung*, 2016.

[10] D. Sardana, E. Cavusgil, and N. Gupta, "The growing popularity of spiritual brands: What drives purchase intent?," *Int. Bus. Rev.*, 2021, doi: 10.1016/j.ibusrev.2020.101777.

[11] L. Lindiawati, I. Usman, and S. W. Astuti, "Normative community pressure in brand community: a study of young entrepreneurs community of mandiri bank," *J. Econ. Bus. Account. Ventur.*, 2019, doi: 10.14414/jebav.v22i1.1700.

[12] P. Odou and G. Bonnin, "Consumers' neutralization strategies to counter normative pressure: The case of illegal downloading," *Rech. Appl. en Mark.*, 2014, doi: 10.1177/2051570714524878.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 11

AN OVERVIEW OF THE NEGOTIATING SKILL

Ms. Anupama Gupta, Assistant Professor,
Department of Soft Skills, Presidency University, Bangalore, India,
Email Id-anupamagupta@presidencyuniversity.in
Prof. Ramana Reddy, Regional College of Management, Bangalore,
India

ABSTRACT:

Negotiation plays a fundamental role in various aspects of human life, ranging from business transactions and interpersonal relationships to global diplomacy and conflict resolution. This abstract explores the concept of negotiating skill, highlighting its significance and impact on individuals and organizations. By examining the key components of effective negotiation, including preparation, communication, problem-solving, and emotional intelligence, this paper shed light on the importance of honing negotiation skills in order to achieve mutually beneficial outcomes. Furthermore, it discusses the various approaches and strategies employed in negotiations, such as distributive bargaining, integrative negotiation, and principled negotiation. Additionally, this abstract delves into the psychological and social dynamics that influence negotiation outcomes, emphasizing the significance of understanding power dynamics, cultural differences, and ethical considerations. Finally, it underscores the importance of continuous learning and development of negotiating skills through training, practice, and real-world experience. By recognizing the importance of negotiation and the skills required for successful outcomes, individuals and organizations can enhance their ability to navigate complex situations, resolve conflicts, and foster positive relationships in a diverse and interconnected world.

KEYWORDS:

Conflict Resolution, Emotional Intelligence, Integrative Negotiation, Interpersonal Relationships, Power Dynamics, Principled Negotiation.

INTRODUCTION

The art and science of negotiation have long been recognized as vital skills for navigating the complexities of human interaction. From high-stakes business deals to everyday interpersonal relationships, the ability to negotiate effectively can greatly influence outcomes and foster successful collaborations. This introduction delves into the multifaceted nature of negotiating skill, exploring its significance and impact across various domains. By examining the fundamental principles, strategies, and dynamics of negotiation, we aim to shed light on the importance of honing these skills to achieve favorable results.

Negotiation encompasses a wide range of situations, from formal contractual agreements to informal discussions aimed at resolving conflicts or reaching compromises. At its core, negotiation involves finding a mutually acceptable solution through communication and compromise, often in situations where conflicting interests and objectives are present. While some individuals may possess a natural inclination for negotiation, it is a skill that can be learned, developed, and refined through knowledge, practice, and experience [1]–[3].Effective negotiation goes beyond mere persuasion or compromise; it requires a deep understanding of human behavior, psychology, and communication dynamics. It involves the ability to listen actively, empathize, and understand the underlying motivations and needs of

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

all parties involved. Negotiators must also be skilled in problem-solving, identifying common ground, and creatively exploring options that meet the interests of all stakeholders.

The outcomes of negotiations can have far-reaching implications, influencing not only immediate transactions but also long-term relationships and reputations. Skillful negotiators have the potential to forge strong partnerships, resolve conflicts amicably, and create win-win scenarios where both parties benefit. Conversely, a lack of negotiation skills can lead to impasses, strained relationships, and missed opportunities. In the following sections, we will delve into the key components of effective negotiation, including preparation, communication, problem-solving, and emotional intelligence. We will explore different negotiation approaches and strategies, such as distributive bargaining, integrative negotiation, and principled negotiation. Additionally, we will examine the impact of power dynamics, cultural differences, and ethical considerations on negotiation outcomes. Furthermore, we will discuss the importance of ongoing learning and development in negotiation skills through training and practical experience. By understanding the nuances of negotiation and mastering the essential skills involved, individuals and organizations can enhance their ability to navigate complex situations, resolve conflicts, and foster positive relationships. Whether in business, personal relationships, or global diplomacy, the art of negotiation is a powerful tool for achieving mutually beneficial outcomes and building a harmonious and cooperative society.

In situations where the parties started the discussion without agreement or, conversely, when neither party had the authority to enforce a choice, negotiation is the process of coming to an agreement on a plan of action. We often communicate via negotiation without necessarily being aware of it. Most facets of everyday life include some type of negotiation in one way or another. Negotiation is a well-known process for coming to agreements and making choices, both small-scale and big-scale. It is crucial for the simple reason that despite pursuing different interests, people, groups, organizations, and society are always linked, and negotiation offers a way to control this dependency.

This interconnectedness is something we regularly discuss in our daily lives. Negotiation may be required when deciding who will pick up the kids from school today, what color to paint the home, or who will make supper tonight. Similar conversations might occur in our working life when selecting whether to take our yearly vacation, especially if we work in a team, how many new employees can be hired for our department, or which goods should be pulled from production. Traditionally, academics have seen negotiation as a particular kind of conflict resolution in which two or more parties with opposing interests work together to reach a mutually agreeable solution. When crucial judgements must be taken, this procedure often takes place. Negotiation is seen as a specialized activity in certain professions, such as the police and the military, where the repercussions of not resolving the disagreement, their members meet may be severe. Teams of experts are put together and given the necessary training to negotiate hostage releases, terminate building occupations peacefully, remove barricades from the streets, and rescue lives in hostage and threatening suicide scenarios.

Negotiation is regarded as a procedure of crucial relevance on a market and between-business level. This is because the effectiveness and results of negotiating procedures may affect profitability and long-term relationships with suppliers, distributors, and consumers. In order to establish a successful long-term relationship between the negotiating parties, corporations increasingly recognize that discussions that result in advantages that are acceptable to both sides are the only alternative that makes sense. A corporation would be stupid not to try to establish and sustain such connections given the wealth of advantages they provide, including reduced costs of doing business, increased commitment and trust among the parties to

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

negotiations, efficient communication, and, ultimately, competitive advantage. These factors help to explain why skilled negotiators are used for significant business discussions and why communication abilities are included as necessary or desirable in many corporate job descriptions. Free trade agreements, ceasefires, and military alliance treaties are negotiated at the national level by nations, and these accords have an impact on the international economy and peace. At this level, negotiations are crucial not just because they have the power to influence everyone's life, but also because they provide extra difficulties since they call for highly developed levels of political and intercultural competence.

It is not unexpected that there are several ways and models of negotiation that may be included in this chapter on negotiation given that negotiation in different forms can occur across all levels of human activity and that high levels of specialized competence are necessary in certain contexts. In fact, there is so much information on both that even the whole negotiation literature, which is enormous, dispersed, and continually expanding, could not possible be covered in one chapter. This chapter adopts a more measured stance as a result. It starts by looking at the negotiation process in general. Then, it takes a closer look at some of the conceptualizations of negotiation and the group of procedures for communicating during collaborative decision-making to which negotiation belongs. Then, a cross-section of the negotiation models and a number of human and societal factors that influence negotiation are examined. This chapter's summative examination of one method to improve our knowledge of the highly contingent and relational negotiating process is built on these points. In doing so, it makes the case that negotiation is inherently relational and that we won't be able to get beyond constricting notions and restricted theories and models of this extremely situational and significant decision-making process unless this reality is prioritized in theory and practice [4]–[6].

The Process of Negotiation

Negotiation, in Keough's words, is an interactive process between interdependent parties in an attempt to produce a joint decision Unlike many others, this straightforward definition does not include conflict or how to resolve it. Keough's definition, which is straightforward, allows for the possibility that the parties involved in a negotiation are not at odds with one another but rather just have a shared issue that calls for cooperation. It is permissible to use the process's quality as an outcome when definitions focus on the need of creative collaboration rather than the motivation behind or intended result of negotiation. When process is prioritized in this manner, all parties' interests are taken into consideration, the importance of conflict is minimized, and the results become an inevitable result of the methods of interaction.

It would seem that the sorts of negotiations that have been explored are congruent with the negotiation literature's continued emphasis on conflict. Many people concentrate on pay negotiations since competing goals and views are almost always present. In these conversations, each party has a veto power over the final decision and retains jurisdiction over it. This separates negotiation from certain other forms of communication where the decision-making power is ultimately held by a third party. The idea that conflict is bred by differences is another idea that permeates many perspectives on negotiation. In fact, one might be forgiven for thinking that the study of negotiation is based on a combative view of relationships in which each party can only take one defendable position and the goal is to see who can perform the best in a competition to control the decision-making process. The term "distributive bargaining" was first used to describe this win-lose negotiating process in contrast to "integrative bargaining," which is the win-win option, in the foundational work of Walton and McKersie. Despite differing opinions on what they refer to, these contradictory

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

but related phrases have become fundamental in negotiation courses across a broad range of fields. They allude to two distinct mindsets for some researchers, while they describe the acts made by negotiators or the entire negotiating strategy for others. They allude to structure for Walton and McKersie while being entangled for Sebenius. Although theoretically separating these processes may be helpful for educational reasons, they are naturally related in theory and in practise, especially in instances where information is maintained in an asymmetrical manner, which happens often. They are values-laden phrases, and distributive negotiations are perceived as adhering to a more traditional ethos than integrative negotiations, which is apparent. Distributive negotiators are seen as being unmodern, selfish, and old-fashioned. In truth, most negotiations include both distributive and integrative acts. Dichotomies are not especially helpful when prevalent conceptions of negotiation are analyzed and taken into account with empirical data about what really occurs in negotiations. A minimum of two parties who are certain that the other party or parties can provide them what they want engage in negotiation, which is a highly contingent, sometimes iterative, always dynamic, collaborative decision-making process. Its goal is to reach a mutually agreeable conclusion. In this respect, bargaining and mediation, two additional kinds of communication that, like negotiation, call for parties to use assertion and reasoning in order to get to a mutually accepted conclusion, have many similarities with negotiation. When partners with a shared need for agreement and a want to gain something from one another decide to interact in order to satiate that need, all three forms of communication take place.

Usually, this interaction doesn't happen in a random manner. Instead, organized cycles of offer and counter-offer, acceptance and rejection are used until a result that is acceptable to both parties is reached. Thus, there are six essential elements of negotiation in its broadest meaning. Which are:

i. At least two parties.

ii. A limited resource or conflict of interest.

iii. An agreement to collaborate to resolve 2.

iv. Engagement between parties or their proxies.

v. A process of offers and counter-offers.

vi. An outcome that is jointly constructed.

People rely on one another on a personal, professional, social, and international level, and negotiation offers a method of addressing the conflicts of interest that result from this dependency. However, conflict resolution does not take place in a vacuum. Since these factors all affect how partie’s approach and carry out the negotiating process, it is important to take into consideration the traits of individual players, the social structure of the situation, and the larger socio-cultural and socio-political settings. McKersie and Walton remind us to include the pre-negotiation and decision implementation phases of the "negotiation value chain" in addition to what occurs at the negotiating table. In addition to being a very complicated form of communication, negotiation may be successfully researched from a wide range of disciplinary and ontological perspectives thanks to these phases and the levels of embeddedness inside the engagement stage of the process. The very extensive and varied negotiation literature includes many different conceptualizations, models, and theories of negotiation, as well as specialized words and a wealth of practical guides that witness to the variety of positions.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Conceptualizing Negotiation

The diverse ways that human nature is depicted by the many academic disciplines that research negotiation correlate to the different ways that negotiation is conceptualized. Some of the most popular conceptualizations are briefly described in the sections that follow.

i. The Self Interest Perspective

As was already said, most definitions of negotiation incorporate the idea of confrontation. In reality, some academics still see conflict as the need for negotiation, arguing that it would not be required in the absence of conflict. This is greatly influenced by presumptions on the importance and pervasiveness of instrumental rationality in depictions of human nature. Many academics and negotiators agree that people are basically self-interested and driven to advance their own interests over those of the group and the welfare of others. However, these opinions must be examined for cultural bias as they may not be representative of how negotiation is conducted in other parts of the globe. Other less individualistic and utilitarian methods of conceptualizing negotiation imply that more than just advancing each party's agendas go place during negotiations. The sections that follow illustrate a few viewpoints that help broaden our understanding of negotiation.

ii. A Discourse Analysis Perspective

The second technique to conceptualize negotiation is via discourse analysis. When seen from this descriptive angle, negotiation is not only a method of communication that use language to set up a decision-making process between people with opposing interests. Talking while acting is negotiation. According to this viewpoint, the language employed by the negotiating parties to arrive at choices that are agreeable to both sides offers a variety of agencies. The agencies are revealed by researchers via analysis of negotiation documents. For instance, such studies may demonstrate how language enables the sharing of ideas and encrypts them, as well as how it helps with issue identification, identity agreement, and relationship building.

The language of negotiation has traditionally been subjected to conversational analysis, pragmatic analysis, and rhetorical analysis. Conversation analysis looks at how small talk elements like tone of voice, turn-taking, and pauses help the negotiator position themselves and establish their identities when they make decisions like offers and counteroffers during a negotiation. Pragmatics examines the role that actions like making a pledge, asking a question, using inclusive pronouns, and expressing solidarity and building connections have in the broader negotiating process with a less micro-focused approach. Rhetorical analysis examines how sentences, statements, arguments, and metaphors, as well as the themes, characters, and locations of stories, express symbolic meaning and convince. These several techniques to discourse analysis demonstrate how language shapes negotiation while connecting it to "macro political, legal, and organizational processes and thus the context.

iii. The Game Theory Perspective

Game theory and the study of social circumstances are the third standpoint from which we might approach negotiation. This very directive approach to negotiating, which sprang from the pioneering work of Von Neumann and Morgenstern, models rational strategic decisions mathematically. It is predicated on the idea that negotiators act logically and, given a choice, would choose the one that will benefit them the most. This strategy, which initially emphasized zero-sum bargaining, is shown by the popular game Prisoner's Dilemma, in which two players must choose from a matrix of options, each of which has a corresponding payment. If neither admits to the crime, they both get away with it and benefit equally from

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

the tactic of not confessing. The utility for each player changes when one or both players alter their strategies.

iv. The Decision Analytic Perspective

The Art and Science of Negotiation by Howard Raiffa ushered in a new age of negotiation. Game theory was replaced by its decision-analytic method, which is both descriptive and prescriptive. It enabled negotiators to comprehend how individuals behave in real negotiations as opposed to how they would behave if they were smarter, harder-working, more reliable, and all-knowing. In addition to prescribing remedies, Raiffa promoted research that would enable a negotiator to learn more about the other party rather than presuming that this side would act rationally. His work therefore served as a crucial link between prescriptive and descriptive negotiation experts and encouraged academics to start cataloguing the systematic ways in which negotiators depart from reason. It was discovered that negotiators were influenced by the relative positivity of risk frames as well as the most readily available information as opposed to the most salient information.

v. The Principled Negotiation Perspective

This viewpoint dates back to Fisher and Ury's Getting to Yes, which aimed to differentiate between positional negotiation and negotiation based on principles. Positional techniques use aggressive strategies to let one party establish its goals before those of the opposing side in a manner that increases the likelihood that this party will "win" the negotiation. In contrast, principled negotiation entails each party utilizing strategies that take into account the requirements of the other party and allow for the negotiation of win-win solutions. Separating the individuals from the issue allows both sides to work on the problem jointly rather than "playing" the other party, according to negotiation models that represent a principled viewpoint. This is accomplished by focusing on interests rather than views, promoting the identification of numerous solutions, and then evaluating them using impartial criteria. By engaging in this, you get the benefits of bargaining; as Roger Fisher allegedly said the process is often the product.

Types of Joint Decision-Making Communication

There are four fundamental ways to deal with conflict, according to Rubin, Pruitt, and Kim: arguing, avoiding, addressing problems, and conceding. One of the many forms of communication that uses a decision-making technique is negotiation. Sometimes the phrases negotiation and other types of decision-making communication, such as bargaining, are used interchangeably. The distinctions between bargaining, negotiation, and these other modes of communication are outlined in the next section, which also draws attention to their similarities. The earliest kind of communication that may be classified as a collaborative decision-making process with negotiation is bargaining. Although some academics use bargaining and negotiation as words referring to the same process, they are increasingly being distinguished to indicate the competitive character of bargaining as a more collaborative perspective of negotiation is advanced. When parties negotiate, it is assumed that they have opposing perspectives and that they are motivated to achieve as many of their goals as feasible. Therefore, negotiating does not automatically presume that the goal of the decision-making process is a win-win result. Parties often start out with a viewpoint and gradually change it in response to concessions they get from the other party. In a perfect world, each side would want to keep or get the things they value most while giving up the things they value least.The second procedure under the heading of communication techniques for reaching decisions is mediation. Usually, mediation is chosen when there is a long-standing

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

or complex dispute, or animosity has prevented the parties' efforts from reaching a resolution, or, alternatively, when the parties believe mediation will achieve a better resolution. Mediation is a facilitated, non-coercive, and non-binding type of communication that uses a third party - the mediator - to manage the process of reaching an agreed solution or to confirm an impasse has occurred. Arbitration is the third sort of decision-making communication. In this judicial procedure, the parties to the negotiations give up their right to make the ultimate judgement in favour of an outsider. The arbitration agreement is binding on all parties, unlike mediation, which also includes a third party. The fourth sort of decision-making procedure, litigation, likewise includes the legal system and calls for the parties to relinquish their right to make decisions. This extremely adversarial procedure entails one party suing another, and as a result, it represents a procedure that does nothing to promote positive relations between the parties.

These four forms of communication share fundamental traits with negotiation, while employing different methods. The participants to each sort of communication are aware that they are in a position of conflict or rely on the other party to further their goals. Second, they communicate with one another in some way, either directly or indirectly. The possibility of modification or compromise comes in third. Fourth, there is a chance for offers and counteroffers from the parties. Finally, the parties have mixed motivations in that they are driven to accomplish their goals while also working together to do so. This is the fifth need for the parties to reach a mutual decision. Processual, scoping, listening, sensemaking, sense-giving, strategies, and arguments are all elements of negotiation and these associated types of communication. The rest of this section provides a short explanation of these procedures. Scoping is the act of obtaining preliminary data on the issue or decision that will be decided upon during a negotiation process as well as what each side, including your own, may be seeking or the positions they may be advancing.

Both the scoping step and the actual negotiating process involve a lot of listening. Whether this listening is intended to gather data that will guide the strategies used or is driven by a more general, sincere desire to cultivate a respectful understanding of the points of view and needs of the other parties will determine how it proceeds.

A key component of conversation is respectful listening, which may enhance negotiation processes and guarantee that relationships are enhanced as a consequence of taking part in a negotiation. Respectful listening needs complete attention, which is what sets it distinct from active listening. The way the Chinese character for listening is written includes the symbols for "ears," "eyes," "heart," "king," "solely," and "fully," which together imply that listening involves using all of one's senses, not just the ears, as well as the eyes and a full heart, and treating the other party with the deference that befits a very important person. These characteristics make listening with respect.

Making and sharing sense. Making sense of one's experiences is a continuous process. It is an iterative process that involves taking events out of the continuous flow of experience, reflecting on their meaning, and acting on this meaning.

It provides context for the sense giving process, which involves sharing sense with the aim of influencing others' understanding "towards a preferred redefinition of organizational reality." Both methods are used by negotiators as part of their continuing engagement in negotiation as well as preparation for it [7]–[9].Although negotiating tactics may vary greatly, popular ones include questions, threats, promises, and bluffs. All strategies must be understood in the context of the participants' unique characteristics, the larger framework of the argumentation patterns being utilized, and the social and cultural norms that are prevalent in the negotiation

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

setting and shape expectations and impose limitations. When we examine the components of so many human processes, we recognize that it is difficult to fully understand any one component without also understanding how it interacts with all the others.

Tactics, for instance, must be understood in the context of the argumentation patterns used by participants and how they are supported by society ethics and norms.

These factors will change depending on the specific context of the discussion. Family discussions, for instance, are likely to sound, look, and be done considerably differently from negotiations at work. Similar to this, it has been shown that mediators utilize push tactics when animosity is high and suggestive methods when hostility is low.

Negotiation is a process of potentially opportunistic interaction according to Lax and Sebenius. This encounter gives a chance to take advantage of people by using strategies that lead to misconceptions, such as withholding important information, stating false financial results, or making too generous promises. Some negotiators may be reluctant to use dubious or immoral techniques due to worries about their reputations that such strategies may result in.

Leary and Kowalski contend that if the image they convey is crucial to the negotiation or significant to them, negotiators will choose their strategies more carefully.

The experimental investigation by Ma and Parks shown that while determining whether problematic techniques are acceptable, negotiators do take their reputations into account.

DISCUSSION

The discussion section of "The Negotiating Skill" explores various aspects related to the importance and application of negotiation skills in different contexts. It delves into the key components, strategies, and challenges involved in negotiation, as well as the potential impact on individuals, organizations, and society as a whole.

1. Importance of Negotiating Skill:

Effective negotiation skills are crucial for individuals and organizations alike. Negotiation enables parties to reach agreements, resolve conflicts, and create value by finding mutually beneficial solutions.

Without proficient negotiation skills, individuals may struggle to advocate for their interests, communicate effectively, and achieve optimal outcomes. Moreover, organizations that prioritize and invest in negotiation skills development often experience improved collaboration, increased profitability, and enhanced stakeholder relationships.

2. Key Components of Effective Negotiation:

Successful negotiations are built upon several key components. Thorough preparation is essential, involving research, goal setting, and understanding the interests of all parties involved. Communication skills, such as active listening, assertiveness, and persuasive techniques, enable negotiators to convey their viewpoints and understand others' perspectives effectively.

Problem-solving skills facilitate the exploration of creative solutions and the ability to find common ground. Emotional intelligence, including self-awareness, empathy, and managing emotions, plays a vital role in building rapport, managing conflicts, and fostering trust during negotiations.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

3. Approaches and Strategies in Negotiation:

Negotiation encompasses various approaches and strategies, each suited to different situations. Distributive bargaining involves a competitive, win-lose approach, where each party aims to maximize their gains. Integrative negotiation, on the other hand, focuses on identifying common interests and creating win-win outcomes through collaboration and joint problem-solving.

Principled negotiation, as popularized by the Harvard Negotiation Project, emphasizes fairness, maintaining relationships, and focusing on underlying interests rather than positions. Understanding these approaches and selecting the appropriate strategy based on the context and goals is essential for successful negotiations.

4. Psychological and Social Dynamics:

Negotiation is inherently influenced by psychological and social dynamics. Power dynamics, including perceived authority, influence, and leverage, can significantly impact negotiation outcomes. Cultural differences, such as communication styles, values, and norms, can create challenges and require cross-cultural understanding and adaptability.

Ethical considerations also play a critical role, ensuring fairness, transparency, and maintaining long-term relationships. Awareness of these dynamics allows negotiators to navigate complex situations with sensitivity and maximize the potential for positive outcomes.

5. Continuous Learning and Development:

Negotiation skills are not static but require continuous learning and development. Training programs, workshops, and practical experience can provide individuals with opportunities to enhance their negotiation abilities. Feedback and self-reflection also contribute to growth and refinement of skills over time. By actively seeking to improve negotiation skills, individuals can become more effective negotiators, capable of adapting to diverse situations and achieving optimal results.

The discussion highlights the significance of negotiation skills in various contexts and the potential impact on individuals, organizations, and society. Effective negotiation involves a combination of preparation, communication, problem-solving, and emotional intelligence. Employing appropriate strategies, understanding psychological and social dynamics, and embracing continuous learning are vital for successful negotiation outcomes. By recognizing the importance of negotiation skills and investing in their development, individuals and organizations can build stronger relationships, resolve conflicts, and create value in an increasingly interconnected world.

CONCLUSION

The negotiating skill is a comprehensive exploration of the importance, strategies, and impact of negotiation skills in various domains. The ability to negotiate effectively is crucial for achieving favorable outcomes, resolving conflicts, and fostering successful collaborations. By examining the key components of negotiation, understanding different approaches and strategies, and considering the psychological and social dynamics at play, individuals and organizations can enhance their negotiating abilities and achieve mutually beneficial results. Throughout this discussion, it becomes clear that negotiation is not just about reaching compromises or winning at all costs. It requires meticulous preparation, effective communication, adept problem-solving, and a high level of emotional intelligence. By honing

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

these skills, individuals can build trust, maintain relationships, and create value in both personal and professional interactions. Furthermore, negotiation is a dynamic process influenced by power dynamics, cultural differences, and ethical considerations. Recognizing and navigating these dynamics with sensitivity and adaptability is essential for achieving successful negotiation outcomes. Understanding the importance of fairness, transparency, and maintaining long-term relationships contributes to ethical negotiation practices that build trust and foster collaboration.

Continuous learning and development are key factors in mastering negotiation skills. Through training programs, practical experience, and feedback, individuals can refine their abilities and adapt to diverse negotiation scenarios. By embracing a growth mindset and actively seeking opportunities to improve, negotiators can expand their repertoire of strategies and enhance their effectiveness.

In conclusion the negotiating skill underscores the significance of negotiation skills in various contexts. Whether in business, interpersonal relationships, or global diplomacy, negotiation plays a fundamental role in achieving mutually beneficial outcomes and building harmonious connections. By recognizing the importance of negotiation, developing the necessary skills, and understanding the dynamics involved, individuals and organizations can navigate complex situations, resolve conflicts, and create value. Ultimately, the art of negotiation empowers individuals to forge positive relationships, bridge differences, and foster cooperation in an ever-evolving and interconnected world [10]–[12].

REFERENCES

[1] M. Robinson, “Cultural tourism: a strategic focus,” *Tour. Manag.*, 2004, doi: 10.1016/s0261-5177(03)00051-7.

[2] J. F. Boswell and M. J. Constantino, *Deliberate practice in cognitive behavioral therapy*. 2021. doi: 10.1037/0000256-000.

[3] S. Conley, J. Gould, D. Muncey, and N. White, “Negotiating a Local Pay for Performance Program Encouraged by State Mandate,” *J. Pers. Eval. Educ.*, 2001.

[4] J. S. Kress and M. J. Elias, “Substance Abuse Prevention in Special Education Populations: Review and Recommendations,” *J. Spec. Educ.*, 1993, doi: 10.1177/002246699302700103.

[5] S. Baines and L. Robson, “Being self-employed or being enterprising? the case of creative work for the media industries,” *J. Small Bus. Enterp. Dev.*, 2001, doi: 10.1108/EUM0000000006830.

[6] Hargie Owen,“Editorial introduction,” *The Handbook of Communication Skills, Fourth Edition*. 2018. doi: 10.4324/9781315436135-1.

[7] A. R. Crawford, “Licensing and negotiations for electronic content,” *Resour. Shar. Inf. Networks*, 2008, doi: 10.1080/07377790802498523.

[8] C. Ewuoso, S. Hall, and K. Dierickx, “How do healthcare professionals manage ethical challenges regarding information in healthcare professional/patient clinical interactions? A review of concept- or argument-based articles and case analyses,” *South African J. Bioeth. Law*, 2017, doi: 10.7196/sajbl.2017.v10i2.00610.

[9] S. Smith, “Encouraging the development of team working skills in physiotherapy students,” *Int. J. Ther. Rehabil.*, 2013, doi: 10.12968/ijtr.2005.12.10.24487.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[10] I. S. Yeoman and U. McMahon-Beatte, "Teaching the future: learning strategies and student challenges," *J. Tour. Futur.*, 2018, doi: 10.1108/JTF-12-2016-0054.

[11] J. Snowden and S. H. James, "Developing a Career in Pediatric Infectious Diseases," *J. Pediatric Infect. Dis. Soc.*, 2018, doi: 10.1093/jpids/piy123.

[12] D. O. Shniger, "Legal Writing, Design and Aesthetics in Legal Education: The Results of the Scientific and Practical Seminar (April 10, 2021)," *Actual Probl. Russ. Law*, 2021, doi: 10.17803/1994-1471.2021.129.8.207-212.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

EFFECTIVE COMMUNICATION SKILLS

Dr. Shibilynuaman Zainudheen
Mini Pushkar
Prof. Vandana K R

Regional College Of Management Bangalore
IQAC
Bangalore

ALEXIS PRESS
JERSEY CITY

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

EFFECTIVE COMMUNICATION SKILLS

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Regional College Of Management Bangalore
IQAC
Bangalore

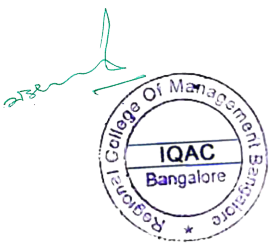
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

EFFECTIVE COMMUNICATION SKILLS

Dr. Shibilynuaman Zainudheen

Mini Pushkar

Prof. Vandana K R



ALEXIS PRESS

Published by: Alexis Press, LLC, Jersey City, USA
www.alexispress.us

© RESERVED

This book contains information obtained from highly regarded resources.
Copyright for individual contents remains with the authors.
A wide variety of references are listed. Reasonable efforts have been made
to publish reliable data and information, but the author and the publisher
cannot assume responsibility for the validity of
all materials or for the consequences of their use.

No part of this book may be reprinted, reproduced, transmitted,
or utilized in any form by any electronic, mechanical, or other means,
now known or hereinafter invented, including photocopying,
microfilming and recording, or any information storage or retrieval system,
without permission from the publishers.

For permission to photocopy or use material electronically
from this work please access alexispress.us

First Published 2022

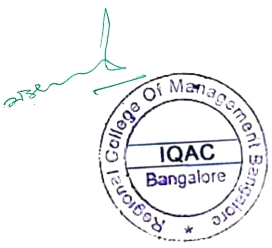
A catalogue record for this publication is available from the British Library

Library of Congress Cataloguing in Publication Data

Includes bibliographical references and index.

Effective Communication Skills by *Dr. Shibilynuaman Zainudheen, Mini Pushkar, Prof. Vandana K R*

ISBN 978-1-64532-987-9



CONTENTS

Chapter 1. An Overview of the Argumentation in Communication Skill.....1

— *Dr. Shibilynuaman Zainudheen, Prof. Vandana K R*

Chapter 2. An Elaboration of the Understanding of Negotiation.....11

— *Ms. Mini Pushkar, Prof. Sumesh*

Chapter 3. An Analysis of Mentoring and Coaching for Human Communication.....16

— *Dr. Venkatesh Narasimhamurthy, Prof. Dinesh Roy*

Chapter 4. An Overview of the Processes and Models in Mentoring 26

— *Mr. Koustav Nandi, Prof. Zabiulla*

Chapter 5. An Overview of the Humor and Laughter in Communication Skill.....35

— *Ms. Geethu Bijil, Prof. Atreyee Bhowmik*

Chapter 6. An Overview of the Role of Humour in Group Dynamics and Interpersonal Relations.....46

— *Dr. Shibilynuaman Zainudheen, Prof. Smitha*

Chapter 7. An Overview of Human Behavior and Decision-Making in Diverse Environments 55

— *Ms. Mini Pushkar, Prof. Manjula B C*

Chapter 8. An Overview of Nonverbal Communication in Workplace 65

— *Dr. Venkatesh Narasimhamurthy, Prof. Anand Singh*

Chapter 9. An Overview of the Presence Humour in Communication Skill.....77

— *Dr. Shibilynuaman Zainudheen, Prof. Nikita*

Chapter 10. An Overview of the Fundamental Communication Principles 85

— *Mr. Koustav Nandi, Prof. Veersh G P*

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 1

AN OVERVIEW OF THE ARGUMENTATION IN COMMUNICATION SKILL

Dr. Shibilynuaman Zainudheen, Assistant Professor,
Department of English, Presidency University, Bangalore, India,
Email Id-shibilynuaman@presidencyuniversity.in
Prof. Vandana K R, Regional College of Management,
Bangalore, India

ABSTRACT:

Effective communication plays a pivotal role in various aspects of human interactions, encompassing personal relationships, professional settings, and societal discourse. Within the realm of communication, argumentation emerges as a fundamental component, enabling individuals to express their ideas, persuade others, and engage in critical thinking. This abstract explores the significance of argumentation in communication skills, examining its role in fostering effective dialogue, promoting rational discourse, and enhancing overall communication competence. It delves into the essential elements of argumentation, including logical reasoning, evidence-based claims, and persuasive techniques, while highlighting the importance of active listening and respectful engagement in constructive debates. Furthermore, this abstract explores the benefits of developing strong argumentation skills, such as improved decision-making, increased cognitive flexibility, and the ability to navigate conflicting viewpoints. It also addresses the challenges associated with argumentation, including potential pitfalls such as logical fallacies, emotional biases, and adversarial communication styles. Drawing upon relevant research and practical examples, this abstract emphasizes the need for individuals to cultivate argumentation skills as a means to foster meaningful and productive conversations, promote understanding, and contribute to the advancement of knowledge and society as a whole.

KEYWORDS:

Logical Reasoning, Persuasion, Speaking Skills, Verbal Communication, Written Communication.

INTRODUCTION

Argumentation Communication Skill The abstract for the title "The Argumentation in Communication Skill" explores the significance of effective communication in various domains of human interaction. It emphasizes the role of argumentation as a crucial component in facilitating dialogue, promoting critical thinking, and enhancing overall communication competence. The abstract delves into the essential elements of argumentation, including logical reasoning, evidence-based claims, and persuasive techniques. It also highlights the importance of active listening and respectful engagement in constructive debates. The benefits of developing strong argumentation skills, such as improved decision-making and cognitive flexibility, are discussed, along with the challenges associated with argumentation, such as logical fallacies and emotional biases. Through relevant research and practical examples, the abstract emphasizes the need for individuals to cultivate argumentation skills as a means to foster meaningful conversations, promote understanding, and contribute to the advancement of knowledge and society.Argumentation is described as a verbal and social action of reason meant to increase the acceptability of a contentious viewpoint for the listener or reader by presenting a series of arguments meant to support the

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

viewpoint in front of a reasonable judge. Negotiators don't only trade offers; they also discuss the arguments behind those offers, which may vary greatly depending on the negotiating setting, making argumentation a crucial component of the negotiation process. Formal protocols specify the kind of arguments that may and cannot be made in circumstances like arbitration. According to Amgoud and Vesic, such an argumentation-based decision-making process has to take the following actions:

i. Building a case for or against a statement.

ii. Analyzing each argument's potency.

iii. Identifying the many contradictions between arguments.

iv. Determining if the arguments are persuasive.

v. Comparing judgements based on the accepted justifications.

Important Individual Influences on Negotiation in Practice

The qualities that each negotiator brings to the table are crucial factors in every negotiating process. The most extensively researched are the demographic characteristics. The five significant and interconnected characteristics of gender, cognitive bias, motivation, emotion, and negotiating styles will be discussed in this section.

i. Gender

The impact of gender on negotiation has been extensively studied in the literature. Many works of literature from the past considered gender as a background factor for each person, much as age, intellect, spirituality, ethnicity, and nationality. Kolb discovered that despite increasing awareness of gender's social and contextual construction, the idea that it is a fixed characteristic that separates men from women persisted after reviewing 25 years' worth of literature. She discovered that the literature still relies on gender to explain why men and women negotiate differently; some academics contend that this neglects the role of social factors and puts the burden of better negotiation on the individual. However, Kolb observes that there has been a shift away from addressing explicit gender inequalities amongst negotiators in favor of focusing on the institutional and social processes in a negotiation that might trigger gendered behavior. She bases her claim that a more systemic approach to negotiation is required to level the playing field for women in negotiations by looking at the literature on how people approach the negotiation table, how cultural expectations affect what transpires there, and how the negotiation proceeds. The prospect of altering structures, practices, policies, and procedures that have the potential to undo gender in negotiations would become more likely, according to her argument, if the negotiated order is given careful consideration.

The dilemma that arises most often is whether to be accommodating or competitive. Finding the appropriate balance between these two opposing extremes may be challenging for women. Do they want to be seen as capable and agential or friendly and community-oriented? Kolb says that the solution resides in giving the task's wider goal priority above what is required at the time to do the activity. She contends that doing so enables a female negotiator to avoid dividing role and style preferences. This is crucial because, in the absence of it, there is a very real risk of establishing a hierarchy of competences that devalues feminine operating methods and inhibits any thoughtful analysis of the reasons for such catch-22 situations [1]–[3].

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

However, empirical research shows that men and women who behave similarly are seen in different ways. For instance, Bowles, Babcock, and Lai discovered that participants who were instructed to read interview notes for job applicants regarded the female candidates as being less polite and more demanding than the male candidates who made the identical demands. Research is also showing that there are cultural variances in how various cultures see masculine and feminine bargaining behaviours. Shan et al. shown in a fascinating cross-cultural comparison how Chinese negotiators classified competing aims and behaviours in business-to-business and business-to-consumer negotiations as feminine, in contrast to their American colleagues who classified them as masculine.

ii. Cognitive biases in Negotiation

Although there is evidence to show that negotiation is impacted by a variety of cognitive biases, it is noteworthy to note the extent to which negotiation is considered as a rational process, organized by logic, reasoning, and strategy. In regard to negotiation, research has been done on five biases that have been shown to influence human decision-making. These include anchoring, overconfidence, framing, maintaining the status quo, and biases that serve one's own interests. In multi-party scenarios like negotiations, other biases that have been recognized as influencing individual decision-making may also be present, further subjectifing the process. In addition to accepting that cognitive biases behave differently depending on cultural context and emotional state, the negotiation literature names five additional biases: the fixed-pie mistake, the incompatibility error, the intergroup prejudice, the connection bias, and the toughness bias. The most important of these cognitive biases are a result of knowledge gaps and motivational problems. People aren't always driven to gather enough data to produce informed decisions.

Both positive and negative framings of risk may affect negotiators. What's intriguing is the growing body of research showing that these frames may be deliberately changed to produce various negotiating results. An outstanding example is provided by Kray and Haselhuhn. Participants were forced to study literature about either how negotiation behavior may be improved or how negotiation competence is unchangeable before to a negotiation. A conclusion consistent with cognitive appraisal theory, which contends that mental reframing may change attitudes and behavior, showed that those whose implicit negotiating views were exposed to the incremental theory condition outperformed those who were not.

iii. Motivation

When negotiating, the person's intentions are often implied or stated as being self-interested and demonstrating instrumental rationality. Due to the ubiquity of this representation, it is often assumed that self-interest would win out in negotiations rather than just being an option. The fallacy accident was originally identified by Aristotle and refers to this assumption of fact rather than possibility. Negotiators ignore the possibility that people may be driven to act benevolently in negotiations or may have a strong communal orientation that causes them to view negotiations from a relational perspective and drives them to "understand and advance the welfare of others" when they make this assumption.

iv. Emotion

Up until the early 1990s, negotiation research was dominated by rational viewpoints and experimental research, but then researchers started to wonder why emotion was getting so little attention. Since then, research on emotion and negotiation has grown to the point that emotion is now seen as both an interpersonal outcome of negotiation as well as a crucial intrapersonal predictor of behavior. In fact, it is believed that emotions have a role in all

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

phases of a dyadic negotiation, from the choice to engage in negotiations to the choice to abide by the terms of the settlement.

v. Negotiation Styles

Individuals express and are supported by a set of values and related beliefs in their negotiating strategies. For instance, company owners may think that a successful negotiation involves leaving nothing on the table. In other words, they get the greatest return for the least amount of investment, which is consistent with the business maxim that one should seek to maximize one's profit from the least amount of capital invested. Such a viewpoint would be consistent with a manner that may be described as hardheaded, unyielding, and relentless.

Two orthogonal motivational dimensions a self-orientation and an other-orientation—have been used to offer conflict management methods like the one described here. Thomas and Kilmann used them to establish five styles: avoiding, contesting, working together, accommodating, and compromise. This concept enables negotiators to anticipate the manner in which a counterpart will behave based on how highly that counterpart regards their connection with them and the negotiation's core issues. This model has the benefit of highlighting the interpersonal dynamics that arise when negotiating parties engage, as well as the relational character of negotiation and the many ways in which connection may be taken into account.

Important Social Influences on Negotiation in Practice

As previously noted, negotiations occur within a wider social context. The nature of this context and the various parties' standing within this context will have an effect on the way they engage with each other. For instance, negotiations between individuals from the same professional background are likely to differ from cross-professional negotiations because these social contexts affect the knowledge exchanged, the structure of the interpersonal engagement that occurs, and the criteria used to evaluation this engagement. This is an important point. While we talk about individual and social influences on negotiation, inevitably they are entangled because of the dialectic relationship between self and social; the words we say are inevitably "social", they do not belong to the individual. Bakhtin proposes. All words have the "taste" of a profession, a genre, a tendency, a party, a particular work, a particular person, a generation, an age group, the day and hour. Each word tastes of the context and contexts in which it has lived its socially charged life; all words and forms are populated by intentions [4]–[6].

The Relationship between Negotiating Parties

Despite the fact that a negotiation might be seen as a single event, it is nevertheless important to view it in the context of the relationships between the parties. For instance, the parties may be quite acquainted with one another as a result of past interactions or through participating in discussions on several occasions. The degree of prior interaction between the parties determines the stage and often the caliber of their connection.

Their degree of mutual understanding and trust will change as a result of continued involvement, which will also influence how they interact during negotiations. There are six phases of growth for interpersonal interactions. These dynamic periods are characterized by tensions. Three conflicts have been discovered through research: openness vs closedness, novelty versus predictability, and autonomy versus connectedness. Negotiation shapes these tensions, which then manifest themselves during negotiations between parties involved as well as inside their respective groups.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The expectations each party has for the other party's behavior are influenced by the stage and quality of the relationship. For instance, unions and employers often meet to discuss employment terms, yearly salary changes, and dispute resolution. Negotiation practices may become institutionalized as a result of repeated interactions. Depending on how strictly professional authorities or industrial regulations have dictated them, these routines may be quite rigorous or somewhat informal and flexible. Governments, businesses, and professional organizations all have protocols and processes that they want their members to follow while negotiating. For instance, a nation's industrial relations law may specify what constitutes good faith negotiation or bargaining. Bad faith negotiation is when one side seems to want to reach a mutually acceptable solution but really has no real interest in doing so. Political scientists have created a "inherent bad faith model" of information processing to describe the persistent poor faith that occurs between nations that take opposing positions on important topics of shared interest.

Culture Effects

Norms, which are outward expressions of underlying values and ideas, help to define cultures. By forming individual values and ideas as well as the culturally grounded institutions and procedures that govern negotiation processes and how results are judged, these norms have an impact on negotiators' behavior and cognition. Geographic location was previously regarded as a proxy for culture, but as individuals grow more mobile, society get more diverse, and companies become more global, this is becoming less suitable. Cultural diversity is anticipated to play some role in all discussions due to the growing diversified makeup of nations throughout the globe as well as people's easy access to one another thanks to digital media and better transportation. Tensions that compromise talks may be created when one party's cultural institutions and procedures dominate a negotiation. It should come as no surprise that culture is often cited as a cause of conflict. This is especially true in the literature on cross-cultural communication, where there is a long history of analyzing conflict in terms of Hofstede's individualism/collectivism dichotomy. The variables that contribute to individualism-collectivism as well as other characteristics outlined by Hofstede, such as power distance and tightness looseness, have been used to identify cultural impacts. Hofstede asserts that cultural factors affect the following negotiation-related factors:

i. Mechanisms for making decisions.

ii. The allocation of decision-making authority.

iii. Arguments in favor of or against the other party's actions.

iv. The negotiation parties' emotional requirements.

In international commerce, difficulties in the negotiating process are often observed. These challenges are typically linked to various negotiating and conflict resolution philosophies. Both make it challenging for the parties to "read" one another. For instance, silence has different connotations depending on the culture. Asians present may not have intended for their quiet to be taken in this manner, but Americans may view silence in a negotiating process as a sign of assent. The preferred styles might vary depending on the culture. The values of more collectivistic cultures are typically linked with more collaborative and perhaps accommodating styles, which priorities establishing and maintaining relationships with other parties, as opposed to the values of more individualistic cultures, which are frequently linked with competitive styles. Unsurprisingly, the styles that are seen to impede with cross-cultural discussions the most are avoiding and competing. According to Ting-Toomey, individuality is more in line with direct communication and taking a different approach to resolving

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

conflict, while collectivism is more in line with indirect communication and avoiding confrontation. However, the empirical support for these hypotheses is weak. Leung, for instance, discovered no connection between conflict-resolution behaviors and individualism and collectivism scores. This conclusion would not surprise many critics since it is well accepted that single dimension studies do not provide a reliable foundation for predicting intercultural behavior. The way members of a cultural group perceive strangers, how close they believe they need to be before engaging with another group, how much unpredictability they can tolerate, whether they have established protocols for dealing with outsiders, and how much emphasis they place on face management are just a few of the many other factors that influence how they behave.

Although there is a growing body of research on culture and negotiation, Bülow and Kumar note that it should be approached with care due to concerns with the significance of national culture, inconsistent results, unclear language, and essentialism. In contrast to research of interactional dynamics at the level of the individual, the bulk of studies that look at negotiation, communication, and culture compare cultures. A more sophisticated and contextualized understanding of how cultural impacts are increased or diminished in negotiations is starting to emerge from the expanding body of research that actually address interpersonal dynamics in intercultural negotiations. With the help of these research, the discipline is shifting away from the prevalent subjectivist paradigm, which prioritized values and trans-situational aims, and towards a more descriptive norm approach that takes into account the many cultural views that people hold [7], [8].

This strategy is predicated on the idea that people evaluate the principles, practices, and behaviors that govern their sociocultural environment and negotiate in line with their views, even if those opinions are not necessarily their own. By doing this, individuals support the descriptive norms or how they see them. This viewpoint has important ramifications for the study of cross-cultural negotiation.

This implies that rather than focusing on individual behavioral preferences or actual behavior, the data needed to explain the intercultural negotiator's behavior has to address their views of descriptive norms. Findings from research like those by Hashimoto and Yamagishi and Zou et al., which discovered a disconnect between personally held cultural values and others' assessments of their cultural values, support this. It is evident that cultural stereotypes do not provide a solid framework for preparing for and carrying out discussions in environments that are culturally diverse. The emphasis on the person makes a grasp of descriptive standards considerably more beneficial.

According to this body of study, an effective intercultural negotiator will be able to distinguish between the descriptive norms of their own culture and the cultures represented at the negotiation table. They will be better able to comprehend the dynamics of engagement and control their own conduct, increasing the likelihood that they will succeed in their own objectives and fostering positive cross-cultural interactions.

The ingroup-outgroup mix in a negotiation, however, must be understood to be significant. Studies of bicultural interactants have shown that people move between descriptive norms depending on which of their two cultural groups they are dealing with, which highlights this. Descriptive cultural norms may also be activated by cultural artefacts like national attire and flags and by whether a person is representing their cultural group. Overall, it seems that intercultural negotiators must carefully consider the cultural makeup, descriptive norms, and contextual elements that operate as cultural amplifiers while scoping negotiations since they will have a significant impact on how the negotiator behaves at the negotiating table.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Selection of Theories and Models of Negotiation

There are several theories and models of negotiation, each of which reflects the interests of its field and individual creators as well as the conceptualization of agency, the nature of connections between negotiating parties, and results. Because every negotiation is inherently different and dependent on the "who, what, why, how, and when" of a specific circumstance, they are both effective tools on one level and only provide a partial picture of the experience of negotiation on another. To help the reader understand the many ways that negotiation may be depicted, this section discusses a variety of ideas and models of negotiation. It's critical to recognize, however, that no one model will serve as a complete framework for elucidating reality in everyday life. Nothing can take the place of a comprehensive strategy for negotiating those accounts for the peculiarities of a certain circumstance. The emphasis of structural theories of negotiation is on power and the distribution of empowering factors among the negotiating parties. These ideas are based on the presumption that the party with the most influence would decide the result, which does not always occur in reality.

Unlike structural models, which focus on the actions each party performs, strategic theories regard negotiation as a tactical process requiring the parties to undertake a sequence of actions. These actions, which may be compared to a game plan, are meant to manoeuvre the party into a situation where the other parties will work with it rather than against it and its goals will be achieved. This kind of analysis is predicated on the idea that each negotiation party has the right to veto any agreement. The well-known Model of Social Negotiations by Walton and McKersie is fundamentally a strategic model. By concentrating on the relationships between complex social units that make up interdependent systems of activity, this model views negotiation as a specific instance of social negotiation. The authors outline four distinct systems: those pertaining to intra-organizational bargaining, distributive bargaining, integrative bargaining, and attitude structuring [9], [10].

The fourth system focuses on connections inside each negotiation group whereas the previous three systems cover interactions between negotiating groups. The distributive system of negotiation frames the interaction between negotiating parties as competitive, as was already mentioned previously in this chapter. They are participating in a zero-game procedure where each side may succeed at the cost of the other. The integrative approach, in contrast, views the interaction between the parties to the negotiations as collaborative. Attitudinal structure is concerned with the bonds existing between the parties to a negotiation, such as the level of trust between labour and management. The agreement that exists inside an organization, which acknowledges the need for internal consensual connections to enable the organization to remain together in the face of negotiations with external parties, is referred to as the intra-organ- insertional system of negotiating.

Although Walton and McKersie's approach has had a significant impact on negotiation theory, it is not without detractors. Anthony contends that all negotiations including a representative for each side are distributive negotiations, although he acknowledges that these negotiators may choose for a more competitive or cooperative negotiating style. Additionally, he suggests that "attitudinal structuring" is a collection of strategies that may be used in conjunction with a collaborative approach rather than a distinct system of activities. In addition, he believes that, unlike the other three systems, intra-organizational bargaining is not a unique system of negotiation. It is feasible to understand how the four systems of activity proposed by Walton and McKersie interact with one another when the function of trust in negotiations is taken into account. When there is a lack of trust between parties, such as between workers and management, distributive methods are more likely to be successful. This is due to the difficulty of implementing integrative processes in low-trust situations.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Integrative procedures are also challenging when there is a lack of confidence among one or more of the negotiating parties.

According to process theories, the parties to a negotiation begin at various positions and progressively converge to an agreement via a series of compromises. This kind of procedure is included in haggling. Stage and episodic communication process models, the two primary categories, have been discussed. A series of discrete phases, each with a specific goal and set of communication activities, are proposed by stage models. Episodic process models break down negotiation into discrete episodes, each of which is made up of a single kind of action. Any particular negotiation may be marked by a very unique collection of incidents. Given that they were created for specific negotiation scenarios, such as hostage or cross-cultural discussions, situational models are perhaps the most helpful. This section examines hostage negotiation models as an illustration of different negotiating scenarios. 22 people perished in the tragic event, dubbed the Munich Massacre which took place during the Munich Olympic Games in 1972 after the Palestinian terrorist organization Black September kidnapped 11 Israeli hostages. The terrible conclusion of this event and the absence of discussion encouraged the creation of negotiating strategies that may be used to lessen the likelihood of fatalities in similar circumstances. As a consequence, the tactic of "negotiate first" has grown considerably more popular. Specialized hostage negotiation teams, each with a designated negotiator, a tactical assault squad, a command structure, and support staff, were formed in the USA, for instance. Models for hostage negotiations include Vecchi's Behavioral Influence Staircase Model, Taylor's Cylindrical Model of Crisis Negotiation, and Hammer and Rogan's SAFE model. These models place more emphasis on the tactics and approaches used by negotiators than on the qualities and abilities that enable them to use these tactics and approaches successfully.

DISCUSSION

The abstract for "The Argumentation in Communication Skill" provides a comprehensive overview of the significance of argumentation in effective communication. In this discussion section, we delve deeper into the key points raised in the abstract and explore their implications in greater detail. Firstly, the abstract highlights argumentation as a fundamental component of communication skills. By engaging in argumentation, individuals are able to express their ideas, opinions, and perspectives in a coherent and persuasive manner. This ability is crucial in various contexts, ranging from personal relationships to professional settings and broader societal discourse. Effective argumentation enables individuals to present logical reasoning, support their claims with evidence, and employ persuasive techniques to engage and influence others. Moreover, the abstract emphasizes the role of argumentation in fostering meaningful dialogue. It underscores the importance of active listening and respectful engagement in constructive debates.

When individuals engage in argumentation with an open mind, valuing the perspectives of others and seeking understanding rather than simply winning the argument, it promotes a more inclusive and collaborative communication environment. This, in turn, enhances the overall quality of the conversation and increases the potential for mutual learning and growth. The benefits of developing strong argumentation skills are also discussed in the abstract. Improved decision-making is one such advantage, as individuals with strong argumentation skills are better equipped to critically evaluate information, assess different viewpoints, and make well-reasoned choices. Additionally, argumentation promotes cognitive flexibility by encouraging individuals to consider alternative perspectives, challenge their own beliefs, and adapt their arguments based on new evidence or counterarguments. This flexibility is essential for intellectual growth and adaptability in an ever-evolving world.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

However, it is important to acknowledge the challenges associated with argumentation. The abstract mentions logical fallacies and emotional biases as potential pitfalls. Logical fallacies, such as ad hominem attacks or circular reasoning, can weaken an argument's credibility and hinder productive discourse. Emotional biases, on the other hand, can cloud judgment and impede rational thinking. Recognizing and mitigating these challenges through critical thinking and self-awareness are crucial for effective argumentation. The abstract emphasizes that cultivating argumentation skills is essential for effective communication. By developing strong argumentation skills, individuals can contribute to meaningful and productive conversations, promote understanding, and advance knowledge and society as a whole. The discussion section expands upon the key points raised in the abstract, providing a deeper understanding of the significance of argumentation in communication skills and its implications for various aspects of human interaction[11], [12].

CONCLUSION

In conclusion the argumentation in communication skill abstract sheds light on the pivotal role of argumentation in effective communication. By examining the significance of argumentation and its impact on dialogue, critical thinking, and overall communication competence, this abstract emphasizes the importance of developing strong argumentation skills. Through logical reasoning, evidence-based claims, and persuasive techniques, individuals can express their ideas and opinions in a compelling manner. Moreover, active listening and respectful engagement in constructive debates foster a collaborative communication environment, promoting mutual understanding and growth. The abstract highlights the benefits of cultivating argumentation skills, including improved decision-making and enhanced cognitive flexibility. These skills empower individuals to evaluate information critically, consider alternative viewpoints, and adapt their arguments based on new insights.

By navigating challenges such as logical fallacies and emotional biases, individuals can engage in more fruitful and rational discussions. Ultimately, the abstract underscores the need for individuals to cultivate argumentation skills as a means of fostering meaningful conversations, promoting understanding, and advancing knowledge and society. By honing these skills, individuals can contribute to constructive dialogues, bridge differences, and work towards common goals.

In summary, the abstract encourages individuals to recognize the value of argumentation in communication skills and actively develop and refine these skills to enhance their overall communication competence. By embracing the principles of effective argumentation, individuals can contribute to more productive and impactful conversations, leading to personal and collective growth.

REFERENCES

[1] S. B. Gutierez, “Teacher’s dialogic prompts that scaffold students’ participation in classroom argumentation: A case of a biology teacher,” *Asia Pacific J. Educ. Educ.*, 2021, doi: 10.21315/apjee2021.36.1.4.

[2] F. Arriagada Masse And J. Osorio, “Argumentación Y Ciudadanía: El Aporte De La Escuela Básica,” *Paid. Rev. Educ.*, 2019, Doi: 10.29393/Pa64-2afam20002.

[3] S. Bigi, “Communication skills for patient engagement: Argumentation competencies as means to prevent or limit reactance arousal, with an example from the italian healthcare system,” *Front. Psychol.*, 2016, doi: 10.3389/fpsyg.2016.01472.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[4] J. Mageto, "Big data analytics in sustainable supply chain management: A focus on manufacturing supply chains," *Sustainability (Switzerland)*. 2021. doi: 10.3390/su13137101.

[5] F. Cardetti and S. LeMay, "Argumentation: Building Students' Capacity for Reasoning Essential to Learning Mathematics and Sciences," *PRIMUS*, 2019, doi: 10.1080/10511970.2018.1482581.

[6] F. De Mello Trevisani and Y. Corrêa, "Blended learning and the development of general competences of the national common curricular base," *Praksis*, 2020, doi: 10.25112/rpr.v2i0.2208.

[7] D. H. Jonassen and B. Kim, "Arguing to learn and learning to argue: Design justifications and guidelines," *Educational Technology Research and Development*. 2010. doi: 10.1007/s11423-009-9143-8.

[8] Anita, Afandi, A. B. Tenriawaru, and D. A. Putra, "Profile of Argumentation Skills using Toulmin's Argumentation Pattern (TAP) in Senior High School Students in Biology Learning: Preliminary Research," in *Journal of Physics: Conference Series*, 2021. doi: 10.1088/1742-6596/1842/1/012065.

[9] N. Hasnunidah, H. Susilo, M. I. Henie, and H. Sutomo, "Argument-driven inquiry with scaffolding as the development strategies of argumentation and critical thinking skills of students in Lampung, Indonesia," *Am. J. Educ. Res.*, 2015.

[10] A. El Majidi, R. De Graaff, and D. Janssen, "Debate as L2 Pedagogy: The Effects of Debating on Writing Development in Secondary Education," *Mod. Lang. J.*, 2020, doi: 10.1111/modl.12673.

[11] R. P. Ferretti and S. Graham, "Argumentative writing: theory, assessment, and instruction," *Reading and Writing*. 2019. doi: 10.1007/s11145-019-09950-x.

[12] N. Hasnunidah, "Pembelajaran Biologi dengan Strategi Argument-driven Inquiry dan Keterampilan Argumentasi Peserta Didik," *J. Pendidik. Biol.*, 2014.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 2

AN ELABORATION OF THE UNDERSTANDING OF NEGOTIATION

Ms. Mini Pushkar, Assistant Professor,
Department of Soft Skills, Presidency University, Bangalore, India,
Email Id-koustavnandi@presidencyuniversity.in
Prof. Sumesh, Regional College of Management, Bangalore, India

ABSTRACT:

Negotiation is a pervasive and indispensable aspect of human interaction, influencing both personal and professional spheres. This paper aims to provide an elaborate understanding of negotiation by exploring its fundamental concepts, strategies, and dynamics. Drawing upon existing research and theoretical frameworks, the paper delves into the multifaceted nature of negotiation, highlighting its significance in resolving conflicts, reaching agreements, and fostering collaborative relationships. The discussion encompasses various dimensions of negotiation, including communication techniques, power dynamics, cultural influences, and ethical considerations. Additionally, the paper examines the role of emotions and cognitive biases in negotiation, shedding light on their impact on decision-making processes. By synthesizing and analyzing key insights from prior studies, this work offers a comprehensive overview of negotiation, equipping individuals with valuable knowledge and skills to engage effectively in the art of negotiation. Furthermore, it emphasizes the importance of adopting a principled approach to negotiation that prioritizes fairness, trust, and mutual gains. The findings presented in this paper contribute to the existing body of knowledge on negotiation, offering practical implications for individuals, organizations, and policymakers seeking to enhance their negotiation abilities and outcomes.

KEYWORDS:

Communication Techniques, Conflict Resolution, Cultural Influences, Decision Making Processes, Ethical Considerations, Negotiation Dynamics.

INTRODUCTION

Negotiation is an integral part of our daily lives, permeating various domains such as business, politics, diplomacy, and personal relationships. It is a dynamic and complex process that involves the exchange of ideas, interests, and concessions to reach mutually acceptable outcomes. Effective negotiation skills are crucial for navigating conflicts, forging agreements, and building fruitful relationships. However, despite its ubiquity and significance, negotiation is often approached with limited understanding and awareness of its underlying mechanisms and strategies. This paper aims to provide an in-depth elaboration of the understanding of negotiation, shedding light on its fundamental concepts, strategies, and dynamics. By exploring existing research and theoretical frameworks, we seek to equip readers with a comprehensive knowledge of negotiation and enhance their ability to engage in successful negotiations. In our exploration of negotiation, we will examine various dimensions and factors that influence the negotiation process. These include communication techniques, power dynamics, cultural influences, ethical considerations, and the role of emotions and cognitive biases in decision-making.

By delving into these aspects, we aim to provide a holistic perspective on negotiation, acknowledging its complexity and highlighting the factors that contribute to negotiation outcomes. Moreover, we will emphasize the importance of adopting a principled approach to

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

negotiation, one that focuses on fairness, trust, and the pursuit of mutual gains. This approach seeks to move beyond traditional win-lose scenarios and encourages collaborative problem-solving, fostering long-term relationships and sustainable agreements. By synthesizing and analyzing key insights from prior studies, this paper strives to bridge the gap between theoretical understanding and practical application of negotiation. We aim to offer readers a valuable resource that not only enhances their knowledge but also equips them with practical strategies and techniques to navigate negotiations effectively. Ultimately, a comprehensive understanding of negotiation is essential for individuals, organizations, and policymakers alike. It empowers them to navigate conflicts, achieve their objectives, and build mutually beneficial relationships. Through this exploration, we hope to contribute to the existing body of knowledge on negotiation and provide insights that can be applied in various contexts, enriching the negotiation experiences of individuals and optimizing negotiation outcomes.

Negotiation experts have mainly overlooked the history of the interaction between negotiating parties, despite the fact that the interdependence of negotiators is always recognized in descriptions of negotiation. The emphasis has been on discrete, one-off interactions that consider the parties to a negotiation as strangers rather than participants in an ongoing relationship. Given that many studies of negotiation have been conducted in areas like international relations and industrial relations, where maintaining relationships is of utmost importance, this is unexpected. The end result is negotiation literature where the relational perspective is underdeveloped, the impact of history on negotiation strategy expectations is not well researched, and outcomes are not typically assessed in terms of their relational effects even though it is acknowledged that these should be given more attention. Collaboration strategies that foster relationships are less often mentioned than those that advance one party's self-interest. The value of dialogue, the unique form of communication that is defined by its commitment to establishing and maintaining constructive relations, is also rarely addressed in the negotiation literature, even though pre-negotiation information gathering and listening at the negotiation table are acknowledged parts of the negotiation process. There would be numerous advantages to placing an emphasis on communication and creating productive dialogic venues. In addition to assisting in the shift away from a distributive viewpoint, it would provide a useful evaluation of the effectiveness of the negotiating process and may even lessen the need for litigation, arbitration, and mediation when it comes to reaching agreements and settling disputes between parties [1]–[3].

This paper examined negotiation through a necessary set of limited lenses. The necessity to see negotiation as a highly contingent process that is both impacted by and a major effect of individual, social, and societal contexts has therefore been reiterated as a result. It has been noted that the definitions of negotiation that are often employed appear concentrated on the process' function in settling disputes. It is undoubtedly employed to end conflict, but this does not require that the term's definition be restricted to conflict and its settlement. The idea that negotiators may not really be "in conflict" but rather have come together to create a workable solution to a common issue that they are unable to tackle separately has to be recognized in definitions as well. The focus on conflict might make it difficult to see the possibility that both sides are motivated by the desire to find the best solution to a dilemma that cannot be addressed without jeopardizing the interests of one party or another. Additionally, it must be taken into account that the cooperative activity that takes place in the course of resolving such challenges may result in a conclusion neither party expected, if not desirable. In these situations, bargaining has the potential to be a very original and productive process.

This paper has attempted to remind the reader in a number of different ways that communication in generalincluding negotiationis necessarily relational. It contends that in

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

order for our knowledge of negotiation to go beyond constricting notions, theories, and models and towards a comprehensive comprehension of this crucial and extremely situational decision-making process, this reality must be prioritized in theory and practice. It suggests that if discussion were given priority in how involvement between negotiators is conceptualized, the possibility to accomplish this would be increased. This is due to the fact that conversation is both a distinct process and a result that is supported by a commitment to forge and maintain healthy connections as opposed to securing quick wins at the price of relationships. It does this via a number of tactics, but respectful listeningwhich is a potent kind of communication in and of itselfis the most important one[4]–[6].

DISCUSSION

Negotiation encompasses a range of strategies and techniques that can be employed to achieve favorable outcomes. One key strategy is the integrative or collaborative approach, which emphasizes the creation of value and the exploration of mutually beneficial solutions. This strategy involves active listening, effective communication, and the ability to generate creative options. On the other hand, the distributive or competitive approach focuses on claiming value and maximizing individual gains. It involves tactics such as setting high aspirations, making strategic concessions, and leveraging power dynamics. Understanding these different strategies allows negotiators to adapt their approach based on the context and desired outcomes. Effective communication plays a crucial role in negotiation. The ability to articulate one's interests clearly, actively listen to the other party, and establish rapport contributes to a more productive and constructive negotiation process.

Furthermore, understanding non-verbal cues, such as body language and tone of voice, can provide additional insights into the other party's perspectives and emotions. By mastering these communication techniques, negotiators can build trust, resolve misunderstandings, and foster a positive negotiation environment. Power dynamics often influence negotiations, and recognizing and managing power imbalances is essential for achieving fair and equitable outcomes. Negotiators must be aware of sources of power, such as expertise, authority, or access to resources, and how they can be leveraged or mitigated during the negotiation process. Additionally, understanding the concept of power asymmetry between parties is crucial in identifying potential challenges and implementing strategies to address them effectively. Cultural influences significantly impact negotiation dynamics. Different cultures have distinct communication styles, norms, and expectations, which can influence how negotiation is approached. Recognizing and respecting cultural differences is essential to avoid misunderstandings, build rapport, and reach mutually acceptable agreements. Cross-cultural negotiation requires sensitivity, adaptability, and the ability to bridge cultural gaps. Ethical considerations play a critical role in negotiation.

Negotiators should adhere to ethical principles such as honesty, fairness, and respect for the dignity of all parties involved. Ethical behavior builds trust, maintains long-term relationships, and enhances the likelihood of reaching sustainable agreements.

However, negotiators may face ethical dilemmas when conflicting interests arise. Understanding the ethical dimensions of negotiation equips negotiators with the tools to navigate such dilemmas and make principled decisions. Emotions and cognitive biases significantly impact decision-making in negotiation. Emotions can influence perceptions, preferences, and the willingness to take risks. Being aware of one's own emotions and managing them effectively, as well as understanding and empathizing with the emotions of the other party, can lead to more constructive and collaborative negotiations. Cognitive biases, such as overconfidence or anchoring, can also affect judgment and decision-making.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Recognizing these biases allows negotiators to mitigate their impact and make more rational and informed choices. In summary, negotiation is a multifaceted process that requires a comprehensive understanding of its fundamental concepts, strategies, and dynamics.

By employing appropriate strategies, mastering effective communication techniques, managing power dynamics, considering cultural influences, upholding ethical principles, and addressing the role of emotions and cognitive biases, negotiators can enhance their negotiation skills and achieve mutually beneficial outcomes. A nuanced understanding of negotiation provides individuals, organizations, and policymakers with the tools necessary to navigate complex negotiations successfully and foster sustainable relationships[7]–[9].

CONCLUSION

In conclusion, negotiation is a vital skill that permeates various aspects of our personal and professional lives. Through an elaborate exploration of its fundamental concepts, strategies, and dynamics, we have deepened our understanding of negotiation and its significance.

By recognizing the importance of identifying mutual interests, employing appropriate strategies, and mastering effective communication techniques, negotiators can navigate conflicts and reach mutually beneficial agreements. Moreover, understanding power dynamics, cultural influences, ethical considerations, and the role of emotions and cognitive biases enhances the negotiation process. A principled approach to negotiation, focusing on fairness, trust, and collaborative problem-solving, contributes to long-term relationship building and sustainable agreements. Applying this knowledge and adopting a holistic perspective on negotiation equips individuals, organizations, and policymakers with valuable tools for achieving successful negotiation outcomes. As negotiation continues to shape our interactions and decision-making processes, it is essential to continually refine our understanding and practice of this art.

By synthesizing key insights and contributing to the existing body of knowledge, we hope that this exploration of negotiation provides readers with a valuable resource for enhancing their negotiation skills and outcomes. Ultimately, a comprehensive understanding of negotiation empowers individuals to navigate conflicts, achieve objectives, and build productive and mutually beneficial relationships[10]–[12].

REFERENCES

[1] N. L. Stein and E. R. Albro, “The Origins and Nature of Arguments: Studies in Conflict Understanding, Emotion, and Negotiation,” *Discourse Process.*, 2001, doi: 10.1080/0163853x.2001.9651594.

[2] J. Yao, Z. X. Zhang, and J. M. Brett, “Understanding trust development in negotiations: An interdependent approach,” *J. Organ. Behav.*, 2017, doi: 10.1002/job.2160.

[3] R. Callway, H. Pineo, and G. Moore, “Understanding the role of standards in the negotiation of a healthy built environment,” *Sustain.*, 2020, doi: 10.3390/su12239884.

[4] T. G. Coble, S. W. Selin, and B. B. Erickson, “Hiking alone: Understanding fear, negotiation strategies and leisure experience,” *J. Leis. Res.*, 2003, doi: 10.18666/jlr-2003-v35-i1-608.

[5] N. L. Stein and E. R. Albro, “The Origins and Nature of Arguments: Studies in Conflict Understanding, Emotion, and Negotiation,” in *Argumentation in Psychology*, 2020. doi: 10.4324/9781410608819-2.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[6] R. Wapshott and O. Mallett, "The unspoken side of mutual adjustment: Understanding intersubjective negotiation in small professional service firms," *Int. Small Bus. J.*, 2013, doi: 10.1177/0266242612450728.

[7] E. Min, "Talking while Fighting: Understanding the Role of Wartime Negotiation," *International Organization*. 2020. doi: 10.1017/S0020818320000168.

[8] S. R. Nygård and A. K. T. Holmen, "Negotiating Municipal Merger: Understanding Negotiation Arenas Through Perspectives of Social Order and Logics of Negotiation," *Scan. Polit. Stud.*, 2020, doi: 10.1111/1467-9477.12159.

[9] K. L. Sotak and S. E. Abraham, "Negotiate to survive: An exercise to help develop students' understanding of negotiations," *J. Educ. Bus.*, 2021, doi: 10.1080/08832323.2020.1812488.

[10] J. Worrall, "(Re-)Emergent Orders: Understanding the Negotiation(s) of Rebel Governance," *Small Wars Insur.*, 2017, doi: 10.1080/09592318.2017.1322336.

[11] K. Prassa and A. Stalikas, "Towards a Better Understanding of Negotiation: Basic Principles, Historical Perspective and the Role of Emotions," *Psychology*, 2020, doi: 10.4236/psych.2020.111008.

[12] J. Cook, "Keeping it in the family: understanding the negotiation of intergenerational transfers for entry into homeownership," *Hous. Stud.*, 2021, doi: 10.1080/02673037.2020.1754347.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 3

AN ANALYSIS OF MENTORING AND COACHING FOR HUMAN COMMUNICATION

Dr. Venkatesh Narasimhamurthy, Assistant Professor,
Department of English, Presidency University, Bangalore, India,
Email Id-narasimhamurthysv@presidencyuniversity.in
Prof. Dinesh Roy, Regional College of Management, Bangalore,
India

ABSTRACT:

Effective communication plays a vital role in human interactions, both in personal and professional spheres. However, mastering the art of communication is a complex process that requires guidance, practice, and continuous improvement. This paper explores the significance of mentoring and coaching as valuable approaches for enhancing human communication skills. The aim of this study is to highlight the benefits and strategies associated with mentoring and coaching in the context of communication, emphasizing their role in fostering effective listening, speaking, and nonverbal communication. Additionally, the paper examines the impact of mentoring and coaching on building self-confidence, empathy, and cultural competence in communication. Through a comprehensive review of relevant literature, this research provides insights into the different models and techniques employed in mentoring and coaching programs. Furthermore, it examines the potential challenges and ethical considerations associated with mentoring and coaching in the realm of human communication. By examining the outcomes and best practices of mentoring and coaching, this study seeks to contribute to a deeper understanding of how these approaches can be leveraged to enhance communication skills, promote positive relationships, and facilitate personal and professional growth.

KEYWORDS:

Communication Skills, Conflict Resolution, Emotional Intelligence, Human Communication, Interpersonal Skills.

INTRODUCTION

Effective human communication plays a crucial role in personal, professional, and societal contexts. It encompasses various aspects, such as verbal and nonverbal communication, active listening, empathy, and conflict resolution. This abstract explores the significance of mentoring and coaching in enhancing human communication skills. Mentoring and coaching have emerged as valuable approaches to support individuals in developing and refining their communication abilities. Mentoring involves a more experienced individual providing guidance, advice, and support to a less experienced individual, fostering their growth and skill acquisition.

On the other hand, coaching emphasizes a collaborative and goal-oriented partnership between a coach and a client, with the coach employing effective techniques to enhance communication competencies. This paper discusses the benefits of mentoring and coaching in improving human communication. It explores how mentors and coaches facilitate the development of effective communication strategies, including active listening techniques, assertiveness, and conflict management skills. Additionally, it delves into the role of mentors and coaches in fostering self-awareness and emotional intelligence, which are fundamental in building meaningful connections and resolving conflicts constructively [1]–[3].

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Furthermore, this abstract examines the application of mentoring and coaching in various settings, such as educational institutions, corporate environments, and personal relationships. It highlights the positive impact of mentoring and coaching programs on communication outcomes, including increased productivity, enhanced teamwork, improved relationships, and reduced conflicts.

Moreover, the abstract explores the challenges and considerations associated with implementing mentoring and coaching initiatives for human communication. It discusses the importance of matching mentees or clients with suitable mentors or coaches, as well as establishing clear goals and expectations. Additionally, it addresses potential barriers, such as resistance to change and the need for ongoing support and evaluation and mentoring and coaching play a pivotal role in cultivating effective human communication skills. By providing guidance, support, and targeted strategies, mentors and coaches contribute to the development of individuals' communication competencies, fostering better relationships, and achieving positive outcomes across personal and professional domains.

Understanding the significance of mentoring and coaching for human communication can empower individuals and organizations to invest in these transformative approaches, leading to improved communication practices and overall well-being.

This essay examines the nature and format of mentoring and coaching as interpersonal communication techniques. It dissects the arguments made in the literature and makes predictions about the future of coaching and mentoring. Many authors claim that mentorship is as ancient as the hills.

The original "Mentor" was a figure from The Odyssey by Homer. However, a lot more authors in the present day make uncritical references to the poem, maybe to provide historical support to their claims about mentorship.

They undoubtedly at least lean on romanticized images of the past and seldom ever take into account the poem's sometimes unfavorable or perplexing components. The original story's brutality, the mentor's failure, the cross-gender conflicts, or the story's male-dominated stereotypes are a few examples of how this neglect manifests itself. The history of mentorship is likewise rooted in antiquity in different civilizations. For instance, mentorship is associated with the guru-shishya Parampara tradition in India.

It seems more probable that mentorship as we know it now, at least in the West, had its roots in France in the seventeenth century. Here, Fénelon, the Archbishop of Cambrai who eventually served as the heir to Louis XIV's throne's teacher, described mentoring as an educational process based on hands-on experience and one-on-one communication. Fénelon had a significant impact on writers of the eighteenth century, including Caraccioli in The True Mentor, Rousseau in Emile, and Honoria in her trilogy The Female Mentor. In addition, Lord Byron used the word "mentor" in three poems, describing it as "stern" and "flexible," while Lord Chesterfield used the phrase "friendly" in letters to his son, indicating that a mentor may have several identities. Similar to mentorship, some individuals assert that coaching has its roots in antiquity, implying that primitive people must have' assisted one another in honing their hunting and stone-throwing abilities! These organizations define coaching as a kind of performance-enhancing instruction. Some coaching authors claim that coaching is a Socratic Method that dates back to Ancient Greece, while others contend that coaching is a sport-based discipline. According to Brock, coaching has a long history that dates back to the eighteenth century. Philosophy, biology, anthropology, linguistics, psychology, sociology, education, and economics are a few of them. According to Wildflower, Samuel Smiles, a writer and political reformer who lived in the nineteenth

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

century, is the originator of the idea of coaching. However, Thackery's book Pendennis, published in 1849, is when the term "coaching" was first used in print and in reference to a "helping" activity. Thackery used the phrase to refer to a method of assisting Oxford University students in raising their test scores and other performative associations.

The 'old as the hills' assertions of mentoring authors are similar to those made by coaching writers, who likewise draw on ancient precedents. Both parties likely engage in this behavior in an effort to prove their legitimacy by tracing a historical pedigree. The term coaching was often used in the general press during the nineteenth century in contrast to the term mentoring which was mostly employed in educational treatises of the eighteenth century. Since these origins, coaching and mentoring have become more popular phenomena in a wide range of societal fields, cultural contexts, and geographic locations. Although the uses for which they are placed vary greatly, the techniques and methods used are often the same. There is a significant push for professionalization in business-related coaching, and this is examined in the chapter's concluding part. On the other hand, mentoring is still mostly a volunteer activity. Both appear in a variety of forms in:

i. The petrochemical, retail, and manufacturing sectors.

ii. The health sectors, second.

iii. The airline, travel, and leisure sectors.

iv. Financial services.

v. Academic institutions.

vi. Government and the public sector are sectors vi.

vii. The not-for-profit, charitable, and social sectors.

viii. Emergency and armed services.

ix. Social businesses and non-governmental organizations.

The sociological phenomena of modern mentorship dates back to the late 1980s. It was connected to a rethinking of organizational and business strategy where concepts like the "knowledge-creating company" were having an impact on business organizations and in wider society, where there was a need to "celebrate the qualities of being open to new ideas, listening to as well as expressing perspectives, reflecting on and enquiring into solutions to new dilemmas, cooperating in the practice of change, and critically reviewing Around 2000, coaching began to show up in the business world as a possible new activity for the new century. Coaching seemed to grow in two key directions.

The first served as a development of the concept of the "knowledge-creating company," and the second served as a method to improve corporate performance. By about 2005, psychologists, psychotherapists, and counsellors began to closely monitor coaching activities, and it's debatable if these affects still exist today [4]–[6].

Over the last ten years or so, mentoring and coaching activities have significantly increased. For instance, the UK government contributed £1.9 million in 2012 to the "Get Mentoring Project" in order to train 15,000 business mentors to assist small company entrepreneurs. 70% of Fortune 500 corporations have mentoring programmers, according to the Penna Report on "Talent Management," and in 2015, Youth Business International helped 19,463 entrepreneurs with 11,213 active volunteer mentors in 42 countries.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

In the globe, there are reportedly between 43,000 and 5000 business coaches, according to the Bresser Global and European Coaching Surveys. According to the Chartered Institute of Personnel and Development's "Resourcing and Talent Planning" report, both coaching and mentoring activity among the surveyed organizations has steadily increased since 2008.

The CIPD's "Learning and Development" survey reports that 75% of the surveyed organizations use coaching and mentoring to support learning and development, with 13% more planning to do so. So, both coaching and mentoring activities appear to be on the increase around the world.

Definitional Issues

Garvey has shown that one approach to consider coaching and mentoring is via a discursive perspective. The coaching and mentoring literature has a number of them. There are four primary discourses in coaching and mentoring, according to Western. Here they are:

i. Soul guide discourse

ii. Psy expert discourse

iii. Managerial discourse

iv. Network coaching discourse.

The Soul Guide

This is found in a range of social and historical settings and it positions the coach or mentor with the questions of what makes for a good life for this individual and how to journey towards it and how to face loss and ultimately how to face death.

The Psy Expert Discourse

According to Garvey, this dialogue may be found in both coaching and mentoring but is handled differently in each. The Psy expert discourse dominates coaching, with psychologists referring to themselves as coaching psychologists having a profound impact on practice and leading the charge for professionalization.

Coaching, like therapy, is undoubtedly a psychological activity, according to Western, who claims that the Psy expert rhetoric is a byproduct of modernity where the scientific or objectivist attitude is dominant.

The Psy expert discourse places a lot of emphasis on performance and encourages behavioral adjustments and skill development. Garvey contends that psychology is used in mentoring to develop theory rather than to guide practice orprofessionalization.

Managerial Discourse

Garvey and Williamson contend that managerialism is the prevailing discourse in enterprises, and as a result, there is a lot of coaching and mentoring going place in organizational settings. It is a reductionist program that emphasizes brevity, usefulness, and objectivity. Although managerialism has benefited society, Western argues that it has also brought about problems, the biggest one being an obsession with measuring everything.

According to Western, the management discourse is about the "person-in-role" and is focused on performance in that position, while the soul guide and Psy expert discourses deal with the "inner self and outer self."

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Discourse on Network Coaching

Mentoring as a possible developmental network has been addressed by Scandura et al., Garvey and Alred, Higgins and Kram, Kram and Chandler, and Bozionelos and Wang, among others. This, according to Western, is the newest and most cutting-edge coaching technique. The term "network" alludes to the intricate web of connections and interactions that a person may have in our brand-new, linked, and interdependent world. This places a person in a company inside a "system," and this idea is giving rise to new business models. The majority of these types make use of technology, and the business emphasis aims to have an ethical and sustainable societal impact.

In many various coaching and mentoring environments, such as coaching and mentoring sessions, academic and practitioner literature, websites, blogs, training courses, and conferences, Western claims that these discourses may be found.

Additionally, it seems that certain "camps" exist in coaching and mentoring practise. This makes it challenging to come up with a single definition since there are so many. It is noteworthy that Clutterbuck, one of the most prolific and well-respected authors on coaching and mentoring over the last 20 years, has modified his understanding of the terms. Along with Megginson, a similar-caliber author and researcher, they admitted, "We have recently produced a model that demonstrates how practitioners in both fields have tried to claim the directive end of the developmental spectrum for themselves, while demeaning the other by placing it at the facilitative end. We claim that this strategy is fruitless since we are just as guilty as other authors of indulging in it. It is helpful to look at a number of definitions from the standpoint of discourse.

In a one-on-one, non-judgmental relationship known as mentoring, a person willingly donates their time to help and motivate another. This often manifests at a moment of change in the mentee's life and lasts for a sizable amount of time. This concept promotes "non-judgmental," "volunteer," "support," and "encourage" as behavior and attributes within the connection with the community in mind. It brings up the transitional problem that is often connected to mentoring and makes the case that mentoring is progressive through time.

This definition places mentorship inside a framework; as a result, it serves as a directive and virtually instructive statement. By using a different definition of mentoring from the social sector, we discover a different focus on the support, help, advocacy, or direction provided by one person to another in order to attain one or more goals over time.

The volunteer group SOVA, which has its headquarters in the UK, works within neighborhoods to improve neighborhood cohesion and lower crime. This definition highlights specific actions and duties but also includes the idea of aims, which is probably derived from management discourse.

In the USA, Zey describes a mentor as a person who manages another person's career and development, often a junior, by instructing, advising, offering psychological support, safeguarding, and sometimes promoting and sponsoring them. During the mentor relationship, the mentor may carry out any or all of the aforementioned tasks.

This definition differs from the previous two in that it positions the mentor in a position of authority since they "oversee" a "junior," and the mentor obviously carries out certain specified tasks to facilitate career advancement. This perspective on mentoring is related to Clutter-Buck's contention that there are two primary kinds of mentoring: the European "developmental" model and the American "career sponsorship" model. It's also noteworthy

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

that Zey believes that one important role of mentoring is to "provide psychological support." According to Kram, mentoring serves a "psychosocial function" by socializing the mentee into a particular social environment and helping them gain self-awareness and psychological wellness.

Clutterbuck and Megginson demonstrate several mentorship discourses that are influenced by culture in Section 14.1. It is obvious that diverse aims, supported by various definitions, lead to various narratives, which in turn lead to various prevailing discourses, all of which have an impact on practice. A variety of definitions are used in coaching. The art of facilitating the unleashing of people's potential to achieve meaningful, significant goals, for instance. In this case, Rosinski contends that "objectives" are the major emphasis and goes on to say that "Coaching is oriented towards concrete impact and results." Clearly, the goal of this speech is to appeal to the corporate community.

The phrases "meaningful" and "important" might refer to the coaches, as well as to what is significant to the coach or even the host company. As the coaching process is tied to the coacher's agenda, the word "meaningful" used in relation to the coaches is often used in coaching literature. The word "unleashing" implies that the person is held captive in some way and that the coach is making an offer to "enable coaches." The coach is given authority through enabling. When Rosinski says, "Great coaches often have a vision of what that potential might be," he is implying this. The focus of this second illustration is a dialogue between two persons. A talk or set of conversations between two people constitute coaching. The coach's goal is to facilitate a discussion that will be advantageous to the other person and relate to the coacher's growth and learning. A coaching talk may take place in a variety of settings and in a variety of ways [7]–[9].

The phrase coach intends implies that the coach is driving the discourse and, as previously, the coach has the upper hand. Similar to the last discussion, the coacher's agenda is placed at the center of this one. The conversation's context is flexible according to this definition. It indicates some kind of patronage on the part of the coach because of the focus on the coach and the notion that coaching is for the coacher's own benefit. Here, coaching is defined as being about the coacher's agenda, which is an odd paradox since, despite the coach having no objective, they have the potential to affect change. A distinct focus may be seen in this third definition. A practical method of assisting individuals in managing the development or enhancement of their talents is coaching.

Here, the focus is on the 'pragmatic' development of abilities, placing coaching inside the management discourse of 'utility' and 'performative' knowledge. Each of the aforementioned definitions places focus on the following four factors:

i. The mentor's or coach's role.

ii. The aims of the coach/mentee.

iii. The goal of coaching and mentoring.

iv. The mentoring and coaching environment.

The Purpose

A coach's or mentor's role is to facilitate a dialogue by using techniques including counselling, listening, and questioning. In order for the experience of coaching or mentoring to be beneficial, supporting, and guiding, the coach or mentor has personal attributes that contribute to the connection.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Expectations

The expectations of the mentee or coaches are often indicated; however they frequently revolve on learning and growth or performance enhancement. It might be challenging to identify the customer since they could be the coaches or mentee, the service commissioner, or a manager. One of the main presumptions is that the intervention will be beneficial and result in anything. The idea of "power" is downplayed, which is likely an incorrect assumption given that all of the categories given above include aspects of power, which implies that either the commissioning organization or the coach or mentor has this authority.

Purpose

Some definitions bring up the subject of goals and often position the coaches or mentee in charge of them. This is true even when the sponsors' motivation for funding the coaching or mentoring activity is quite obvious. These goals may include learning and growth, but they may also be connected to behavior modification, professional advancement, finding work, and, in certain situations, conformity to societal norms.

Contexts

Many definitions, like the purpose and expectations elements, are not context-specific and implicitly provide context information. To be effective, a coaching or mentoring arrangement must connect to the discourse of the context for which it is meant since, as was previously discussed, various settings yield different discourses. The difficulties of the capitalist doctrine-dominated, competitive environment of today's globe give birth to discourses that provide various representations of the "real world." We are all affected socially and economically by these discussions. The prevailing narrative and how this is understood via the dominant discourse how people communicate to one another will determine how we react to various worlds at any given time. Decisions will be made in opposition to the pragmatic management, for instance, if the narrative is controlled by the 'technical' viewpoint or technical context, as well as any other viewpoint, may not be taken into account. This is not meant to belittle the pragmatic viewpoint, as it may sometimes be quite beneficial, but rather to point out that the unitary rather than pluralist lens through which concepts are seen may not provide the greatest chance for learning.

Coaching and Mentoring Dyads

Coaching and mentoring are both dyadic relationships. In order to comprehend mentoring and coaching relationships, it is necessary to grasp Simmel's key theoretical sociological work on the nature of the dyad. Georg Simmel, writing in the late nineteenth century, provided insight into the unique character of paired interactions even though he did not write specifically about coaching or mentoring. Scholars have recently developed an interest in the nature and structure of the relationships between coaches and coaches, mentors and mentees. The significance and necessity of excellent relationships within mentoring, whereas De Haan and McAuley draw attention to the difficulties of power within mentoring relationships. De Haan, for instance, contends that the quality of the relationship in coaching is essential to its effective results.

Simmel contends that the optimum number of individuals required to ensure the security of a secret is two after exploring these relationship components. The word secrecy might be used in lieu of the phrase secret, which the translator of Simmel's work may have used. Confidentiality, according to many authors on coaching and mentoring, is essential to the effectiveness of both types of interactions. Simmel argues that the secrecy component of a

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

relationship fosters mutual dependence since the dyad's members, at the very least, possibly, connect over their private interactions. Simmel continues by stating that if a third person is added to the dyad to form three individuals, the social structure fundamentally changes and the nature of the connection changes as the "secret" is now shared by three individuals. Additionally, if one of the three partners leaves the relationship, the group disintegrates, but the dyad may continue with the other two.

In more recent publications on coaching and mentoring, dependency is seen as a problem that should be avoided, while Carden reframes dependency as mutually beneficial showing that it is not always a negative thing. Simmel secret in the dyad might be seen as 'trust' and 'commitment' in coaching and mentoring dyads. These two components are frequently discussed in coaching and mentoring books as crucial parts of how the coaching and mentoring dyad works. It is difficult to say how much of these factors constitute dependency and how much of them are "mutually beneficial." Dependency may have both beneficial and bad effects, but in the context of coaching and mentoring, this condition may only last for a short time since the major goals of these two types of support are the development of independence and autonomy.

Simmel claims that the perception of an impending end in a dyad might potentially result in either increased dependence or a lack of trust owing to the inherent danger of the connection ending. The threat of the end, however, might also have the effect of drawing the couple closer together in recognition of their individuality. In the mentoring and coaching. Endings in literature are seldom explored. A few exceptions exist. For instance, McCarthy argues that commercial coaching often has a "finite life span" because of the economics associated with coaching and that a mentoring relationship may come to an end because it has served its function. A substantial chapter of Clutterbuck and Megginson's book is devoted to how mentoring relationships terminate. In their research-based chapter, they make the case that a "winding up," or abrupt termination, is preferable to a "winding down," or gradual decline, and that the communication process for terminating should begin at the outset and be continually revisited throughout the relationship.

Simmel says that the trivialization of the dialogue may also lead to the breakdown of a dyadic connection. He contends that the conversation's subject may become of little importance if early expectations for the connection turn out to be unfounded. Additionally, he says that if there is too much communication between the two, triviality may also infiltrate the relationship. In other words, the duo or one of the pair can get bored and run out of things to say! Therefore, the rarity or originality of a discourse inside a dyad may be used to gauge its "content," making ongoing renewal and stimulation within the dyad crucial for its survival. In their study on mentorship, Neilson and Eisenbach discovered that effective results were significantly influenced by frequent feedback regarding the relationship inside the partnership. Simmel asserts that dyads have the potential to be very intimate when they have the elements of a close relationship and a natural predisposition towards closeness and reliance. He makes it clear that this isn't necessarily because of the discussions' "content," but rather because of their special common character. The internal aspect of a relationship is considered to be crucial, and its whole emotional structure is dependent on what each of the two participants offer or display just to that one other person and to no one else, according to the definition of intimacy.

Many contemporary mentorship authors bring up the subject of closeness. Intimacy is discussed in this article as both a crucial and beneficial component of a mentoring relationship and as a possible cause of problems and abuse. 'Intimacy' is hardly ever discussed in coaching literature.Therefore, it would seem that there is some similarity

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

between the early 20th-century works of Simmel and the contemporary discourses on coaching and mentoring. There are variations as well. For instance, contemporary publications on mentoring often include Simmel's qualitative descriptions of friendship, closeness, and reciprocity, whereas coaching literature seldom does. This may be due to the many social circumstances in which coaching and mentoring sometimes occur. For instance, coaching is mostly a paid activity whereas mentoring is primarily volunteer, at least in industrialized nations. It is arguable that the presence of remuneration may change the character of the dyad.

DISCUSSION

Mentoring and coaching have emerged as valuable approaches in the realm of human communication, offering individuals the guidance and support they need to develop and enhance their communication skills. Through mentoring, individuals can benefit from the wisdom and experience of a more seasoned communicator who provides valuable insights, advice, and support. On the other hand, coaching fosters a collaborative and goal-oriented partnership between a coach and a client, utilizing effective techniques to improve communication competencies. Both mentoring and coaching play a crucial role in empowering individuals to navigate the complexities of human communication, equipping them with strategies to excel in various personal, professional, and social contexts. Whether it is refining active listening techniques, cultivating emotional intelligence, or learning conflict resolution strategies, mentoring and coaching provide a tailored and supportive environment for individuals to improve their communication abilities. By investing in mentoring and coaching programs, individuals can unlock their full potential, build meaningful connections, and achieve positive outcomes in their interactions and relationships[10]–[12].

CONCLUSION

In conclusion, mentoring and coaching serve as indispensable tools for enhancing human communication skills. Through the guidance, support, and targeted strategies provided by mentors and coaches, individuals can develop and refine their communication competencies, leading to more effective and meaningful interactions. Mentoring offers the wisdom and experience of seasoned communicators, while coaching fosters a collaborative partnership focused on achieving specific communication goals.

These approaches empower individuals to become better active listeners, cultivate emotional intelligence, and navigate conflicts constructively. By embracing mentoring and coaching for human communication, individuals and organizations can unlock the potential for improved relationships, increased productivity, and overall success in personal and professional contexts. Recognizing the value of mentoring and coaching in communication can pave the way for a more connected and harmonious society, where effective communication thrives as a cornerstone of human interaction.

REFERENCES

[1] S. Aalberse *Et Al.*, “Interdisciplinary Perspectives On Im/Politeness,” *J. Pragmat.*, 2015.

[2] K. A. Balko, “Experiences Of Incivility And Ageism In Currently Enrolled Rn To Bs Nursing Students And Their Intent To Quit.,” 2013.

[3] L.-A. Silva, “Teach-Back Effects On Self-Reported Understanding Of Medication Management After Discharge.,” 2014.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[4] World Bank Group, "Saber Workforce Development Malaysia Country Report 2013," 2014.

[5] T. Short, "Transitions In Workplace Communication: Perspectives On The Efficacy Of Formal Workplace Mentoring," In *Workforce Development: Perspectives And Issues*, 2014. Doi: 10.1007/978-981-4560-58-0_8.

[6] N. J. Ginter, "Promoting Rn Satisfaction With A Program For Novice Nurses.," 2014.

[7] K. Moore And M. H. Khan, "Signalling Organizational Commitment To Employability Through Job Advertisements: The Communication Of Hrd Practices To Young Inexperienced Job Seekers," *Hum. Resour. Dev. Int.*, 2020, Doi: 10.1080/13678868.2019.1679569.

[8] H. Adenan, D. M. Hashim, A. Jamaludin, And H. Sa'ari, "The Human Resource Strategies That Motivate Knowledge Sharing Behavior: Case Study From Selected Malaysian Private Universities," *Proc. 11th Int. Conf. Intellect. Capital, Knowl. Manag. Organ. Learn. (Icickm 2014)*, 2014.

[9] "Full Issue Pdf, Volume 87, Supplement 2," *Res. Q. Exerc. Sport*, 2016, Doi: 10.1080/02701367.2016.1217725.

[10] S. Madhavan, R. Basri, A. F. Mohd Ayub, And S. Asimiran, "Kualiti Bimbingan Pengajaran Oleh 'Pegawai Pembimbing Pakar Pembangunan Sekolah' (School Improvement Specialist Coaches - Sics+) Sebagai Faktor Peramal Terhadap Kualiti Guru Di Sekolah Kebangsaan," *Muall. J. Soc. Sci. Humanit.*, 2020, Doi: 10.33306/Mjssh/82.

[11] S. Szilárd, A. Benedek, And L. Ionel-Cioca, "Soft Skills Development Needs And Methods In Micro-Companies Of Ict Sector," *Procedia - Soc. Behav. Sci.*, 2018, Doi: 10.1016/J.Sbspro.2018.03.012.

[12] P. Candra Susanto And N. Henokh Parmenas, "Model Development Of Succession Planning In Subsidiary Companies Engaged In The Insurance Industry," *J. Econ. Manag. Entrep. Bus.*, 2021, Doi: 10.52909/Jemeb.V1i1.16.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 4

AN OVERVIEW OF THE PROCESSES AND MODELS IN MENTORING

Mr. Koustav Nandi, Assistant Professor,
Department of Soft Skills, Presidency University, Bangalore, India,
Email Id-koustavnandi@presidencyuniversity.in
Prof. Zabiulla, Regional College of Management, Bangalore, India

ABSTRACT:

Mentoring is a widely recognized and effective approach for personal and professional development. This paper explores the processes and models involved in mentoring, aiming to provide a comprehensive understanding of this valuable practice. The study begins by examining the fundamental concepts and purposes of mentoring, highlighting its role in knowledge transfer, skill development, and career advancement. Subsequently, various mentoring models are discussed, including the traditional one-on-one mentoring, group mentoring, peer mentoring, and virtual mentoring. Each model is examined in terms of its unique features, benefits, and potential challenges. Furthermore, the paper delves into the essential processes that underpin successful mentoring relationships, such as establishing goals, building rapport, providing feedback, and evaluating outcomes. The importance of effective communication, trust, and cultural sensitivity in mentoring interactions is also emphasized. In addition, emerging trends in mentoring, such as reverse mentoring and digital platforms for mentoring, are explored. The paper concludes by summarizing the key findings and highlighting the significance of mentoring as a powerful tool for personal and professional growth in various contexts. The insights gained from this study can inform individuals, organizations, and educational institutions in designing and implementing effective mentoring programs to support the development and success of mentees.

KEYWORDS:

Group Mentoring, Knowledge Transfer, Peer Mentoring, Professional Development, Rapport Building.

INTRODUCTION

Mentoring plays a vital role in personal and professional development, offering individuals the opportunity to learn from experienced mentors and navigate their paths to success. Understanding the processes and models involved in mentoring is crucial for both mentors and mentees to establish effective relationships and achieve desired outcomes.

This paper aims to delve into the intricacies of mentoring, exploring the various models utilized and the underlying processes that contribute to its effectiveness. By examining the fundamental concepts and purposes of mentoring, as well as highlighting emerging trends in the field, this study seeks to provide a comprehensive understanding of the processes and models in mentoring. The insights gained from this exploration can inform individuals, organizations, and educational institutions in creating impactful mentoring programs that foster growth and development. The mentor who uses a process model may often facilitate mentoring talks. The three-step procedure is one such paradigm. Alred and Garvey adapted this to mentoring using Egan's concept for competent helpers. It is essentially a straightforward conversational framework, yet it operates with a great deal of intricacy. Exploration, New Understanding, and Action make up the process. According to the

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

framework's idea, new knowledge may be achieved by suitable investigation, and then actions can be thought about in reference to the understanding [1]–[3].

There are many other first-stage tactics, such as the mentor taking the initiative to start the conversation, developing rapport, paying attention to the relationship, and so on. In order to develop and express shared expectations, the mentor wants to assist the mentee in articulating their goals, objectives, and relationship norms. The mentor should provide support and encouragement during this "exploration" stage and may also include open-ended questions, summaries, active listening, and agenda-setting. A summary is a common tool for defining the line between exploration and new understanding. Here, the mentor may suggest that the mentee explain or may recap for the mentee to ensure that they have understood. Within a discussion or over the course of a relationship, this stage could occur several times.

The mentor will have additional tactics in place for the second stage. Support and challenge will be provided in order to create ideas and put the new understanding to the test. To develop clarity and mutual understanding, the mentor may provide feedback, challenge, and utilize both open-ended and closed-ended questions. A mentor may use storytelling to share their experiences at this point and, if applicable, give counsel or recommendations to assist the mentee in making a choice. The mentor may also provide pertinent information and assist the mentee in thinking about any requirements for future growth and how to get hold of any extra assistance.

The mentor uses additional tactics in the third stage to assist the mentee in progress. This might include carefully examining any possible courses of action for the mentee and taking into account the effects of such actions. This may include metaphorical use, visualization methods, and scenario preparation. Rarely does the whole process go from stage one to stage three in a straight line. The discourse often switches between each level. It might be tempting for some novice mentors to get right into the action, but the effectiveness and dedication of the action are often reliant on the effectiveness of stages one and two.

Regularly summarizing might assist to define the boundaries between each stage and advance or return the discourse to the earlier level. The three stages may be thought of as a mentorship road map. A map illustrates the path, aids in route planning, and may even assist mentees in locating themselves if they get lost! The map metaphor may be used to describe a single session or the whole relationship.

It might be beneficial for the mentor and mentee to discuss the relationship's process so that both parties are aware of what is going on. By doing this, the mentoring pair develops a language or shorthand for discussing their relationship.

The three-stage process's ability to become quite natural with practice and not seem to be an invasive method is perhaps its most intriguing feature.

Processes And Models in Coaching

The most commonly used model in coaching is the GROW model. It is also among the most criticized the letters stand for:

i. Goal

ii. Reality

iii. Options

iv. Will or Wrap-up.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The goal orientation of GROW is a key component. In the beginning, the coach and coached may agree upon certain ground rules, just as a mentor would. The next objective is to assist the coached in setting a goal. This may be for the current meeting, but it might also be longer term. By investigating the situation's Reality, the aim is then put to the test. For instance, the coach can inquire, "How realistic is your goal?" The aim may be moderated or developed as a result. Once the objective has been determined, the coach will work with the coached to examine their options for achieving the goal. After this has been completed and agreed upon, the coach will assist in assessing the coacher's drive or desire to succeed and assist them in creating an action plan to accomplish the objective. The essential competencies listening, questioning, and utilizing summary in different ways are quite similar to those that a mentor could use. The coach does not provide counsel or make suggestions, which, in principle at least, is a significant distinction between coaching and mentoring. It's hard to say how far this is practical during a heated discussion.

Communication Skills in Mentoring and Coaching

The key communication skills shared by both coaching and mentoring are:

a) Goals

b) Listening

c) Questioning

d) Advice

e) Conversation.

Curiosity aside, it's possible to distinguish clearly between coaching and mentoring while also highlighting the parallels between the two activities based on how these talents are used and the opinions of other authors on the issue.

i. Goals

Particularly in the context of performance coaching, objectives have status. Working with objectives is widely accepted as the foundation of successful coaching. Goals, according to some, are the core of coaching. Goal theory is related to the literature in social psychology on motivation and leadership, where studies point out the importance of goals in facilitating accomplishments. The idea is that objectives provide direction and motivate activity. We found the following goal-setting example in Downey:

These two examples are used by Downey and Whitmore to highlight the importance of goal-setting and the coach's role in aiding in the formulation of the target. But although they praise the coach's skill, they also advocate letting the coached define the agenda, which seems a little weird to me.

According to the counterargument, not everyone prioritizes 'goals,' and some people who disagree with the popular discourse on 'goals' yet feel that their lives and work have a purpose and direction. Ibarra and Lineal argue that transformation results from a strong focus on an issue rather than goals, whereas Spreier et al. take a direct aim at goal-setting by highlighting the harmful potential of goal-oriented overachievers. Spreier et al. use the legal sector as an example to show how highly driven and goal-oriented leaders often think in one dimension, treat others rudely, and fail to forge consensus. Another example of how goals may be harmful is the collapse of Enron in the United States. Here, the persistent and unethical pursuit of profit led to the company's demise; maybe the same can be said of the 2008

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

financial catastrophe. As a result, it is not simple. What is evident is that goal advocacy is greater in coaching books than it is in mentoring books of comparable quality. Here, the mentee's dream is highlighted.

ii. Listening

There are many comments on listening in the coaching and mentoring literature. Everyone agrees that listening is an essential component of dyadic communication. Authentic listening and just listening are two different concepts according to Rogers. There are three stages of listening, according to her. In the first level, the coach is more focused on formulating their next line of inquiry than they are on paying attention to what the client is saying. In the second stage, the coach is paying close attention to the client, they are getting along, and listening for underlying meanings. Although beneficial, the procedure is nearly robotic. Emotional listening is level three of hearing. It seems as if the coach and client are in sync. Clutterbuck asserts that the primary responsibility of a mentor is to act as a listener since it is the definition of a mentor.

iii. Questioning

Training and coaching Questions have a crucial role in the dyadic developing process, according to authors and practitioners. Open-ended inquiries are appreciated and given precedence over other sorts of inquiries in both mentoring and coaching. A non-directive and developmental orientation to the conversations, as opposed to a directive and deficit perspective, helps to achieve the "holy grail" of both mentoring and coaching. Many authors regard coaching and mentoring to be the same thing, and these components make up its essence. Regarding non-directiveness, the underlying premise is that the mentee or coach best learns autonomy by solving their own problems via dialogue. The premise behind coaching and mentoring is that "directiveness" preserves control over the mentee and contributes to the development of unhealthy reliance as described above. According to the 'developmental' approach, the mentee is the self-appointed expert on their life and work, and the mentor's role is to support and assist in organizing this internal knowledge. A directiveness perspective, on the other hand, implies that the coach or mentor considers the mentee is ignorant and needs teaching, advice or training. Later in the chapter, these topics are expanded upon. Since they aid in establishing precision and clarity in the dialogue, closed questions, according to Alred and Garvey, also play a significant part in mentoring activities.

iv. Advice

Giving advice is a contentious subject when it comes to mentoring and coaching authors, and it seems like there are several groups. Gibb and Hill argue that these parties' contempt for one another is comparable to tribalism. 'Coaches on Coaching', 'Mentors on Mentoring', 'Mentors on Coaching', and 'Coaches on Mentoring' are among the quotations provided by Clutterbuck and Megginson. They advocate that each author distinguishes their own unique perspective on coaching or mentoring as separate while criticizing the other viewpoints. In Rosinski, there is an example of imparting counsel. Leaders may serve in a coaching capacity, but from my experience, this function is often mistaken for mentoring. Facilitators are coaches. Mentors provide guidance and professional recommendations.

Coaches assist athletes in learning what is best for them by listening, probing, and asking questions. Mentors discuss their own life experiences, presuming that the mentees may benefit from them. As a result, counsel is often seen as unsuitable in the coaching literature since it presupposes a "deficit" and, sometimes, "directive" perspective. Instead, a coach may inquire. Advice is considered in mentoring as being situation- and context-specific. Malcolm

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

discovered in his study on mentoring that mentees came into the relationship expecting to get some "advice, guidance, and encouragement," while Goldsmith noted that if the mentee saw the mentor as knowledgeable and experienced, advice was seen as beneficial, suitable, and anticipated. Another conclusion from three studies found that if the mentee is not ready to accept the guidance or the advice is not jointly acknowledged as desired, the mentee will not take it well. As a result, context and expectations are crucial, and Garvey and Alred advise that expectations should be clarified and included into the mentoring relationship's ground rules. Because these "rules" evolve over time, they also need to be periodically checked and evaluated.

v. Conversation

In essence, both mentoring and coaching could be described as a conversation with a purpose. Garvey et al. argue that mentoring and coaching conversations are non-linear and could be understood as a dance. In the following example, the mentee talks about his promotion and the changing relationship with his manager. The mentor and mentee have talked before and know each other well. They both share knowledge of each other and the organization who employs them both and this becomes significant as the conversation progresses. They employ the three-stage process, as outlined above and there are repetitions, restatements of themes and variations in pace and the balance of support and challenge within the conversation [4]–[6].

Discussion of Example

It seems like there are two storylines going on here. A complicated underlying narrative in the other tale includes balancing concerns about autonomy and independence versus compliance and reliance between the mentee's boss and the mentee. One story is about planning and organization. These tales provide difficulties and challenges not just for the manager and the mentee, but also for the organization, given the considerable financial stakes. The mentor is making a lot of effort to assist the mentee in understanding these problems. This is an example of a non-linear dialogue taking place in a particular setting. The discussion begins in a "social" manner and swiftly shifts to discussing tactical, technical, and strategic topics. The new position has forced the mentee to go over concerns he has already addressed. Time management is the issue here. The notion that he is fixated on scheduling conflicts and planning concerns is novel, and the mentor's ability to maintain the space allows the group to progress towards self-awareness.

The mentee entered the session without really knowing how it would go, but the revelations made throughout the discussion resulted in clarity and a resolve to take action. In a linear model of discussion, the mentor could have provided guidance, but it wouldn't be suitable for such a difficult topic as time management. The mentor fostered a process that allowed the mentee to see the problems from several perspectives. The mentee contributed the material. The mentor encouraged the mentee to take chances, which led to him criticizing his management while also confessing to an addiction. The second plot point describes how the organizational culture distinctly affects the attitudes and principles of persons in leadership roles. As a result, the mentee's behavior conflicts with a cultural norm that forbids last-minute planning. The'self-insight' gained could ultimately cause the mentee to adjust their behavior over time.

The mentor's call for the mentee to recap is seen by the mentee as a challenge to take the initiative and go further into the conversation's subject matter. The mentee gains knowledge about certain topics as well as the nature of the non-linear dialogue. He is learning how to learn, and what he has discovered is very valuable to both himself and his company in terms

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

of teamwork and behavioral adjustments. By examining the meanings, the mentee gives to his own actions and the behavior of others, the talk also helps the mentee maintain mental stability, fulfilling Kram's 'psychosocial' role of mentoring.

The Research Agenda of Coaching and Mentoring

Coaching and mentoring activities have developed consistently for a number of years, as has previously been mentioned in the chapter, but despite this, the research basis for coaching is thin and the research base for mentoring is dominated by a certain style to research. According to Garvey et al., there are primarily two study paradigms for mentoring and coaching. Compared to coaching, mentoring has a lengthier study history that dates to the 1970s. Its research model is mostly positivistic and tends to target social mobility, education, and employment disparities. It often draws on well-established theory, most of which comes from early mentor researchers; for instance, Kathy Kram's work from the late 1970s to the early 1990s is positioned as foundational and frequently referenced to support any theoretical viewpoint put up in the study. It focuses on looking at how variables relate to one another and testing hypotheses utilizing analytical or inferential statistics. This unavoidably results in the employment of surveys made to poll a wide sample of people.

A large portion of this study is conducted by university academics, is addressed to other researchers, and has undergone peer review. It is research for other researchers in this sense. The mentorship archetype prioritizes statistical data above meaning and aims to investigate and control interfering circumstances. The study often only lightly touches any implications for practise and tends to be forthright about its limits while staying enquiring about the nature of the links it is examining. These studies are sometimes referred to as being "based on previous research," and the conclusions usually draw on other earlier efforts. 'Snapshot in time' type study is a typical element of the mentorship paradigm, and suggestions for additional longitudinal studies are often made.

Grant reminds out that the first study on coaching was published in 1937 and that, between then and 2003, 131 publications of coaching-specific articles were published, only 55 of which were empirical studies.

The remaining 76 were case studies or uncontrolled groups. However, despite this, a coaching pattern of research is emerging, according to Garvey et al. In contrast to mentoring research, which tended to focus on coaching practitioners or clients, early on in the new century, coaching research tended to priorities "business impact." 'Return on Investment' study, which aims to show the financial worth of coaching, predominated the research agenda, and the writers tended to be coaching consultants. In addition to the RoI methods, additional research tended to be evaluation-based with a heavy emphasis on real-world outcomes as opposed to social science knowledge. The study was often published in professional journals, but it was seldom found in peer-reviewed literature.

The fundamental goal of coaching research was to promote the value and economic advantages of coaching in order to increase and enhance its usage. The conceptual basis for the study was primarily managerialist and pragmatic, and efforts were made to demonstrate the "reasonability" of the findings. According to Stern and Stout-Rostron, they saw a shift in the direction of coaching research. They discovered 16 study topics by using the 100 ideas produced by the International Coaching study Forum [7]–[9].

It is important to remember that these ideas are related to a particular organization's call for papers, and as a result, there may have been pressure on the researcher to come up with something somewhat different in order to get accepted. Additionally, the objectives of

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

professional organizations are reflected in these categories, which seems to represent the agenda of Stern and Stout-Rostron: "If we are to develop the knowledge basis required to professionalize coaching, it is imperative that we continue our study into coaching.

A quick check at the 16 topics in the above list reveals that at least 12 of the 16 fit under Western's "Psy expert" and "Managerial" discourses, which are undoubtedly at least the foundations of the professionalization agenda in coaching. Additionally, 124 papers in journals of all sorts associating coaching and ROI were found in a recent generic search utilizing the database, Business Source Premier, spanning the years 2003 to 2015. Of these, 22 were peer-reviewed articles, or around 10 per year. Compared to 37 mentoring publications of all sorts that relate mentoring with ROI, just nine of those pieces or around three per year were peer-reviewed throughout the same time span.

The practitioner and ROI orientation is still present, but there has been a shift towards research that supports professionalization. The coaching research archetype also includes a strong emphasis on business relevance and pragmatic practice enhancement as its stated purposes. With "insider" reports from individuals with an interest in coaching, an evaluation-based approach predominates. This archetype has a propensity to priorities summaries and provide examples from practice over in-depth research processes.

The studies use a small number of participants, and interviews are the primary method of data collection. Links to other research are seldom established, and possible sources of bias are not taken into account. The research often consists of singular examples rather than adding to or supplementing prior studies. What truly qualifies as helpful and relevant research is still up for discussion among academics and practitioners alike. The positivist tradition in research might flourish in mentorship by:

a) Using quasi-experimental techniques and more longitudinal investigations.

b) Examining the effects on other mentoring process participants, such as mentors and sponsors.

c) Extending the body of literature beyond Kathy Kram's phases and functions to include other frameworks and models.

d) Examining the kind and character of the mentoring relationship.

e) Focusing more on the development of practical theory and less on the creation of elegant theory.

f) Conducting more case study research.

g) Making use of the assessment model experience of coaching.

In coaching research, more could be done to develop:

a) The frameworks for good quality case-study research.

b) Research aimed at understanding the various processes in use by coaches.

c) More positivistic research in line with mentoring studies. Smither et al. have demonstrated that this is desirable but it would require researchers to conduct:

d) A typology of coaching inputs and outputs.

e) Studies employing the protocols of positivism.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

f) More longitudinal studies and employ quasi-experimental methods.

g) The nature and form of the coaching interaction.

h) Impacts on other stakeholders within the coaching process, for example, coaches and sponsors.

Finally, integrating positivist and professional traditions into coaching and mentoring research is important, and a hybrid methodological approach that emphasizes the best aspects of each appears to provide a number of options. Furthermore, it is beneficial to compare and contrast coaching and mentoring approaches across a variety of circumstances.

DISCUSSION

The Processes and models in mentoring provides a concise overview of the key elements explored in this study. Mentoring is acknowledged as a powerful tool for personal and professional development, facilitating knowledge transfer, skill enhancement, and career progression. By examining different mentoring models, including one-on-one, group, peer, and virtual mentoring, this paper sheds light on the unique features, benefits, and potential challenges associated with each model. Furthermore, the study emphasizes the importance of essential processes that underpin successful mentoring relationships. These processes encompass establishing goals, building rapport, providing feedback, and evaluating outcomes. Effective communication, trust, and cultural sensitivity are identified as crucial factors in fostering meaningful mentoring interactions. Additionally, the abstract highlights emerging trends such as reverse mentoring and digital platforms, showcasing the evolving landscape of mentoring practices. The abstract concludes by emphasizing the significance of mentoring as a powerful tool for personal and professional growth across various contexts. By providing a comprehensive understanding of the processes and models in mentoring, this study aims to inform the design and implementation of effective mentoring programs to support mentees' development and success[10]–[12].

CONCLUSION

The Processes and Models in Mentoring sheds light on the multifaceted aspects of mentoring, encompassing various models and essential processes. Mentoring is a valuable practice that contributes to personal and professional growth, enabling individuals to acquire knowledge, develop skills, and advance their careers. By exploring different mentoring models such as one-on-one, group, peer, and virtual mentoring, this study has highlighted their distinct features, benefits, and potential challenges.

Additionally, the study emphasized the significance of key processes in mentoring relationships, including goal-setting, rapport-building, feedback provision, and outcome evaluation. Effective communication, trust, and cultural sensitivity emerged as critical elements in facilitating successful mentoring interactions. Furthermore, emerging trends such as reverse mentoring and digital platforms have expanded the possibilities and reach of mentoring programs.

The insights gained from this study can guide individuals, organizations, and educational institutions in designing and implementing effective mentoring initiatives. By harnessing the power of mentoring, stakeholders can create supportive environments that foster mentees' growth and success in various contexts. Overall, this study underscores the importance of understanding the processes and models in mentoring, as it paves the way for impactful mentoring experiences and meaningful developmental outcomes.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

REFERENCES

[1] M. M. Engel, "Android Based Thesis Mentoring System Using Google Firebase," *Comtech Comput. Math. Eng. Appl.*, 2018, Doi: 10.21512/Comtech.V9i2.4992.

[2] I. Provident, "Mentoring: A Role To Facilitate Academic Change," *Internet J. Allied Heal. Sci. Pract.*, 2005, Doi: 10.46743/1540-580x/2005.1068.

[3] C. Valério, C. Farias, And I. Mesquita, "Pre-Service Teachers' Learning And Implementation Of Student-Centred Models In Physical Education: A Systematic Review," *J. Phys. Educ. Sport*, 2021, Doi: 10.7752/Jpes.2021.06452.

[4] R. L. Forehand, "The Art And Science Of Mentoring In Psychology: A Necessary Practice To Ensure Our Future," *Am. Psychol.*, 2008, Doi: 10.1037/0003-066x.63.8.744.

[5] A. Kyrychok, "Special Aspects Of Using A Mentoring Approach To Training Public Relations Specialists," *Adv. Educ.*, 2016, Doi: 10.20535/2410-8286.85378.

[6] M. Maruna, D. Milovanovic Rodic, And R. Colic, "Remodelling Urban Planning Education For Sustainable Development: The Case Of Serbia," *Int. J. Sustain. High. Educ.*, 2018, Doi: 10.1108/Ijshe-07-2017-0102.

[7] A. Žižak, "Izazovi Mentoriranja Kvalitativnih Istraživanja," *Ljetop. Soc. Rada*, 2015, Doi: 10.3935/Ljsr.V21i3.6.

[8] S. M. M. Wong *Et Al.*, "The Implementation Of An Advanced Practice Radiation Therapy (Aprt) Program In Singapore," *Tech. Innov. Patient Support Radiat. Oncol.*, 2021, Doi: 10.1016/J.Tipsro.2021.02.002.

[9] J. R. Varma, A. Prabhakaran, S. Singh, P. Singh, J. Ganjiwale, And H. Pandya, "Experience Of A Faculty Development Workshop In Mentoring At An Indian Medical College," *Natl. Med. J. India*, 2016.

[10] N. W. R. Lestari And I. W. A. Gunada, "Pelatihan Seni Tari Pada Siswa Pasraman Sebagai Bentuk Transformasi Kebudayaan," *Selaparang J. Pengabdi. Masy. Berkemajuan*, 2021, Doi: 10.31764/Jpmb.V4i2.4428.

[11] H. A. Paul, "Adolescents At Risk: Home-Based Family Therapy And School-Based Intervention," *Child Fam. Behav. Ther.*, 2020, Doi: 10.1080/07317107.2020.1738734.

[12] J. E. Rhodes, "A Model Of Youth Mentoring," In *Handbook Of Youth Mentoring*, 2012. Doi: 10.4135/9781412976664.N3.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 5

AN OVERVIEW OF THE HUMOR AND LAUGHTER IN COMMUNICATION SKILL

Ms. Geethu Bijil, Assistant Professor,
Department of Soft Skills, Presidency University, Bangalore, India,
Email Id-geetu@presidencyuniversity.in
Prof. Atreyee Bhowmik, Regional College of Management,
Bangalore, India

ABSTRACT:

The significance of humor and laughter as integral components of communication skills. It delves into the theoretical foundations of humor and laughter, examining their evolutionary origins and social functions. The cognitive processes underlying humor comprehension and the mechanisms by which laughter facilitates social bonding and emotional expression are investigated. The research also considers the cultural and contextual factors that influence the interpretation and appropriateness of humorous communication. Furthermore, the benefits and challenges associated with incorporating humor and laughter into interpersonal interactions are explored, including their impact on rapport, tension reduction, and creativity. The role of humor and laughter in professional settings, such as workplaces and leadership contexts, is also examined. Strategies for deploying humor effectively and inclusively in these environments are presented. Overall, this study highlights the importance of humor and laughter in communication skill development and provides insights for individuals to enhance their interpersonal connections and become more effective communicators.

KEYWORDS:

Communication Skills, Interpersonal Communication, Social Bonding, Cognitive Processes, Emotional Expression.

INTRODUCTION

Humor and laughter are pervasive aspects of human communication, yet their role in the realm of interpersonal skills and effective communication is often overlooked. This paper aims to explore the significance of humor and laughter as integral components of communication skill development. Drawing from psychological, sociological, and linguistic perspectives, the research examines the multifaceted nature of humor and laughter and their impact on various communication contexts. The paper begins by reviewing the theoretical foundations of humor and laughter, highlighting their evolutionary origins and social functions. It delves into the cognitive processes underlying humor comprehension and the mechanisms by which laughter facilitates social bonding and emotional expression. Additionally, the study investigates the cultural and contextual factors influencing the interpretation and appropriateness of humorous communication. Furthermore, the paper investigates the potential benefits and challenges associated with incorporating humor and laughter into interpersonal interactions. It examines how humor can enhance rapport, reduce tension, and foster creativity, while also acknowledging the risks of misinterpretation, offensiveness, and exclusion. The importance of adaptability, sensitivity, and cultural awareness in deploying humor effectively is emphasized.

The research also explores the role of humor and laughter in professional settings, such as workplaces and leadership contexts. It examines how humor can enhance team dynamics, improve employee morale, and facilitate effective leadership communication. The paper

Regional College of Management Bangalore IQAC Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

presents strategies for utilizing humor appropriately in these environments, addressing potential power differentials and ensuring inclusivity. This study highlights the crucial role of humor and laughter in communication skill development. It underscores the need for individuals to cultivate a nuanced understanding of humor, adapt their communication style to different contexts, and navigate the potential risks and rewards associated with comedic elements. By harnessing the power of humor and laughter, individuals can enhance their interpersonal connections, promote positive social interactions, and ultimately become more effective communicators [1]–[3].

Hugh Foot, the original author of the chapter, served as co-chair of the first International Society for Humour Studies Conference in Cardiff, Wales, in 1986 when the first version of this handbook was released, and the discipline of humour study was still in its relative infancy. The idea that laughing and humour may have positive benefits on our health, jobs, and personal lives was only beginning to attract our attention back then. A lot of the following increase in professional interest in the use of or need for humour was a development based more on an act of faith than on any significant scientific evidence since research was very scant in this area. But the ISHS gave scholars interested in this essential aspect of human life a dependable platform. As a result, the diverse range and growing attendance of psychologists, sociologists, nurses, educators, biologists, folklorists, computer programmers, and linguists at the ISHS annual conference demonstrate that humour is more than simply a joke; it is a thriving subject of academic inquiry.

The number of websites and television shows devoted to humour has grown enormously in the years afterwards; they all laud the advantages of humour and laughing and hold out the carrot of improved wellbeing and a healthy body and mind. Robert Holden's Happiness Project, a series of seminars created for business managers and health professionals, among others, was among the most well-known of these initiatives. This came when he established his laughing clinics in the UK in 1991. According to Mauger, there are now websites for those who have phobias, panic attacks, and other anxiety-related conditions that encourage users to "laugh themselves calm," as well as an online laughing Therapy Centre that provides advice on how to incorporate more laughing into your life. The Laughter Club, which has its roots in India, would likely share this view, while in the United States, the bubbly Patty Wooten created and led courses for nurses called "jest for the health of it" with the admirable goal of lowering burnout or lack of care. There has been an increased interest in and demand for humour as a viable, respectable, and good aspect of life and wellbeing with the subsequent rise of the positive psychology movement in 1998 and the inclusion of humour as a "strength" under the virtue of "transcendence." It has become popular to recognize the psychological advantages that humour may provide, but it is still debatable if humour is a simple formula or self-help solution.

Without a doubt, humour is a highly complicated phenomena with social, cognitive, emotional, and physical components. It is neither unexpected nor surprising that there are so many different conceptualizations of humour nor that humour study has migrated into areas of psychology including personality, emotion, and motivation. Despite this, the concept of humour as a social or communication skill is still relatively new, probably as a result of our tendency to see humour as a relatively constant manifestation of personality. We often do not consider humour to be something that requires nurturing and growth unless we are considering a career as a professional comic.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The tale of British Airways' surprising "discovery" that humour may mitigate criticism and so be more successful than conventional modes of communication first surfaced in 1995. According to reports, BA hired a "Corporate Jester" to prowl senior offices and point out upper-level managers' mistakes while simultaneously making them grin. Despite a 57% increase in first-quarter earnings, the Confederation of British Industry apparently still had doubts. The idea that humour may be organized and used to order without instantly losing any of the beneficial effects it may have had contributes to the venture's seeming absurdity. It could be effective the first time, but how is it possible for the positive effects to last? There is a significant difference between humour that is prepared and specifically tailored to match an occasion and humour that is spontaneously generated from the circumstance one is in. Consideration of humour as a talent may be uncomfortable for this reason: humour is spontaneous, transitory, situation-specific, and hence basically frivolous and playful; in contrast, skills are developed via practice and study.

Understanding why we laugh at jokes and why we find certain real-life events amusing has consumed much of the study on humour. Therefore, the elements of the joke or incident that make it funny have received the majority of the attention. Less focus has been placed on the invention or production of humour, whether it is the professional comedian's challenge of intentionally creating fresh jokes for a comedy performance or the everyday person's choice of when or how to start a joke in a social setting. Sometimes, we may counter, the "decision" to start joking around is not one we make consciously; rather, a funny thing happens and very haphazardly, a suitable remark or witticism "pops out" that perfectly sums up the mood. With rare exceptions, we have control over what we say and do "initiate" humour in order to accomplish some interpersonal aim, therefore this is definitely a simplistic viewpoint[4]–[6].

In essence, the difference we are making here is between "decoding" humour, which involves comprehending the comedy that we have just read or heard, and "encoding," which involves knowing how and when to utilise humour to communicate with others. Therefore, to think of humour and laughter as social abilities is to be worried about encoding traits, the reasons we begin humour.

The majority of this chapter is dedicated to discussing how humour and laughing are used in society. Before beginning this examination, some of the most important humour ideas are succinctly outlined.

Thoughts About Joke and Laughter

There are likely far over 100 theories of humour, some of which are more general than others and others of which are more focused. It is understood that there are many different ways to define comedy, and no one theory of humour can possibly do them all justice. Even experts and philosophers have struggled to define humour and laughter. The majority have chosen to emphasize certain characteristics, such as incongruity or surprise, in order to make a stimulus seem entertaining. The majority of theories place more of an emphasis on the topic of humour pleasure and the outcomes of our responses to humour than they do on our motivation for encoding humour. Goldstein and McGhee, Chapman and Foot and McGhee, and McGhee and Foot provide further details on historical concepts of humour, laughter, and definitional concerns. Four general categories may be used to group humour theories.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Incongruity and Developmental Theories of Humour

These ideas emphasis that comedy is based on bizarre, unexpected, unsuitable, or out-of-context situations. While these contradictions are required, they do not provide sufficient conditions for comedy. Since incongruous occurrences or remarks might elicit curiosity or concern rather than humour, how the incongruity is perceived in the context in which it happens will determine whether it is humorous or not. Suls argued that in order for comedy to be appreciated, an incongruity must both be seen and rectified or explained. The incongruity alone, according to Rothbart, is enough to elicit humour as long as it is seen in a lighthearted or fun setting. Of course, even when the astonishment has passed, the same absurd notion might still make others laugh. The field of cognitive research has benefited greatly from this discussion.

The discussion was advanced by McGhee, who defined resolution as the need to practice cognitive mastery without which the incongruity cannot be accepted and employed in the context of comedy. He has put up a developmental-stage method that illustrates the many kinds of incongruity that kids comprehend at various phases of their growing cognitive development. For instance, while doing pretend activities with a missing item based on an internal picture of that thing, the kid initially notices incongruity. The youngster then discovers the amusement of purposefully labelling things incongruously: "girls" may be dubbed "boys," and "cats" may be labelled dogs. Later, more subtle examples of incongruity appear, such as giving animals human traits and realising that words and phrases may have more than one meaning.

By extending the cognitive model, Forabosco demonstrates that mastery requires comprehension of the cognitive rule and the ability to recognize its congruity and incongruity from many angles. There is a series of incongruity-congruence configurations as a result, which leads to a contemporaneity of incongruity and congruence.

Also characteristic of the process' final act is an attention-shift scenario in which the subject repeatedly transitions from the sense of congruence to the impression of incongruity and vice versa. When seen from this angle, the humor-making process depends on both the perception of the incongruity and how it is resolved.

Ruch and Hehl made the case that there are at least two different types of humour: one in which the solubility of the incongruity is significant, and one in which the incongruity alone is sufficient. Instead of searching for a general model of humour, they said, we should simply accept that there are two types of humour. According to research, personality traits like conservatism may be correlated with preferences for these primary facets of humour.

Superiority and Disparagement Theories of Humour

Some people believe that these views, which have a lengthy history dating back at least three centuries to the writings of the philosopher Thomas Hobbes, are the secret of humour. They are predicated on the idea that comedy comes from seeing the flaws or shortcomings of others. Hobbes defined sudden glory as the feeling that causes us to laugh at the suffering of others and derives from a positive comparison of our own circumstances to theirs. So, for instance, we find it hilarious when our friend trips over a banana peel, but on a deeper level, we revel in the defeat of our opponents.

A "dispositional" theory put out by Zillmann, Zillmann, and Cantor claimed that humour enjoyment changes inversely with how favourable a person's disposition is towards the subject of the joke. To put it another way, the less amicable we are towards someone, the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

funnier we find jokes or situations where they are the punchline or the victim. It's also vital to consider who is being disparaged; we find it hilarious when our friends make our opponents seem bad, but we find it far less funny when our adversary's triumph over our friends. These concepts have a strong connection to jokes and humour about social, racial, ethnic, and religious groups that we personally identify with.

The interesting thing is that, as Ruch and Hehl noted, this model is effective at predicting the actions of social groups that consider themselves to be traditionally'superior': for instance, men enjoy jokes that make fun of women but are less amused by those that make fun of women. However, members of the 'inferior' group are not any more delighted by jokes about men than they are by jokes about people of their own sex. In fact, it's occasionally the case that jokes mocking a member of the superior group are laughed at more. Clearly, certain moderating factors are at play in this situation. According to Ruch and Hehl's factor analytic analyses, the personality traits of conservatism and toughness are also linked to a preference for mocking humour. Given that males are more likely than women to score higher on these measures, this does not say much regarding men's sense of humour. Strong conservatives will like jokes that make fun of other groups, while soft-hearted liberals won't. Authoritarians often obsess with power dynamics, strengthening intragroup ties, and feeling superior to the weak or outgroup members. But one can wonder about their sense of comedy. It's possible that those who like making fun of others have a limited understanding of other forms of comedy. If, as Allport said, humour and the capacity to laugh at oneself are a clear indicator of self-insight, then we should absolutely anticipate this.

Self-defeating, self-disparaging, and self-deprecating humour are also included in the tendentious theories; throughout the last 20 years, there has been a rise in interest in this kind of comedy. For instance, Kuiper et al. propose that there are adaptive and maladaptive types of humour, with SDH fitting into the latter, expanding on previously discovered "negative" features of humour. Additionally, it has been hypothesized that those who do not participate in SDH often generally have a good correlation with everyday psychological well-being, while those who do have a negative association. There are likely to be distinctions between self-defeating and self-disparaging/self-deprecating humour, as Martin and Kuiper propose, therefore it is unclear that such a link would necessarily be fixed or permanent. Accordingly, there is mounting evidence that not all forms and applications of humour are healthy and may even be harmful[7].

Arousal Theories of Humour

Many hypotheses have been put up that contend the most crucial aspects of humour function physiologically. According to these beliefs, the onset of humour results in observable arousal alterations that have a direct impact on the sense of amusement. In two different ways, Berlyne has related humour to arousal fluctuations: first, it is connected to the decrease of high arousal, and second, it is connected to gradual rises in arousal that are abruptly followed by a decline. This "arousal boost-jag," as he dubs it, explains why many jokes make us feel good. The joke's build-up is somewhat provocative in that it draws attention. The joke may also be cognitively challenging or have a sexual, violent, or anxiety-inducing premise, which would make it more exciting. The punchline appears when the audience is sufficiently excited and looking for the joke's conclusion; timing might be important in this situation. The resolution causes an abrupt decline in arousal, which is typically accompanied by laughing. Arousal's development and eventual waning are gratifying and enjoyable, and they result in the amusing sensation. Berlina's contention that there is a curvilinear relationship between arousal level and the degree of pleasure experiencedi.e., that intermediate degrees of arousal are preferable than either very low or very high onesis a key component.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Some reasons for non-humorous laughing also include arousal theories of laughter. The more extreme hysterical laughter is thought to be a psychogenic disorder and is frequently displayed cyclically with weeping, possibly shouting, in an uncontrolled outburst after periods of intense stress or prolonged deprivation of some kind. For instance, nervous laughter occurs in states of tension after periods of shock and fright or when acutely embarrassed. Arousal-based laughing, which often results from reflexive laughter rather than engaging any cognitive process, may also be readily triggered by tactile stimulation. Because the intended reaction can only be elicited when a joyful, compliant, or self-abandoned attitude is already present, tickling is a more complex kind of stimulus. Tickling may be a highly unpleasant stimulation and cause aggression if it is unwelcome or occurs in the incorrect setting.

Psychoanalytic and Evolutionary Theories of Humour

In that they both help to control aggressive and sexual drives; Freud saw humour as serving a similar purpose to how he saw dreams. Because society forbids the expression of these desires, repressed sexual and violent desires are the result, which are then driven into the unconscious. Humour and wit are not outlawed; in fact, they may even be socially prized, making them an appropriate outlet for such suppressed emotions. According to Freud, the act of suppression requires the expenditure of psychic energy, which is conserved once the joke has been told and is thus no longer required. The feeling of humour and laughing is closely related to the psychological energy that is saved when the repressive function is relaxed. The fundamental idea that humour serves a physical as well as a psychological purpose through altering arousal, or the degree of sensed tension, is shared by Freud's theory and arousal theory. The discoveries and concepts that psychoanalytic theory has produced are not diminished by the well-known critique that it is seldom susceptible to empirical examination. Freud's beliefs are one branch of what are more often known as evolutionary or biological theories of humour, which consider laughing as an early-onset adaptive reaction. Humour has developed to enable rehearsal of more abstract cognitive abilities, just as play has for children to practice and build the social and practical skills they would need as adults. The unavoidable stresses of everyday life may be released via laughter, which also allows for imaginative leaps that inspire new ideas and coping mechanisms. It may act as a circuit-breaker, temporarily incapacitating individuals and stopping them from engaging in harmful behavior patterns, which makes it adaptive[8], [9].

Our Social Experience of Humour and Laughter

Everyday discourse lives on wordplay, sarcasm, stories, and jokes, as Norrick put it. These types of humour undoubtedly spice up a discussion, but they also aid in establishing rapport, filling awkward silences, negotiating favor requests, and strengthening group cohesiveness. Humour is primarily a shared experience, above everything else.

While on rare times we may enjoy a joke or humorous memory or may smile inwardly at a humorous television skit, our love of humour is displayed much more broadly in company. Provine and Fischer found that study participants laughed thirty times more often in social settings than they did in lonely ones. laughter is one of the few social talents that is more beneficial in social circumstances, and no scenario, no matter how bad, is likely where laughter is not a possibly suitable reaction.

Their rueful witticisms regarding their destiny, society, humanity, or life beyond death are the final words of individuals waiting to be carried to the gallows that are remembered and referenced the most throughout history. Chronic illness and hardship may be humorous, as can old age, adolescence, puberty, hostility, war, sex, love, and marriage. Humor's intrinsic

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

ambiguity is its most formidable and potent social effect characteristic. Humour may be used to convey a message that we intend, as well as the reverse of what we intend. We may change our message at any moment, if it suits us, since humour is playful and can be taken in several contexts at once. By using humour, we may decide whether or not to take responsibility for our message or action, depending on how our audience responds and the image we want to convey. Although the mechanisms of encoding humour are poorly understood and there are significant individual variances, a number of motivations for our adept use of humour and laughing may be recognized rather readily. We'll go through these reasons in more detail now.

Humour as a Search for Information

i. Social probing

Finding out about the attitudes, intentions, and values of the other person is a typical goal in social engagement, particularly when engaging in discussion with people who are not complete strangers. Direct questions may not be appropriate in certain situations, and in any event, we may not want to start a lengthy discussion about politics, religion, or other topics that direct questioning could compel us to discuss.

A light-hearted introduction to a subject might serve to indirectly elicit the other person's overall opinions and values towards the topic at hand and to identify "touchy" themes. The other person's reaction might serve as our signal for continuing or shifting the subject of discussion. The dialogue becoming more intimate and personal and the progression of the relationship may depend on whether the humour is returned.

ii. Social Acceptance

We may be interested in learning more about others' responses to us in addition to their personal information. In addition to attracting attention, telling jokes allows us to assess how well-liked and accepted we are by others. The social barometer we use to gauge our popularity or lack thereof is their reaction to our comedy. This serves as a motivation for encoding humour and should not be mistaken with social laughing, the main goal of which is to get acceptance from others.

Humour as a Means of Giving Information

i. Self-Disclosure

Humour is often used as a means of communicating our intents and objectives to others. It is particularly helpful when we want to express private emotions that we may not ordinarily want to do so, such as worries about upcoming trials and worry about impending dangers. Of course, using comedy may help to lessen the awkwardness of disclosing really private material. Humour may also be used to casually and socially express rather explicit sexual desire in our partner, with the ability to simply retract or dismiss the message if it is not returned. Of course, if used excessively, such "humour" may take on the dimensions of sexual harassment. Self-disclosure and SDH travel together, however there are important gender disparities. All female groups had higher rates of self-disclosure and self-disparagement among women, which often results in more converging conversation. Self-revelation or self-deprecation increases attraction because it communicates weakness, particularly if it is emotional rather than factual. As a result, it makes one more appealing and makes them more likely to be liked back. Self-disclosure too early in a relationship, however, may signify uneasiness and therefore reduce attraction, according to Greengross and Miller.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

ii. Self-Presentation

When faced with hardship or under pressure, humour shows strength of character. A funny outlook on one's issues enables one to put things in perspective, take them less seriously, and perceive them as less upsetting or dangerous as a result. Martin has proposed that humour may lessen stress via a variety of coping mechanisms, such as appraisal-focused, emotion-focused, and problem-focused coping. Humour has been shown by Lefcourt and Martin to attenuate the relationship between stressful life events and mood disruption. When under extreme stress, people with poor senses of humour often get more disturbed than those with good senses of humour. Therefore, having a sense of humour is linked to having a higher sense of self-worth and more reasonable criteria for measuring one's value. Maintaining our desired public image of oneself also involves putting on a brave face and being seen to cope.

iii. Denial of Serious Intent

This use of humour is known as decommitment, according to Kane et al. When a person is about to fail, have a false identity exposed, exhibit inappropriate behavior, or have a lie exposed, they may try to salvage the situation by saying that the proposed or previous action was only intended as a joke. Therefore, using comedy as a last resort is self-serving: it allows us to back down without suffering consequences if our credibility or motivations are questioned. A serious argument, or one in which our actions or intentions may be criticized, might be turned into lighthearted conversation in which we acknowledge that we were joking the whole time.

iv. Unmasking Hypocrisy

When we use mockery or sarcasm to convey that we do not trust the apparent reason for someone's actions, we are also providing information via comedy. Political cartoons often display satirists' efforts to draw attention to what they perceive to be the primary driving force behind the deeds or statements of a renowned political person or the ridiculousness of professional pretenses, class advantages, or institutional restrictions. When we make jokes about other people, we may be subtly hinting that we don't buy into the image of them that they are trying to convey. Take, for instance, the eager and overconfident young trainee doctor who presents an image of himself as an experienced and knowledgeable expert on a medical symptom.

Humour in interpersonal control

i. Expression of Liking and Affiliation

When used properly, humour is seen as a social asset that bestows upon its presenter others' active attention and warm acceptance. By demonstrating shared feeling and easing stress, sharing humour creates rapport, closeness, and friendship. Humour thus signals three affective components about its encoder that can be used to establish friendship and attraction: first, as a jovial person who is rewarding and fun to be with; second, as a sensitive person who has a friendly interest and is willing to enter relationships with others; and third, as one who seeks, and probably wins, the social approval of others. Mettee et al. discovered that using humour increased the audience's opinion of a job applicant delivering a brief presentation.

ii. Expression of Dislike and Hostility

Humour may be used to communicate to others that we do not accept the picture of themselves that they are attempting to project, as we have previously seen under the section

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

"Unmasking hypocrisy." In a broader sense, comedy is one method to communicate personal hostility—possibly the only socially acceptable option. We have a propensity for bitter humour, finding delight in others' mistakes and defects as well as in the strangeness and incoherence of their actions. On the one hand, we may find it difficult to hide our delight when one of our friends makes a mistake; instead, our repressed hostility causes us to savor their little setbacks with a soft taste. Against individuals we dislike, however, our mockery and enjoyment at their loss may be out of proportion to their failure; we relish in their fall because it offers us a sense of superiority. The use of reciprocal sarcasm and contempt among social equals and friends may be a typical and frequent aspect of their interacting style. In fact, what the players may see as lighthearted bantering may be perceived by an observer as a furious slanging battle. Those in positions of leadership may avoid being made fun of in front of others, but they regularly find themselves the target of crude jokes and scorn behind others' backs. A person may be unfairly chosen to be the object of recurrent hostile humour in group settings.

iii. Controlling Social Interaction

Laughter and humour both contribute to keeping talks moving in everyday interactions by filling in pauses in our conversations and maintaining the interest and attention of our conversational partner.In terms of pure social expediency, the goal of encoding humour may thus be nothing more than to establish and maintain a friendly environment, such as when introducing people at a party. Humour aids in social control and acts as a social mechanism to either promote or prevent conversational flow. For instance, hostile wit among group members may slow down social engagement or conversational pace since it jeopardizes the group's unity. Humour also offers a seamless and appropriate way to alter the volume or focus of a discussion. It deflects attention from a subject of discussion that one of the participants doesn't want to continue and offers impromptu humorous relief in the midst of a tedious or tedious conversation. It also helps in letting people know that they are taking things too seriously and should approach their issues with greater objectivity or balance.

DISCUSSION

The inclusion of humor and laughter as essential elements in communication skills is a topic of considerable significance and interest. By incorporating humor into interpersonal interactions, individuals have the potential to enhance rapport, reduce tension, and foster creativity. Humor acts as a social lubricant, breaking down barriers and establishing a positive and engaging atmosphere. Laughter, as a natural response to humor, not only reinforces the connection between individuals but also serves as a means of emotional expression, conveying shared understanding and enjoyment.

Understanding the cognitive processes underlying humor comprehension is crucial for effective communication. Different individuals may have varied interpretations of what is humorous, influenced by factors such as cultural background and personal experiences. Moreover, the appropriateness of humor is highly context-dependent. What may be considered humorous in a casual social setting may not be suitable in a professional or formal environment. Therefore, individuals must develop a sensitivity to the cultural and contextual aspects of humor to ensure its appropriate and effective use. However, the use of humor in communication also poses challenges.

The risk of misinterpretation, offensiveness, and exclusion should be carefully considered. Humor that is insensitive or crosses boundaries can lead to strained relationships or even damage professional reputations. It is essential to strike a balance between humor and maintaining respect, inclusivity, and cultural awareness. In professional settings, such as

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

workplaces and leadership contexts, humor can play a significant role. Well-timed and appropriate humor can foster positive team dynamics, improve employee morale, and enhance leadership communication. However, leaders must be mindful of power differentials and ensure that humor does not alienate or marginalize individuals. To utilize humor effectively, individuals should develop adaptability and discernment. They need to understand their audience, gauge the appropriateness of humor in different situations, and adapt their communication style accordingly. This requires a combination of emotional intelligence, social awareness, and a deep understanding of the power dynamics at play[10]–[12].

CONCLUSION

In conclusion, the study of humor and laughter as integral components of communication skills reveals their significant role in fostering effective interpersonal connections. Humor acts as a powerful tool for reducing tension, enhancing rapport, and promoting creativity within various communication contexts. Laughter, as a natural response to humor, strengthens social bonds and serves as a means of emotional expression, facilitating shared understanding and enjoyment. However, the appropriateness of humor must be carefully considered, as cultural and contextual factors play a crucial role in its interpretation. While humor and laughter offer numerous benefits, they also present challenges such as the risk of misinterpretation, offensiveness, and exclusion. Therefore, individuals must develop adaptability, sensitivity, and cultural awareness to ensure the responsible and inclusive use of humor in communication. By harnessing the power of humor and laughter, individuals can enhance their communication skills, foster positive social interactions, and ultimately cultivate meaningful and effective connections with others.

REFERENCES

[1] H. Nesi, “Laughter In University Lectures,” *J. English Acad. Purp.*, 2012, Doi: 10.1016/J.Jeap.2011.12.003.

[2] A. Myles, “A Handbook Of Communication Skills,” *Nurse Educ. Today*, 1987, Doi: 10.1016/0260-6917(87)90074-8.

[3] P. E. Mcghee, “The Key To Stress Management, Retention, & Profitability? More Workplace Fun.,” *Hr Focus*, 2000.

[4] Benita Zulch, “A Proposed Model For Construction Project Management Communication In The South African Construction Industry,” *Acta Structilia*, 2016, Doi: 10.18820/1023-0564/As23i1.1.

[5] N. V. Orlova And O. E. Bogomolova, “What’s So Funny? A Comparative Look At The Humorous Intentions Of The Textbook And The Student,” *Bull. Kemerovo State Univ.*, 2016, Doi: 10.21603/2078-8975-2016-3-63-69.

[6] Nobuo Yajima And Motofumi Osaki, ``Relationship Between Laughter And Communication Ability -Focusing On A Survey Of 'Humor Skills' For Entertainers And University Students-," Soka University Pedagogy Ed. 2015.

[7] J. Tapper, “Topics And Manner Of Talk In Undergraduate Practical Laboratories,” *Int. J. Sci. Educ.*, 1999, Doi: 10.1080/095006999290651.

[8] J. Miller, “Humor 7 An Empowerment Tool For The 1990s,” *Empower. Organ.*, 1996, Doi: 10.1108/09684899610118046.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[9] E. A. Semenova, "From Farce To Hype (Issues Of Modern Internet Communication)," *Art Sci. Telev.*, 2019, Doi: 10.30628/1994-9529-2019-15.2-43-64.

[10] B. Archer, J. H. Azios, And S. Moody, "Humour In Clinical–Educational Interactions Between Graduate Student Clinicians And People With Aphasia," *Int. J. Lang. Commun. Disord.*, 2019, Doi: 10.1111/1460-6984.12461.

[11] N. Colley, "The Handbook Of Communication Skills," *Soc. Psychol. Rev.*, 2007, Doi: 10.53841/Bpsspr.2007.9.1.32.

[12] B. Zulch, "A Proposed Model For Construction Project Management Communication In The South African Construction Industry," *Acta Structilia*, 2016, Doi: 10.18820/24150487/As23i1.1.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 6

AN OVERVIEW OF THE ROLE OF HUMOUR IN GROUP DYNAMICS AND INTERPERSONAL RELATIONS

Dr. Shibilynuaman Zainudheen, Assistant Professor,
Department of English, Presidency University, Bangalore, India,
Email Id-shibilynuaman@presidencyuniversity.in
Prof. Smitha, Regional College of Management, Bangalore,
India

ABSTRACT:

Humour plays a significant role in shaping group dynamics and interpersonal relations. Within a group setting, two key processes are crucial for ensuring group efficacy: task-relevant aspects and the maintenance of group cohesion and well-being. These functions can be fulfilled by a leader or multiple group members. Humour acts as a powerful tool for fostering group solidarity, expressing feelings, sustaining morale, and managing internal conflicts. It can positively galvanize groups and promote a sense of unity, but it can also lead to demoralization, conflict, and the disintegration of the group.

Additionally, humour is employed as a means of intergroup control, with anti-out-group humour used to assert in-group pride and distinctiveness. However, this can also provoke greater consensus and cohesion within the in-group when faced with out-group hostility. In the workplace, humour serves various functions such as building solidarity, subversion, and emotional management.

It acts as a mechanism for anxiety management, saving face intense encounters, coping with embarrassment, and providing a safety valve for under- and over-arousal. By understanding the role of humour in group dynamics and interpersonal relations, individuals and organizations can harness its potential to enhance communication, foster positive relationships, and create a more harmonious environment.

KEYWORDS:

Group Cohesion, Group Dynamics, Interpersonal Relationships, Psychological Impact, Social Interaction, Team Building, Workplace Humo.

INTRODUCTION

Humour is a powerful and pervasive aspect of human communication and interaction, and its influence extends to various domains of social life. In the realm of group dynamics and interpersonal relations, humour plays a crucial role in shaping the dynamics within groups and fostering positive relationships among individuals. This paper explores the multifaceted role of humour in group dynamics and interpersonal relations, delving into its effects on group cohesion, communication, conflict resolution, and emotional well-being.

By understanding the mechanisms through which humour operates in these contexts, we can gain valuable insights into how to harness its potential for creating cohesive and harmonious group environments. Moreover, this exploration of the role of humour provides a foundation for understanding its broader implications in areas such as teamwork, organizational culture, and social interactions. Through an interdisciplinary lens drawing upon psychology, sociology, and communication studies, this paper offers a comprehensive examination of the role of humour in facilitating effective group dynamics and fostering healthy interpersonal relationships.

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Humour as a Device for Group Control

i. Intra-group Control

Two procedures that must be obvious to guarantee group effectiveness are typically revealed by group process and emerging leadership. Aspects that are pertinent to the work include data and the opinions of the group members. The second phase, on the other hand, has to do with preserving the group's well-being and togetherness. These roles are sometimes carried out by one group leader, occasionally by two or more group members. Humour has a significant role to play in this process since a successful organization requires safe channels to express its sentiments, maintain its morale, and deal with internal issues. Even when it is insulting, humour may nevertheless function to strengthen group bonds or rein in disobedient group members. It can also positively galvanize groups. Disparaging remarks, however, may also lead to low morale, internal strife, and eventually the breakdown of the organization.

ii. Intergroup Control

When we make fun of ourselves or other people in our group who we like or identify with, we may not find it funny, and one of the purposes of making fun of the out-group in the first place is to sow discord. An ethnic in-group could, for instance, utilize anti-out-group humour to show animosity towards that out-group and to try to demoralize its members while simultaneously boosting the solidarity and morale of its own members. Therefore, using anti-out-group humour to demonstrate in-group pride and individuality from a dominating out-group may be innovative and successful. Hostile humour from an outgroup aimed towards the in group, however, may sometimes have the opposite effect, leading to increased agreement and cohesiveness among the in-group members as they band together to counter the perceived danger to their position. Inter-group disparagement and hostile wit, which are strategies utilized everywhere in legislative bickering, professional conflicts, industrial struggle, and international gamesmanship, thus only serve to heighten the tension and conflict between the groups [1]–[3].

The workplace has developed into a fruitful field of study in recent years, further extending the conceptions of "control" and inter/intra group dynamics. This research draws on sociological, psychological, and communication methodologies. There are many ways that humour is used in the workplace that are comparable to other ways that it is used outside of it, such as to boost productivity and concerted control, to navigate professional identities, or as a community of practice with common repertoires. Humour serves a variety of purposes in groups and at work, including fostering camaraderie, subverting authority, and controlling emotions.

iii. Anxiety Management Saving Face

Humour provides a way to maintain composure and restraint in more difficult social situations. A person could use comedy, for instance, to diffuse a hostile or uncomfortable interaction between two other participants, allowing the disputing parties to withdraw from the conflict without seeming foolish. Such humour may, at the very least, make it impossible for the parties to continue their argument without drawing the ire or derision of other onlookers. The comedy acts as a check to return societal norms to their proper limits as well as a warning that the dispute has gone too far.

iv. Coping with Embarrassment

When self-presentation and composure are threatened by a sudden, maybe unexpected incident, such as being exposed as a liar, humour is used as a control to restore them. More

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

often than not, we embarrass ourselves over some minor mishap that detracts from the image we are trying to project at the time. For example, an elegantly attired woman at a formal dinner party tripping on the carpet as she is about to be introduced to her fellow guests; a drink spilled on someone else's clothing; or some awkward or unscripted behavior by a well-known politician or television personality that is frequently the subject of mocking television shows. The only real option to salvage the situation is to laugh it off as a simple accident that might have happened to anybody.

v. Safety Valve for Under and Over-arousal

Insofar as it gives comedic relief to a dull discussion or lessens the boredom of a tedious activity like standing in queue for a bus or an exhibition, humour has previously been proposed as a method of social control. On the other hand, humour may aid in lowering undesirable and uncomfortably high levels of tension and anxiety. According to Berlyne's arousal hypothesis of humour, heightened, although pleasurable, arousal, such that produced by the build-up of a joke before the punchline, causes tension to be released, which leads to laughter. It's possible that the motivation for encoding humour during anxious situations comes from the hope that the tension would be released in a pleasurable way via laughing. Perhaps by liberally dispensing hilarious books and cartoons in their waiting rooms, physicians and dentists might assist to allay their customers' fears before to the session! Sure, some people do. But in this case, solitude may not be the best option. Sharing laughter with another sufferer might help diffuse anxiety in difficult circumstances more effectively. Mutually enjoying a joke might help build a connection and lessen anxiety about one's own situation. Laughing at someone is unethical, but laughing with them is kind. Not to mention, when a dangerous stimulus has been withdrawn, one may also directly feel amusement as a result of recognizing that they are secure.

vi. Freedom from Conventional Thought

Humour is often seen as a liberating force. It may be liberating, and its unique features can enable us to transform a potential danger into something humorous and, therefore, less oppressive and scary. Additionally, it is a state of mind that is independent of both reality and fiction. It liberates us from moral restraints, linguistic restrictions, reason, emotions of inferiority, and inadequacy. It is a guilt-free way to let anger and irritability out. This viewpoint is consistent with Freud's theory that humour and laughter arise when repressed energy, which typically directs one's thoughts in socially prescribed and sensible directions, is briefly released from its static role of obstructing anything forbidding from awareness. A witticism begins with a suppressed hostile inclination or desire. 'Playful pleasure suppressed since infancy and waiting for a chance to be gratified' is used to influence and mask the violent impulses in the unconscious mind. The energy that was initially generated to keep the animosity under control is released when the views become accepted in society and come into awareness. By this point, the suppressed energy is no longer required, and the shock of being liberated from it explodes in joy and laughing. So, it's possible to see humour as a rebellion against the social order. Even while it doesn't necessarily make a significant difference in the world, it is nonetheless entertaining in that it makes the impossible possible[4]–[6].

vii. The Reinforcement of Stereotypes

Although this freedom of thinking may be a hallmark of how humour is used to observe and experience reality, it is paradoxically but unavoidably true that humour, in its overt presentation, supports and reinforces socially acceptable narrow-minded views and distorted viewpoints. When he said that oking is a potent conservative, Wilson hit the nail on the head. Its impacts support prevailing ideology, power structures, social standing, moral codes, and

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

values of a society. If we were liberated from ignorance, inhibitions, fear, and prejudice, there would be little room for humour because jokes feed on subversive thought and departures from the usual and expected, but they also serve to validate preconceived notions about the world. Jokes are effective in upholding the status quo, despite the fact that their substance seems to challenge conventions, mores, established power, and established authority.

The effectiveness of humour in maintaining myths and supporting stereotypical and conventional attitudes is, in the opinion of the present writers, grossly underestimated. We acquire our stereotypes about the Irish, English, Scots, Welsh, temperament of Latin Americans, Protestants, Jews, and Catholics from humour alone. The receiver or target, however outraged they may be, can hardly criticize the joke without running the risk of being accused of the biggest offence of all: not having a sense of humour. This is because jokes are a type of communication that is socially acceptable, and the message they communicate is incredibly strong. The old attitudes about poofs and women's libbers still remain enshrined in jokes that can span a generation and may still be as popular as ever, even though they are typically disguised or suppressed under the guise of "political correctness." While real institutional changes have been taking place in the outside world through legal and social reform in relation to, say, homosexuality, equal pay and opportunities. There are certainly conflicts in ethnic jokes related to how humour is employed in society to regulate, control, and emancipate. In contrast, Christie Davies presents a different perspective in his book The Mirth of Nations by arguing that ethnic and religious humour are the result of sophisticated cultural traditions. Whatever your point of view, the ethics and aesthetics of political correctness vs. ethnic humour are a hot topic.

The Social Functions of Laughter

The preceding section provided a variety of motivations for encoding humour, but it provided no help on the social skills that laughing serves. Even when nothing funny has really occurred, people might laugh for reasons that have absolutely nothing to do with comedy. Pfeifer says it best when he says this: One of the remarkable things about laughing is that it comes into the middle range of behaviors, which are those that are both physically driven, like blinking, and culturally influenced, like language. Sometimes we laugh uncontrollably at nothing or else we laugh uncontrollably at anything. Is it about on par with what a dog does when it barks?

Of course, laughing itself could be a reaction to a circumstance in which a cognitive failure has taken place and the person is unsure of how to react. This is not meant to imply that humour and laughter don't often serve the same social role; in fact, we may laugh while we encode humour. McGhee called attention to the issue of the poor correlation between assessments of humour and laughing and recommended that researchers include both measurements as dependent variables in their study. Additionally, he recommended that they document the connection between the two measures in order to create a database from which to draw conclusions about the variables that would affect the link between expressive and intellectual appreciation measures. Exhilaration is a constant feeling that humour consistently elicits, according to Ruch, and this explains the behavioural, physiological, and sensory changes that often take place in reaction to both funny and non-comical stimuli. Additionally, Ruch has shown that the strength of the correlation may be a technical artefact. For instance, within-subject designs often produce greater correlations than between-subject designs.

To comprehend laughing, one must consider the situational setting in which it occurs. Hertzler made a valuable point about how laughing serves as a social and economic enabler of progress in her book laughing: A Socio-scientific Analysis. It is a fast, unplanned response

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

to the present circumstance, which often reveals the speaker's ideas, emotions, or desires immediately since it is not bound to the usual restraints of intentional speech. A good laugh may be simpler, less expensive, and more effective than laws and ordinances, officers and supervisors, hierarchical chains of command, or other regulatory and operational staff and organizational equipment. A good laugh may be more beneficial than verbal or written admonitions or commands.

This is not to say that a person cannot consciously control their laughing. If it were fully out of one's control, it would be pointless to consider it a social skill. We all have our own unique ways of expressing ourselves, just as we do with most other habits. For some people, laughing comes easily and almost without effort, while for others it is a rare commodity saved for a smaller number of social situations.

In common speech, laughter is described as being hollow, forced, mocking, bubbling, and so on, as if it had distinct characteristics that were all different from one another. Additionally, there is a large vocabulary used to describe various forms of laughing, including giggle, titter, chortle, guffaw, cackle, roar, crow, snicker, and jeer, which supports the idea that there are several varieties of laughter that are qualitatively distinct from one another. Nobody could dispute this. What humour researchers have failed to demonstrate is any systematic correlation between certain social contexts and specific laughing.

Therefore, when someone acts incompetently in front of others, the audience response is equally as likely to include loud guffaws as it is to include a quiet laugh or a suppressed smirk. Therefore, rather than any intrinsic qualities of the laugh itself, the participants' interpretation of what the laugh indicates is based on their awareness of the social environment they are in. Gruner and Hertzler have both written extensive reviews of the uses and benefits of laughing.

These functions have been summarized by Giles and Oxford, Foot and Chapman, and Pfeifer. It's critical to understand that laughing is only a social phenomenon for the sake of this social skills examination. It is social in its genesis, in its processual occurrence, in its functions, and in its consequences, as Hertzler noted. Here, let's quickly go through these roles.

i. Humorous Laughter

Giles and Oxford's work suggests that amusing laughing might be seen as an outward manifestation of defiance against societal constraints, norms, and institutions. Constantly abiding by these societal rules imposes an intolerable restriction on personal freedom, which builds up irritation and is then properly relieved by amusing laughing. Such laughing is, of course, highly receptive to social facilitation effects, and the reactivity of others around us determines the frequency and amplitude of its emission.

ii. Social Laughter

The main goals of social laughing are to demonstrate friendliness and like, to acquire social acceptance, and to strengthen group cohesion. Laughter serves the purpose of integrating us into a group without requiring the person to have had an entertaining experience, and rather than being a form of social rebellion, it may be seen as an act of social compliance that satisfies normative group expectations.

It's more meant to project an air of friendly "sociability." Social laughing is used to direct discussions and oil the wheels of social contact, maybe even more so than humour. One example of polite laughter is when we laugh at what others have said out of regard for them rather than because we think it humorous.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

iii. Ignorance Laughter

This kind of laughing involves both the presence of other people and humour cues. Most of the time, we understand that a joke has been given but try to hide our ignorance or lack of understanding. In order to avoid being left out or seeming foolish, we thus laugh along with the rest of the company. According to Pfeifer, imitative or false laughing also includes ignorance laughter.

iv. Evasion Laughter

In a significant sense, laughing, like humour, may act as an emotional façade for our real emotions. We have the option to stand up for a friend or acquaintance who is being insulted or mocked behind their back, or we may act expediently and seem to engage in the mockery so as not to stand out. Laughter conveys the idea that one is a part of the group's overall mood. Another example of disguising our emotions or acting as a circuit-breaker to buy time is laughing inconsolably. We chuckle because we don't completely understand what the other person is saying to us or if their intentions are kind or antagonistic.

v. Apologetic Laughter

Apologetically or defensively laughing is similar to laughing to hide our sentiments and laughing out of shame. This might happen before a decision we make whose results we're not sure about. When beginning a new activity, we sometimes excuse ourselves by saying, "I've never done this before or I can't guarantee what's going to happen. Laughter has a definite meaning and may either support or replace a vocal remark. The audience will be led to assume that we are not taking the matter seriously by our preparation for potential failure or making ourselves appear silly. Laughter may also be used to cushion the impact when terrible news is being delivered, as well as to express regret for having to make the announcement.

vi. Anxiety Laughter

Anxiety laughing is a sign of tension release to a particular anxiety-provoking scenario. Anxiety laughter is a manifestation of tension release in social interactions. The release of stress after a particularly tense phase may directly cause such laughing. To provide a dramatic example, when unexpectedly released prisoners from a hijacked aircraft may erupt in uncontrollable laughing out of pure joy that they are safe and the danger is over. Young children's laughing and dread often go hand in hand, according to Rothbart, who also claims that when anxiety or discomfort passes, the kid immediately realizes that they are secure again.

vii. Derision Laughter

Another kind of laughing known as derision laughter is plainly an addition to or a substitute for the encoding of hostile humour in circumstances when one desires to demonstrate superiority over another person. Children who intentionally laugh cruelly or in jest, as in the case of another child's physical or mental abnormality or idiocy, are more prone to it. Adults use mocking laughing as a weapon in more subtle, psychological ways; they tend to make fun of their victims' strange behaviors, mannerisms, accents, attitudes, or ineptitude rather than their physical deformities.

viii. Joyous Laughter

Laughter that is solely an expression of enthusiasm or joie de vivre is categorized as cheerful laughter, which is the last kind of laughing. This is a natural response to enjoyable and thrilling activities, and it often shows expertise. Examples of these activities include riding a

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

horse without a saddle, climbing a challenging mountain, or riding a fairground roller coaster. In the current setting, joyful laughing is less interesting since it primarily serves as a symbol of shared satisfaction[7]–[9].

Applications of Humour

Humour and laughing have been praised for their positive effects on both the body and the psyche. They restore equilibrium, stabilize blood pressure, oxygenate the blood, massage the critical organs, promote circulation, aid digestion, calm the system, and generate a sensation of well-being,' said Keith-Spiegel. In his analysis of the data, Goldstein draws the obvious conclusion that the majority of research on the arousal and tension-relieving effects of laughing are short-term experimental investigations. There are very few studies that look at the long-term effects of laughing. But widely read literature on humour make it obvious that humour surely contributes to a long and healthy life. In spite of suffering from a severe rheumatic infection of the spine, Norman Cousins has reported his alleviation and "cure." Although it is abundantly evident that professional comedians and comedic writers do not live longer than the general population, associating humour and laughter with longevity is not consistent with this finding. The quality of life is undoubtedly improved by comedy, not just its length, as Goldstein put it. However, it should be mentioned that there are certain connections between laughing and life-threatening conditions.

According to Fry, laughing actively lowers stress and hypertension, which may increase the chance of having a heart attack, particularly in those who smoke, are overweight, don't exercise, or have illnesses connected to tension. Mantell and Goldstein contend that 'Type B' personalities diffuse anger, anxiety, and aggressiveness via humour, but 'Type A' personalities are more susceptible to heart attacks due to the seriousness and impatience they often exhibit.

The majority of the evidence, however, does not support the idea that a sense of humour inevitably promotes both physical and psychological well-being. Bennett & Lengacher's study of the subject came to the conclusion that the research on humour and healing is still in its early stages, and additional research is necessary before generalizations about the impact of humour on health outcomes can be formed.' High daily laughing levels are not associated with increased pleasant feeling or larger degrees of closeness in interpersonal interactions. On the premise that there are both bad and good aspects to having a sense of humour, Kuiper, Olinger, and Martin have created models that outline the circumstances in which a sense of humour may or may not improve physical and psychological health. Three higher-order patterns of humour were discovered by Kirsh and Kuiper:

a) Positive, socially skilled, adept sense of humour that entails an ability to generate humour effortlessly and elicit laughter from others;

b) Belabored humour reflecting a strained or obsequious style, more designed to gain the approval of others and mask personal and social anxieties.

Martin et al. also developed a multi-dimensional approach that identifies styles of humour as either adaptive or maladaptive, and focused on self or other. Individuals with self-focused adaptive humour styles have a humorous outlook on life and can maintain a humorous perspective even under stress. Other-related adaptive humour is essentially affiliative humour used to enhance interpersonal and social relationships.

Maladaptive humour is potentially destructive and injurious to self or to others. By drawing attention to the different functions served by different styles of humour, these models reveal

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

very clearly why a sense of humour may produce mechanisms that result in detrimental as well as facilitative effects on psychological well-being. Other research by Finnish police officers, suggests that a sense of humour can negatively impact on a number of health indices, such as obesity, smoking, risk of cardiovascular disease.The general notion that a sense of humour facilitates health and psychological well-being has, therefore, received equivocal support. Research shows that it is not a unidimensional positive attribute. Whether or not facilitative effects are demonstrated depends upon how a sense of humour is measured or what elements of humour are explored.

Most of us probably have the capacity to display both adaptive and maladaptive humour when it suits our purpose. This looser linkage between sense of humour and healthy adjustment may also explain why there is little evidence to connect lack of humour appreciation with poor mental health. Derks et al. were unable to pinpoint any particular differences in the kinds of humour appreciated by samples of neurotic, schizophrenic and normal individuals. Ecker et al. found that patients from clinical populations may fail to see humour in jokes closely related to their own area of conflict, but not necessarily fail to appreciate other kinds of humour.

When focusing on a healthy, adaptive sense of humour, there are several mecha- nisms by which humour may potentially promote health. Martin identified four such mechanisms:

a) The physiological changes accompanying vigorous laughter in the muscular-skel- etal, cardiovascular, endocrine and neural systems;

b) Positive emotional mood states accompanying humour and laughter which may, for example, increase pain tolerance or enhance immunity;

c) The moderation of adverse effects of psychological stress by enabling individu- als to cope more effectively with stress;

d) The level of social support enhanced by more satisfying social relationships brought about by a healthy indulgence in humour.

DISCUSSION

Humour serves as a catalyst for positive group dynamics by fostering cohesion and enhancing communication among group members.

When appropriately employed, humour can create a sense of shared identity and solidarity within a group. It acts as a social lubricant, breaking down barriers, and promoting a relaxed and friendly atmosphere. Through laughter and shared comedic experiences, individuals feel more connected to one another, which leads to increased trust, cooperation, and collaboration.

Humour also helps to alleviate tension and diffuses conflicts by providing a light-hearted approach to sensitive topics or difficult situations. It allows individuals to express dissent or criticism in a non-threatening manner, reducing defensiveness and promoting open dialogue. Additionally, humour acts as an emotional coping mechanism, allowing group members to manage stress, boost morale, and maintain a positive outlook.

It provides a means of relieving anxiety, diffusing awkwardness, and offering a sense of relief during challenging or high-pressure situations. Moreover, humour can break down hierarchical barriers, allowing for more egalitarian and inclusive interactions among group members. By promoting a culture of humour and embracing its positive impact, groups can create an environment that fosters creativity, productivity, and overall well-being[10]–[12].

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CONCLUSION

In conclusion, the role of humour in group dynamics and interpersonal relations cannot be overstated. It serves as a powerful tool for building and maintaining cohesive groups, fostering positive relationships, and managing conflicts. Humour creates a sense of camaraderie and shared experiences, leading to increased trust, collaboration, and productivity. It allows individuals to navigate sensitive topics and diffuses tensions, promoting open and effective communication. Furthermore, humour acts as an emotional coping mechanism, alleviating stress and promoting a positive group atmosphere. By understanding and leveraging the role of humour, individuals and organizations can harness its potential to enhance group dynamics, strengthen interpersonal relationships, and create a more harmonious and inclusive environment. As further research continues to uncover the complexities of humour in social interactions, it is clear that humour is a valuable asset that should be embraced and cultivated in various settings, from workplaces to social groups, to promote overall well-being and group effectiveness.

REFERENCES

[1] D. McCloskey, "Other Things Equal - Economical Writing: An Executive Summary," *East. Econ. J.*, 1999.

[2] S. Houshmand and L. B. Spanierman, "Mitigating racial microaggressions on campus: Documenting targets' responses," *New Ideas Psychol.*, 2021, doi: 10.1016/j.newideapsych.2021.100894.

[3] S. Aalberse *et al.*, "Interdisciplinary Perspectives on Im/politeness," *J. Pragmat.*, 2015.

[4] E. Salas, D. E. Sims, and C. Klein, "Cooperation and Teamwork at Work.," in *Encyclopedia of applied psychology*, 2004.

[5] A. Mensen, R. Poryazova, S. Schwartz, and R. Khatami, "Humor as a reward mechanism: Event-related potentials in the healthy and diseased brain," *PLoS One*, 2014, doi: 10.1371/journal.pone.0085978.

[6] P. Shoemaker, "The Gatekeeping of Political Messages," in *The Oxford handbook of political communication*, 2017.

[7] B. R., "Current role of psychodynamic treatment in bipolar disorder," *Int. Clin. Psychopharmacol.*, 2012.

[8] H. Ponton, A. Osborne, N. Thompson, and D. Greenwood, "The power of humour to unite and divide: a case study of design coordination meetings in construction," *Constr. Manag. Econ.*, 2020, doi: 10.1080/01446193.2019.1656339.

[9] M. Schudson, "How to Think Normatively About News and Democracy," in *The Oxford Handbook of Political Communication* , 2017.

[10] P. Pullin, "Humour in ELF interaction: A powerful, multifunctional resource in relational practice," in *The Routledge Handbook of English as a Lingua Franca*, 2017. doi: 10.4324/9781315717173-28.

[11] R. Hewer, K. Smith, and G. Fergie, "The Social Functionality of Humor in Group-Based Research," *Qual. Health Res.*, 2019, doi: 10.1177/1049732318800675.

[12] D. Chalmers, "Co-operation and teamwork," in *Drama 3–5*, 2018. doi: 10.4324/9781315752419-11.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 7

AN OVERVIEW OF HUMAN BEHAVIOR AND DECISION-MAKING IN DIVERSE ENVIRONMENTS

Ms. Mini Pushkar, Assistant Professor,
Department of Soft Skills, Presidency University, Bangalore, India,
Email Id-koustavnandi@presidencyuniversity.in
Prof. Manjula B C, Regional College of Management, Bangalore,
India

ABSTRACT:

The human decision represents a fundamental framework for understanding the intricate interplay between individuals and their environments. This abstract explores the multifaceted nature of this interaction, highlighting its significance in shaping human behavior, decision-making, and overall well-being. By examining how personal attributes, such as personality traits and cognitive processes, interact with situational factors, such as social norms and physical surroundings, a comprehensive understanding of human behavior emerges. This abstract delves into the theoretical foundations of the person-situation context, discusses empirical evidence supporting its validity, and explores its implications for various domains, including psychology, sociology, and organizational behavior. Ultimately, appreciating the dynamic nature of the person-situation context is vital for advancing our understanding of human behavior and fostering a more holistic approach to individual and environmental interactions.

KEYWORDS:

Human Behavior, Interaction, Individuals, Interplay, Psychology, Situational Factors, Understanding.

INTRODUCTION

The person-situation context has long been a focus of study and research in a number of fields, including organizational behavior, sociology, and psychology. It speaks of the dynamic interaction between people and their surroundings and recognizes that environmental elements, in addition to personal characteristics, can influence how people behave. Understanding and forecasting human behavior, decision-making, and general well-being are significantly impacted by this connection between the individual and the environment. We get a deeper knowledge of human behavior by examining the intricate interactions between personal attributes, such as personality traits and cognitive processes, and the contextual elements that surround people, such as social norms and physical surroundings.

This introduction gives a summary of the theoretical underpinnings of the person-situation context, emphasizes the empirical data that supports its importance, and emphasizes the consequences it has for numerous fields. We may better grasp the complex nature of human behavior and promote a more comprehensive approach to comprehending and researching people in their various contexts via the lens of the person-situation context. Professional conduct fits the circumstances in which it is used. Interactive communications must be comprehended in their context in order to be completely understood since communication is contextualized. The context of the interaction has a big impact on how we assess other people's reactions. The human component of the equation, on the other hand, is also significant. Burleson succinctly put it this way:

Regional College of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A situated interpretation of an event and a situated motivation-al-emotional reaction are both produced by the interplay of enduring personal characteristics with contextual circumstances. interplay objectives are then formed, and these, in turn, provide the articulated message. As a result, it's important to examine skillful performance within the constraints of the person-situation context. This is significant since competence calls for the ability to methodically alter performance to satisfy changing personal and situational needs. There are two primary opposing viewpoints in the person-situation discussion. While situation lists contend that social behavior is essentially a result of the environment in which individuals are found, personologists assert that social behavior is mostly a characteristic of interior variables. Fleeson and Noftle came to this conclusion after reviewing the literature in this area: the person-situation dispute had been settled, and the solution represented a synthesis of the two perspectives. The overall conclusions are extremely clear: people and circumstances are both significant, but P X S interaction is more important than either, according to Argyle, who reviewed the study into the topic [1]–[3].

However, as Sapolsky has shown, various disciplines place emphasis on sources from a variety of fields. Some disciplines ascribe it to hormones or genes, others to evolution, while others emphasis early experiences or culture. Since behavior is shaped by a complex interaction of genetic and environmental influences, Sapolsky contends that they are in reality related causes. Therefore, person-environment fit theory asserts that behavior is influenced not by personal or environmental elements independently, but rather by the interaction between the two. This is represented in the third position, that of interactionists, who claim that social behavior is a result of P X S. One situation where this is important is in the hiring interview, when interviewers try to determine whether or not a certain applicant will fit well with the current organizational context.

Different Factors of Human

They influence how an individual perceives and reacts to the situation's objective qualities; person variables are an essential part of the study of social interaction. Although it is acknowledged that the nervous system's composition and operation have a significant impact on behavior, a review of the field of neuroscience is beyond the purview of this chapter. Instead, emphasis will be placed on the following significant social science aspects of the individual.

i. Temperament

Social scientists have long been interested in the idea of personality and how it affects behavior. Pervin and John defined personality as the traits of an individual that account for regular patterns of thinking, feeling, and acting, while acknowledging that there are many different viewpoints on personality and therefore many definitions. Traits have been a popular analytical unit in the study of personality. Whether we are cooperative or competitive, extraverted or introverted, dominant or submissive, reliant or independent, and so forth, according to trait theorists, will affect how we understand and react to events. There is much disagreement about the precise number of qualities or elements that may be accurately recorded, despite the fact that several inventories have been created to assess a variety of these features. The 'Big Five' qualities of agreeableness, conscientiousness, extraversion, neuroticism, and openness to experience are those on which the most consensus can be found.

It is possible to see traits as the inherent goal tensions that exist inside people. For instance, the conflict between wanting to interact and socialize with people and seeking solitude and serenity is represented by the extraversion/introversion dichotomy. It would seem that while

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

qualities are not always accurate in predicting behavior, they are most helpful in predicting how different people would react in comparable circumstances. However, there isn't really a consensus on what exactly makes someone's personality. Even if a mix of inherited and prenatal variables are involved, early experiences seem to have a significant defining impact. In addition, while personality is generally stable, it may and does change throughout the course of a lifetime as a consequence of events. Although more study is needed in this area, there is some evidence that personality variations may differently influence skill learning. Additionally, talents must be modified to fit the unique needs of various sorts of individuals.

Before passing judgement on someone's personality, we need to engage with them for a while, but even before we do so, we form assumptions about people based on "how they look." Such conclusions may have a significant impact on the objectives we seek, our desire to initiate a conversation, how we interpret others' behaviors, and how we react to them. Therefore, it is important to consider the characteristics of a person that are instantly apparent, such as gender, age, and look.

ii. Gender

Depending on whether someone is male or female, we often react to them differently during social interactions and have various expectations of them. All cultures acknowledge the underlying binary distinction between men and women and assign certain traits and behavioral expectations depending on which side of the split a person occupies. Usually, the first query made after a baby's delivery is whether it is a boy or a girl. The manner in which adults dress and interact with newborns then perpetuates sexual disparities. Gender stereotypes are prevalent in child raising, and gender roles are often reinforced to youngsters. Unsurprisingly, most kids can recognize gender by the time they are two years old and can use gender pronouns in their speech. At this age, they can also easily tell men from girls based only on cultural signals like hairdo and dress. In most nations, kids separate into separate "camps" of boys and girls and only play with kids of the same gender. This segregation then often continues into adulthood.

Studies on interaction have identified gender inequalities. In terms of nonverbal behavior, certain patterns show that females are more adept at effectively understanding nonverbal signs, tend to need less personal space, touch and are touched more often than men, gesture less frequently, gaze and are looked at more frequently, and smile more frequently. The preferred language use of men is more directive, assertive, self-opinionated, and explicit, whereas the preferred language use of women is more indirect, less assertive, uses more "hedges" and expressed uncertainties, speaks for longer periods of time, and refers more to emotions. In addition, social skills tests have consistently shown that men and women vary on a variety of dimensions, with women doing better on tests of emotional expressivity and sensitivity [4]–[6].

The degree to which gender-specific behavioral traits are inherited or learnt, however, is still up for debate. For instance, according to social constructionist theory, gender is created via relational humorous interaction and common speech. Evolutionary theorists disagree with this viewpoint because they contend that gender differences in behavior may be understood from an evolutionary perspective since they result from biological differences. This viewpoint holds that masculinity and femininity only exist in relation to one another. Each party provides supporting data to support its assertions. The existence of gender differences in the brain has also long been a topic of discussion among neuroscientists. Sex matters not only at the macroscopic level, where male and female brains have been found to differ in size and connectivity, but also at the microscopic level, where sex differences of the brain at all

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

scales, from the genetic and epigenetic to the synaptic, cellular, and systems differences known, led to the editor-in-chief of the Journal of Neuroscience Research to conclude that biological sex does indeed matter. But as "Sex differences and gender are not solely determined by biology, nor are they entirely sociocultural," both nature and nurture contribute to determining one's gender and related reaction patterns. Phenotypes that may be more masculine or more feminine are the outcome of the interplay between biological, environmental, social, and developmental forces.

Male and female behavior should be interpreted with caution because research has revealed that there aren't many distinct differences between the sexes in terms of behaviour, cognitive processes, abilities, and personality that were once thought to be easily distinguishable. Given the many discrepancies in the results of research on gender differences, Jones came to the conclusion that gender is something we "do" rather than "are." This implies that either men or women may decide to act in a way that is seen as masculine or feminine in their specific culture. Since men and females are both capable of displaying the same linguistic qualities when they want to, differences in interaction patterns should be taken into consideration as gender-indicative tendencies. So, while studying gender, it's important to include both psychological characteristics and biological traits. Gender may be broken down into the following four categories as a personality trait:

In many circumstances, a feminine female will likely act differently from a masculine female. Research that considers these psychological gender factors is likely to be more successful in identifying real behavioural performance variations. Gender roles are, of course, continuously evolving. In many civilizations, women take on responsibilities and hold positions that they previously would not have had much chance to do. Furthermore, the conventional male/female binary distinction has been replaced with a more nuanced understanding of subtle variances within gender, which is now regarded as a variegated term. Gender norms and expectations have altered as a result of the growing acceptance of lesbian, gay, bisexual, and transgender persons in recent years. Therefore, effective conversation demands careful consideration of the interlocutor's gender identification and the deployment of appropriate replies to take this into account.

iii. Stage of Development

The amount of research being done in the area of social gerontology has grown quickly. One explanation for this is that communication experiences are crucial to social ageing, which is how we act towards others and adapt to differences as we become older. At every stage of our life, maturational events have a direct impact on how we communicate. It is also obvious that our behavior and expectations are shaped by our own age as well as the ages of the people we deal with. Therefore, knowledgeable people will frame their comments taking into account the target's age.

With ageing, there is a tendency for reaction times, speech discrimination, and information processing abilities to decline. However, there are significant variances across people, with some being negatively impacted more than others. Additionally, elder individuals have a bigger vocabulary and a lot of experience dealing with a wide range of people in a variety of settings. As a result, there may be positive and negative consequences of age on skilled performance. The subject of intergenerational communication patterns has received much attention. Hummert discovered the following three primary unfavorable and three favourable preconceptions of the older adult:

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Older persons experience different types of social isolation, which is mirrored in how other people interact with them. Younger individuals may adopt an overly accommodating speech pattern that has been variably referred to as secondary baby talk, elderspeak, infantilizing speech, or patronizing talk if they have unfavorable perceptions about the elderly, particularly the stereotype of being disabled. This pattern comprises the use of diminutives, clarifying techniques, and simplification techniques. Such behaviors, in addition to being degrading, may really have a harmful impact on the older people they are aimed against, as well as on their psychological and physical health. Naturally, the implication is that older persons may underaccommodate younger people by disregarding their conversational demands. Therefore, pitching replies at the opposite level while taking into account the expertise of the other person is a crucial component of competent performance.

iv. Presence

The attractiveness, size, and shapeliness of someone else's body also affects our behavior and expectations. From a very young age, people are judged depending on their appearance, with beauty having an effect as early as 12 months. Since we establish views about new friends based on their facial characteristics within 34 milliseconds, the impact is almost instantaneous and these impressions are difficult to reverse. So, in social relationships, appearance is important. Numerous studies have shown the positive consequences of being seen as attractive, including being perceived as more trustworthy, truthful, kind, loved, socially adept, brilliant, and possessing better academic and professional abilities. Attractive people do better on tests, go on more dates, get jobs faster, and earn more money. Despite the fact that they are also seen as being more vain, materialistic, and likely to participate in adulterous affairs, studies support the adage that "beauty is good." Furthermore, it seems to be universal given that variations in age, gender, socioeconomic status, and geographic location have little effect on judgements of physical attractiveness.

Research has shown a strong generational and cultural agreement on what makes an attractive face. These include symmetry, signs of sexual dimorphism in shape, typical facial features, and skin with acceptable quality and tone. Females often have higher cheekbones, a thinner jaw, bigger eyes relative to the size of the face, and a smaller distance between the chin and lips. Males also find women more attractive when they have bigger breasts and a lower waist-to-hip ratio. Being tall and slender, with a medium-wide upper trunk and medium-thin lower trunk, small buttocks, thin legs, and a flat stomach are all characteristics of the male physique that women find attractive. Females appreciate a longer face, a wider jawline, and a man with a higher brow ridge. Studies and ideas on attraction, however, have also shown that psychological, social, environmental, and interpersonal elements may temper initial perceptions of beauty.

Because of this, beauty transcends appearance and is not only "skin deep." For instance, a physically unattractive professional may thrive and win over clients by adopting an empathic interpersonal style and a competent professional attitude [7]–[9].

Clothing has a variety of social functions in addition to helping to keep the wearer warm or safe from danger. The value of social signals sent by clothes is shown by the amount of money spent on fashion in Western civilization.

This is because it's important to look the part in many situations. Socially savvy people take the time and effort to dress appropriately for social encounters in order to project the right image. We dress up and more generally, we meticulously choose different adornments like body furniture, eyeglasses, and cosmetics to enhance our overall personal image, for important occasions like job interviews or first dates. Given the importance put on clothing

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

choice, it shouldn't be surprising that we make judgements about other individuals based on this trait. Without a question, when it comes to controlling first impressions, it is crucial to dress wisely.

v. The Circumstance

There is a lot of data to suggest that social context has a big impact on behavior. This suggests that through improving our comprehension of events, we will inevitably improve our comprehension of individuals and their behaviors. Although there isn't a single, agreed-upon description of a scenario, which may be looked at in a number of different ways, Argyle, Furnham, and Graham identified its key traits. They are explored in terms of business interactions in the paragraphs that follow.

vi. Goal Setting

In contrast, choosing which scenarios to get into depends on the goals we strive towards. The situation in which we are active affects the objectives we are pursuing. Throughout the surgery, the surgeon's goals will primarily concern the patient. But if a doctor wants to meet someone, they will choose social settings where they are more likely to encounter potential partners. In this way, objectives and conditions are related. Understanding the goal structure for each situation is thus a crucial part of good performance.

vii. Protagonists

In each situation, people play certain roles, and these roles have corresponding expectations for conduct, attitudes, emotions, and beliefs. As a consequence, a doctor must behave carefully and compassionately, show concern for their patients' health, and manage their problems in a private way. The responsibilities of those involved have an impact on both the participants' goals and actions. For instance, a teacher might behave differently and have different goals while teaching children in the classroom as compared to attending a staff meeting at lunch or having a principal interview considering a prospective promotion.

viii. Instructions

Social interaction has been likened to a game where there are rules that must be followed to win. Professionals need to be aware of the laws that govern the situations they encounter as well as how to deal with clients that flout the rules.

ix. Talking and Language

Different social circumstances have various linguistic demands, some of which need a higher degree of formality in language. Giving a lecture, conducting a management interview, or presiding over a board meeting all call for a more professional, deliberate, and developed use of language than, say, chatting with a friend over coffee. Depending on the situation, a voice's volume, pitch, and tone may also change. Evangelical pastors speaking to religious groups, attorneys summarizing their arguments in court, and sports commentators analyzing happenings are a few examples. Professionals need to hone and polish their language and voice to match a certain environment.

x. A Physical Setting

The qualities of the environment have an impact on behavior. Humans, like other animals, prefer to stay in their "home territory" over unfamiliar locations. For instance, despite the fact that the latter environment is more comfortable for the social worker, clients often report feeling more at ease in their own homes than in the office. People often feel more at ease and

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

talk more freely in 'warm' environments. Whether or whether the furniture is physically arranged in a way that encourages interaction is dependent on that.

xi. Philosophy

The study of culture has lately attracted greater attention than the majority of other communication-related fields. It is feasible to think of culture as a multifaceted concept that includes the socially transmitted common language, information, ideas, values, norms, customs, and practices. Even if it isn't static, this sharing is very long-lasting across time, is passed down from one generation to the next, and offers a stable framework for people to negotiate their identity and relationships. Since every group that is noticeably different from the rest of society generates a subculture, it is often easier to understand people's actions in the context of these subcultural influences.

Cultural differences have been demonstrated to have a substantial impact on how interpersonal skills are employed. This is because, in accordance with the cultural norms that are prevalent in our society, we learn the appropriate interaction scripts and the meanings that are associated with them. The concepts of cultural understanding and intercultural competence have been emphasized as essential elements of good performance. This illustrates the ability to appropriately alter one's responses in diverse cultural circumstances. The adage "When in Rome, do as the Romans do" serves as an example. It necessitates expanding our understanding and awareness of the cultural and subcultural norms, beliefs, values, and responses of the people we interact with. Being skilled requires having a high level of this cultural competency.

Many studies have been done on the differences between individualistic and collectivist cultures. Eastern cultures have a propensity to be collectivist and high-context in the sense that the majority of communication meaning is implicit and tied to relationships and situations rather than to what is expressed. The more indirect and self-concealing communication style may make verbal cues ambiguous. By placing a high value on external traits like roles, status, relationships, "fitting in," accepting one's rightful place, being aware of what others are thinking and feeling, not offending the other, and minimizing imposition when making requests, these cultures encourage an interdependent self. Time is seen as secondary to commitments, relationships, and responsibilities in Western cultures, where linguistic messages tend to be more thorough, accurate, and incisive. Direct communication with clear meaning is prioritised in these cultures. Ambiguity is unsettling, because meaning that depends on anything other than the stated words is troubling. These societies prioritise the development of an independent self that is limited, unitary, stable, and distinct from the social environment. They also value self-expression, individualism, and being "up front."

Therefore, in contrast to identities in individualistic civilizations, 'We' identities are deeply rooted in collective cultures. This directly impacts interpersonal skills. Examples include differences in the forms of requests made, such as direct, indirect, and hybrid ones. Kim and Wilson found that, contrary to what Korean students believed, making such a request directly was the most effective strategy in the eyes of US undergraduates. Furthermore, although the US sample saw clarity as a critical element of successful requests, the Korean sample saw clarity as a disadvantage to success. People from high-context cultures, like Koreans, tend to be more concerned with preserving peace and avoiding offending since doing so may damage the interlocutor's face. They make an effort to refrain from flatly rejecting an offer because of this. However, it has also been shown that individual and cultural differences exist between individualism and collectivism. Because people differ just as much as or even more than civilizations, the personality of the interlocutor counts more than his or her cultural

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

background. Moreover, depending on the situation, the circumstances, and the audience, we may decide to speak in a more individualistic or a more collectivist way. Knowledgeable individuals, then, consider both the peculiarities of the unique person and general cultural norms while deciding how to respond.

DISCUSSION

The complex interaction between people and their settings is made clear by the person-situation context, a rich and dynamic framework. It is essential to know this connection in order to fully appreciate the complexity of human behavior, decision-making, and general well-being. We address the theoretical underpinnings of the person-situation context in more detail in this discussion part, as well as the empirical data that supports its validity and its implications for a variety of fields. The person-situation interaction paradigm developed by Walter Mischel is one of the fundamental ideas that supports the person-situation context. According to this paradigm, people's actions are greatly impacted by the circumstances they are in rather than only by their fixed personality features.

The conventional idea of personality as a stable and permanent construct was questioned by Mischel's study, which emphasized the need of taking situational elements into account when comprehending and forecasting behavior. The person-situation context, which emphasizes the need to take into consideration both individual characteristics and contextual circumstances, has continuously been validated by empirical research. Numerous studies have shown that depending on the situation they are in, people will behave and react in various ways. An introvert could, for instance, become more extroverted and outgoing in a social setting, demonstrating the impact of the environment on behavioral expression.

The person-situation setting has important effects on many different fields. It emphasizes the need for a complex understanding of human behavior in psychology, shifting away from a purely trait-based approach. The situational aspects that affect behavior may be taken into account by psychologists to create more precise models and treatments. The person-situation context also has practical ramifications in fields like clinical psychology, where treatment strategies must be customized to each patient's unique features and situational conditions. The person-situation context helps sociologists understand how society institutions, cultural values, and social norms interact with personal characteristics. It advances the knowledge of group dynamics, socialization processes, and societal change by enabling a greater comprehension of how people interact with and are impacted by their social contexts.

The person-situation setting also affects management and organizational behavior. It acknowledges that a person's behavior inside an organization is influenced by a variety of factors, including organizational culture, leadership styles, and work environment, in addition to their personal characteristics.

Organizations may build more conducive and engaging workplaces that support employee performance by taking into account how people engage with their work situations. The person-situation context offers a thorough framework for comprehending how people and their surroundings interact. We get a richer knowledge of human behavior across a range of disciplines by taking into account the dynamic interplay between personal characteristics and environmental circumstances. This viewpoint casts doubt on the idea that personality characteristics are set in stone and emphasizes the need of taking context into consideration when analyzing and forecasting behavior. A more complete and accurate knowledge of people in their many circumstances may be fostered by include the person-situation context in research, practice, and treatments[10]–[12].

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CONCLUSION

Understanding the complex interaction between people and their surroundings requires a framework like the person-situation context. We have investigated the dynamic connection between personal characteristics and environmental elements via this lens, realizing that the interaction between the individual and the environment shapes human behavior. The importance of taking into account both individual qualities and environmental circumstances has been underscored through theoretical underpinnings, empirical data, and ramifications across several fields. By taking into account the person-situation context, we go beyond a categorical view of human behavior and acknowledge the significance of circumstance in influencing individual reactions and behaviors. The dynamic character of behavior in many contexts is highlighted, which contradicts conventional ideas of permanent personality qualities. In psychology, sociology, and organizational behavior, a better understanding of the person-situation context offers up new directions for investigation, treatment, and practical applications. In psychology, taking into account the person-situation context enables the development of more sophisticated models and treatments that take into account the complex interactions that exist between people and their settings. Psychologists can provide more accurate and successful therapies that are suited to the particular circumstances people confront by recognizing the impact of situational elements. The person-situation context is advantageous to sociology because it sheds light on the ways in which social institutions, cultural values, and norms influence and are influenced by personal characteristics. This viewpoint advances our knowledge of socialization processes, group dynamics, and more general societal change mechanisms. The person-situation context within organizations emphasizes the necessity to take into account both individual characteristics and the workplace environment in order to comprehend employee behavior and performance. Organizations may develop settings that support employee wellbeing and productivity by understanding the impact of organizational culture, leadership approaches, and the physical workplace. The person-situation context recognizes the dynamic interaction between people and their settings and provides a thorough knowledge of human behavior. This paradigm highlights the significance of circumstance in influencing human responses and challenges oversimplistic views of personality and behavior. A more comprehensive and nuanced knowledge of people and their many situations is fostered by embracing the person-situation context, creating opportunities for further study, interventions, and real-world applications across disciplines.

REFERENCES

[1] A. Simonov, A. Zagarskikh, and V. Fedorov, “Applying Behavior characteristics to decision-making process to create believable game AI,” in *Procedia Computer Science*, 2019. doi: 10.1016/j.procs.2019.08.222.

[2] R. J. McKenna and B. Martin-Smith, “Decision making as a simplification process: New conceptual perspectives,” *Manag. Decis.*, 2005, doi: 10.1108/00251740510603583.

[3] R. Dongrey and V. Rokade, “Assessing the effect of perceived diversity practices and psychological safety on contextual performance for sustainable workplace,” *Sustain.*, 2021, doi: 10.3390/su132111653.

[4] A. Drewnowski and I. Kawachi, “Diets and health: How food decisions are shaped by biology, economics, geography, and social interactions,” *Big Data*, 2015, doi: 10.1089/big.2015.0014.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[5] J. Greene, F. Rossi, J. Tasioulas, K. B. Venable, and B. Williams, "Embedding ethical principles in collective decision support systems," in *30th AAAI Conference on Artificial Intelligence, AAAI 2016*, 2016. doi: 10.1609/aaai.v30i1.9804.

[6] M. Osman, "Controlling Uncertainty: A Review of Human Behavior in Complex Dynamic Environments," *Psychol. Bull.*, 2010, doi: 10.1037/a0017815.

[7] T. Bandaragoda *et al.*, "Artificial intelligence based commuter behaviour profiling framework using Internet of things for real-time decision-making," *Neural Comput. Appl.*, 2020, doi: 10.1007/s00521-020-04736-7.

[8] S. Budaev, J. Giske, and S. Eliassen, "AHA: A general cognitive architecture for Darwinian agents," *Biol. Inspired Cogn. Archit.*, 2018, doi: 10.1016/j.bica.2018.07.009.

[9] V. Christopoulos and P. R. Schrater, "Dynamic Integration of Value Information into a Common Probability Currency as a Theory for Flexible Decision Making," *PLoS Comput. Biol.*, 2015, doi: 10.1371/journal.pcbi.1004402.

[10] D. Terenzi, L. Liu, G. Bellucci, and S. Q. Park, "Determinants and modulators of human social decisions," *Neuroscience and Biobehavioral Reviews*. 2021. doi: 10.1016/j.neubiorev.2021.06.041.

[11] N. Thakur and C. Y. Han, "An ambient intelligence-based human behavior monitoring framework for ubiquitous environments," *Inf.*, 2021, doi: 10.3390/info12020081.

[12] V. Christopoulos, J. Bonaiuto, and R. A. Andersen, "A Biologically Plausible Computational Theory for Value Integration and Action Selection in Decisions with Competing Alternatives," *PLoS Comput. Biol.*, 2015, doi: 10.1371/journal.pcbi.1004104.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 8

AN OVERVIEW OF NONVERBAL COMMUNICATION IN WORKPLACE

Dr. Venkatesh Narasimhamurthy, Assistant Professor,
Department of English, Presidency University, Bangalore, India,
Email Id-narasimhamurthysv@presidencyuniversity.in
Prof. Anand Singh, Regional College of Management,
Bangalore, India

ABSTRACT:

Nonverbal communication is very important, especially in professional contexts where it has a big impact on impressions, relationships, and results. The complex dynamics of nonverbal signals in professional settings are explored in this research, along with their effects on interpersonal relationships, group dynamics, and organizational culture. This study aims to provide a deeper understanding of the various nonverbal behavior dimensions, such as facial expressions, body language, vocal cues, and proxemics, and their implications for effective communication in professional settings through a thorough review of the body of literature. People may improve their interpersonal effectiveness, develop strong professional connections, and ultimately contribute to organizational success by being more aware of and using the power of nonverbal clues.

KEYWORDS:

Body Language, Employee Interactions, Facial Expressions, Interpersonal Communication, Nonverbal Cues, Office Communication.

INTRODUCTION

Our everyday interactions are greatly influenced by our nonverbal behavior, which shapes how we connect, communicate, and comprehend one another. This is especially apparent in work environments where successful communication is essential to success. While verbal communication often receives the majority of emphasis, nonverbal clues are equally important for communicating ideas, building relationships, and affecting results. One's efficacy in professional settings may be greatly increased by being aware of and using the power of nonverbal behavior. This helps to build goodwill, encourage cooperation, and contribute to the success of an organization as a whole. This essay examines the subtleties of nonverbal behavior in the workplace and how it affects interpersonal relationships, group dynamics, and organizational culture. We seek to give useful insights that may assist professionals in navigating and using the power of nonverbal communication in their respective industries by researching a variety of nonverbal clues including facial expressions, body language, voice cues, and proxemics.

The police-citizen meeting that was previously mentioned has features in common with many professional encounters, although being short, involving relatively severe situational proxemic fluctuations, and involving just a minor amount of verbal engagement. The actor-observer distinction, for instance, might be used in the context of a job interview. In such an encounter, the interviewer may be thought of as the 'observer' or 'decoder,' analyzing the verbal and nonverbal behaviors of the interviewee, who is the 'actor' or 'encoder. The interviewer often decides on an essential, job-related judgement about the interviewee based on dispositional attributions made as a consequence of behaviors noticed during a thirty-minute interview, given the authors' experience with the professional interview context. Even

Regional College of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

while conducting a job interview may be a routine task for the interviewer throughout the course of a regular day at work, it is often an infrequent and anxious event for the interviewee. This could exacerbate the actor and observer situational bias effects. While acting as an observer, the interviewer goes about business as normal, while the interviewee responds sensitively to all of the interviewer's verbal and nonverbal cues. The interviewer uses the interviewee's behaviors to infer long-term dispositional qualities to the interviewee-actor while being unaware that the interviewer's very role is an important, immediate situational cause of the interviewee's behaviors. The interviewer may then base a job-related decision on this impression. Therefore, from the standpoint of nonverbal communication, the impression created is, to variable degrees, unintentionally encoded by the interviewee-actor, and maybe misconstrued by the interviewer during the decoding process.

Due to the possibility of creating expectations that skew the rest of the interaction patterns, this miscommunication process may be especially crucial during the early phases of an engagement. According to research, first impressions matter when it comes to setting expectations and making judgements about individuals during encounters connected to professional roles such as interviewing, counselling, teaching, and therapy. According to Zajonc, evaluation decisions are often formed in a split second based on nonverbal indications during a first meeting. Others have shown that it just takes four minutes to create a well-organized first impression.Ambady and Rosenthal summarized the studies on "thin slices" of expressive behaviors as a predictor for deception detection in their meta-analytic analysis. A substantial impact size was discovered across sixteen investigations. The impact magnitude was not substantially affected by exposure time or channel. More research has shown that even a short exposure to a teacher's nonverbal behaviors while the teacher was engaging with the class might indicate how the pupils would rate the teacher. Surprisingly, a reliable assessment of male sexual orientation may be made in 1/20 of a second. Significant levels of inter-slice reliability have been found by recent study on variables relating to the reliability and validity of thin-slice stimuli. Examining which nonverbal behaviors are most accurately reflected in thin slices revealed that smiles, nods, and eye contact had the highest behavioral validity[1]–[3].

Professionals who perform tasks like interviews, counselling, and teaching should continually be reminded of their impact on their students' nonverbal behaviors and should avoid using their favorite nonverbal behaviors as absolute markers of dispositional traits. To improve communication in face-to-face conversations, impression management strategies may be helpful in understanding the possible implications of verbal and nonverbal behaviors. For instance, Washburn and Hakel showed that in a mock interview situation, candidates received more favourable evaluations when the interviewer displayed a high degree of nonverbal "enthusiasm" than when the interviewer displayed a low level of it.

Another research found that candidates who got the interviewer's nonverbal approval were seen by impartial observers to be more at ease, calm, and comfortable than those who received the interviewer's nonverbal rejection.The interviewee may also use impression management techniques. For instance, the American Psychological Association offers specific advice to graduate school candidates on how to convey positive attributes nonverbally during an interview, based on research.

The majority of research indicates that nonverbal signals including intense eye contact, paralinguistic cue combinations, frequent head movements, frequent smiles, posture, voice volume, and outward appearance have an impact on how interviewers create impressions and make evaluations. Additionally linked to favourable subordinate opinions of managers is nonverbal immediacy.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Since there have been identified qualifying criteria, caution should be suggested before to implementing these particular behaviors. An application of high status, for instance, would be viewed more adversely than an applicant of low status if they avoided looking at the interviewer, according to one research. Evidently, the interviewer anticipated sight aversion from a low-status candidate but not from a higher-status applicant. In the military context, where physical characteristics like uniform markings clearly distinguish the ranks of the interactants, status disparities and related nonverbal behaviors have also been observed.Impressive evidence for the significance of nonverbal behaviors in controlling and creating impressions in role-defined situations can be found in this little selection of research findings. These findings also demonstrate how kinesics nonverbal behaviors interact with other nonverbal categories including proxemics, paralanguage, physical traits, and contextual influences. All of Knapp's seven aspects are crucial to take into account while enhancing communication abilities in the many settings of role-defined interactions that one encounters, even though this results in a rather difficult formula for applications.

A Study and Application Example:

i. Worldwide Politics

This section will give a brief overview of a research program that aims to systematically identify particular nonverbal behaviors linked to particular communicator intentions in order to improve our ability to decipher the nonverbal behaviors of others. International politics is the setting chosen for this study. This field addresses the complexity of nonverbal expression and interpretation by taking into account a wide variety of contextual, cultural, personal, and societal elements. It is also a place where there are aspects that are comparable to a range of daily experiences that a wide range of individuals face in work and social settings.

ii. Laboratory Study

The original research experiment consisted of a role-playing study in which advanced university students were given the assignment to assume the character of a foreign ambassador who was being questioned in a news conference scenario. The subjects were given a thorough presentation of a number of significant concerns that were gleaned from United Nations transcripts. After reviewing the topics, participants were randomized to one of three intention conditions that required them to state their nation's viewpoint on the topics in one of three ways: honestly, dishonestly, or evasively. The subjects were given examples of truthful, false, and evasive arguments and conversation topics to assist them get ready for the interview. Participants had no idea that the study's goal was to evaluate the nonverbal behaviors they displayed throughout the interview, and the interviewer had no idea if the subject was acting with an honest, dishonest, or evasive aim.

iii. Research Results

Analysis showed that respondents may be reliably categorised as honest, dishonest, or evasive based only on their nonverbal behaviors. 96.6 percent of the individuals were properly categorised as being honest, dishonest, or evasive based on eleven nonverbal behaviors. In a different section of the interview, three nonverbal behaviors were effective in identifying the subject's sincere, dishonest, or evasive intents in 77 percent of the instances. These answers from the computer stood in stark contrast to another set of conclusions drawn by three business executives who were chosen for their experience and knowledge in "dealing effectively with people." These executives watched the tapes and made educated guesses as to whether the subject had been being truthful, dishonest, or evasive. Only 43, 30 and 27% of

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

the instances, however, showed that the experts accurately designated the topic as ambassadors, according to the results. Thus, it would seem that even "experts" may benefit from further instruction and practice in understanding nonverbal cues, and they could even have a particular need for it.

The great majority of decoding studies have evaluated deception using undergraduate students. These studies' accuracy rates often range between 45 and 60 percent, which is close to chance. We tend to be especially bad at seeing falsehoods, according to Vrij, who points out that a more detailed review that makes a distinction between competence at spotting honesty and proficiency at spotting lies demonstrates this. Data indicate that certain expert groups, such as Secret Service agents and police officers, may have higher detection deception accuracy, but this is only likely to be the case if these groups have learned or been trained to focus on the nonverbal cues that are more reliable and ignore non-diagnostic nonverbal behaviors.

Research compiled in Vrij and Mann has shown the value of integrating nonverbal behavior analysis with the use of different speech content analysis methods to determine the veracity of verbal content. These studies' accuracy rates have varied from 77 to 89 percent. Additional criteria-based content analysis models have been created and are being utilized as verbal veracity evaluation tools throughout the last 10 years. According to Vrij's summary of the research to far, the results are still highly encouraging, with most trials achieving significantly better than chance decoding accuracy. However, the majority of those statistics come from research done with undergraduate students. Even though some of the results have been encouraging, Vrij points out that a typical approach has a known error rate of 30% and advises against yet accepting the results of these techniques as acceptable evidence in court. Further studies comparing decoding accuracy in small groups against individuals found a considerable advantage for participants in the group situations. This benefit, nevertheless, was only discovered for assessments of dishonest, not honest, communication.

Recent research that was influenced by the use of implicit measuring methods has shown some evidence in favor of subliminal processing enhancing decoding accuracy. These studies' impact sizes, meanwhile, have been modest, and some of the related research has used questionable methodologies. Future research must properly account for the influence of conscious processing on the results of decoding. When the respondent transitioned from acting as an ambassador to being "him/herself" during the informal post-interview time, the results of another set of studies showed substantial changes in nonverbal behavior patterns. In general, while playing the part of an ambassador, individuals exhibited more restrained, repressed behaviors: for instance, during the interview, there were noticeably fewer facial expressions, head nods, body swivels, and remarks than there were during the post-interview session. According to the role being transmitted, it seems that the same individual exhibits various nonverbal behavior patterns and intensities. The three five-minute phases of the formal interview also included various behavioral patterns. This means that distinct behaviors might appear throughout an engagement even though a person is performing the same role. These could be brought on by adaptability, tension, comfort, relaxation, or exhaustion[4], [5].

Another set of studies, this time utilizing the respondents' replies to a series of post-interview questions, revealed that certain nonverbal behavior patterns were associated with the sentiments the subjects had during the interview and with the intention condition that the subjects were given. Deceptive and evasive respondents showed nonverbal signs of stress and anxiety, while evasive and honest subjects showed behaviors suggesting participation.
Subjects in all three circumstances exhibited behavioral patterns that were consistent with

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

their indicated perceptions of efficacy and confidence. A more thorough evaluation of nonverbal behavior patterns over time should be possible with the use of modern computer-assisted behavioral observation technologies like theme.

iv. Getting the Decoder Ready

Despite the complexity of the study's findings, they were compiled into a training program that aimed to enhance the observer's capacity to discriminate between the sincere, dishonest, and evasive intents of participants in this position. distinct sets of decoders were given four training programs that reflected four distinct forms of teaching, ranging from broad to detailed information on nonverbal cues to intention. Results demonstrated that when the specificity and applied organization of the educational materials rose, judgement accuracy in differentiating between honest, dishonest, and evasive presentations also improved. It was determined that the inference training method was very efficient.

Approaches To Understanding Nonverbal Behavior

The research mentioned above provide credence to the idea that nonverbal cues like gestures, facial expressions, and other behaviors may transmit meaning. Understanding the nonverbal components of behaviors may be useful for interpretation in general, but it might not be applicable in all situations. It is necessary to construct meaning within the context of interest, such as the nonverbal cues used in a speech, interview, or casual chat. A strategy for drawing credible conclusions about the goals and psychological or physical conditions of political leaders has been created, building on prior laboratory work. The plan provides a framework for interpretation, making it both a useful tool for professional policy analysts and a helpful foundation for anybody who wants to keep track of important events. The following sections cover topics and analytical methods, with an emphasis on the unique characteristics of one specific setting, that of international politics.

Themes to Consider

Moving images are panoramas of rapidly changing events, sounds, and emotions that are shown on video or in motion pictures. A fundamental analytical problem is knowing exactly where to direct one's attention. Frameworks designed to direct the aforementioned research provide many leads. The frameworks emphasis two main aspects that serve as a framework for analysis: concentrating on combinations of nonverbal behaviors and taking contextual factors into consideration.The nonverbal behaviors may be merged for analysis of the overall displays even if they were coded independently. Then, based on patterns of behavior, conclusions about emotions or intentions might be drawn. The patterns can be expressed in a variety of ways: one way is through linear combinations of the behaviors that make up the pattern, such as when gaze time, leg movements, and object fidgeting are used in equations to identify likely intentions; another way is through correlated indicators or clusters, like the pattern of trunk swivels, rocking movements, head nodding, and head shaking displayed by subjects trying to withhold information about their "nation's" policy; a third way is through behaviors that happen.

Movement patterns have a significant role in the whole scenario. One may understand the significance of the motions by connecting them to sentiments and objectives. However, there are various ways to account for what is seen. The context may relate to these sources. The semi-fixed items in the environment, the other individuals the subject interacts with, and the kind of conversation that takes place are all considered context. Rapoport's discussion of the significance of the built environment brings to life the idea that context significantly affects social interaction or behaviors. Duncan's thorough investigations of conversational turn

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

taking reveal the constraining effects of other persons on presented expressions. They serve as the foundation for creating systems that answer the issues of what to search for and how to interpret observations and codes. Here, a framework for understanding the text is highlighted.

One of the first steps in evaluation is determining where to direct attention. Each of the aforementioned political concerns emphasizes a certain topic. Incongruities or inconsistencies in verbal and nonverbal behaviors, as well as across other nonverbal channels, might be indicators of deteriorating health. Excessive physical activity and differences from the baseline reflect deception.

A rise in the intensity of behaviors displayed via a multitude of channels indicates a strong commitment to the policy. Political status may be inferred from the meticulous documentation of proxemic activity or geographical correlations. Co-varying clusters of face expressions and body movements are summarized in biographical profiles. Each of these themes helps to focus an analyst's attention on interpersonal interactions, specific nonverbal cues, or quantity, as in the case of commitment. The second stage in evaluation is determining precisely what to look at. Numerous experiments' findings point to certain behaviors. These provide a variety of indications, the meaning of which is made clear when combined with the themes mentioned above. The following list includes examples and references for each category[6]–[8].

Indicators of Health

a) An expression of pain includes a furrowed brow, elevated eyelids, a shift in voice pitch, a lowered brow, and a lifted upper lip.

b) Depression is characterized by hand-to-body movements, an increase in self-references, protracted quiet, and decreased facial muscle activity across the brow and cheek area.

c) More forced smiles and less encouraging head nods indicate irritability.

d) Increased spontaneous movement, quicker eye blinking, and self-adaptive movements are signs of tension.

e) Rapid eye movement and gaze aversion in otherwise immobile facial expressions, flustered speech as shown by repetitions, corrections, the use of "ah" or "you know," rhythm disturbances, abrupt changes in behaviors, increased head rotation and elevation, and increased placement of hands in front of the body.

f) Inconsistencies between verbal and nonverbal communication in which two separate signals are delivered.

Deception Warning Signs

i. **Direct Deception:** Speech errors as deviations from baseline data, voice inflection, fidgeting with objects, less time spent looking at the other than during a baseline period, patterns of rocking, head-shaking, and nodding movements that vary together, reduction in hand movements among skilled deceivers and those who are high in public self-consciousness, and increased pauses;

ii. **Indirect Deception:** Increased leg motions during quiet times, frequent looking away, particularly under stress, frequent head shaking at the beginning of the encounter, and an overall rising tendency of self-fidgeting.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A significant portion of the empirical study of nonverbal behaviors has been devoted to the hunt for a comprehensive collection of trustworthy nonverbal clues of deceit. However, results from research on decoding accuracy point to either the absence of such a collection of trustworthy signals or, alternatively, the lack of understanding among most people about the usage of such a set of cues for diagnosis. In a meta-analytic evaluation based on 120 independent samples, DePaulo et al. provide an overview of results. Although the examination shows consistency with some of the aforementioned signs, the bulk of deception signals were shown to be unconnected to dishonesty or to have just a tenuous relationship with it. These results are in line with research by Frank and Ekman, Vrij, and others that has shown how much motivated falsehoods influence the presentation of unpleasant facial emotion via nonverbal signals. Experts have discovered that motivated liars are easier to catch, and high-stakes falsehoods result in more consistent nonverbal cues, particularly in the paralinguistic domain.

There have been two recent relevant meta-analytic reviews. Sporer and Schwandt investigated variations in the nonverbal encoding of honesty and deceit across twelve behavioral channels or factors. Nodding, hand gestures, and foot and leg movements were the only three distinctions identified. Contrary to expectations, a drop in frequency was seen while lying. Additionally, the emotional impact of the falsehood was insufficient to reduce the degree of decoding accuracy. These authors suggest that the experimental database's weak ecological validity may be a contributing factor in the absence of moderation evidence.

What Bond, Levine, and Hartwig refer to as a decline effect is one of the most intriguing discoveries to come out of the study on nonverbal lie detection. The number of times a nonverbal deception signal has been researched and its intensity were strongly inversely related, according to data from the meta-analysis by DePaulo et al. The three most often examined cues—reaction duration, response delay, and eye contact—had nothing to do with deceit. The strongest associations, on the other hand, often resulted from signals that have not been well investigated. Regression towards the mean and a publishing bias, according to Bond et al., may explain for the decline effect even if there isn't yet a consensus explanation for it. Peer review standards may be lowered for acceptance of subsequent results that are less strong if the first results are strong. There is obviously a need for further research on these understudied non-verbal behaviors.The amount of motivation of the liar, the spontaneity of the deception, whether or not the deceit includes identity-relevant material, and whether or not the lie was about a transgression all influence how diagnostically useful a cue is. Furthermore, it would appear to follow that lying regarding violations could be particularly difficult to hide given the universality of the reciprocity standard.

Methods of Analysis

Nonverbal behavior patterns provide the framework for interpretation, whilst the individual behaviors make up displays. Coding precise, well-defined motions and expressions is the first stage.

Technique improvements enable the effective coding of a wide range of behaviors. A subset of nonverbal behaviors that are particularly important for differentiating between intents and emotional states and have good reliability as judged by independent coders. The following are on this list: the length of time your eyes are fixed on the interviewer or another person, your leg movements, the frequency with which you talk, speech mistakes you make, your rocking motions, your head nods, and your illustrator gestures. These are a few of the gestures or utterances that were directly coded from the study of test participants and global leaders.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

By teaching programmers to be channel experts, efficiency is increased. Small groups are taught to concentrate on one channel vocalizations, as well as on the eyes, face, body, legs, and spatial configurations. For certain measurements, frequencies are recorded; for others, the coder records time. By designating certain video parts to the various groups, more specialization may be achieved. A division of labour of this kind expedites the procedure, improves dependability, and frees up the coders for other jobs. With just two hours of work from each coder, a collection of twenty-five nonverbal behaviors shown by individuals in thirty, twenty-minute chunks were coded in around three weeks.

The protocols provide forth a coding or notation method for handling video data. Nonverbal indicators might be converted into profiles of certain global leaders with the use of computer-assisted analysis. Here, rather than focusing on specific psychological or physical experiences, one starts to become more concerned in recognizable postures or motions. The focus is on leaders' unique styles, which are influenced by contextual variables. These behaviors may be expressed as animated displays using nonverbal notation. Additionally, they provide instruments for the creative investigation of movement and expression control, such as the ability to alter the display to show different styles in various contexts.

One foundation for organizing the analysis is the list of behaviors. Another foundation is a broader classification scheme that includes a variety of contexts, goals, vocal declarations, and nonverbal behaviors. Each category has enough video to allow for the duties of trend analysis, comparison, and profile development. Additionally, it helps with inventory management since systematic categorization and indexing of materials makes it easier to find relevant items in archive collections. When all channels are not accessible to the observer, multiple measurements provide alternate signs that can be helpful. They also provide supporting evidence, which increases trust in the conclusions drawn. Additionally, a reasonable subset of nonverbal behaviors may be found for 'on the spot' commentary for the time-constrained analyst.

Comparative Analysis

It is possible to create profiles of foreign leaders using nonverbal cues. It is clear that such an approach emphasizes the parallel between expressive behaviors and personal idiom and Allport's idea of morphogenic analysis. This method of systematic comparison aims to improve the analyst's comprehension of the ‘subject' under study. This is accomplished by observing the behaviors shown by a chosen group of people in a variety of settings and in connection with spoken utterances.

Examining variations from each subject's baseline data, contrasting the same subject's nonverbal cues in various contexts, and contrasting cues for various vocal claims are all examples of comparisons that might be done. These studies draw attention to similarities and differences between contexts, across verbal and nonverbal channels, and even within various nonverbal channels. They also notify the analyst when nonverbal behavior has changed; analyzing how nonverbal behavior has changed from a baseline period will help one comprehend relatively uncommon expressive behaviors. Comparing various people in comparable circumstances or coping with comparable issues constitutes further analysis.

These similarities are valuable because they help create a movement representation system that is comparable to the notation and animation systems that Badler and Smokier have developed. Sets of coordinated motions that may alter with time and circumstance are extracted from the data. Animated graphic displays may depict the coordinated motions. Such displays highlight 'postural' variations among and between performers over time. The observations focus on the question of how various circumstances' elicited emotions and goals

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

are reflected in bodily movement when combined with events and surroundings. The findings are pertinent to the subject of how culture affects observable nonverbal displays when contrasted to performances by actors in various cultural contexts. An investigator may learn more about their topic or group through a variety of analytical techniques. 'Following a topic around' is a notion that is formalized by each method. Extended coverage offers the chance to compile reference data for comparisons. Additionally, it enables the implementation of within-subject analytic designs for the systematic comparison of displays seen at various times and settings, as well as while presenting various themes. These techniques let analysts differentiate the meaning of distinct nonverbal cues more accurately.

Comprehensive video footage allows for more complex evaluations of leadership behavior. Comparisons of the replies to questions designed to cause different amounts of stress indicate relationships. These findings lessen reliance on notation systems created outside of the crucial circumstances of concern, which improves analytical capabilities. Additionally, they would provide data that was pertinent to urgent demands.

Time-Constrained Requests

The analyst is often forced to deliver interpretations without the advantage of in-depth study, lengthy video evidence, or hindsight due to the need for contemporaneous evaluations. Indeed, both technical experts and laypeople often experience these circumstances. Scheibe remarked that the educated observer depends on sharp observation of deviation from the 'normal' and strong recollection for prior distinctive patterns. Results on how quickly decoders can evaluate verbal and nonverbal signals show that, with training, such evaluations may be done in a reliable and generally correct way. Notational systems are extremely helpful in this situation. They provide the analyst a framework for concentrating on important particulars. The pertinent details are a component of a wider coding system whose validity has already been verified, and are determined mostly on the basis of what is known. The codes indicate where to concentrate attention and what to look at, helping to boost the analyst's confidence in their own conclusions. The following are some examples.

a) Sudden Changes

Acute alterations may appear as discrepancies between several nonverbal channels or as an increase in the intensity of behaviors displayed in a variety of channels, both of which are easily discernible from minimal data. The former might be seen as indicators of deteriorating health, whereas the latter often denotes a strong devotion to policy.

b) Leaks

Leaks are recognized as indicators of deceit and manifest as an increase in activity in one channel and a decrease in activity in another. The idea of leakage, which is based on an analogy with a "hydraulic model," characterizes the results of an individual's efforts to regulate their facial expressions during deception, namely the poker face.The leaking hypothesis was to be tested in a research created by the authors. In one scenario, participants were instructed to regulate their facial expressions during a misleading conversation; in the other, they were instructed to regulate their body movements. Both situations were contrasted with an earlier session when respondents weren't told to moderate their facial expressions or body language while lying.

The leaking hypothesis would be supported by more body movements in the 'control-face' condition and more facial emotions in the 'control-body' condition compared to the prior session. Although the data did not corroborate this theory, they did show that liars were less

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

animated overall in both scenarios, which corroborated the findings that motivated liars exhibited behavioral restraint.

c) Moment-by-moment Expressions

MMEs, which are regarded as universal expressions, are the muscular movements that support early emotional states and phases of information processing. Workers have been able to pinpoint the muscle clusters connected to certain emotions or processing phases with the use of specialized instruments. MMEs may be helpful in interpreting bodily signals in addition to facial cues, according to further studies in this field. Burgoon and Dunbar recently published a chapter that summarizes research demonstrating the positive correlation between training and experience and improved decoding accuracy, even with low-stakes lies and particularly when interaction sequences are longer, baseline comparisons are possible, and strategic questioning techniques are used.The types of observations that may be utilised to draw conclusions from sparse data are shown above, including those that show sudden or noticeable changes in behavior and those that take place throughout the time period covered by a statement. Although these signs are helpful, they only tell half of the picture since cultural and environmental factors that affect what is seen are not taken into account. Careful examination of leaders' actions in the target contexts reveals these factors.

Untruths about Nonverbal Deception

A very consistent set of results has emerged from the empirical research of beliefs, expectations, and general stereotypes surrounding nonverbal behaviors seen as suggestive of dishonesty, as shown in a number of studies and reviews. In one of the first studies on this matter, Zuckerman, Koestner, and Driver discovered that several different indicators were believed to be connected with lying. However, as was stated in a previous section, research has shown that these beliefs vary between cultures. Other research has shown that the views of specialists and laypeople are comparable. The results of the same research demonstrated that decoders who claimed to rely on the relevant paralinguistic deception cues were actually better at spotting falsehoods.

The results of chance level performance may be a consequence of decoders' stereotypes; they often include both correct and inaccurate components, according to an analysis of the stereotype content given above and the findings from the encoding and decoding accuracy studies. Decoders may be using both diagnostic and non-diagnostic data, resulting in decoding accuracy that is no better than random. Similar nonverbal deception stereotypes were found in a thorough cross-cultural analysis of data from 58 nations. More than 25% of the subjects noted inaccurate signs like gaze aversion. The evidence that motivated or high-status encoders may be more likely to try to intentionally manage leaks in the channels that are easier to influence increases the difficulty of the deception detection job. Additionally, it's possible that the encoding of behaviors in more manageable channels exhibits greater unpredictability. In fact, Vrij, Edward, and Bull discovered that the more-easily controlled gaze aversions showed much more variability than the less-easily con- trolledpara-linguistic utterances.

DISCUSSION

In professional environments, nonverbal behavior has a big impact on relationships, communication, and organizational dynamics in general. Understanding and efficiently using nonverbal signals may significantly influence how people interact with one another and help to foster a supportive and productive workplace environment. Facial expressions are an important component of nonverbal behavior in professional contexts. Numerous emotions,

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

attitudes, and intentions may be communicated via facial expressions. Maintaining an acceptable and professional facial expression is crucial for building credibility, communicating involvement, and creating favourable impressions in professional settings. For instance, during meetings or client encounters, a kind grin may assist establish rapport and provide a welcome environment. Another important aspect of nonverbal behavior is body language. Movements, gestures, and posture may convey assertiveness, confidence, or attention. In business contexts, having an open, carefree posture may show that you are approachable and open to other people's ideas, while refraining from closed-off postures or fidgeting can show that you are confident and self-assured.

Nonverbal clues from the voice, such as tone, pitch, volume, and tempo, are equally important. A person's voice may exude emotions, zeal, and authority. Speaking confidently and clearly may increase one's trust and guarantee that words are conveyed clearly. Moreover, how information is seen and received may be greatly influenced by one's capacity to modulate their voice effectively during presentations, negotiations, or arguments. Another important part of nonverbal behavior is proxemics, which is the study of personal space and distance. Regarding personal space limits, different cultures and professional contexts may have distinct expectations. Respecting and being aware of personal space may show professionalism and cultural awareness. Additionally, keeping a comfortable distance from the other person throughout a discussion without crossing their personal limits might help to build trust and respect. In business contexts, nonverbal behavior also affects group dynamics. The development of power dynamics, social hierarchies, and team cohesiveness may all be influenced by nonverbal clues. Individuals may more successfully navigate group dynamics by learning and interpreting nonverbal cues, such as identifying leadership traits or gauging team member participation and agreement. Furthermore, nonverbal behavior has a significant impact on organizational culture. The general tone, values, and customs of an organization are influenced by the nonverbal indications given off by leaders and staff. For instance, leaders who constantly exhibit accessible and open nonverbal behavior might promote an environment that values open communication and cooperation. However, if nonverbal indicators show stress, apathy, or conflict, it may have a detrimental influence on the workplace and obstruct efficient communication. This is why nonverbal behavior is so important in professional contexts. Communication may be improved, good connections can be built, and an effective use of nonverbal clues can help to create a great organizational culture. Professionals may enhance relationships, boost influence, and achieve overall success in the workplace by being more aware of nonverbal clues such as facial expressions, body language, voice cues, and proxemics[9]–[12].

CONCLUSION

In professional situations, nonverbal behavior is very important for influencing relationships, communication, and the general dynamics of organizations. It has been shown that nonverbal signals have a substantial influence on interpersonal relationships, group dynamics, and organizational culture. We have discussed many facets of nonverbal behavior throughout this conversation, including facial expressions, body language, voice signals, and proxemics. Professionals may improve their communication skills, build rapport, and project professionalism by realizing the importance of nonverbal clues. While body language may offer assurance and focus, facial expressions can convey friendliness and trustworthiness. Vocal signals like pitch and tone may affect how communications are heard and understood. The development of pleasant connections also depends on respecting boundaries and being aware of personal space. Additionally, nonverbal behavior affects group dynamics in workplace contexts. It affects how social hierarchies, power dynamics, and team

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

cohesiveness are formed. Individuals may successfully traverse these dynamics and foster cooperation by learning and interpreting nonverbal signs in a group situation. Beyond individual encounters, nonverbal behavior has an influence on the culture of the whole organization. An organization's ideals and conventions are influenced by the nonverbal signals given by its leaders. Negative nonverbal signals may exacerbate stress and obstruct productive cooperation, while a positive and open nonverbal communication style can promote a culture of trust, collaboration, and open communication.

REFERENCES

[1] J. Phillips, "Nonverbal Communication: An Essential Skill in the Workplace," *Aust. Med. Rec. J.*, 1993, doi: 10.1177/183335839302300406.

[2] M. Saeedi, N. Al-Othman, and M. Rabayaa, "Breaching the Bridge: An Investigation into Doctor-Patient Miscommunication as a Significant Factor in the Violence against Healthcare Workers in Palestine," *Biomed Res. Int.*, 2021, doi: 10.1155/2021/9994872.

[3] E. Seppala, "When Giving Critical Feedback, Focus on Your Nonverbal Cues.," *Harvard Bus. Rev. Digit. Artic.*, 2017.

[4] M. Jia, J. Cheng, and C. L. Hale, "Workplace Emotion and Communication: Supervisor Nonverbal Immediacy, Employees' Emotion Experience, and Their Communication Motives," *Manag. Commun. Q.*, 2017, doi: 10.1177/0893318916650519.

[5] M. A. Ruben, M. D. Stosic, J. Correale, and D. Blanch-Hartigan, "Is Technology Enhancing or Hindering Interpersonal Communication? A Framework and Preliminary Results to Examine the Relationship Between Technology Use and Nonverbal Decoding Skill," *Front. Psychol.*, 2021, doi: 10.3389/fpsyg.2020.611670.

[6] S. Bonaccio, J. O'Reilly, S. L. O'Sullivan, and F. Chiocchio, "Nonverbal Behavior and Communication in the Workplace," *J. Manage.*, 2016, doi: 10.1177/0149206315621146.

[7] F. C. Lunenburg, "Louder than words: The hidden power of nonverbal communication in the workplace," *Int. J. Sch. Acad. Intellect. Divers.*, 2010.

[8] S. Lawrence, "The Power of Nonverbal Communication," *Power Nonverbal Commun.*, 2017.

[9] R. S. Kudesia and H. A. Elfenbein, "Nonverbal communication in the workplace," in *Nonverbal Communication*, 2013. doi: 10.1515/9783110238150.805.

[10] M. Jia and J. Cheng, "Emotional Experiences in the Workplace: Biological Sex, Supervisor Nonverbal Behaviors, and Subordinate Susceptibility to Emotional Contagion," *Psychol. Rep.*, 2021, doi: 10.1177/0033294120940552.

[11] I. E. Team, "Examples of Nonverbal Communication in the Workplace," *www.indeed.com*, 2021.

[12] S. Bonaccio, J. O'Reilly, S. L. O'Sullivan, and F. Chiocchio, "Nonverbal Behavior and Communication in the Workplace: A Review and an Agenda for Research," *J. Manage.*, 2016, doi: 10.1177/0149206315621146.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 9

AN OVERVIEW OF THE PRESENCE HUMOUR IN COMMUNICATION SKILL

Dr. Shibilynuaman Zainudheen, Assistant Professor,
Department Of English, Presidency University, Bangalore, India,
shibilynuaman@presidencyuniversity.in
Prof. Nikita, Regional College of Management, Bangalore, India

ABSTRACT:

Effective communication is a vital aspect of human interaction, playing a pivotal role in personal relationships, professional settings, and social dynamics. In recent years, researchers have recognized the significant impact of humor on communication, highlighting its ability to enhance understanding, promote rapport, and foster positive connections between individuals. The objective of this study is to investigate the presence of humor in communication skill and its effects on message delivery, reception, and overall interaction. Furthermore, this research delves into the cognitive and emotional mechanisms underlying the successful integration of humor into communication.

It explores the psychological processes involved in humor appreciation, such as incongruity resolution, surprise, and relief, and examines how these processes contribute to improved message retention and comprehension. In conclusion, this research emphasizes the importance of recognizing and cultivating humor as an integral aspect of communication skill. By understanding the mechanisms and potential benefits of humor in various contexts, individuals can enhance their communication abilities, build stronger relationships, and navigate complex social interactions more effectively. Ultimately, the presence of humor in communication skill emerges as a valuable asset that warrants attention and exploration in both academic and practical settings.

KEYWORDS:

Communication Skills, Effective Communication, Humor Appreciation, Psychological Mechanisms, Interpersonal Relationships, Humor Integration, Audience Engagement.

INTRODUCTION

Effective communication is an essential skill that influences our interactions, relationships, and success in various domains of life. It enables us to express ourselves, share information, and connect with others on multiple levels. While communication encompasses a wide range of techniques and strategies, one element that has increasingly garnered attention is the presence of humor. Humor, with its ability to elicit laughter and amusement, holds a unique power to enhance communication and create memorable experiences.

The study of humor in the context of communication has gained momentum in recent years, as researchers have recognized its significant impact on message delivery, reception, and overall interaction.

Humor has been found to serve numerous purposes, such as breaking the ice, alleviating tension, increasing engagement, and fostering rapport between individuals. Its potential to facilitate understanding, persuasion, and positive connections has piqued the interest of scholars and practitioners alike.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The objective of this paper is to explore the presence of humor in communication skill and delve into its multifaceted nature. By examining existing literature and synthesizing key findings, we aim to shed light on the mechanisms and effects of humor in communication across various contexts. Additionally, we will explore the cognitive and emotional processes underlying humor appreciation and its role in enhancing message retention and comprehension.Furthermore, this research will delve into the influence of cultural factors on humor comprehension and the necessity of adaptability in cross-cultural communication settings. Understanding how humor varies across cultures and adapting humor appropriately is crucial to avoid potential miscommunication or offense. We will examine practical strategies for incorporating humor into communication skill development, considering factors such as timing, context, and audience analysis. It is important to note that while humor can be a powerful tool in communication, it also poses challenges and risks. Misused or inappropriate humor can lead to misunderstandings, alienation, or negative outcomes. Therefore, this paper will address potential pitfalls and provide insights into mitigating risks associated with humor in communication. By recognizing and cultivating the presence of humor in communication skill, individuals can enhance their ability to connect, engage, and convey messages effectively. This exploration of humor's role in communication aims to contribute to both academic understanding and practical application, highlighting its significance in fostering positive relationships and navigating the complexities of human interaction [1]–[3].

Some professional counsellors see humour as something that should be nurtured and strategically employed rather than disregarded or used just incidentally, whether they are depending on research or their personal experience. The majority of therapists agree that humour is a sign of self-awareness and a need for introspection. According to Mauger, humour may strengthen the 'therapeutic alliance' by establishing parity between the client and therapist and can create an emotional connection between them. This connection shows the therapist's acceptance and support of the client. Let's be quite clear about the kind of humour we are referring to while discussing therapy.

It is obvious that there is no effort to intentionally make the patient or customer laugh or to interject jokes. It conveys a inner condition, a stance, a point of view, or in the broadest sense an attitude to life, according to Mindless' definition. It must be adaptable, unusual, and fun as a therapeutic tool the type of humour that arises spontaneously in response to the patient's recounting of a sad story or mental condition.

According to Killinger, humour in therapy is a personal interaction between the client and the therapist. Its promise resides in its use as a tool for helping individuals see their issues from a different angle.

It helps clients become more self-aware by enhancing their capacity to evaluate themselves and other people objectively and to produce broader emotive responses. It is referred to by Mauger as a method of 'untwisting' a client's cognitive distortions.

However, this shift in perspective from which clients start to see the comedy or absurdity of their own situation must be encouraged with caution and tact. Kubie has cautioned that comedy introduced too quickly by the therapist might be harmful if it is perceived that the therapist is laughing at rather than with the client.

In Mauger's opinion, laughing with others is kind, but laughing at others is immoral and unethical of course, there are a variety of therapeutic situations, and the literature on therapy practise provides examples of how therapists have used humour in individual, group, and family therapy settings.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Individual Therapy

Killinger firmly thinks that humour should be developed creatively yet spontaneously in order to capture and crystallize the essence or meaning of the current client-therapist interaction. Her professional approach prioritizes therapeutic awareness to a client's needs and is kind. Killinger thinks that the best way to attain this sensitivity is by verbal picture painting or framing which aims to open the client's eyes while yet retaining some psychic distance.

The therapist may direct the intervention at a key moment by using a hilarious word image to capture the core of the client's dynamics while actively listening and trying to comprehend what clients are thinking or saying about themselves. By elaborating on what clients are saying about themselves, the funny interpretation aims to help clients move away from a fixed perspective of themselves or their circumstances while simultaneously supporting the present. This shift of focus may be done without being "too close" and causing the client excessive worry by concentrating the humor's topic matter on things, people, or events somewhat distanced from the client. Additionally, Mauger employs humour to reinterpret or reframe upsetting situations in a manner that adequately distances the client from the stressor while fostering a sense of perspective and safety.

Group Therapy

What Yalom termed a social microcosm shared experiencing a wide range of emotions is created by the majority of long-standing organizations whose members grow a feeling of belonging and loyalty. Inevitably, humour enters the therapy group and, rather than suppressing it, the major issue is how to best incorporate it into the culture of a group without making it seem too forced.

Bloch thought about the benefits and drawbacks of utilizing comedy in long-term group therapy. In particular, he emphasized the need of adopting an interactional paradigm, in which relationships among members influence transformation more so than interactions between clients and therapists.

Therefore, it's crucial that humour originates from the connections between clients rather than from the therapist. Bloch has outlined 10 different ways that humour might be therapeutically beneficial. Four of these are categorised as client-related applications, three as group-related uses, and three as therapist-related uses.

Examples of applications for therapists include modelling amicable attitudes or behaviors that aid in removing barriers to a client's more spontaneous self-expression; transparency in the therapist's self-disclosure that demonstrates a willingness to laugh at oneself; and interpretation that aids clients in changing their perspective of themselves through humour.

Several strategies are used in client-related applications to help clients understand the comical character of certain experiences that happen during group conversation.

These include giving clients the tools they need to put their experiences into appropriate perspective, get over their sincerity, advance their social skills, and provide chances for catharsis and self-disclosure. Cohesiveness, the use of humour within the group to promote camaraderie and friendliness; insight into group dynamics, which helps group members appreciate the relevance of processes like excessive reliance on the therapist, avoidance of distressing topics; reduction of tension, the use of humour to handle conflict and embarrassment. These are just a few examples of group-related uses.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Family Therapy

A therapist may use humour to alter the "drama of a family" in one of two ways, according to Madanes: one is based on the use of words to redefine circumstances, and the other is based on planning acts that alter the flow of events and adjust sequences of interaction. The art of the therapist in terms of language is quite similar to what we have just been talking about. Often, amusing interventions don't strike the family members as funny at the time; they only seem funny looking back. Sometimes, the therapist can help the patient revisit earlier therapy-related family events and use humour to break through the family system, loosen their hold on recurrent dysfunctional family patterns, and restructure the tasks that affect how the family members interact with one another.

In terms of action, using humorous or slapstick routines may be beneficial in circumstances when one family member's behavior upsets another. The plot method used by Madanes in this instance is for the one who is acting inappropriately to do so on purpose, while the person who is becoming annoyed would react to them in an overly loving manner. This brings the behavior to light in a non-threatening manner, which might make both family members in the conversation laugh. Every kind of comedy could sometimes include disobeying rules, authority, or societal conventions. Antagonism may be transformed into playful challenge via defiance, which can be employed in ways that are both hilarious and healing. The majority of therapists agree that if humour is to be utilized in therapy, it must be done so delicately and compassionately, showing that the therapist respects, appreciates, and cares about the client's well-being. Many people caution against the abrupt and careless introduction of comedy into therapy and see it as a finely calibrated business when it is done. However, this perception of the customers' psychological vulnerability has come under scrutiny. According to Farrelly and Matthews and Farrelly and Lynch, provocative treatment uses humour specifically to challenge the pathology of clients and elicit a strong emotional response that will cause them to give up their self-defeating practices. If not used with extreme caution, this method might be hazardous [4]–[6].

Medical and Caring Contexts

Humour strengthens the link and sense of trust between patients and healthcare providers in medical and nursing settings. Additionally, it contributes to the appearance of a more equitable relationship, helping to counteract the evident imbalance of one in which one partner is reliant upon the other and essentially cedes authority for the latter's welfare. This is not meant to suggest that the humour connection truly turns into a sym- metrical relationship. Haakana has shown that during consultations, physicians often laugh less than their patients do and do not elicit laughter as frequently as their patients do.

But when medical professionals do start joking around, it's quite likely to be returned. Sala and Kapat discovered a substantial correlation between the use of humour and patients' perceived satisfaction with their medical treatment in one extensive study of medical consultations. In happy consultation appointments, female patients in particular employed humour more than male patients. Patients used more self-deprecating humour when such visits were rated as being unsatisfactory; conversely, doctors tended to employ self-deprecating humour when such visits were rated as being more satisfying by patients. Perhaps the degree of pleasure had less to do with the patients' faith in the doctor's skill or the treatment's success and more to do with how equal they felt with their doctor throughout the consultation. According to Sala and Kapat's research, people who had funnier consultation appointments with their doctors were less inclined to accuse them of misconduct.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Research on the use of humour in medical treatment and consultations has produced a number of other findings. For instance, there is some evidence that humour may be used to handle conflict, challenging caregiving settings, and challenging patients. Similar to this, using comedy may help patients regain a sense of control, establish their independence, and rebuild their self-esteem, especially after a stroke. Humour has also become a tool for coping, enhancing the work environment, and serving as an antidote to burnout, emotional weariness, and depersonalization for inhabitants of assisted living facilities. In addition to the research already mentioned, a rising number of real-world situations utilizing actual discursive approaches are being used to evaluate humour. A good subject for humour study may be nursing and nurses as crucial contributors in healthcare. Nursing, on the other hand, seems to be a little hesitant to embrace humour, and most of the literature in this field is anecdotal or opinion-based, which may indicate that nurses see humour and professionalism as being mutually contradictory. But the research that has been done in this field makes it very obvious how important humour is to healthcare communication, particularly in the wake of the Francis Report and the rise in NHS complaints, which both point to poor communication and attitude as endemic issues.

In addition to pre- and post-interaction audio diaries with theoretical sampling, interviews, field notes, and focus groups including patients, patient groups, and CNSs were added to McCreadie and Wiggins' baseline data corpus of clinical nurse specialist-patient encounters. According to the study's findings, patients adopted a persona of the good patient that included sycophancy, coping, and compliance and balanced this with both potentially problematic and non-problematic humour usage. In other words, comedy is utilized to deferentially package issues without endangering the connection with the CNS or the excellent patient image. Therefore, whether or not patients' worries were handled depended on how the CNS recognized or responded to humour. It is specifically stated that the recurrent usage of SDH or SDH with just gallows humour in a short period of time was a sign of an unresolved problem or worry. Notably, patients were far more likely than CNSs to start and reciprocate humour, but CNSs usually had little awareness of humour usage and little understanding of humour and its function in interaction.

The preceding description of the CNSs is in conflict with the negative scenario McCreadie presented. This specific CNS dealt with female drug users in a non-accomplishment context and regularly utilized comedy to connect with and engage patients in their appointment, usually in tandem with a midwife partner. The specific use of harsh humour that was noticeable in this context handled themes like drug use, sex, and males in a direct, boisterous fashion that was neither encoded nor in any way sophisticated. This technique seemed to speak the patient's language, show the CNS's nonjudgmental attitude, and display her expertise in the field of drug use. As a result, it made it easier for the CNS to include this marginalized population in their consultation. As a result, the CNS or midwife was effective in getting permission to do challenging and painful duties. This style of comedy was consequently helpful in this setting.

In a separate paper, McCreadie also described how nurses who work in non-accomplishment settings utilize humour more viscerally. It was suggested that openly making jokes about oneself and the patient population helped staff cope with the challenging conditions they encountered on a daily basis, such as sexual assault/violence and child sexual abuse, while still feeling committed to their jobs. McCreadie makes the intriguing claim that non-accomplishment environments, such as dealing with drug users, may draw hedonists who have a particularly sharp sense of humour and are therefore able and ready to take risks with patients. These people also utilize comedy in a recreational manner to strengthen their

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

resilience, maintain their self-esteem, and promote camaraderie among their colleagues, allowing them to work as carers in challenging and possibly unfulfilling environments for a long period of time.

Humour and Education

Clearly, using humour in the classroom may enhance learning. Sesame Street is a prime example of an educational television show that uses the "Muppets" to provide teachings in a playful environment and infuse humour into certain topics that need to be taught. Sadly, the data is still ambiguous, with a number of early research indicating that humour does not improve memory and may even confuse younger children. The bulk of more recent research, however, have tended to reveal a more favourable connection between humour and learning.

Clearly, there is a chance that comedy may detract from the lesson by directing the learner's attention away from the course's message and towards the joke, but if the humour is connected to and integrated with the class's key concepts, it can help students understand those concepts. The humor's success may depend on the sort of lesson or information to be learnt as well as the style of humour used, the length of the joke, the timing of its insertion, and the technique of presentation. Thus, there are no simple solutions. Although the effectiveness of comedy in promoting later memory has not yet been shown, this does not imply that educators should stop using it to keep their students' interest. Furthermore, there is not much data to back up the idea that it may be harmful. There is some evidence to support the idea that it increases cognitive flexibility and fosters creativity in people. More recent research in this field has shown other distinct advantages that humour may have for learning and teaching, in addition to memory recall. These include building relationships, developing emotional intelligence, aiding learning, lowering stress, and improving attention. In addition, proper humour is entertaining and may make the communicator more well-liked. To make the processes and results more apparent and, therefore, to develop them for translational consequences, is now the issue for research into humour in education [7]–[9].

DISCUSSION

The discussion section aims to analyze and interpret the findings regarding the presence of humor in communication skill, providing insights into its implications and significance. In this study, we explored the multifaceted nature of humor in communication and its effects on message delivery, reception, and overall interaction. Our analysis revealed that humor plays a crucial role in enhancing communication effectiveness. By incorporating humor strategically, individuals can break down barriers, establish rapport, and create a positive atmosphere conducive to open and engaging conversations. Humor acts as a social lubricant, easing tension and facilitating the building of interpersonal connections.

It serves as a powerful tool for capturing and maintaining audience attention, leading to increased engagement and improved message retention. The cognitive and emotional mechanisms underlying humor appreciation emerged as important factors in communication. Humor relies on incongruity resolution, surprise, and relief, activating cognitive processes that enhance information processing and memory. Moreover, humor stimulates positive emotions, contributing to a more enjoyable and pleasurable communication experience.

By eliciting laughter and amusement, humor creates a favorable emotional state, which can lead to increased receptiveness and a positive perception of the communicator. One significant finding that emerged from our research is the influence of culture on humor comprehension. Humor varies across cultures, and what may be perceived as funny in one cultural context might not translate well to another.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Therefore, it is crucial for communicators to be aware of cultural nuances and adapt their humor accordingly. Cultural sensitivity and understanding contribute to effective cross-cultural communication, ensuring that humor is received and appreciated in the intended manner. Practical strategies for incorporating humor into communication skill development were also identified. Timing and context emerged as critical factors, as humor that is well-timed and appropriate to the situation can have a more significant impact. Understanding the audience is equally important, as humor that resonates with the specific demographic or group can foster a stronger connection. Furthermore, communicators need to strike a balance between humor and maintaining the integrity and seriousness of the message, as excessive or inappropriate humor may undermine credibility and dilute the intended message.

While humor has numerous benefits in communication, we must acknowledge the potential challenges and risks it presents. Humor that is misused, offensive, or misunderstood can lead to negative outcomes, including misunderstandings, alienation, or even damaging relationships. Therefore, communicators need to exercise caution and sensitivity when incorporating humor, ensuring it aligns with the context and audience. Overall, the presence of humor in communication skill has been shown to enhance understanding, build relationships, and increase engagement. By recognizing its power and employing it thoughtfully, communicators can create a positive and memorable communication experience. However, it is crucial to approach humor with awareness, considering cultural factors, audience characteristics, and the intended message to optimize its effectiveness and avoid potential pitfalls. Future research could explore additional contexts and populations to further deepen our understanding of the role of humor in communication and expand the repertoire of practical strategies for its successful integration[10]–[12].

CONCLUSION

In conclusion, this study has highlighted the significant role of humor in communication skill and its implications for various contexts. The presence of humor has been found to enhance message delivery, reception, and overall interaction. By incorporating humor strategically, individuals can create a positive and engaging communication experience, breaking down barriers, establishing rapport, and capturing audience attention. The cognitive and emotional mechanisms underlying humor appreciation contribute to improved information processing, message retention, and comprehension. Humor acts as a social lubricant, fostering positive connections and creating a favorable emotional state that promotes receptiveness and a positive perception of the communicator. Moreover, the influence of culture on humor comprehension emphasizes the importance of cultural sensitivity and adaptability in cross-cultural communication settings. Practical strategies for incorporating humor into communication skill development have been identified, emphasizing the significance of timing, context, and audience analysis. Communicators need to strike a balance between humor and maintaining the integrity and seriousness of the message. It is crucial to exercise caution and sensitivity to avoid potential pitfalls associated with misused or inappropriate humor.

While this study has shed light on the presence of humor in communication skill, it is important to acknowledge that further research is warranted. Future investigations could explore additional contexts and populations to deepen our understanding of humor's role in communication and expand the repertoire of practical strategies for its successful integration. Additionally, exploring the long-term effects of humor in various communication settings would contribute to a comprehensive understanding of its lasting impact. Recognizing and cultivating the presence of humor in communication skill holds immense potential for individuals to enhance their ability to connect, engage, and convey messages effectively. By

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

harnessing the power of humor, communicators can navigate the complexities of human interaction, foster positive relationships, and ultimately improve their overall communication competence. As communication continues to evolve in an interconnected world, understanding the dynamics and benefits of humor in communication skill remains a valuable pursuit. Its presence adds richness, authenticity, and enjoyment to the communication process, making it a vital asset that warrants attention and exploration in both academic and practical settings.

REFERENCES

[1] J. Flowers, "The Value Of Humor In Technology Education," *Technol. Teach.*, 2001.

[2] S. Y. Fesenko, "Features Of The Education Of The Actor-Puppeteer," *Probl. Interact. Between Arts, Pedagog. Theory Pract. Educ.*, 2018, Doi: 10.34064/Khnum1-51.11.

[3] M. Denman, "How To Create Memorable Lectures," *Newsl. Teach.*, 2005.

[4] T. Lagadec *Et Al.*, "Communication Impairment In Daily Living In Stroke Patients With Aphasia," *Ann. Phys. Rehabil. Med.*, 2011, Doi: 10.1016/J.Rehab.2011.07.393.

[5] A. Estudante And N. Dietrich, "Using Augmented Reality To Stimulate Students And Diffuse Escape Game Activities To Larger Audiences," *J. Chem. Educ.*, 2020, Doi: 10.1021/Acs.Jchemed.9b00933.

[6] C. Antunes, C. Moreira, S. Caires, And S. Correia, "Expectations Of Pediatric Hospital Staff Regarding The Operacao Nariz Vermelho's Hospital Clowns," *Aten. Primaria*, 2013.

[7] N. V. Orlova And O. E. Bogomolova, "What's So Funny? A Comparative Look At The Humorous Intentions Of The Textbook And The Student," *Bull. Kemerovo State Univ.*, 2016, Doi: 10.21603/2078-8975-2016-3-63-69.

[8] M. Nyman, "Soft Skills For Engineers," *Ind. Eng. Ie*, 2006.

[9] D. A. Mustikawati, "Code-Mixing And Code Switchingin The Process Of Learning," *Regist. J.*, 2016, Doi: 10.18326/Rgt.V9i1.24-51.

[10] E. B. Lara And C. C. De Los Pinos, "Families With A Disabled Member: Impact And Family Education," *Procedia - Soc. Behav. Sci.*, 2017, Doi: 10.1016/J.Sbspro.2017.02.084.

[11] D. A. Mustikawati, "Code-Mixing And Code Switchingin The Process Of Learning," *Regist. J.*, 2016, Doi: 10.18326/Rgt.V9i1.517.

[12] D. Lee, R. Spear, And P. Kero, "Perceptions Of Social Presence Among Public University Graduate Students Enrolled In Synchronous And Asynchronous Coursework," *Online Submiss.*, 2017.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 10

AN OVERVIEW OF THE FUNDAMENTAL COMMUNICATION PRINCIPLES

Mr. Koustav Nandi, Assistant Professor,
Department of Soft Skills, Presidency University, Bangalore, India,
Email Id-koustavnandi@presidencyuniversity.in
Prof. Veersh G P, Regional College of Management, Bangalore,
India

ABSTRACT:

Successful relationships need effective communication, both in personal and professional settings. This essay examines the fundamental ideas that support good communication. This study addresses important ideas including verbal and nonverbal communication, active listening, empathy, clarity, and feedback by drawing on a broad variety of studies and perspectives. Understanding these concepts may help you communicate more effectively, advance understanding, and foster healthy relationships. People may enhance their capacity to communicate effectively, listen intently, and form deep relationships by studying the fundamentals of communication.

KEYWORDS:

Empathy, Nonverbal Communication, Interpersonal Interactions, Professional Contexts, Effective Communication, Active Listening.

INTRODUCTION

Communication is an integral part of human interaction, serving as the foundation for effective relationships and collaboration. Whether in personal or professional settings, the ability to communicate effectively is crucial for conveying ideas, understanding others, and achieving shared goals. The basic principles of communication provide a framework for understanding the fundamental components and strategies that contribute to successful communication.

By exploring these principles, individuals can develop and refine their communication skills, fostering clearer and more meaningful exchanges. In this paper, we delve into the basic principles of communication, examining key concepts such as verbal and nonverbal communication, active listening, empathy, clarity, and feedback. By gaining a deeper understanding of these principles, individuals can enhance their ability to express themselves, understand others, and build stronger connections in both personal and professional domains.

Human contact depends on communication, which is the cornerstone of productive relationships and teamwork. Effective communication is essential for getting ideas through, understanding people, and attaining shared objectives in both personal and professional contexts.

The fundamental tenets of communication give a framework for comprehending the underlying elements and techniques that make up effective communication. Individuals may hone their communication abilities and encourage clearer, deeper conversations by investigating these ideas. We explore the fundamentals of communication in this essay, focusing on ideas like verbal and nonverbal communication, active listening, empathy, clarity, and feedback. Individuals may improve their capacity to communicate effectively,

Regional College of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

comprehend others, and forge more solid relationships in both their personal and professional lives by developing a greater knowledge of these ideas. When transmitting any information, it is important to keep in mind the communication principles. These principles provide recommendations for presenting content and style that are tailored to the message's purpose and audience. The seven qualities are known as "The seven C's" and include completeness, conciseness, consideration, concreteness, clarity, politeness, and accuracy.

i. Simplicity

The writer must ensure that the ideas flow naturally from the beginning to the conclusion and that the writing is well-planned and logically stated. Even the most ignorant individual in the world should be able to grasp the message, which must be quite clear. The person communicating must have a very clear understanding of the topic they are conveying as well as the intended audience. The speaker should avoid jargon, use short phrases, excessive use of the infinitive, and use straightforward language and concrete terms. Clarity serves the objective of correctly conveying the message from the sender to the recipient. Choose terms that are clear, specific, and widely understood. If a word's meaning is unclear, choose a word that is more widely understood by the audience.

ii. Comprehensiveness

Comprehensiveness of information is essential, in Saleemi's opinion. The reader is frustrated because he is confused by the insufficient communication. Incorrect actions may also be costly if they are the result of an inadequate communication. It is necessary for efficient communication. A message has to be properly structured and must include all pertinent information. It is necessary to review the message's contents to ensure that no crucial information has been left out. A communication that isn't full won't accomplish much to educate and influence the recipient.

iii. Conciseness

Conciseness is the ability to convey ideas in the fewest possible words while yet being grammatically correct. Be as succinct as you can. The reader's attention is efficiently captured by concise language, but appropriateness, clarity, accuracy, completeness, or civility should not be sacrificed in the process. Only pertinent information should be included, repetition should be avoided, as should cliched language, and your message should be well-organized, according to Saleem.

iv. Consideration

Consider the receiver, which means to craft each communication with the recipient in mind and attempt to imagine yourself in their shoes. Consider adopting a "you-attitude" rather than a "we" one, emphasizing pleasant facts, and giving your messaging credibility.

Communication is Crucial

The evolution of a country and the enactment of social change are both considerably aided by effective communication. A community has developed as a result of communication. The following are some more primary motives for communication:

i. To teach and inform the individuals we are interacting with, we communicate.

ii. To impart information, for example, during religious services, political rallies, etc.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

iii. To provide knowledge and abilities to enable individuals to live in society comfortably.

iv. To raise awareness and provide individuals with the means to actively engage in public life.

v. We communicate to exchange information; if you want to know something, you must ask for it and receive it.

vi. We listen for amusement.

vii. We pay attention to conversation and persuasion.

viii. We listen for comprehension and insight; communication is essential for self-awareness. Understanding others and ourselves is made easier via communication.

ix. Humans' fundamental and social needs are satisfied via communicative encounters, allowing us to form deep connections. According to psychology, humans need one another.

x. Humans spend the majority of their time attempting to persuade one another to think, behave, and like similarly to how they do. This is known as influence and persuasion.

Communication Obstacles

Any organization must communicate effectively in order to succeed, and obstacles to efficient communication will frustrate the persons involved. At every point of the communication processfrom the sender, the message, the channel, the recipient, the feedback, and the contextcommunication obstacles might appear.Anything that prevents meanings from melding together is a communication barrier. All persons have meaning differences, which makes communication much more challenging than most people appear to realize. The notion that someone can communicate if they can speak is untrue[1]–[3].

People feel frustrated and quit up when they encounter difficulties because so much of our schooling misleads them into believing that communication is simpler than it really is. They are unsure of how to proceed since they do not comprehend the nature of the issue. The mystery is not that communication is as challenging as it is, but rather that it happens so often.Theologian and educator Reuel Howe message overload, which occurs when a person gets too many messages at once, and message complexity are obstacles to effective communication. The following list of communication obstacles is discussed:

i. **Physical Barriers:** The environment's characteristics are often the cause of physical obstacles. For instance, substandard or obsolete equipment, noise, distractions, and bad lighting.

ii. **System Design:** Issues with the structures or systems in place in an organization are referred to as system design defects.

iii. **Semantic Barriers:** The semantics of a language are its intended meaning. People often perceive the same term differently depending on their mental attitude and level of comprehension. Confusion might emerge from communications that are poorly communicated or misinterpreted.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

iv. **Physiological Obstacles:** They might be brought on by a person's own discomfort, illness, poor vision, hearing issues, etc.

v. **Socio-psychological Communication Barrier:** Some attitudes may also hinder communication. Someone may get disoriented in the present if they are experiencing intense anger or despair, for instance. Effective communication may also be significantly hampered by disorders like autism. Saleemi cites the following as additional social psychological barriers:

a) If information supports our attitude and viewpoint, we are more likely to embrace it favorably; yet, if it contradicts our current ideas, we are less likely to do so.

b) Emotions and mental health have an impact on communication. The sender's mind will be clouded and he won't be able to properly organize his message if he is excited or worried.

c) A person with a closed mind is one who has strongly held preconceptions and is unwilling to have those beliefs revised.

d) Status conscious people are widespread in organizations, and employees are reluctant to share any negative information with their superiors. Additionally, superiors believe that consulting their subordinates would be a breach of their dignity.

e) The source of the message - communication is likely to be hampered if the recipient harbors suspicions or prejudices about the source.

f) People often lose focus when listening to a message, especially if it introduces a novel concept.

g) Research indicates that only around 50% of the information given to workers is retained. Very little information reaches the target if it is sent across three to four steps. Inaccurate replies brought on by poor recall may further complicate communication.

vi. Information presentation is crucial for comprehending. Before beginning the presentation, the communicator should think about the audience and reduce the jargon so that most people would comprehend.

vii. Noise that really impedes communication, such as that produced by being close to loud speakers at a party, moving chairs around in a lecture hall, or working in a factory, among other things.

viii. Physical conditions like blindness or deafness that make it difficult to communicate effectively.

ix. Grammatical errors, such as subject-verb agreement and sudden tense changes, may hinder communication.

x. Inaccurate interpretation by the recipient may be prevented by poorly designed communication.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

xi. Stereotypical beliefs may lead to misunderstandings, for as when someone calls a Kikuyu person a thief without intending to insult them.

xii. Noise is any circumstance that prevents efficient communication from occurring; it may happen at any stage of the process. Noise is the primary cause of message miscommunication or misinterpretation as a result of issues with the selected media, encoding, decoding, or certain phases of the process.

Potential Solutions to the Obstacles

According to O'Hanlon, T., good communication is a technique that may provide many advantages in the job, in the classroom, and in interpersonal interactions. Even with the best communication skills, certain obstacles, such as defensiveness, underlying negativity, or cultural obstacles, may reduce the message's efficacy. The communicator and the recipient may increase the message's effect by using well-planned tactics to overcome typical communication difficulties. In order to properly convey your messages, you must make sure that you remove any obstacles in the way at every step of the communication process. Here are some potential solutions to various communication barriers:

i. J. Malhotra. noted that delays, distortions, and dilution are obstacles to communication. Information loses meaning when it is twisted as a result of a flawed system, jealously, poor listening, a limited language, or carelessly selected words.

ii. By overcoming such prejudices, one may overcome the psychological hurdles brought on by prejudice, preconceived notions, mistrust of the communicator, incorrect interpretations of his intentions, etc.

iii. You must understand why you are communicating and what you want to say as the message's source. Additionally, you must be certain that the information you're conveying is correct and helpful.

iv. Putting the information, you wish to convey into a format that can be transferred and appropriately decoded at the other end is the procedure that this involves. Know your audience. If you don't know who you're communicating with, your messages will be misunderstood. Your success in encoding depends in part on your ability to communicate information clearly and simply, but it also depends on your ability to foresee and remove sources of confusion.

Keep things simple since only half of the message gets absorbed. It happens often that the communicator gets so engrossed in the topic he is discussing that the communication lengthens, becomes too comprehensive, and includes more information than is essential. Offer succinct statements that are simple to understand and urge the recipient to respond appropriately. It's important to keep in mind that the receiver will only retain 50% of the information the first time she hears it.

Avoid using slang or superfluous analogies that can confound or challenge a receiver from a foreign culture. Be straightforward with your message. Create a communication environment where individuals from diverse backgrounds may interact using straightforward language. Investigate the most effective means of communication for the source culture to celebrate the variety of a global community.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

People who are difficult might obstruct communication in a variety of ways. Extremely unpleasant recipients may have a negative impact, unreasonable receivers have irrational expectations, and spies can attack the message while being supportive in person. Determine the tough receiver type, and pay attention to their strategies. With the overarching objective of constantly maintaining ownership of the message, devise a strategy to take control of their behavior. For instance, confront negativity by reiterating a difficult person's objection while asking everyone who receives the message for their opinion on the plan. Unrealistic negativity will inevitably decrease when a group works together to advance a goal.

The organization's policy must be unambiguous and obvious. It needs to be created in a manner that promotes communication. All degrees of understanding need to be possible. The promotion of communication inside the organization should be supported by transparent communication policy. The topic to be conveyed to others should be able to be specified in the policy. It implies that rather than causing any confusion, the subject matter should be expressive enough to ascertain the demands of the organization.Effective communication happens when channels are used properly. However, it is not necessary to insist on the orderly flow of information at all times. It may sometimes be disregarded and not fully adhered to in order to maintain the organization's efficient and successful operation.An organization should have a sufficient capability for fostering communication. The appropriate consideration should be paid to the language's and words' effective usage. To get out of any humiliating circumstance, superiors should take care to use helpful attitude techniques and appropriate behavioral requirements[4]–[6].

School Skills

Study techniques or study strategies are methods used in learning. They are often needed for academic performance and are valued mostly for achieving excellent marks. They are also helpful for learning throughout one's life. There are certain study techniques that may help with planning, remembering knowledge, or coping with exams. They consist of mnemonics, which helps people remember lists of data, effective reading and attention strategies, and successful note-taking. Study skills might include time management and motivating strategies, or any skill that improves a person's capacity to learn and pass exams.Study Skills are distinct methods that may be picked up quickly and used in all or most academic subjects. They must thus be separated from methods exclusive to a given subject, such as music or technology, and from student-inherent skills, like intellect or learning preferences.

i. Studying Advice that Works

Good study habits include a variety of abilities, including time management, self-control, focus, memory, organization, and effort. The drive to achieve is also crucial. Consider using the following study strategies to help you succeed in your studies and be able to study effectively:

a) Attending class is the easiest approach to discover efficient study techniques. You won't know what material has to be studied the most if you don't attend class. Additionally, you won't be able to get handouts or listen to the lectures.

b) If noisy kids in the rear of the class are distracting you, try to seat where you won't notice them. seat towards the front of the class to avoid distractions.

c) Give a brief explanation of your goals and the reasons you are learning. Every time you sit down to study, ask yourself this question. It is a waste of time to study half-heartedly or when distracted. Link your academic objectives to your personal

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

objectives. Would it make sense to study well if your future and quality of life relied on it? Studying will become monotonous and tiresome if you do not see the value in it.

d) Set objectives because you won't know how to get there or if you've succeeded if you don't know what you want to accomplish as a student.

e) Set priorities for your time and postpone unimportant tasks so you have enough time to study. To achieve your objectives as a student, you may discover that you need to put off or abandon certain activities. Accept personal accountability for your actions and understand that you must priorities, manage your time, and allocate your resources in order to succeed.

f) Develop approaches and strategies to make up for any gaps between your learning style and the instructor's teaching style by being aware of your own learning preferences.

g) Asking excellent questions of your text will lead to good answers, so read actively and think like a text detective.

h) Try to read the material before the class, even if it can be difficult with how busy you already are. If you succeed in doing so, the information will be shown to you once again. It could start to solidify new ideas and terminologies. Additionally, if there is anything in your readings that you do not understand, feel free to ask for explanation.

i) Every hour, take a break. It's crucial to do this before you get fatigued and lose all focus. Taking breaks at least once per hour helps you maintain focus. If the task isn't going well or you're having trouble focusing, you may need to take a lot of time off and come back to it later. During your breaks, stretch. Recognise and accept your varying attention span from hour to hour and day to day. Gravity causes the bottom area of your body to get more blood when you sit still for a long time. Take a few deep breaths and move about for a little while during your break to increase the amount of oxygen reaching your brain. Your body's stress will be reduced, and your circulation will improve.

j) Use the Resources at Your Disposal if the lecturer has provided extra reading for you to consider, it is crucial to make use of the resources at Your Disposal.

k) Look for prior tests; you may use them and study materials as a foundation for learning how to study well in college. You will still get knowledge about how examinations are constructed even if the answers are not provided.

l) Avoid procrastinating and avoid trying to finish all of your studying the night before the exam. Instead, spread out you're studying and go through the course contents a few times a week, concentrating on one subject at a time. You may avoid cramming all of your studies into one or two days by doing this. If you study a little bit every day as opposed to waiting until the last minute to cram, you will learn more. If you study regularly, the information will remain in your long-term memory; but, if you attempt to study just before an exam, the information will only be stored in your short-term memory, which is quickly forgotten. Each day of the week leading up to

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

the test, spend a few hours studying. Never stop studying, never miss a day, and never let yourself get out of the habit of doing it every day.

a) On the first day of class, study is started. Before each lesson, successful students check their notes and go over them again in order to refresh their memories and be ready to learn. For the best memory, go through your notes within a day after each lesson to reinforce what you learned. The information will be retained in your long-term memory after repeated exposure.

b) One hour of study right after class will be more effective than many hours a few days later in helping you comprehend the topic. If there is no review, studies indicate that up to 80% of what is learnt in class is lost in only 24 hours.

c) Review your weekly notes at the end of the week. Your memory is refreshed, which encourages improved retention of the information. The secret of memory is repetition. The cerebral circuits leading to the content get stronger the more times you look at it. This makes remembering much simpler.

d) When you are most aware, awake, and capable of absorbing new knowledge, study when you are at your best. Your ideal study period is in the morning if you are a morning person. Study at night if you are an evening person. Try to study while you are feeling moderately awake and aware if you are unable to make time to do so when you are most alert.

Study in a relaxed and serene setting. Always study in a quiet area away from any external or internal noise. Avoid studying on your bed since it is all too tempting to simply lay down and take a sleep there; instead, choose a quiet, comfortable area with excellent lighting.

m) Prior to the talk, prepare. Examine the most crucial facts first. Learn the fundamental principles first; don't worry about understanding the specifics until you are comfortable with the fundamentals.

n) Think of yourself as being in a win-win position because when you give a class your all, you, your classmates, and even your instructor will gain. Then, your grade might be a further evaluation of your work.

Presentation of Scholarly Work

A college or university student must complete several assignments, CATs, term papers, and other tasks. The work that has to be turned in to the lecturer should be presentable and written in readable hand. The greatest thing to keep in mind is to make your work attractive since typed work always looks professional, but because a student cannot attend a CAT with a computer, laptop, and printer, this is not always possible. On the front page, be sure to carefully include your university, school/faculty, department, names, adm/reg number, course title, course code, lecturer's name, the date, and your signature. Every task or project a student completes on campus should have a cover page[7]–[9].

DISCUSSION

The basic principles of communication encompass a range of fundamental concepts and strategies that play a pivotal role in achieving effective communication. By examining these

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

principles, individuals can enhance their ability to express themselves clearly, understand others accurately, and foster meaningful connections. In this section, we will discuss key principles such as verbal and nonverbal communication, active listening, empathy, clarity, and feedback, and explore their significance in facilitating successful communication.

Verbal communication forms the foundation of human interaction, encompassing spoken and written language. It involves the effective use of words, tone, and articulation to convey messages accurately and precisely. Clear and concise verbal communication ensures that ideas and information are easily understood by the intended recipients.

Additionally, the tone and delivery of the message can greatly impact its reception, emphasizing the importance of considering the emotional and contextual aspects of communication. Complementing verbal communication, nonverbal communication encompasses body language, facial expressions, gestures, and other nonverbal cues. These nonverbal signals often convey emotions, attitudes, and intentions, adding depth and nuance to the spoken word.

Understanding and appropriately interpreting nonverbal cues are essential for gaining a comprehensive understanding of the message being conveyed and fostering effective communication. Active listening is a crucial principle in communication, allowing individuals to fully engage with the speaker and comprehend their message.

Active listening involves giving one's undivided attention, maintaining eye contact, and demonstrating attentiveness through nonverbal cues such as nodding or affirmative gestures. By actively listening, individuals can grasp the speaker's perspectives, needs, and concerns, fostering mutual understanding and facilitating effective responses.

Empathy is another essential principle that involves understanding and sharing the emotions and perspectives of others. Empathy enables individuals to connect on a deeper level, fostering trust, and facilitating open and honest communication. By considering the feelings and experiences of others, individuals can communicate with sensitivity, compassion, and respect, thus enhancing the overall quality of interactions. Clarity in communication ensures that messages are transmitted accurately and understood as intended.

It involves organizing thoughts coherently, using appropriate language for the audience, and structuring information in a logical manner. Clear communication helps to minimize misunderstandings, confusion, and potential conflicts, promoting effective communication and achieving desired outcomes.

Feedback is a vital component of the communication process, allowing individuals to assess the effectiveness of their message and make necessary adjustments. Feedback can take various forms, such as verbal confirmation, nonverbal cues, or direct responses.

It provides valuable information about how the message is received and understood, enabling individuals to adapt their communication style, content, or approach accordingly. By understanding and applying these basic principles of communication, individuals can greatly enhance their ability to express themselves, understand others, and establish meaningful connections.

Effective communication skills are valuable in personal relationships, professional interactions, and various societal contexts. Developing proficiency in these principles contributes to fostering mutual respect, promoting collaboration, resolving conflicts, and achieving shared goals[10]–[12].

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CONCLUSION

The basic principles of communication serve as a vital framework for understanding and improving our ability to effectively convey messages, understand others, and establish meaningful connections. By delving into key principles such as verbal and nonverbal communication, active listening, empathy, clarity, and feedback, we gain valuable insights into the foundational components of successful communication. Clear and concise verbal communication, accompanied by appropriate nonverbal cues, helps ensure that messages are accurately transmitted and understood. Active listening allows us to engage fully with others, fostering mutual understanding and empathy.

By considering the perspectives and emotions of others, we can communicate with sensitivity and respect, strengthening relationships. Clarity in communication minimizes misunderstandings and promotes effective dialogue. Feedback serves as a valuable tool for assessing the effectiveness of our communication and making necessary adjustments. By incorporating these principles into our communication practices, we can enhance our ability to express ourselves, understand others, and collaborate more effectively. Mastering the basic principles of communication is not only beneficial in personal relationships but also crucial in professional settings.

Effective communication skills facilitate teamwork, productivity, and positive work environments.By actively implementing these principles, we can foster stronger connections, resolve conflicts, and achieve shared goals. Ultimately, by consistently practicing and refining these principles, we can become more effective communicators, leading to more meaningful and successful interactions in all aspects of our lives.

REFERENCES

[1] J. E. Lukaszewski, “Establishing Individual and Corporate Crisis Communication Standards: the Principles and Protocols.,” *Public Relations Q.*, 1997.

[2] H. S. Dhillon, H. Huang, and H. Viswanathan, “Wide-Area Wireless Communication Challenges for the Internet of Things,” *IEEE Commun. Mag.*, 2017, doi: 10.1109/MCOM.2017.1500269CM.

[3] L. Liu, S. Zhou, and J. H. Cui, “Prospects and problems of wireless communication for underwater sensor networks,” *Wirel. Commun. Mob. Comput.*, 2008, doi: 10.1002/wcm.654.

[4] M. A. M. Prasetyo and K. Anwar, “Karakteristik Komunikasi Interpersonal serta Relevansinya dengan Karakteristik Komunikasi Interpersonal serta Relevansinya dengan Kepemimpinan Transformasional The Characteristics of Interpersonal Communication and Its Relevance to Transformational Leader,” *J. Komun. Pendidik.*, 2021.

[5] T. Knapen, “Topographic connectivity reveals task-dependent retinotopic processing throughout the human brain,” *Proc. Natl. Acad. Sci. U. S. A.*, 2021, doi: 10.1073/pnas.2017032118.

[6] S. Diamond-Fox, “Undertaking consultations and clinical assessments at advanced level,” *Br. J. Nurs.*, 2021, doi: 10.12968/bjon.2021.30.4.238.

[7] B. R. Sharma, N. L., N. C. Dhuldhoya, S. U. Merchant, and U. C. Merchant, “An overview on pectins,” *Times Food Process. J.*, 2006.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[8] T. Nitsche, C. Cordeiro, A. B. Flores, E. W. Knightly, E. Perahia, and J. C. Widmer, "IEEE 802.11ad: Directional 60 GHz communication for multi-gigabit-per-second Wi-Fi," *IEEE Commun. Mag.*, 2014, doi: 10.1109/MCOM.2014.6979964.

[9] A. J. Swart, "Enhancing students' perception of single-sideband suppressed-carrier principles by using cooperative and computer-based learning," *Comput. Appl. Eng. Educ.*, 2012, doi: 10.1002/cae.20399.

[10] K. J. Murchie and D. Diomede, "Fundamentals of graphic Design-essential tools for effective visual science communication," *Facets*. 2020. doi: 10.1139/FACETS-2018-0049.

[11] F. Liu and C. Masouros, "A tutorial on joint radar and communication transmission for vehicular networks - Part i: Background and fundamentals," *IEEE Commun. Lett.*, 2021, doi: 10.1109/LCOMM.2020.3025310.

[12] W. Diffie, B. O'Higgins, and S. Schnider, "Secure Communications," *Telesis Ottawa*, 1989, doi: 10.4018/ijisp.2013100101.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

INTRODUCTION TO COMMUNICATION THEORY

Dr. Venkatesh Narasimhamurthy
Dr. Shibilynuaman Zainudheen
Prof. Mallika

Regional College Of Management Bangalore
IQAC
Bangalore

ALEXIS PRESS
JERSEY CITY, USA

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

INTRODUCTION TO COMMUNICATION THEORY

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

INTRODUCTION TO COMMUNICATION THEORY

Dr. Venkatesh Narasimhamurthy

Dr. Shibilynuaman Zainudheen

Prof. Mallika

ALEXIS PRESS

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

ALEXIS PRESS

Published by: Alexis Press, LLC, Jersey City, USA
www.alexispress.us

© RESERVED

This book contains information obtained from highly regarded resources.
Copyright for individual contents remains with the authors.
A wide variety of references are listed. Reasonable efforts have been made
to publish reliable data and information, but the author and the publisher
cannot assume responsibility for the validity of
all materials or for the consequences of their use.

No part of this book may be reprinted, reproduced, transmitted,
or utilized in any form by any electronic, mechanical, or other means,
now known or hereinafter invented, including photocopying,
microfilming and recording, or any information storage or retrieval system,
without permission from the publishers.

For permission to photocopy or use material electronically
from this work please access alexispress.us

First Published 2022

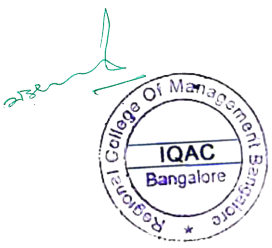
A catalogue record for this publication is available from the British Library

Library of Congress Cataloguing in Publication Data

Includes bibliographical references and index.

Introduction to Communication Theory by *Dr. Venkatesh Narasimhamurthy, Dr. Shibilynuaman Zainudheen, Prof. Mallika*

ISBN 978-1-64532-991-6



CONTENTS

Chapter 1. Effects On Public Attitudes and Opinion 1
— *Dr. Venkatesh Narasimhamurthy, Prof. Mallika*

Chapter 2. Media and Communication Theory De-Westernizing 8
— *Mr. Koustav Nandi, Prof. Mihir Das*

Chapter 3. Models of Communication 16
— *Ms. GeethuBijil, Prof. Ismail*

Chapter 4. Media and Communication Universe of India 23
— *Dr. Kumar Ravi, Prof. Srivatsan*

Chapter 5. Design of Indian Communication 32
— *Mrs. Sreelekha Premjet, Prof. Naseeba*

Chapter 6. A Study on Direction of General Communication 40
— *Ms. Anupama Gupta, Prof. Oishi Sikdar*

Chapter 7. A Study on Cyber Cultures' Use of Communication 49
— *Dr. Shibilynuaman Zainudheen, Prof. Kiran Bindu*

Chapter 8. A Brief Discussion on Comparing Interaction and Integration 57
— *Ms. Mini Pushkar, Prof. Ravi Thilagan*

Chapter 9. A Brief Study on Media Broadcasting Theories 64
— *Dr. Venkatesh Narasimhamurthy, Prof. S R Mandal*

Chapter 10. Main Method of Access to Social Reality is Through the Mass Media 74
— *Mr. Koustav Nandi, Prof. Kamal Bhowmik*

Chapter 11. A Brief Study on Internet and Its Related Media 83
— *Ms. GeethuBijil, Prof. Susit Chowdhary*

Chapter 12. A Study on Viewpoint of Computer -Mediated Communication 91
— *Ms. Mini Pushkar, Prof. Sudip Sen*

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 1

EFFECTS ON PUBLIC ATTITUDES AND OPINION

Dr. Venkatesh Narasimhamurthy, Assistant Professor,
Department of English, Presidency University, Bangalore, India,
Email Id-narasimhamurthysv@presidencyuniversity.in
Prof. Mallika, Regional College of Management, Bangalore,
India

ABSTRACT:

The impacts of media on public attitudes and opinion are examined in this abstract, which also emphasises the important function that media has in influencing people's perceptions, opinions, and preferences. It investigates the methods by which media impacts opinion formation, how media content, framing, and agenda-setting affect public views, and the ramifications for democratic processes and public debate.The first part focuses on how media content affects how the public feels. Media outlets, such as newspapers, radio, television, and digital media, disseminate information, stories, and viewpoints that affect public opinion on a variety of subjects, such as politics, social concerns, and cultural affairs. Through the choice and presentation of information, the representation of events and people, and the framing of topics, media material may influence people's perspectives. It has the power to influence public opinion by showcasing certain viewpoints, emphasising particular values, and advancing particular agendas. The term "framing" relates to how the media organises and delivers information, which affects how people perceive and comprehend problems. By affecting the prominence, relevance, and interpretation of information, media framing may affect how people perceive it and affect their attitudes and views. Variations in public views and support for certain policies or stances may result from the use of various frames, such as episodic vs. thematic framing or positive vs. negative framing.

KEYWORDS:

Communication, Media, Politics, Political, Public.

INTRODUCTION

Establishing proof of significant media impacts on public opinion and attitudes was the aim of mass communication research. It is important and merits some consideration to distinguish between the many forms of impact, notably knowledge, conduct, perspectives, and attitudes.

The first two are the most straightforward in terms of conception and observation. Since opinions and attitudes cannot be directly seen or sufficiently defined, it is challenging to quantify them. The assessment of attitudes is often done via vocal responses to evaluative statements[1], [2]. Attitudes are underlying dispositions or mental attitudes towards a certain item.

These replies are often converted into a scale that shows how strongly and in what direction a person is leaning towards an item. The assumption that attitudes towards many things are connected creates a framework of more or less constant attitudes in a person. While "public

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

attitudes" might be described as an evaluation of the dominant tendency in a group or aggregate, "individuals' attitudes" are primarily valuations and attributions[3], [4].

An opinion is a statement of favour for one viewpoint in a discussion or decision. Its characteristics are both cognitive and evaluative. It has a unique and provisional nature, allowing individuals to have a variety of opinions on a wide range of subjects without having to be consistently consistent. Opinions vary depending on how firmly they are held and how effectively they are supported by reliable data[5], [6].

Public opinion, which is often believed to refer to the population's general leanings or sum of views, is something that may be created from a collection of individual opinions. On the other hand, public opinion has some degree of independence from those who contribute to it. People's impression of public opinion as the dominant viewpoint and the views of others, whether correct or not, serves as a good example of this. This viewpoint may have negative effects, as may be shown below. Second, 'public opinion' gets some independence when it is represented in media reporting. It turns into an objective "social truth" that political actors and other participants must consider[7], [8].

The consequences for theories of media impacts are as follows. The media is likely to have a big impact on people's attitudes through providing knowledge about circumstances and alternatives, even if it does so unwittingly occasionally[8], [9]. By releasing poll findings or editorially expressing the public's view on a particular subject, they provide another layer of potential effect. The media has a far lesser possibility of affecting attitudes than views, even when they provide new and crucial evaluative information. Attitudes evolve gradually and are hard to alter. Through one another, they are connected to a wider view of the world. A fundamental organising concept is that attitude and opinion are grounded in social group membership and are affected by the social environment in which we operate. The second concept is balance or consistency. We feel more at peace when our disparate likes and dislikes and viewpoints are in harmony.

This is encapsulated by the notion of "cognitive consistency." According to the cognitive dissonance theory, we will avoid the unpleasantness of conflicting opinions and look for facts or concepts that are consistent. This suggests that new knowledge may potentially trigger realignment by upending preconceived notions. The long-term educational or informative impacts of mass media are increasingly important for this reason, among others. It is far less likely than in the past to find evidence of a causal relationship between media, views, and attitudes.

The formation of opinion climates: The Spiral of Silence

The idea behind the'spiral of silence' is part of a wider corpus of public opinion theory that Noelle-Neumann developed and put to the test over a long period of time. The relevant theory examines how four factors interact: mass media, interpersonal communication and social interactions, individual expressions of opinion, and individual assessments of the "climate of opinion" in their own social environment. The theory's key tenets are as follows.

Isolation is a danger to society's outcasts.

a. Being alone is a persistent source of anxiety for many.
b. People are terrified of solitude, thus they constantly try to measure the atmosphere of opinion.

Their desire or reluctance to openly express their ideas in public is notably affected by the study's results.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The idea basically holds that many individuals are motivated by what they believe to be the prevailing or declining views in their society in order to avoid isolation on important public issues. If people think they are in the minority, they often keep their ideas to themselves, but if they think they are in the majority, they are more likely to voice them. As a consequence, those who are seen to be dominating acquire more territory while alternatives gain further distance. The swirling effect is all about this.The key takeaway in this situation is that the mass media are the most available source for understanding the present political atmosphere, and that if a certain point of view predominates in the media, it will likely be magnified in subsequent phases of individual opinion formation and expression.

The theory was devised and put to the test to explain puzzling political observations in Germany, where polling data did not accurately predict the outcome of elections and disagreed with other information about expectations. The justification advanced was that the consensus of popular opinion was misrepresented by the media. They were seen to be leaning left, not the way the majority thought.

DISCUSSION

The effect of the Swedish press on public opinion on the Middle East and political opinion was corroborated by two Swedish studies that were detailed in Rosengren, which seemed to support the other proponents of the "powerful mass media" and the spiral of silence, Noelle- and Neumann. Nuclear energy presented a distinct challenge to the theory. Noelle-Neumann found evidence of increasing media coverage of the issue as well as a steady increase in negative coverage. The timing and progression of the changes demonstrated an interaction spiralling effect, as expected by the hypothesis, and the public's support for nuclear power has dramatically decreased over time.

Both the mass society theory and the spiral of silence hypothesis have a pessimistic view of the nature of interpersonal relationships. The degree to which alternative reference groups are still present in social life will determine its validity, according to Katz.

The less likely it is that the procedure described will work since there will be support for minority or outlier perspectives. Moscovici also contends that rather than focusing more on 'loud minority,' who often have a greater influence on opinion change, we should instead pay less attention to quiet majority in the formation of public opinion.

The spiral of silence hypothesis contains several variables that must be investigated concurrently; it goes much beyond a media impact theory. It is not surprising that it is still purely hypothetical or if the data is conflicting and contradictory across different scenarios. For instance, Glynn et al. came to the conclusion from a recent meta-analysis of survey studies that there is minimal evidence linking the desire to express one's viewpoint to the belief that others support it. Even yet, there is evidence to support a condensed version of the theory that media coverage does affect how each person perceives the general public's sentiment on hot-button issues.

The notion that "fear of isolation" is a significant factor affecting people's propensity to speak up on sensitive matters is also gaining credence. The instance of a divisive and morally contested Washington State plan to outlaw positive discrimination in employment and education, which was opposed by a significant percentage of the population, was analysed by Moy et al. The dread of being alone prevented me from speaking out in favour of a perceived minority stance. The important "environment," however, was found to be a micro-climate of close family and friends rather than the wider public[10].

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Political Communication's Impacts in Democratic States

There has always been a direct connection between the practise of politics and public communication in every administration. Media censorship is a tool used by governing elites in totalitarian or authoritarian nations to impose conformity and obedience as well as to repress dissent in many ways. In democracies, the relationship between the media and the political system is complex. On the one hand, they typically see their purpose in serving their audiences, who they enlighten and influence based on their perceived needs and areas of interest.

To perform this function, they must be free from interference from the government and influential groups. On the other hand, they provide platforms for political parties and other interest groups to express themselves as well as channels for the government and strong interests to interact with the people. Those who are interested in politics are also encouraged to share news and thoughts.

This broad view of the media's impartial and mediating role in politics needs to be adjusted to take into account a variety of circumstances, especially when certain media choose to play a partisan role on behalf of a party or interest or are closely associated with a potent economic interest or ideological block. There is a third option, in which the state abuses ostensibly free media and has strong effective control over it. This seems to be more true in Putin's Russia, and other nations, like Italy under Berlusconi, have taken steps to address a comparable predicament. The problem is not unique on a global level.

This allows us to easily identify and summarise the main political communication types that fall under the category of "effects." First, there are regular election campaigns, when opposing candidates and parties often utilise the media heavily. Then there is the never-ending stream of news, which reports on activities that affect governments and other political players favourably or unfavourably. This provides several new opportunities for public relations and news management. Third, there are varying degrees of opportunities for political advertising by the same players outside of elections. On behalf of different lobbies and pressure groups, targeted efforts are sometimes made to alter public opinion on certain issues using a variety of methods.

As of at least 1940, when Lazarsfeld et al. undertook a detailed analysis of the presidential election of that year, the election campaign was the subject of the greatest research. Since then, thousands of democratic elections have been examined, and broad impact results have shown a great deal of consistency. Starting with the fact that election campaigns are often quick and vigorous, little overall change in voter intentions occurs. Although campaigners often utilise the media, voters generally show little interest. Finding concrete proof that the media significantly affects an election's result is difficult.

They hardly have an effect on voting. Most of the time, fundamental political convictions are too deeply established to alter much, but as we become less bound by inflexible allegiances, more power becomes available. The media may influence people's views on certain problems, and there is evidence that people, especially the relatively uninformed and indifferent, have a chance to learn about issues and policy stances. This somewhat mirrors the 'agenda-setting' procedure outlined above. Learning effects may be important if they cause a change in perspective or, more commonly, skewed views of reality. In a groundbreaking experimental research during a British general election, Norris et al. discovered that exposure to party stances in news broadcasts might have a significant short-term influence on views towards the parties.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Election campaigns attract a broad spectrum of motivated audience attention, and their effects rely more on voter preferences and motivations than on the campaigners' objectives. According to Blumler and McQuail, a broad general election campaign was more effective when it addressed sections of a captive audience who were previously uninformed and lacked defined allegiances. Schoenbach and Lauf refer to this as a 'trap' effect. Although various media have distinct effect potentials, statistics indicates that none are inherently better and that what counts is still the message along with the audience's attitude.

The relative lack of clear benefits from campaigns may be attributed to a variety of factors, apart from selective attention and varying motivation. A few examples are the limited opportunity for change in the past and the repetitive structure of most political campaigns that provide nothing novel or substantive.

Many Western democracies where the media is not controlled by political parties tend to offer the leading candidates about the same quantity and quality of exposure. Campaigns often keep the status quo in place, but if one side fails to campaign, we might anticipate severe repercussions. On sometimes, a single incident can significantly change the equilibrium. Election campaigns usually focus more on preserving the status quo than on enacting change. Depending on their circumstances, resources, and whether they are incumbent or not, political parties and candidates may choose from a number of communication strategies. They could make an effort to associate themselves with a certain issue for which they have experience or a claim. In this circumstance, being able to define themes and establish news agendas is helpful.

They may attempt to prevail on the basis of philosophy or principle, but doing so would be more challenging and dangerous. They might aim for an attractive image via association, style, or personality rather than strictly adhering to the guidelines.

Negativity often tends to demotivate voters, while they are able to criticise an opponent on every flaw that emerges. A constant process of news management and competition to characterise events and issues is represented by the use of general news in political communication. All big players hire professional news managers to provide good access to commonplace news and to maximise the shine on a news item.

Although it is hard to gauge the effects of such impacts, there is strong evidence that, in general, the news fosters the spread of persuasive messages since it often exhibits the qualities of source independence, dependability, and a lack of propagandist connections. In reality, most functioning democracies provide the main contenders for government more or less equal access to the news, which is enough to keep the news from taking on a single dominating form.

On the other hand, political advertising depends on resources, but its propagandistic character limits its possibilities. Simple attrition and repetition, however, may work as intended. Political advertising may have unintended side effects, and clear proof of its value is hard to find. Politically motivated campaigns are all the same.

They experience the kinds of difficulties that are outlined in Box 19.3. As seen by the issues mentioned above, television advertising has a history of acquiring unfavourable connotations. Since the infamous Kennedy-Nixon televised debate in 1960, this campaign style has been marketed as a way to inject life into politics and provide a definitive test of leadership ability and persuasion. It has been tested in a number of different methods.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The fact that people are afraid of disasters is evidence of their influence. Although research results do affect candidate impressions and some policy learning, there aren't many substantial electoral repercussions. They seem to reinforce voter preferences in some way. Actually, incumbent politicians have always shied away from debates because they didn't see a clear advantage and were concerned about unmanageable outcomes. The reality of modern political campaigning, where communication strategies are meticulously planned by a slew of advisers and professional publicists, and a slew of new ways to spend large sums of money are discovered, particularly by those in media advertising, may seem at odds with this brief overview of the effects of mass communication in election campaigns. Even though there are seldom many opportunities for communication to have a significant impact on an election's result, failing to campaign or communicating effectively may easily result in a loss.A dazzling, clever, and confident campaign is essential to the institutional ritual and the appeal for public support. Failing to do so would result in your candidature not being taken seriously.

CONCLUSION

It is crucial for democratic processes and public debate to comprehend how the media affects public attitudes and opinions. Election politics, policy discussions, and the emergence of public consensus are all impacted by the media's impact on public opinion.

It calls into question the role of the media in promoting an educated public, the possibility of media bias, and the value of media literacy in the process of analysing information critically.As a result of media agenda-setting, framing, and substance, the public's views and opinions are strongly influenced by the media.

It's essential for people, media professionals, and politicians to comprehend these implications. It emphasises the obligation of media outlets to provide a variety of correct information, support inclusive and balanced narratives, and develop media literacy among viewers. It also emphasises how crucial it is for people to critically engage with the media and look for a variety of information sources in order to build well-rounded viewpoints.

REFERENCES:

[1] C. Cormick, “Public attitudes toward new technologies: Our post-truth, post-trust, post-expert world demands a deeper understanding of the factors that drive public attitudes,” *Sci. Prog.*, 2019, doi: 10.1177/0036850419851350.

[2] A. Sharma, C. Schuetze, and C. J. C. Phillips, “Public attitudes towards cow welfare and cow shelters (Gaushalas) in India,” *Animals*, 2019, doi: 10.3390/ani9110972.

[3] L. S. Dilkes-Hoffman, S. Pratt, B. Laycock, P. Ashworth, and P. A. Lant, “Public attitudes towards plastics,” *Resour. Conserv. Recycl.*, 2019, doi: 10.1016/j.resconrec.2019.05.005.

[4] A. Li, D. Jiao, and T. Liu, “Online detection of public attitudes towards China’s second-child policy: A linguistic analysis of social media responses,” *Hum. Behav. Emerg. Technol.*, 2019, doi: 10.1002/hbe2.158.

[5] I. Giovos *et al.*, “An international online social survey of public attitudes towards cetaceans,” *Aquat. Mamm.*, 2019, doi: 10.1578/AM.45.3.2019.327.

[6] S. Jin, B. Clark, S. Kuznesof, X. Lin, and L. J. Frewer, “Synthetic biology applied in the agrifood sector: Public perceptions, attitudes and implications for future studies,” *Trends in Food Science and Technology*. 2019. doi: 10.1016/j.tifs.2019.07.025.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[7] D. Henstra, J. Thistlethwaite, C. Brown, and D. Scott, "Flood risk management and shared responsibility: Exploring Canadian public attitudes and expectations," *J. Flood Risk Manag.*, 2019, doi: 10.1111/jfr3.12346.

[8] P. Stephanides *et al.*, "Sustainable energy solutions for the Aegean Archipelago Islands: What is the public attitude?," in *Energy Procedia*, 2019. doi: 10.1016/j.egypro.2018.12.057.

[9] G. L. Ruhl, J. W. Hazel, E. W. Clayton, and B. A. Malin, "Public Attitudes Toward Direct to Consumer Genetic Testing," *AMIA ... Annu. Symp. proceedings. AMIA Symp.*, 2019.

[10] T. D. Miethe, J. D. Lieberman, M. S. J. Heen, and W. H. Sousa, "Public Attitudes About Body-Worn Cameras in Police Work: A National Study of the Sources of Their Contextual Variability," *Crim. Justice Rev.*, 2019, doi: 10.1177/0734016819846241.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 2

MEDIA AND COMMUNICATION THEORY DE-WESTERNIZING

Mr. Koustav Nandi, Assistant Professor,
Department of Soft Skills, Presidency University, Bangalore, India,
Email Id-koustavnandi@presidencyuniversity.in
Prof. Mihir Das, Regional College of Management, Bangalore, India

ABSTRACT:

The de-Westernization of media and communication theory is examined in this abstract, which also highlights the rising awareness of the need to question and broaden mostly Western viewpoints on media and communication processes. It looks at the criticism of theories and frameworks that are Western-centric and the creation of substitute viewpoints that prioritise underrepresented voices, non-Western cultures, and international settings.The first area focuses on the criticism of media and communication theories that are Western-centric. Many ideas and frameworks in the field of media and communication studies have historically been based on the circumstances, presumptions, and experiences of the West. This has caused non-Western viewpoints, cultures, and voices to be marginalised and excluded. The criticism emphasises the need of decentering Western thinking and recognising the variety of media platforms, communication methods, and cultural settings found all over the globe.The second part looks at the formation of opposing ideas and views against Western-centric viewpoints. Researchers and academics are working harder than ever to provide theories and conceptual frameworks that fully account for the complexity of communication processes in non-Western settings. These viewpoints provide different lenses for viewing media and communication phenomena by drawing on indigenous knowledge, postcolonial theory, critical race theory, and decolonial philosophy, among other sources.

KEYWORDS:

Communication, De-Westernizing, Media, Social, Theory.

INTRODUCTION

The urge to de-Westernize and decolonize communication and media studies is driven by worries about a hegemonic, elitist "Western" axiology and epistemology of universal validity that disregards indigenous and localised philosophical traditions from non-Western settings. The intrinsic Eurocentric bias that underlies many Anglo-American and European research initiatives continues to worry academics from the Global South[1], [2]. The widespread application of values pushed from outside the country, such as modernity and development, as well as generalizations about the usage of certain categories and ontologies to categorise and understand media globally, are both discouraged by academics.

De-Westernization entails reconsidering power dynamics in the development and dissemination of academic knowledge around the globe since the West is seen as a power hub rather than a set geographical region. The most well-known call for de-Westernizing media studies was made by Curran and Park in the early 2000s. They pushed the academic community in the West to examine and re-evaluate its theories, epistemologies, methodology, and empirical research techniques, especially in research focused on the Global South[3], [4].

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Similar to this, those who support decolonization are urged to look at colonial power disparities, power dependencies, and colonial legacies. It asks for "decolonial epistemic disobedience" and criticises the unquestioning adoption of research methodologies and epistemologies from former colonial powers in order to address local issues. It claims that these methodologies and epistemologies are insufficient for understanding the complexity of non-Western institutions and people. Scholars from the Global South have fought for decades for acknowledgement of their voices and intellectual contributions to a global academic community, despite de-Westernization attempts aimed at a Western research community. Postcolonialism, subaltern studies, and critical-reflective sociology all had an effect on their work[5], [6].

To overcome the worldwide imbalance in the production of media studies knowledge, several projects have been initiated. Research efforts must take into account both local realities and broader contextualization, or the call for research with a region rather than just about or from it, as doing so will help them gain traction. However, replacing theories with indigenous concepts or relegating countries of the Global South to case studies that deliver raw data will not help them gain traction. The vast networks of scholars in Latin America, Africa, and Asia are evidence that South-South cooperation leads to greater success[7], [8].

The processes of decolonization and de-Westernization are continuing. Disparities in resource availability and distribution, conference attendance, and publication possibilities seem to be the most important problems. In this regard, journalism and media studies curriculum still exhibit a significant Anglophone bias in addition to a lack of understanding of regional challenges and expectations. De-Westernizing practises that are more contemplative may help close these disparities. On the other hand, since it is based on nebulous geographical categorizations, de-Westernization cannot serve as the conclusive remedy to rebalancing academic information flow between strong and weaker parties.

Reasons Why Media Studies Should Be De-Westernized and Decolonized

The need for de-Westernization of academic disciplines in the West at the turn of the twenty-first century provided the social sciences and humanities a fresh start. De-Westernization is the term used by academics to describe how primarily Euro-American ethnocentrism dominates the development of academic knowledge. The main problem is uneven intellectual supremacy, with American professionals having the "professional centre of gravity," and to a lesser degree, European academics. Since their theories don't always reflect and relate to current debates and challenges in developing nations, critics call for an epistemological shift towards a wider spectrum of academic viewpoints. Finally, this may result in a wider acceptance of core theories, approaches, and ideas[9], [10].

One of the most obvious manifestations of this trend is media and communication studies. Media studies has always been moulded and controlled by US-driven concerns, ideas, and practises, despite its intrinsic openness to other disciplines. Critics claim that US-American approaches may fail to address issues in other regions of the globe with distinct contexts and epistemologies because of the location of information. It is important to investigate and take seriously these non-American approaches in order to build a more comprehensive body of knowledge. Consequently, the concept of "provincializing Europe" has changed into a demand for more global acknowledgement of previously underrepresented voices, a decline in the predominance of Eurocentric ideologies, and equality of varied viewpoints regardless of location or geopolitics.

De-Westernization and decolonization are inextricably linked. In a strict sense, this refers to the method through which former protectorates and colonies gained political and economic

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

independence in the 20th century. However, the abandoning of colonisers' and foreign governing elites' institutional and intellectual legacies is not necessarily the result of their formal departure. Political, economic, and organisational institutions and groups have often been fashioned by the ideology of former oppressors, and their ideas continue to have an effect on social and cultural realities. Therefore, "decolonizing the mind" from colonial thought processes must be the first step in a sincere decolonization attempt. This entails reflecting on the abandoned epistemologies and giving them another look.

Both discourses aim to challenge Western dominance and supremacy in defining the core ideas of media studies, mainly by focusing on Western academics who need to reevaluate their own epistemologies and assumptions. Explicit calls for de-Westernization efforts seem to be more recent and appear to be primarily directed at Western academics who want to de-Westernize their work, in contrast to calls for decolonization of global knowledge production mechanisms, which date back to the 1950s and address both former colonial subjects and rulers.

The De-Westernization Foundations Discourse

Academics from the Global South have been calling attention to the issue of unequal global power structures and, as a result, the rejection of their media and communication scholarship in Western academia for decades, with varying degrees of success. Conversely, similar calls from Western scholars to Western academics seem isolated and recent. Theoretically, Western hegemonic self-understanding has long been deemed superior. Golding focused on the failure of Western media conceptions to reach the Global South in his early contribution.

It took Kincaid ten years to publish a seminal paper on the differences between Eastern and Western perspectives in communication theory, and Downing another ten years to emphasise the rather exceptional nature of the strikingly similar leitmotifs and data from the US and UK that shape global communication theory and suggest universality. In the Western academic community, Curran and Park's concept of "De-Westernizing Media Studies" didn't take root until 2000, when it sparked curiosity and a wider perspective that "takes account of the experience of countries beyond the Anglo-American orbit."

DISCUSSION

Some factors aid in our comprehension of historical huge differences in the creation and reception of global knowledge. Here, they are summarised and used as the basis for de-Westernization claims. First, the knowledge gap has its roots in colonial periods, when nations in the Global South were pressured to adopt Western models, curricula, and epistemologies in academic fields like sociology, anthropology, and later psychology and economics. Long after independence, hegemonic participation persisted in postcolonial contexts. Second, due to the West's long-standing control over the world, pleas from the South for De-Westernization often went unheeded because US-American and European experts saw no need to pay attention. This first evolved in colonial systems, which were followed by bipolar Cold War systems, and it has unquestionably prevailed since 1990 thanks to Anglo-American strategies that avoided structural and class analyses. Under these conditions, most Western academic research remained uncritical for a very long time and assumed that modernist concepts had global applicability. In particular, media studies is a new subject that was first shaped by US-American research objectives and presumptions.

Despite considerable worldwide efforts to support de-Westernizing media activities, such as the MacBride Commission of UNESCO, these delays took place in the West. A New World Information and Communication Order was proposed by the MacBride Commission in 1979.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

African, Latin American, and Indian subcontinent communication researchers criticisedEurocentric prejudice and expressed increased concern about knowledge decolonization and indigenization after discussions on cultural imperialism and the possibility of Southern communicative counterflows.

Even if they lacked the ability to have a significant influence on Western international communication studies, de-Westernization notions were clearly present and growing. Scholars from the South made significant contributions to "One World, Many Voices." Discussions about the underprivileged on the Indian subcontinent, debates and modifications of European theories in Latin America, and the creation of cross-national Southern communication associations all reflect this increased reflection on epistemologies of knowledge and global structures of academic research. Inequalities in terms of resources, recognition, voice, and knowledge creation could not be eliminated, despite networking initiatives like South-South conferences, greater information circulation, and increased awareness among Western academics. De-Westernizing knowledge is still a goal of Curran and Park's, as seen by Thussu's call for "Internationalising Media Studies" or Wang's call for "De-Westernizing Communication Research." In the subject of media and communication studies, academics from the Global South generally continue to fight for a rearrangement of global knowledge formation.

Nevertheless, there are some positive changes happening. First, the difference between those who support de-Westernization and those who do not starts to close. It took decades for a critical mass of Western academics to embrace it, but other regions of the Global South consider academic life outside of their own traditions as a legitimate method to create their own epistemologies. Major conference groups and media in and about the Global South are increasingly noticing this trend. Second, knowledge generated in and by the Global South is becoming more and more important, serving as a dynamic early warning system for upcoming global shifts and newly developing problems when conventional paradigms fall short of offering the required creative solutions. A new perspective on the Global South becomes possible when the old notion of the nation-state deteriorates in the twenty-first century.

Theories and Epistemologies of De-Westernization

The first step in better understanding the motives behind the desire to de-Westernize media studies is to identify "the West" together with "the rest." The main aim of de-Westernization and decolonization discourses is recognised before diving into the critique of these discussions.No human project has ever been as successful and long-lasting in dominating the globe as the "Western Code" the rise of "Western" civilization with the beginning of the Enlightenment period, and its adoption as a political project. Throughout the course of human history, many truth systems have appeared and disappeared.

However, pinpointing the "West" in knowledge creation becomes difficult when combined with geo-analytical boundaries. Utilising absolute and fundamental categorizations is as ineffective in the West as it is in the Global South since the West is not a homogenous fixed knowledge region. Western includes the "old" industrialised nations of Europe, the "new" English-speaking states of North America, Australia, and New Zealand. It embraces positivism, rationality, objectivity, detachment, self-interest, and individualism, all of which are directly tied to the development of Western science.

A number of European nations are recognised as having contributed to the development of contemporary science, which created some of the most crucial evaluative concepts for how to perceive, categorise, and interpret information. These nations established the intellectual and

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

social foundations for contemporary educational frameworks and academic cultures, which continue to have an effect on the global academic environment in terms of both teaching and research. Gunaratne asserts that the "oligopoly of social scientific capacities" is correlated with field, language, and location. He places France, Germany, Japan, the Netherlands, and Italy in second place, after the United States and the United Kingdom. This oligopoly supports the prevailing "European universalism."

The Enlightenment was a turning point in human history, and as a result, Orientalism and subsequently Eurocentrism acquired popularity as ways to maintain control over knowledge. The Eurocentric narrative included justifications such as calling the emergence of Western civilization "the emergence of human history," with Europe appropriating the focal point of world history as the inheritors of Hellenistic classical culture, and previous historical eras being obscured by the invention of a "dark Middle Ages" past. Early American academics understood the media and its function in society largely in accordance with this paradigm.

The processes of decolonization and de-Westernization are continuing. De-Westernization may signify many different things. It is a "act of cultural defence, an anti-imperialist strategy to cultivate academic sovereignty, and a demand for acceptance of an analytical perspective that represents a de-centered, dynamic modern world," claim Waisbord and Mellado. "The West's supremacy as a conceptual 'force' and representational norm" is challenged and repositioned by the notions. The most common objections to de-Westernization and decolonization focus on an exclusive "Western" axiology and epistemology of universal applicability that disregards indigenous and local intellectual traditions. They are understudied or ignored as a study topic in the global hierarchy of knowledge. The Global South's theories may be scorned or harshly attacked.

Researchers from both the West and the rest of the world may help with de-Westernization efforts and methods. In order to reflect and fight possible provincialism and parochialism in their study, Western academics should aim for more cross-cultural inclusivity and inclusion of subaltern viewpoints in their research and courses. Academics from non-Western cultures could try to frame their work in terms of ontology, foreign-imposed ideas, and Eurocentrism. For non-Western scholars, access to a global academic discourse and having a voice within it are two important barriers.

All phases of the research process, including "the subject of study, the body of evidence, theoretical and methodological ideas, research inquiries, and academic professional cultures" are urged to be de-Westernized, as well as global knowledge creation in general. In order to enhance conclusions and guarantee that findings and arguments may be broadly applied, non-Western situations are given further attention. It is obvious that research must go beyond just putting US-American communication theories to the test in non-Western contexts or applying insensitively to "foreign" categories of various ontological understandings.

As was previously said, barriers to the free movement of ideas across borders may cause knowledge to become jumbled or false dichotomies to appear. Actually, ideas have always been passed around. Views and perspectives do not exist in monolithic or unanimity even in Western society, and neither do they exist in non-Western ones.

While some people prefer self-determination principles, others, particularly women and the impoverished, seek to protect their culture from globalisation. This is reflected in feminist theory. Similar to this, theorists that insist on exclusively indigenous or localised research seem to disregard the fact that culture, communication, politics, and society are all essentially composite. Instead of concentrating on what is most crucial for the Global South: a criticism

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

of contemporary power systems that shape information production and mobility, critics claim that they run the danger of falling to a new provincialism.

The specifics of the argument show that de-Westernization is largely an issue for Western academia, which has made hesitant attempts to critically reflect on it. There are no results for the term "de-Westernization" in a Wikipedia search. This striking lack of de-Westernization discourses in the Global South shows that it is still an issue that is mostly neglected on Western discursive agendas, as well as that de-Westernization discourses are led under other titles in the Global South.

Theory of Communication

Think about a scenario where there is no communication. You have a great concept, but you can't put it into words. You are unable to communicate a strong desire for something that you have. Life would be dull and lifeless, and the world would be uninhabitable. The power of communication is immense. The very foundation of existence is communication. It's required by law. In order for people to express themselves, communication is necessary. A person has to communicate in order to share his ideas and sentiments, express his emotions, and impart information to other people.

Think about the following instances:

Ted tripped and saw a lone, almost-dead dog sobbing gently in the streets. He wasted no time in getting the dog to a local clinic and getting him the fundamental care he needed. Have you ever wondered how Ted learned that the dog needs help right away? The dog was unable to speak.

The preceding question's response is communication:

Ted only learned of the puppy's illness verbally. The puppy's weeping was really a sign that it needed to see the veterinarian right soon. Ted's sobs revealed his failing health and the need for medical attention.

Another Illustration: When the plants' leaves start to wilt, dry up, and turn brown, the gardener watered them. The tree is trying to tell the gardener that it is dying and requires watering right away by turning brown and drying its leaves.

In 1980, S. F. Scudder introduced the communication hypothesis. Despite having different communication methods, it claims that every living thing on the world communicates. Plants may tell when they want quick attention and watering by changing the colour of their leaves or by losing their leaves and flowers. Animals use a variety of behaviour and noises to express their needs for food, health care, or other factors. Unless and until a mother cries, her newborn will not know she is hungry. A youngster may also express his desire for food by crying when he is hungry. He utilises sobbing to indicate his pain and the urgent need for medical attention when he is hurt.

This means that, in accordance with the universal law of communication theory, all living things whether plants, animals, or humans communicate through sound, speech, visible changes, body movements, gestures, or in the best way possible to make others aware of their thoughts, feelings, problems, happiness, or any other information. In an effort to convey that they are unhappy with the child's performance and that he has to improve for future tests, a child's parents may stop talking to him for a while if he receives poor exam scores. A stray dog would almost certainly bark at you if you annoy him, which is an animal's method of warning you not to annoy him anymore.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Similar to humans, animals interact with one another via body language and gestures. Everywhere they go, monkeys always carry their young with them, which is another method for the mother to let her young know they are secure and that she would take care of them. Gestures, like the courting dance a peacock performs for its beloved, are crucial in bringing animals closer together during the mating season.

Another paradigm defines communication as the simple act of transmitting information from one party to another, who then decodes it and takes appropriate action. The majority of individuals support this communication strategy.

Communication Theory Framework

Think about the following theories and viewpoints on communication:

Mechanistic: From a mechanistic point of view, communication is nothing more than the transfer of information from one party to another. The first party is the sender, while the second party is the recipient.

Psychological: From the standpoint of psychology, communication is not only the exchange of information from one person to another, but also the thoughts and emotions that the sender wishes to share with the recipients. It also includes the receiver's feelings and responses once the information has been decoded. From a social viewpoint, communication is seen as the outcome of interaction between the sender and the receiver. It just asserts that communication is directly impacted by the speech's substance. Systemic: The systemic perspective holds that communication is fundamentally a new and separate message that is generated when various people see it in their own special manner, then reinterpret it, and draw their own conclusions. The social view point is based on "how one communicates."

Critical: From this perspective, communication just serves as a vehicle for a person to demonstrate their dominance and control over others. To sum up, the communication hypothesis holds that every living thing has to communicate with other creatures in order to survive. To survive, communication is necessary.

CONCLUSION

The limits of national or regional borders no longer apply to communication processes, which are increasingly impacted by international information flows, media technology, and cultural norms. A global perspective that acknowledges the interconnectivity of media systems, the influence of transnational communication flows, and the power dynamics present in global media structures is necessary for the study of media and communication.It takes recognising and participating in many cultural, political, and historical settings to de-Westernize media and communication theory.

It encourages diversity, combats Eurocentric prejudices, and cultivates a more complex comprehension of media and communication processes. De-Westernized theories lead to more thorough and fair studies of media and communication phenomena by prioritisingmarginalised voices and viewpoints.In order to question and broaden mostly Western viewpoints, it is important to de-Westernize media and communication theory. It entails challenging ideas that are Western-centric, welcoming diverse viewpoints, and appreciating the importance of global situations. Media and communication studies may progress towards a more inclusive, culturally sensitive, and internationally aware knowledge of the intricacies of media and communication processes by de-centering Western ideas and elevating marginalised perspectives.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

REFERENCES:

[1] J. Son, H. K. Lee, S. Jin, and J. Lee, "Content features of tweets for effective communication during disasters: A media synchronicity theory perspective," *Int. J. Inf. Manage.*, 2019, doi: 10.1016/j.ijinfomgt.2018.10.012.

[2] Y. W. Park and A. R. Lee, "The moderating role of communication contexts: How do media synchronicity and behavioral characteristics of mobile messenger applications affect social intimacy and fatigue?," *Comput. Human Behav.*, 2019, doi: 10.1016/j.chb.2019.03.020.

[3] K. Ishii, M. M. Lyons, and S. A. Carr, "Revisiting media richness theory for today and future," *Hum. Behav. Emerg. Technol.*, 2019, doi: 10.1002/hbe2.138.

[4] N. Alalwan, W. M. Al-Rahmi, O. Alfarraj, A. Alzahrani, N. Yahaya, and A. M. Al-Rahmi, "Integrated three theories to develop a model of factors affecting students' academic performance in higher education," *IEEE Access*, 2019, doi: 10.1109/ACCESS.2019.2928142.

[5] E. E. Hollenbaugh, "Privacy Management Among Social Media Natives: An Exploratory Study of Facebook and Snapchat," *Soc. Media Soc.*, 2019, doi: 10.1177/2056305119855144.

[6] J. Tække, "Acquisition of new communication media and social (dis)connectivity," *Curr. Sociol.*, 2019, doi: 10.1177/0011392119837575.

[7] R. F. Suistika and I. Ishartiwi, "Development of Picture Book Media for Expressive Language Skills of Children With Autism," *Indones. J. EFL Linguist.*, 2019, doi: 10.21462/ijefl.v4i1.94.

[8] N. Kashian and T. Mirzaei, "Understanding Communication Effectiveness, Communication Satisfaction, Self-Efficacy, and Self-Care Management Among Patients With Chronic Disease," *Sci. Commun.*, 2019, doi: 10.1177/1075547019834566.

[9] C. Nicolaou, M. Matsiola, and G. Kalliris, "Technology-enhanced learning and teaching methodologies through audiovisual media," *Education Sciences*. 2019. doi: 10.3390/educsci9030196.

[10] S. Talwar, A. Dhir, P. Kaur, N. Zafar, and M. Alrasheedy, "Why do people share fake news? Associations between the dark side of social media use and fake news sharing behavior," *J. Retail. Consum. Serv.*, 2019, doi: 10.1016/j.jretconser.2019.05.026.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 3

MODELS OF COMMUNICATION

Ms. GeethuBijil, Assistant Professor,
Department of Soft Skills, Presidency University, Bangalore, India,
Email Id-geetu@presidencyuniversity.in
Prof. Ismail, Regional College of Management, Bangalore, India

ABSTRACT:

This summary examines communication models, which provide conceptual frameworks for comprehending the process of communication between people or groups. It looks at many significant models of communication, stressing their essential elements, purposes, and consequences for productive communication.The communication transmission model is the primary emphasis of the first component. The sender sends a message to the receiver over a channel according to this linear model, which sees communication as a one-way process. It emphasises the significance of encoding and decoding in the transmission of information and presupposes a transparent and direct line of communication.

The complexity of interpersonal relations and the impact of context on communication are ignored by this paradigm, despite its simplicity and clarity.The interactional communication paradigm is covered in more detail in the second area. This model emphasises the back-and-forth messaging exchange between a sender and a receiver in order to recognise the interactive aspect of communication. It acknowledges the significance of feedback in enabling the elaboration, interpretation, and modification of messages. According to the interactional model, communication is a dynamic process that is impacted by nonverbal signals, context, and shared meanings.

KEYWORDS:

Communication, Content, Knowledge, Massage.

INTRODUCTION

The transactional communication paradigm is examined in the third component. The simultaneous and reciprocal nature of communication, in which both parties are senders and receivers, is emphasised by this approach. It admits that interpersonal, cultural, and societal aspects all have a role in the setting in which communication takes place[1], [2]. The transactional paradigm emphasises the significance of shared meaning and the ongoing discussion of mutual understanding among communicators[3], [4].The convergence of communication paradigms in the digital era is covered in the fourth component. Traditional communication paradigms are changing in response to the emergence of digital media and new communication technology. More interactive and participatory communication processes have been made possible by the development of interactive platforms, social media, and instant messaging. These developments have increased the options for inter-personal communication via media, feedback, and teamwork[5], [6].A model is a typical tool for employing diagrams, visual representations, and other methods to more clearly convey any idea, thought, or concept. Any issue may be made clear and understood with the use of models. A model makes understanding a process and drawing conclusions from it straightforward. In other words, a model makes learning easier[7], [8].

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Aristotle's Communication Model

The first person to independently design a communication paradigm was Aristotle. Let's start with a simple scenario. The future president addresses the crowd at a political event and begs them to support him. He puts a lot of effort into convincing the audience in the most effective manner so that he may prevail. What is he doing exactly? He is making his speech in a way that will convince the audience to support him solely, or, to put it another way, to react as the speaker intends. The audience acts as passive listeners while the leader, speaker, or sender is the center of attention[9], [10].

The story effectively demonstrates Aristotle's approach to discourse. This paradigm holds that the speaker is crucial to communication. He oversees the whole communication network. In order to influence the listeners or receivers to react as the sender desires, the sender first creates content by carefully crafting his ideas into words.

It is pointless to assume that the audience or receivers of this model will only be swayed by extraordinary content. The speaker communicates in a manner that the listeners are affected and react accordingly, according to the model.

In this kind of communication, the speaker has to be extremely selective about the words and ideas he chooses to convey. He needs to choose his audience before drafting his speech. create eye contact with the second party in order to create an impact on the audience. Let's go over the first illustration one again.

The politician must first comprehend the needs of his audience before drafting a speech, including the necessity for a retail centre, improved transit, and the safety of young women. His speech should address all of the aforementioned topics and concentrate on offering answers to their issues in order to get the maximum votes. His voice should be strong and clear, with a pitch that the audience can hear and comprehend.

Avoiding stuttering and getting tense in the midst of a discussion is crucial. Using voice modulation might help you get the desired result. The dialogue is repetitive and less impactful due to blank expressions, puzzled eyes, and a constant tone. The speaker must know where to place additional emphasis and which words to accentuate in order to influence the listener.

A customer will undoubtedly buy a mobile phone from a shop where the salesman gives an enticing presentation of the device. The salesman must decide what to say and how to say it in order for the audience to react in the manner he desires, i.e., by purchasing the phone and increasing his billing.

The most widely used and known kind of communication is the Aristotelian model, in which the sender conveys information or a message to the receivers with the intention of influencing and motivating them to behave and react in a certain manner. The Aristotle model of communication is the golden guideline for succeeding in seminars, lectures, and public speaking. In this model, the sender first conveys his point by producing compelling material, then transfers the message to the recipient, who simply replies appropriately. The sender is an active participant, while the receiver is a passive participant.

Berlo's Communication Model:

The Aristotelian model of communication centres the speaker and suggests that the speaker is the one who drives the whole exchange, while Berlo's approach takes the emotional content

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

of the message into account. On the SMCR paradigm, Berlo's communication model is founded.

The SMCR model states that S = Source, M = Message, R = Receiver, and C = Channel.

Let's examine each aspect in more detail:

S Denotes Source:

The individual from whom the idea originates is referred to as the source or sender. He is the one who imparts information to the recipient after carefully putting his ideas into words. To do this, one uses communication abilities, attitude, knowledge, the social structure, and culture.

DISCUSSION

Communication Skills: A person must possess excellent communication skills in order for their messages to be understood and remembered by their audience. The speaker must be aware of appropriate pausing, word repetition, sentence structure, word pronunciation, and other speaking techniques.

The speaker should not keep talking for too long. Additionally, he has to ask the recipients to review his work and hear their worries. One must be conscious of their accent while speaking. A conversation with a horrible accent is boring.

The world is at your feet if you have the right mindset, according to a proverb. A person will be unable to stop if they are in the right frame of mind. A man may have a great speaking voice, but if he doesn't have the right attitude, he will never succeed.

The sender must be in the right frame of mind for their message to make an impact on the receivers. A person would blend in with the crowd even if they had an MBA from a respected college if they did not have the right mindset.

Knowledge: There is no correlation between the speaker's knowledge and his educational history or the number of degrees on his resume. Knowledge is the ability to express facts to the listener in a clear and concise manner. One must be comprehensive in his remarks and possess a full knowledge of the subject. Keep in mind that you should always be ready to answer questions that may come up.

You must be well informed on the subject at hand. Read as much as you can on the issue and properly research it before making any speeches, paying close attention to even the smallest detail.

Social Relationship System: Imagine a politician calling for the building of a temple in a region where Muslims are the majority. What would happen if this were heard by the audience? They clearly have no interest. Was the leader's ability to communicate ineffectively or did he just have the incorrect attitude? The speaker's disdain for the social structure of the setting in which he was talking was the cause of the listeners' unhappiness. He had overlooked the viewpoints, cultural norms, and religious sentiments of the second side. His statement would have been very startling if it had been delivered in a society where Hindus were the majority.

Culture: The cultural context of the audience or community that the speaker is speaking to or with throughout his speech is referred to as the culture. The letter M stands for message, and when someone expresses his ideas verbally, a message is created. The process is also known as encoding.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Messages also include the following elements:

The ability to communicate with others requires one to expose his or her innermost thoughts. It's important to create content and put ideas into words. Content, often known as the talk's script, is what will be discussed. To put it another way, it serves as the cornerstone of all communication. Whatever Ted has spoken to Jenny about is the communication's substance. It is essential for the speaker to make thoughtful word choices and pay great attention to the speech's subject. The information must be logical, truthful, clear, and pertinent to the idea in order to strike the listeners square in the face and have an instant impact.

Element: It has been established that speech cannot improve communication on its own. Your audience will soon lose interest if you talk continuously. The speaker should employ a range of hand gestures, postures, facial emotions, and body movements to grab the audience's attention and make the speech remarkable. Hand gestures, postures, face expressions, body motions, and gestures are all components of communication.

Treatment: How a message is handled and delivered to the audience is referred to as treatment. It's important to comprehend both the importance of the message and how to handle it. A manager cannot deliver his message in a casual way and must be tough if he wants to terminate one of his workers. The phrase for this is the handling of communication. To deliver a message in the most accurate way possible, one must know how to communicate it.

Structure: It is impossible to deliver a message in one sitting. In order to deliver the message in the most powerful manner possible, it must be carefully constructed.

Code: The locks won't unlock if you input the wrong code. You won't be able to access your email account if you input the wrong password. The communication code also has to be accurate. Your gestures, body language, and facial expressions serve as the communication's codes; if you use the wrong ones, the receiver won't be able to discern the proper information and the message will be misunderstood.

The word "channel" begins with the letter C and refers to the path that information takes as it travels from the sender to the recipient.

1. How can you interpret what the other person is saying the most effectively? - Through hearing
2. How can one identify whether or not the pasta he is buying has been prepared with white sauce? - Through taste.
3. How can one tell whether a diversion or no parking area is coming up? - By watching.
4. How can one determine if food is fresh or old? How can we tell what a perfume smells like? By giving it a whiff.
5. How will you be able to tell if the milk is hot or not? – By clapping your hands collectively.

Humans Can Communicate with One Another Using All Five Senses.

Receiver: When a message reaches its intended recipient, he attempts to understand what the sender is attempting to convey before responding accordingly. Another name for this is decoding. The listener should be on the same platform as the speaker for a seamless information flow and better comprehension of the content. Good communication skills are necessary for understanding what the speaker is trying to express. He has to be in the right frame of mind to see the information positively. He must be informed about the issue and his understanding should be equivalent to that of the audience. Additionally, he need to share the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

speaker's social and cultural background. There are serious problems with Berlo's suggested communication paradigm. The speaker and the listener must be on the same page, which is not always the case in practise, according to Berlo's model of communication, for conversion to be simple.

Shannon and Weaver Communication Model: The most widely used and well-known communication model worldwide is that of Shannon and Weaver.

Consider the following example to better understand the concept. For a prestigious international business, Peter serves as the Vice President of Marketing. Currently, Mike is in charge of a small team that he oversees. Mike was asked by Peter to write a thorough review of marketing tactics that may be used to further the company's objectives. Before the day was up, he also wanted a thorough evaluation of the competitor's activities. A corporate employee cut him off mid-sentence to take the lunch order. Once he had obtained all the necessary data, Mike then divided up the tasks among his team members. He made an effort to explain what Peter had in mind for the team's preparation. At the end of the day, the team completed the report and submitted it to Peter, although it still included a few mistakes that they subsequently remedied.In order to boost the organization's production, Peter proposed producing a thorough report. He was the one who came up with the idea originally. Peter made the suggestion that the company develop a marketing plan. Peter is the information source as a consequence. If Peter hadn't shared his concept with his colleagues and kept it to himself, the organisation would not have profited from it. To increase the usefulness of information, it is crucial for a person to share their thoughts and knowledge with others.

Peter had to express his ideas verbally before laying down the details. When a concept has been properly stated via words, the mouth acts as a transmitter, enabling the transmission of information and signals from the brain to the lips. Mike receives the signal for what he is supposed to do from Peter via his words or voice. Peter mentioned the reports he requested from his team, and his words or voice effectively served as a signal to Mike about what he needed to do. If there is no signal or information, Mike will not know what to do. Review the illustration once again.

When a waiter came to take the lunch order, the discussion came to an end. Multiple sounds and disturbances interfere with signals in a similar way as they travel from the transmitter to the receiver. Examples of sounds associated with the signal or information include horns on busy streets, market activity, infants crying, and people yelling. After disregarding what the peon said, Mike was able to gather all of Peter's information and relay it to his team, who were in charge of writing the report.

The Shannon and Weaver paradigm states that communication starts with the one who receives the idea or information. The Information Source or the Information Source may also be used to refer to the sender. The signal is then sent from the brain to the lips, where it is jumbled with other noises and other distractions before being received by the receiver. The message is subsequently sent by the receiver to the intended audience or into other people's brains.

Let's go over the last example one again. The report was finished by the team, however there were a few errors that needed to be fixed. The Shannon Weaver model is flawed. Due to the fact that different individuals perceive communications differently, the message may get tainted as it travels to its intended recipient. While the team may use quick sales techniques to increase productivity, Mike's marketing plan may focus on branding. Because of this, even a straightforward message could acquire new importance once it gets to the target audience.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Schramm's Communication Model:

After comprehending the Shannon weaver model, learn Schramm's communication model, which is built on it. The communication model was first put out by Wilber Schramm in 1954. Information is only useful if it is well documented and disseminated to others. Encoding is crucial because it starts the communication process by giving the idea physical form. It is the recipient's obligation to determine the speaker's purpose when information reaches him. The message is worthless unless the receiver can understand or decipher the information that the sender is trying to convey.

As a result, information cannot be sent between two parties without the use of encoding and decoding, two of the most crucial components of efficient communication. The fundamental idea of Schramm's paradigm is likewise this one. Encoding and decoding are the two essential stages of successful communication, according to Schramm's theory. Furthermore, he stresses that a message is not complete until the sender gets a reply from the receiver. Think about a situation when someone shares his thoughts with a friend who doesn't answer. Is the information that was shared complete? NO. According to Schramm, there is a two-way exchange of information between the first and second parties.According to Schramm, a person's communication is influenced by their knowledge, experience, and culture. varied ethnic, religious, and cultural groups give the message varied interpretations. Billy requests the maid to get him something warm to drink since he has a sore throat. When Billy asked for a hot chocolate coffee, the waitress gave him cold water. As a consequence, the servant's understanding is changed. He could not understand Billy's statements since he was not on the same level as Billy. Billy and the servant weren't to blame; rather, their disparate upbringings were to blame.

Another example might be: John asks Teddy to purchase him a clock since he is often late for work. Teddy bought an alarm clock for John at a nearby shop, and he was never late for work again. He could have misinterpreted the message, but even if he did, how could he understand his friend's desire? A clock is a clock, whether Teddy or anybody else has to carry it. Never mistake a clock for anything else, even a wristwatch.

There are certain messages that apply everywhere. They are referred to as denotative communications since they are essentially same for every individual, eliminating the possibility of misunderstanding and confusion.

Please take note of John and Teddy's prior position and make a few adjustments. Teddy purchased two clocks for John even though he only wanted one because he was worried that he would be late. Teddy interfered with John's desire for a single clock by using his emotional intelligence and sense of loyalty. Emotional considerations have an impact on connotative meanings. Multiple elements, such as gestures, facial expressions, body language, and others, might lead someone to misunderstand a message.

According to this communication paradigm, when a sender gives information to a receiver, the latter must interpret it correctly for the sender and provide suitable feedback or response.Any communication that the sender initiates but does not get a response is ineffective and fails as a result. Understanding the development and difficulties of news that have affected how communication and the communication process works requires further research on the westernisation of news. The de-westernization discourse is expected to have an influence on important communication processes over the next years, and the formation of a new global communication process will play a significant part in defining a communication identity.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CONCLUSION

A basis for meaningful and successful communication in a variety of circumstances is laid out by understanding communication models. It helps people in understanding the components and dynamics of communication, seeing possible stumbling blocks or misconceptions, and modifying their communication tactics as necessary. In addition, communication models are useful tools for practitioners, educators, and researchers who want to understand and enhance communication processes.A conceptual foundation for comprehending the intricacies of human communication is provided by communication models, in conclusion. Despite the fact that each model has its advantages and disadvantages, taken as a whole, they help us understand how signals are sent, understood, and negotiated. Modern society's dynamic communication is seen in how communication paradigms have changed in response to technology developments. People and organisations may improve their communication abilities and support efficient face-to-face and mediated communication by using and modifying these concepts.

REFERENCES:

[1] S. Sulaiman, S. Hussin, and Z. Amir, "A conceptual model of communication process employed in academic online written interaction," *J. Educ. Soc. Sci.*, 2019.

[2] S. Perbawasari, D. W. Sjuchro, Y. Setianti, A. R. Nugraha, and I. Muda, "Halal tourism communication formation model in west Java, Indonesia," *Geoj. Tour. Geosites*, 2019, doi: 10.30892/gtg.25203-361.

[3] Z. Chen *et al.*, "Toward Knowledge as a Service over Networks: A Deep Learning Model Communication Paradigm," *IEEE J. Sel. Areas Commun.*, 2019, doi: 10.1109/JSAC.2019.2904360.

[4] S. M. Devetak, V. B. Susa, B. Z. Pavlovic, R. V. Slavkovic, and S. M. Karovic, "Performance analysis of one model of communication and information system in military operation," *Def. Sci. J.*, 2019, doi: 10.14429/dsj.69.12932.

[5] S. Hartinah *et al.*, "Probing-prompting based on ethnomathematics learning model: The effect on mathematical communication skills," *J. Educ. Gift. Young Sci.*, 2019, doi: 10.17478/jegys.574275.

[6] B. de Luis *et al.*, "An Interactive Model of Communication between Abiotic Nanodevices and Microorganisms," *Angew. Chemie - Int. Ed.*, 2019, doi: 10.1002/anie.201908867.

[7] R. P. Yaniawati, R. Indrawan, and G. Setiawan, "Core model on improving mathematical communication and connection, analysis of students' mathematical disposition," *Int. J. Instr.*, 2019, doi: 10.29333/iji.2019.12441a.

[8] D. Harel and T. McAllister, "Multilevel models for communication sciences and disorders," *J. Speech, Lang. Hear. Res.*, 2019, doi: 10.1044/2018_JSLHR-S-18-0075.

[9] B. A. Sisk, J. W. Mack, and J. DuBois, "Knowing versus doing: The value of behavioral change models for emotional communication in oncology," *Patient Education and Counseling*. 2019. doi: 10.1016/j.pec.2019.07.023.

[10] S. Harto, "Communication model for developing tourism potentials in Solop Beach, Riau," *J. Environ. Manag. Tour.*, 2019, doi: 10.14505/jemt.v10.2(34).25.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 4

MEDIA AND COMMUNICATION UNIVERSE OF INDIA

Dr. Kumar Ravi, Associate Professor,
Department of English, Presidency University, Bangalore, India,
Email Id-ravimanchi@presidencyuniversity.in
Prof. Srivatsan, Regional College of Management, Bangalore, India

ABSTRACT:

This abstract examines India's media and communication environment, showing the variety of media outlets, communication infrastructure, and cultural dynamics there. It looks at the media and communication sector's unique history, present-day trends, and distinctive features.The first part is concerned with the historical background of Indian media and communication. It charts how media has changed throughout time, starting with print and radio and progressing to television and digital media. Indian media has a long history that is entwined with the nation's war for independence, the development of democracy, and the media's role in influencing public opinion and social change.The second topic explores India's current media environment. It draws attention to the wide range of media outlets, including print media, radio, television, movies, internet media, and social media. With a wide variety of regional languages, cultures, and media sources serving various audiences, India has one of the biggest and most diversified media marketplaces in the whole globe. The development of mobile connection and digital media has further altered the media environment, presenting both new possibilities and difficulties.The third component examines the distinctive features of the media and communication sector in India. It talks on how media and politics interact in intricate ways, how media shapes popular culture and cultural identities, and how Bollywood (Indian movie) affects viewers at home and abroad. The concerns of media independence, media ownership concentration, and the necessity for media literacy in a fast-evolving media landscape are also addressed. These difficulties are encountered by the Indian media.

KEYWORDS:

Communication, Freedom, Government, Media, Newspaper.

INTRODUCTION

Newspapers, magazines, posters, television, radio, films, and Internet-based social media are just a few of the communication channels that make up Indian media. There are also a number of other websites and portals. Even before Ashoka the Great created the Indian empire on the tenets of fairness, openness, morality, and spirituality, the media in India has been free and independent for the majority of its history. From 1975 to 1977, India's media was under the fear of reprisal when Prime Minister Indira Gandhi declared a state of emergency[1], [2].

The mainstream media of today seem to defy all logic, presenting their message in all conceivable forms before erasing it altogether. The objective of mass communication is always to distribute information objectively, and the internet is without a doubt the most potent media instrument.India's media industry has seen significant and dramatic

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

transformation over the last 20 years, which is evident in the growth of both channels and viewers. The nation boasts more than 100 news channels that reach 161 million TV homes, 94,067 newspapers, and more than 200 million Internet users, according to the most recent statistics. Significant discussion on the growth and dynamism of India's media has been sparked by these developments.

Early India

The earliest known written documents and documentation are from the Indian Indus Valley civilizations[3], [4]. According to reports, the land gifts were made by engravings and carvings on copper plates as well as diverse surfaces made of wood, bone, ivory, and other materials. Both pillar and rock inscriptions were utilised to communicate during the rule of Emperor Ashoka. Asoka is also said to have used spies, overseers, and secret operatives to gather information for him. Traditionally, a monarch would receive news from his prime minister, advisors, and officials in his court, or darbar.

Because of this, the history of journalism may be traced back to several ancient civilizations and eras. Communication, which has been around for years, is essential to government. Even throughout the Sultanate time, this way of doing things remained[5], [6]. The rulers have always wanted to safeguard or enlarge their realms. Both instances had a big role for spies. Public announcements of news, presidential orders, and judgements were made in front of collected masses to the beat of the drum. Inscriptions and records were left on rocks, coins, temples, monuments, and other structures[7], [8]. They were all forerunners of what modern journalism has evolved into. The use of calligraphers was one of the most important factors that contributed to the development of printing in India being delayed. On the other hand, the idea of printing did not arrive in India until after Guttenberg's first press had published the Bible. At the Christian Missionaries' request, the Jesuits set up the first press at Saint Paul's College in Old Goa in 1556.

DISCUSSION

The cultural, linguistic, and geographical variety of India is reflected in its media and communication landscape. It is essential for educating, amusing, and uniting people across India's enormous territory[9], [10]. The media sector makes a major contribution to the Indian economy and provides a forum for social activity, political debate, and artistic expression.It is crucial for academics, decision-makers, and media professionals to comprehend India's media and communication ecosystem if they want to successfully navigate and interact with this intricate and dynamic environment. It draws attention to the need of acknowledging and amplifying various views, fostering media pluralism, and addressing the issues facing the sector. In India's varied and dynamic culture, it also emphasises the influence that media and communication have on influencing public opinion, supporting social change, and developing cross-cultural understanding. India's media and communication environment is diversified and dynamic, reflecting the nation's rich cultural diversity and social complexities. New options for interaction and participation have been made possible by the industry's transformation brought about by the expansion of digital media and the proliferation of platforms. To guarantee a thriving, inclusive, and responsible media and communication ecosystem in India, it is essential to address the issues of media ownership concentration, media ethics, and media literacy.

Incarcered India

Additionally, it has been claimed that India's communication infrastructure was less advanced than that of many other Western nations. For mainly financial and economic reasons, the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

British colonists in India started to concentrate their efforts on creating transit infrastructure. They have India's natural resources in mind. As a consequence, waterways, railroads, and roads were eventually constructed. In order to facilitate quicker communication, Dalhousie was the one who first used the electric telegraph in India. The East India Company used every resource at their disposal to the fullest extent in order to increase trade. Therefore, each of these instruments helped to assist journalism.

In the past, journalism was invented by the British. The newspaper is also said to have been delivered by British people and forced upon us. Learning 'English,' which was mockingly referred to in India as the language of the Mlechhas or the language of morally degraded people, was not part of the dominant nationalist philosophy. On the other side, the East India Company wasn't on board. They were leery of all journalists and the media because they were terrified of being criticised. Second, many Britishers' private lives were made public, which outraged them and led them to hide the facts. As the yearning for independence among Indians intensified, many freedom fighters resorted to the press to write about it in both English and the local tongue.

Pre-Independence

William Bolts tried to start the first newspaper in 1776, but he was unable to maintain himself and was forced to give up after an East India Company inspection. The Bengal Gazette, also known as the Calcutta General Advertiser, was started by James Augustus Hickey on January 29, 1780, and is widely recognised as India's first English newspaper. Hickey is referred to be the "Father of Indian Journalism."He described the Bengal Gazette as "weekly political and commercial papers open to all parties but influenced by none." Tabloid and satire were mixed together in Hickey's publication. Other British newspapers at the time didn't have the same tone of exceedingly "serious news" as it had. At first, he ridiculed his personal adversaries in the press. The article's main goal was to disparage the East India Company. To make it more attractive and legible, Hickey added additional four-page gazettes, including a gossip section, a poet's nook, news on European scandals, and most crucially, ads.

Peter Reed and B. Messinck started the Indian Gazette, a journal with better substance and appearance, in the same year, or 1780, as a setback and in the face of severe rivalry. After drafting a letter criticising the Governor-General Warren Hastings, Hickey also into afoul of the Governor. India Gazette was a brand-new, superior product as compared to Hickey's newspaper. All of Warren Hastings' facilities served as a benefit from his sponsorship of the event. Four years later, the Calcutta Gazette, a newspaper sponsored directly by the government, debuted. The Bengal Journal and the monthly Oriental Magazine of Calcutta Amusements then followed. When the Calcutta Chronicle was originally printed in 1786, there were four weekly newspapers and one monthly publication in Calcutta. The Madras Courier, the first newspaper in the city, was published in 1785 by Richard Johnson, the Government Printer.

Bombay's first newspaper, The Bombay Herald, was founded in 1789. The Courier, which also had ads in Gujarati, followed in 1790. The Bombay Gazette was launched a year later, in 1791, although for official announcements it was finally combined with the Bombay Herald. But after receiving heavy criticism from the press, the administration strengthened its restrictions on that freedom. Following that, the press was restrained for more than 20 years because India's successive governor generals refused to guarantee press freedom.

The Madras Courier had a prosperous run for more than 10 years until R. Williams launched the Madras Gazette in 1795 and the India Herald in 1796. The India Herald, however, had issues since it was not authorised and because Humphreys, the proprietor, was sent to

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

England. As a consequence, censorship was implemented in 1795. Bengal Gazette, the first newspaper under Indian rule, was initially published in 1816 by Ganga Kishore Bhattacharya with the assistance of Raja Rammohan Roy. The reforms of Raja Rammohan Roy were supported. John Burton and James Mackenzie bought the rights to 'The Guardian' in 1818. It was a requirement for this report to be published that moral considerations would take priority over other subjects.

As the editor of the "Calcutta Chronicle," another Britisher recognised as a man of principles, James Silk Buckingham, arrived in India in 1818. It was an 8-page bimonthly with news and opinions on politics, business, and literature. Since anybody with a complaint may use the letter sections, this established a new standard in Calcutta journalism. The Bengal government's actions and policies, as well as the postal system, police, military structure, and official attitudes towards numerous issues of public concern, were all topics that Buckingham's daily was interested in examining. Buckingham criticised the administration for keeping the sati scheme in place. The Calcutta Journal was acknowledged as having the greatest production values, as well as the best appearance and substance of any publication. He was a pioneer in the battle for free press in India among Europeans. Buckingham put the lives of the people above the social scene, local news and circumstances before styles, and criticism over insults. The "Oriental Herald" was started by Buckingham in England.

In the interim, the Baptist Missionaries began their printing business by launching "Dig-Darshan," a vernacular Bengali language monthly that disseminated historical information, announcements, and political news. In 1819, they launched Samachar Darpan, a pioneering Bengali weekly newspaper that avoided controversial stories to win government support and criticised Vedanta philosophy. 'Friend of India' was a newspaper that focused on Indian-related problems and was first published in 1820. In reaction to Samachar Darpan's criticism of Vedanta philosophy, Raja Ram Mohan Roy founded Brahmanical Magazine-Brahmin Sevadhi. The pamphlet's objective was to defend Hinduism against Christian missionaries by criticising them for their ignorance of Hinduism. Raja Ram Mohan Roy ignited the nation of India's longing for freedom via his works. Raja Rammohan Roy is assigned the responsibility of publishing three newspapers. In response to the relaxation of press regulations, he established Sambaad Kaumudi in 1821. He began publishing "Mirat-ul-Akhbar," another Persian weekly, to combat the Serampore Missionaries.In his Persian poetry Mirat-ul-Akhbar, Roy shared his in-depth observations on core ideas and beliefs.

He promoted social transformation by writing about problems like "Sati" in his publications. A very liberal governor general at the period, Lord William Bentinck, supported Indian reform movements, leading to 33 English and 16 Indian language publications in India by 1830. The first newspaper in Hindi was called "UdantMartand," and it was initially published as a weekly in 1826 by Pandit Jugal Kishore Shukla, a lawyer by trade. The Vernacular Press Act was passed in 1878 to control the non-English, Indian language press because it was especially strident and outspoken in its criticism of the British government. The well-known Amrit Bazar Patrika in Kolkata was translated into English after the Vernacular Press Act. The Hindu was first printed in 1876. In 1885, Allan Hume served as the organization's head while the Indian National Congress was founded. Congress started to press for a greater level of engagement in the administration, and the media started to report on their statements. The talks and arguments that took place in Indian councils were reported by the Indian press.

The Hindu community supported the policies of the Congress. The Congress was supported by The Statesman, Amrit Bazar Patrika, The Banga Basi, and The Kesari. Over time, Indian publications started to sound more political. In the fight for national freedom, these writings were of utmost importance. Indians fought for the Allies in World War One. Indians yearned

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

for freedom after the conflict. The Home Rule League was started by Annie Besant, and Tilak subsequently joined. Annie Besant edited New India and used it to spread her ideas for India, which she called "Dominion Status."

After that, Tilak founded the Maharashtra home rule league. Tilak was a radical Congress politician also known as Lokmanya and famous as Maharashtra's lion. He wrote the works Kesari and Maratha, which helped the independence cause gain more traction. He opposed dividing Bengal. Tilak opposed the sedition act in 1908 and was banished from the nation for six years. Tilak was an outstanding journalist who shown courage. Tilak's savvy and organisational abilities are evident in his ability to elevate regional Ganesha and Shivaji festivities into national celebrations.

Mahatma Gandhi went back to India in 1915. He had fought against white racism in Africa. He published his ideas in the publication Indian Opinion in South Africa. He published Navjivan and Young India in India. He gave other newspapers permission to freely copy his publications' material. dislike and hostility against the government. He gave the Indians a feeling of community. In his works, Gandhi pushed for the removal of untouchability, the promotion of Khadi and other rural industries, the use of spinning wheels, and unity between Hindus and Muslims. The Swaraj party was established in 1923 under the direction of Motilal Nehru and C R Das. To spread their Swaraj ideal, they established the Hindustan Times. The group of educated Sikhs who wrote the document wanted to liberate the Sikh shrines from the Mahants' control. Later, they sold it to the swaraj party's leaders. Other important publications were the swarajya, launched by T Prakasam and espousing Gandhian philosophy, the forward, founded by C R Das and extensively read in Bengal, and AJ, a nationalist newspaper started by Shiv Prasad Gupta. Later, Shubhash Chandra Bose changed it to promote Democratic principles.

Along with others, Raja Ram Mohan Roy worked for social changes and helped the populace become more aware. In 1857, Payam-e-Azadi started printing in Hindi and Urdu and urged Indians to rebel against the British. Doorbeen and Sultan-ul-Akhar published Bahadur Shah Zafar's "Firman," which urged readers to drive the British out of India. A Hindi patriot's drama called Neel Darpan was published in 1861. The "Voice of India" and the "Indian Spectator," which DadabhaiNaoroji founded in Mumbai in 1885 and concentrated on happenings in London rather than local events, are named after him. In order to implement changes and increase the stakes in the struggle against social ills, social reformers therefore employed the media as a powerful instrument. India has a long and rich history of journalism as a consequence. While the majority of British people started the newspaper, the nation's citizens finally grabbed control of the pen a weapon more potent than the sword with great passion. Publications played a significant role in the independence fight and served as a medium for information instruction with the backing of steadfast leaders.

Post-Independence

It is believed that after a protracted struggle and upheaval under British tyranny, the freedom of the press was recognised during the post-independence era, under Pandit Jawaharlal Nehru's leadership. As the nation's first Prime Minister, Jawaharlal Nehru never shied away from criticism. He was a fervent advocate for journalistic freedom.

Nehru did had to speak out against press freedom once, however, when it was causing sectarian unrest and separating India. He adopted a new law on October 23, 1951, called as "The Press Objectionable Matters Act." This was done only to prohibit publications from using words and images to encourage racial tension. Anything that would incite or encourage someone to use violence or sabotage to overthrow or weaken the government, or to obstruct

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

the supply and distribution of food or other essential goods or services, was deemed unacceptable. This included statements, signs, and other visually obvious representations.

In India before to independence, the media played a combative role. It required a constructive outlook on the upcoming government. It developed into a channel of interaction between the public and the government. It is said that Nehru's position on press censorship during the Chinese incursion in 1961, when an Emergency was proclaimed, was more lenient than the limitations put in place under the prime ministership of his daughter Indira Gandhi. It is important to note that during the late Indira Gandhi's administration, press freedom was entirely curtailed.

Later, the Indian Defence and Internal Security Act became a law.This Act made it illegal to print or publish any newspaper, book, or other work that was detrimental to India's defence and security. It also gave the government the authority to demand security from any newspaper or publisher or to revoke security that had already been provided. Finally, it granted state and local governments the authority to impose censorship.

Fakhruddin Ali Ahmed, the president of India at the time, declared a state of emergency in the early hours of June 26, 1975, claiming "internal disturbances" as a danger to national security. The Constitution was rewritten and updated by the then-prime minister, Indira Gandhi, who also suspended civil liberties, including the freedom of the press. Journalists, opposition figures, and activists were all imprisoned under the draconian rule of the Indira Gandhi regime during the emergency. "A state of emergency has been declared by the President." Indira Gandhi said on All India Radio, "There is no reason to be worried. During the Emergency, when everything seemed to change quickly and India was experiencing a constitutional crisis, press freedom deteriorated. The right to free expression was suspended, and as a consequence, printing presses were searched, and newspapers were removed from circulation for the next two days.

The Indira Gandhi administration issued a number of "guidelines" and ground rules for media around the nation. One of the numerous regulations was that outlets should assist the Chief Press Adviser by filtering their own news if it was obviously detrimental. If there are any questions, speak with the local press advisor. The country's media came under assault during the 21-month emergency, and worldwide media outlets raced to report on the situation in the nation, whose constitutional rights had been suspended. Two laws were approved by the government: the first restricted journalists' access to information about legislative proceedings, and the second placed restrictions on anything that would "incite hatred, contempt, or disaffection towards the government." It was advised to the Indian press not to accept the rumours. All of the country's media were instructed to get permission before publishing any news by the Chief Press Advisor, a post created to filter the news.

The Emergency's wrath was unleashed on the majority of publications and magazines in the mainstream media. The censors' scissors sliced through major publications including Himmat, Janata, Frontier, Sadhana, and Swarajya, among others. While some received jail sentences, others received threats that they would be fired from newspapers. Among the first publications to voice their anger in print were The Indian voice and The Statesman. In a show of defiance, The Indian Express and The Statesman left their editorial pages blank. Similar actions by other media soon followed this. IE claims that journalists from The Times of London, The Washington Post, and The Los Angeles Times were fired. The Guardian and Economist journalists flew back to the United Kingdom after receiving threats. Mark Tully, the BBC's voice, has been taken off the air. According to the Home Ministry, in May 1976, there were around 7,000 journalists and media professionals detained. A journalist named

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Kuldip Nayar was detained by Delhi police after he and several journalists protested the emergency. Leaders of the opposition were battling for the same cause all throughout the nation. One of them was LK Advani, the Bharatiya Janata Party leader at the time who was imprisoned for months during the Emergency.

Advani's remarks rang in all Indian's ears once the Emergency was ended. He said to the media, "You were simply ordered to bend, but you crawled. The newspaper business was in ruins. Journalistic freedom was reestablished when Morarji Desai was elected and Indira Gandhi was overthrown.

The Prevention of Publication of the Objectionable Matter Act of 1976 was repealed on the advice of L.K. Advani, his Minister for Information and Broadcasting, who was a journalist by trade and had been detained during the emergency. This was done with the required procedural approval from both houses of Parliament.

In 1979, after Morarji Desai's resignation, Indira Gandhi assumed leadership. Even if it was not as severe as it was during the emergency, the press was once again the target of animosity. On the other side, several state administrations have shunned the media. After Indira Gandhi was killed in 1984, a tide of public sympathy propelled Rajiv Gandhi to power. After the press's critical portrayal of his administration in 1988, Rajiv Gandhi too started to distrust the media. In order to limit press freedom, he sponsored a "Defamation bill" like his mother, but he was unable to do so since the measure was not initially enacted. After a while, liberal Rajiv Gandhi was unable to handle the press's harsh coverage. Despite the long-term impact and economic constraints, the press seemed to be freer in the years that followed. Repertory and development journalists were well-liked.

Twentieth Century

Newspapers continue to provide a variety of services, including news, entertainment, education, and a heavy dose of Yellow journalism. Today's newspapers provide news with a range of features for students interested in fashion, style, the environment, and other themes, in contrast to the past. The periodicals are separated into sections that cover a broad variety of topics, including business, sports, and local, national, and worldwide news. Nowadays, the bulk of these are now accessible online.

On the verge of the twenty-first century, the Indian press currently rates well with the finest worldwide. Almost all aspects of Indian newspapers' operations, including news reporting, editing, design-layout, production, distribution, advertising, sales management, and editorial content, have undergone a complete modernization. The level of quality is comparable to the greatest worldwide. The Hindu and the Eenadu, two Saturday/Sunday magazines, as well as several newspapers' daily supplements, cover a broad variety of subjects, from cosmetics to quality control, religion to science.

In the modern age, the Indian press is renowned for its astonishing inventions, from Kashmir to Kerala, from Kohima to Kutch. It is well-equipped to face the challenge posed by the communication revolution, which is constantly deforming the globe. The Indian press is very individualistic, completely autonomous, entirely professional, and utterly forward-looking, despite the fact that its tone and tenor have always reflected the demands and strains of the times.

In 92 languages and dialects, over 35,000 newspapers, periodicals, and magazines are now published in India. There are still newspapers that are handwritten, typed on manual typewriters, cyclostyled, and photocopied; others rely on hand composition or monotype or

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

linotype composition, use letterpress printing, and use antiquated rotaries. This is despite the fact that the majority of dailies and periodicals in all Indian languages use modern computer and technology. The business sector employs the most recent techniques in all facets of management.

Advertising, circulation, and sales management are just a few of the commercial elements that newspapers and magazines have. With rising literacy rates, income, and demand for news, newspapers of all languages must anticipate a prosperous future. Rising readerships and surging advertising revenues are increasingly luring newspaper proprietors. Daily publications in all languages have started publishing editions in places where readers previously could not have imagined seeing newspapers. A few newspapers have also started publishing sister publications in a number of regional tongues. For instance, the Indian Express group produces a newspaper in Tamil, Gujarati, Hindi, Telugu, Kannada, and Marathi in addition to a daily English edition delivered from 16 sites around the nation. Additionally, it owns a weekly cinema magazine, a daily financial newsletter, and a monthly television series. Similar to this, the Ananda Bazar Patrika group also publishes a newspaper in both Bengali and English, as well as a financial daily and a biweekly covering business, economics, sports, and movies. Hindi newspapers such as Jagran, Bhaskar, Nav Bharat, and others are published in more than a dozen locations. The Indian press is poised to achieve new and higher heights in all elements of newspaper creation in the twenty-first century.

In order to provide the necessary revenue to keep a newspaper afloat, journalism has been sacrificed on the altar of advertising as the press has been extensively monetised and corporatized in the twenty-first century. The majority of companies operate websites, news channels, and newspapers. Rapid technological advancement has taken place. While newspapers continue to report the news and many uphold the journalism's founding principles, some are prepared to distort the facts in order to appease their corporate owners and the political parties that support them. For fear of political vengeance from certain political factions, many worthy people's plights are not brought up in the forum.

Despite the fact that newspapers do publish news, the bulk of it comes from news agencies and service websites. There aren't many journalists walking about. Instead of covering stories, many television newsrooms have devolved into combat zones where reporters argue about who said what to whom and why. A few concerns are raised, but other debates take precedence. The government and corporations that own substantial investments in their businesses are allies of many newspapers and news organisations. Instead, a lot of journalists are using social networking sites to provide news tidbits that are not edited or influenced by the whims of the government or other businesses.

CONCLUSION

The fourth pillar of democracy is journalism, which has greatly aided the development of the nation. Because there are so many untainted journalists in the nation, it keeps doing this. However, it is important to protect the journalists' independence. When addressing contentious issues that split the nation or security concerns, the journalists should be urged to use restraint. Instead of the tabletop journalism and page three stuff that most news forums favour, it should be pushed to focus on journalism that fosters the growth of all of its people.It's also amazing to see how blogs and information from the DIY movement are influencing conventional media more and more. This trend cannot be attributed to a preference for more democratic news sources. Instead, when more people see the same events that the mainstream media is presenting to us, the pressure grows because there is too much risk of being caught and broadcast journalists are under pressure to tell the truth.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

REFERENCES:

[1] M. M. Jankovic, "Holistic marketing approach in media communications of sports organizations," *Sport Mont*, 2019, doi: 10.26773/smj.191009.

[2] M. P. Llopis-Amorós, I. Gil-Saura, M. E. Ruiz-Molina, and M. Fuentes-Blasco, "Social media communications and festival brand equity: Millennials vs Centennials," *J. Hosp. Tour. Manag.*, 2019, doi: 10.1016/j.jhtm.2019.08.002.

[3] R. A. Raji, S. Mohd Rashid, and S. Mohd Ishak, "Consumer-based brand equity (CBBE) and the role of social media communications: Qualitative findings from the Malaysian automotive industry," *J. Mark. Commun.*, 2019, doi: 10.1080/13527266.2018.1455066.

[4] N. Enke and N. S. Borchers, "Social Media Influencers in Strategic Communication: A Conceptual Framework for Strategic Social Media Influencer Communication," *Int. J. Strateg. Commun.*, 2019, doi: 10.1080/1553118X.2019.1620214.

[5] A. Samoggia, A. Bertazzoli, and A. Ruggeri, "Food retailing marketing management: social media communication for healthy food," *Int. J. Retail Distrib. Manag.*, 2019, doi: 10.1108/IJRDM-08-2018-0178.

[6] S. Mihelj and J. Stanyer, "Theorizing media, communication and social change: towards a processual approach," *Media, Cult. Soc.*, 2019, doi: 10.1177/0163443718810926.

[7] T. T. Vinh, T. T. K. Phuong, V. T. Q. Nga, and N. P. Nguyen, "The effect of social media communication on brand equity through Facebook: Evidence from CGV Cinemas, Vietnam," *Int. J. Electron. Cust. Relatsh. Manag.*, 2019, doi: 10.1504/IJECRM.2019.104021.

[8] D. Catalán-Matamoros, A. Pariente, and C. Elías-Pérez, "What we know about media communication on antibiotics and antimicrobial resistance: A systematic review of the scientific literature," *Patient Education and Counseling*. 2019. doi: 10.1016/j.pec.2019.03.020.

[9] X. Zhang and J. Sun, "Discussion on new media communication strategy of sports events based on large data technology," *Cluster Comput.*, 2019, doi: 10.1007/s10586-018-2186-z.

[10] H. A. M. Voorveld, "Brand Communication in Social Media: A Research Agenda," *J. Advert.*, 2019, doi: 10.1080/00913367.2019.1588808.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 5

DESIGN OF INDIAN COMMUNICATION

Mrs. Sreelekha Premjet, Assistant Professor,
Department of English, Presidency University, Bangalore, India,
Email Id-sreelekha@presidencyuniversity.in
Prof. Naseeba, Regional College of Management, Bangalore,
India

ABSTRACT:

In this abstract, the design of Indian communication is examined, emphasising the distinctive qualities, cultural influences, and socioeconomic factors that impact the communication practises in India. It explores the numerous facets of communication design in India, such as visual design, language issues, and cultural quirks.In the first area, visual design in Indian communication is emphasised. In Indian communication design, visual components like colours, typography, and images are very important. The use of colours and symbols reflects the depth and variety of Indian traditions, which are influenced by India's lively and diversified cultural legacy. Intricate patterns, conventional motifs, and culturally meaningful images are often included into visual design in Indian communication, which enhances the overall aesthetic appeal and efficacy of the message.The second component investigates linguistic factors in Indian communication design. India is a nation with a wide variety of regional languages and dialects. The language preferences of various target groups are taken into consideration in effective communication design to ensure that messages are correctly and successfully communicated. For efficient communication across many language populations, localization and translation are crucial elements of communication design in India.The cultural quirks that influence the style of Indian communication. The traditions, practises, and social conventions that make up India's rich cultural fabric go deep. Indian culture's values, beliefs, and aesthetics are often reflected in communication design. It appreciates the value of contextualising communications and using cultural allusions that speak to the target audience. For communication design to be effective in India, cultural sensitivity and knowledge are essential.

KEYWORDS:

Communication, Development, Information, Social, System.

INTRODUCTION

Communication design is a system-based idea that establishes a vital connection between the viewer and the images. It describes the strategy used by communication designers to draw in their audience and precisely and effectively convey the knowledge and information in the message via media. The process of communication design not only develops messages, but also the channels via which those messages are delivered to their intended audience. Simply said, communication design is a method used to produce designs that will have the most possible influence on the audience[1], [2].

Communication has advanced significantly since the invention of the first printing press by Johannes Gutenberg and the development of personal computers and cellphones by Steve Jobs. The development of the telephone may be linked to the start of contemporary

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

communication studies. Since then, there have been significant advancements in communication use and comprehension. Communication is now referred to as the information age, networking era, 3G age, 4G age, etc. in the present context[3], [4].

In order to promote family planning, social development, and national integration, the Indian government encouraged the development of communication as a discipline. Today, mass communication and advertising are the two primary uses of communication in India. In terms of theoretical understanding, Indian communication studies continue to be influenced by classical literature, fine arts, customs and traditions, and discourses from the independence fight[5], [6].

Indian religious literature, Indian philosophy, and Indian fine arts serve as the foundation for Indian communication ideas. It was first used by Bharata in the commentary "Natyashastra" he wrote in the 10th century, which served as the main informational resource for the Indian concept of communication. Indian communication theories have their roots in both literary and fine art traditions. It is made up of a recurring feeling called "bhava" that is represented in different dance styles. The goal of communication, according to Bharata's Natyashastra, is to promote unity and commonality[7], [8].

Communication Model of Sadharanikaran

Dr. Nirmala Mani Adhikary created and developed the Sadharanikaran paradigm of communication. Among Asian and Hindu philosophies and communication theories, this paradigm of communication is often recognised.

An introduction to the Sadharanikaran communication model:

A Hindu perspective on communication is presented in the Sadharanikaran paradigm. The Sanskrit term sadharanikaran means "mutual understanding," "commonness," or "oneness" among people. It shows how several stakeholders interact in a system to accomplish saharidayata. Senders and receivers gain saharidayata and become sahridayas after completing the sadharanikaran procedure. In other words, the achievement of sadharanikaran occurs when interacting parties, such as performers and audiences, engage in a communication interaction that results in the attainment of saharidayata. The fundamental tenet of sahridayata is the basis of the meaning of sadharanikaran. It's a condition of shared direction, similarity, understanding, or unity. In this sense, the SMC views communication as a way of communion.

The Natyashastra of Bharata is the foundation of Sadharanikaran. The idea of sadharanikaran is commonly regarded as having been created by Bhattanayaka. In his commentary on the Natyashastra, he is also credited with coining the expression to describe the idea of rasa. The fundamental goal of Sadharanikaran is to bring about unity and commonality among the people. From a Bharatvarshiya / Hindu viewpoint, it is also the first diagrammatic communication paradigm.

Components of the Sadharanikaran Communication Model:

Following are the components of the Sadharanikaran model: Sahridayas, Bhava, Abhivyanjana, Sandesh, Sarani,Rasaswadana, Doshas,Sandarbha,Pratikriya.

Those who have the capacity to send and receive messages are referred to as sahridayas. They are the parties engaged in communication and are able to identify one another as the sender and recipient in the process. If communication is seen as a sequential process, the sahridaya-preshaka, who is thinking about the bhavas, is the initiator. The sahridaya-prapaka is to

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

receive the bhavas. The rasaswadana procedure must be finished by him or her. Abhivyanjana refers to the processes a source employs to transform bhavas into a form that may be seen by the senses. It might be considered a phrase or encoding in English. The main consideration in this case is simplicity. During the communication process, the speaker clarifies complex thoughts and ideas using images and terminology that the listener will grasp.

After the abhivyanjana procedure is finished, bhavas appear as sandesha. In other words, Sandeha is the outcome of the Abhivyanjana procedure. For sandesha to be transmitted, a sarani is necessary. Natural channels include the auditory, tactile, visual, olfactory, and taste senses. Artifactuals include things like paintings, sculptures, letters, and other things. Receiving a message, deciphering it, and then indulging in the sandesha's rasa is known as rasaswadana.

Noises called doshas interfere with communication and lead to misunderstandings. Communication in India & It's The model should understand all sounds, including semantic, mechanical, and environmental disruptions. The communication environment affects the efficacy of any message because of sandarbha, or context. The same message may have many meanings depending on the situation.

DISCUSSION

Pratikriya refers to the reactions the communication prompts in the recipient. The receiver may take an active role in communication thanks to the feedback function.An overview of the communication paradigm proposed by Sadharanikaran

1. The structure of the model is non-linear. It involves the idea of a two-way communication process that leads to mutual understanding between the communicating parties. It is thus not limited by the limitations of linear communication models.
2. The model illustrates the viability of effective communication in Hindu civilization, which is characterised by intricate caste systems, languages, cultures, and religious traditions. In addition to facilitating communication, Sahridayata aids those chatting in overcoming the unfair connections found in society [9], [10].
3. In sadharanikaran, the relationship between the parties communicating is crucial. Relationships themselves, rather than their causes, are what make them what they are. For instance, the guru-shishya bond is always viewed as holy in and of itself. Additionally, this does not put a strong priority on sender dominance, in contrast to the majority of Western communication theories and models. Instead, the paradigm equally gives importance to both communication parties.
4. The model shows that abhivyanjana and rasaswadana are the key aspects of communication. In other words, they serve as turning points in the sadharanikaran.
5. It demonstrates how internal or intrapersonal communication is given more weight in the Hindu view on communication. Both the encoding and decoding processes, in their ideal state, comprise of a four-layer structure. Communication requires more inside experience than the external logic of the sense organs.

1. By offering sandarbha, the model demonstrates how significance may be added to a message even when the sender is unknown to the recipient. Without knowing the speaker's true intent, it is feasible to infer any message's intended meaning by taking into account the surrounding circumstances. The context allows for the preservation of a text's 'objective' meaning.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

6. From the Hindu point of view, communication has several uses. The model's definition of communication is comprehensive enough to include all three facets of life: adhibhautika, adhidaivika, and adhyatmika. In a social or international situation, communication is a method through which people, under ideal circumstances, may attain sahridayata. Gaining actual information and comparable shared experience in a conceptual framework is the process of communication. However, there is more to the narrative than that; it also has a spiritual component.
7. Reaching a consensus or shared understanding is clearly the model's goal in communication. The objective would not, however, be limited to this. The purusharthachatustayas are prioritised in Hinduism, and the concept sees communication as a means of accomplishing all four of them. As a consequence, the approach is totally consistent with Hindu philosophy.

The Natyashastra of Bharata and the Vakyapadiya of Bhartrihari are the two main sources on which the model is based. The bulk of the notions are formal expressions derived from various Hindu religious-philosophical knowledge systems as well as Sanskrit poetics, aesthetics, and linguistics. These ideas serve as the cornerstones around which the SMC is constructed.

Not to be confused with the sadharanikaran paradigm of communication is the sadharanikaran notion or theory. The former has its roots in Bharata Muni's Natyashastra and is related to Bhattanayaka. It is one of the most significant ideas in Sanskrit poetics and other areas. The SMC, on the other hand, is a communication model that was created and initially put forward in 2003. It uses various sources in addition to the conventional notion or theory of sadharanikaran to explain Hindu perspectives on communication.

The meta-theoretical premise of the model is Vedantic. Hindu communication obviously emphasises internal or intrapersonal activities. It makes sense that the fundamental acts of communication are abhivyanjana and rasaswadana, and that in Hindu culture, communication involves more experience than the objective reason of the sensory organs. It is simpler to put sahridayata and other ideas into practise because of this predisposition. Communion comes through communication in Hindu culture.

Theory of Rasa

The main topic of Indian play and poetry is rasa. One that can be tasted is rasa. This is how rasa is described. Rasas come in six different varieties: Katu, Tikhat, Kashaay, Madhur, Lavan, and Aamla. These Rasas can only be experienced via the sense of taste. All of these Rasas are combined to form the meal known as the six-Rasa-food. The same notion of taste is used in both drama and poetry. As a consequence, Rasas are believed to have the same "tastefulness" as both theatre and poetry. The eight main Rasas are Shringaar, Hasya, Karuna, Raudra, Veer, Bhayanak, Bibhatsa, and Adabhut. Many theatre theorists have put forward the idea of rasas. The Natyashastra of Bharata is regarded to be the first literary exploration of the Rasa process' structure.

Rasa is life is the most important poetics premise. The poetry that is created through words is the responsibility of the Rasas. Poetry that lacks Rasa is poetry parodied. Poetry's appeal is a result of the Rasas. The thing being tasted must be deserving of being tasted in order to be able to experience Rasa. However, this flavour must be experienced via the senses of hearing and sight in the case of poetry and theatre. These organs create joyful and sad feelings when they taste the Rasas, and if the mind is functioning normally, these happy and sad sensations arouse emotions like happiness and grief. More powerful sensations lead to more intense emotions, which are reflected in the physical components of the body. When emotions reach

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

their height and other bodily organs respond to these sentiments at the same moment, exclamations unwittingly occur. The reader of poetry is made to feel as if they have really experienced the occurrence or event that the poet is describing.

Definative nouns to comprehend the Rasas process include:

Some specific nouns have been provided when describing the Rasas process. These are listed below:

1. **SthayeeBhaava:** These Bhaavas or Dharmas are eternally existing. SthayeeBhaavas are fundamental, independent Bhaavas that, in response to the Rasas, expand to fill the whole of the mind and leave an imprint.
2. **Vibhaava:** The word vaasana is introduced here. A fantasy or false concept, ignorance, a want, a desire, or an inclination are other examples of vaasana. Vaasana is information obtained through memory. It is also known as bhaavana, which is an imprint left involuntarily on the mind by previous acts that generate emotions of happiness or suffering. The human mind contains the SthayeeBhaava as Vaasana, or memory. The Rasas and SthayeeBhaava are produced by the Vibhaava, which also elevates the flavour. The Rasas are brought out by the Vibhaava, which also improves the taste of the SthayeeBhaava. The Vibhaava provides the SthayeeBhaava life and aids in their development. The catalysts that cause the SthayeeBhaava to change into Rasa are hence Vibhaava. The trait that leads to the full manifestation of the Bhaavana or SthaayeeBhaava is known as the AalambanaVibhaava. This is how the AalambanaVibhaava is described. Characterization is the process of exposing a character's personality. Direct characterisation reveals a character's identity to the viewer. Details that reveal a character's personality are depicted via indirect characterisation. It makes use of the character's voice, thoughts, impact on others, deeds, and appearance, which includes makeup and clothing. The stimulus is UddipanVibhaava. The term "UddipanVibhaava" describes the actions of the characters as well as the setting, period, and circumstances that cause the SthaayeeBhaava.
3. **Anubhaava:** One may really feel the SthaayeeBhaava by practisingAnubhaava. The place of the experience is fairly clear in Anubhaava. Both the performer and the audience share these. Anubhaava therefore has an impact on both the artist and the audience.
4. SanchaariBhaava, sometimes referred to as VyabhichaariBhaava. Whether it be poetry or theatre, the Sthaayee Bhava must travel through all of the work. This is accomplished through the Vyabhichaari or SanchaariBhaavas. Sanchaar will grow. Sanchaari are people with dispersion abilities.

A Rasa does not directly relate to a VyabhichaariBhaava. When any Rasa is present, they emerge and make it expand. They have an aftertaste that lingers. According to Bharata's Rasa rule in the Natya Shastra, Rasa is made up of the Vibhaava, Anubhaava, and Vyabhichaari or SanchaariBhaava. As we've seen, this Rasa develops in both the performer and the audience.

An Examination of the Rasas

Shringarasa: Rati is the term for the attraction that exists between sexes. The Shringarasa depends on the two individuals who are attracted to one another in this manner. These individuals are referred to be the Vibhaava of the Shringarasa as a consequence. The stars, the moon, the coming of spring, the conversation between these people that discloses the nature of their desire, beautiful clothing, sexual images, love songs, etc. all influence Rati's mood. They are hence UddipanVibhaava of Shringarasa. When sexual desire is aroused,

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

touching, hugging, and other behaviours take place. These are this Rasa's Anubhaava. This Rasa's VyabhichaariBhaava is characterised by laughter, shyness, a sensation of sensory loss, sluggishness, and other emotions.

The SthaayeeBhaava refers to laughing, which is the primary feeling of this Rasa. AalambanVibhaava of this Rasa is the one who makes others laugh. The actions or remarks made by the individual constitute their UddipanVibhaava. These are the Anubhava of the Rasa's when you laugh, cry, have your mouth open, and so forth. The Rasa's VyabhichaariBhaava is the desire to sleep, as well as feelings of exhaustion, lethargy, and so forth.

Karunarasa: This Rasa is brought about by death, separation, destruction, illness, etc. Its SthaayeeBhaava is a way of expressing sadness or grief. The thing or person that is broken and causes the Rasa is known as the AalanbanVibhaava. The UddipanVibhaava is the increase in sorrow brought on by hearing of harm, pain, separation, etc., or a person's suffering. The Rasa's Anubhaava involves sobbing, berating one's luck, collapsing, hitting oneself, wailing, and other similar behaviours. The Rasa's VyabhichaariBhaava is characterised by the body becoming pale, weak, giving up all wants, losing consciousness, feeling uneasy, or going mad.

Anger is this Rasa's SthaayeeBhaava, says Raudrarasa. The adversary is AalanbanBhaava of the Rasa. The actions of the opponent that incite fury are referred to as UddipanBhaava. This Rasa's UddipanVibhaava entails punching, throwing an adversary to the ground, beating, burning, cutting, defacing, and other violent acts. The Anubhaava are the physical expressions of the Rasa, such as body hair growing, arched eyebrows, lip-biting, hurling weapons, harsh language, and so forth. The Rasa's VyabhichaariBhaava has instances of aggression, jealousy, and envy.

Veerarasa: The SthaayeeBhaava of this Rasa is energy. The adversary is the AalanbanBhaava. The opponent's invasion, the enemy entering the region, spying, inciting separatist activity, a race to develop new weapons, preparing the army, and other activities all produce energy and are therefore the UddipanBhaava. The Anubhaava are qualities like intellect, stability, gathering one's allies, etc. The VyabhichaariBhaava is made up of arrogance, logic, pleasure, and steadfastness.

Bhayaanakarasa: The SthaayeeBhaava of this Rasa is Fear. The acts that lead to one fleeing are known as the UddipanBhaava and are the AalanbanBhaava of the Rasa. The VyabhichaariBhaava is powerless, nervous, and immobile, while the Anubhaava is tongue-tied, trembling, looking about for protection, and fleeing.

Beebhatsarasa: It is said that the feeling that gives rise to the Beebhatsa emotion or Rasa is disgust. It is the Rasa's SthayeeBhaava and is referred to as Jugupsaa. The AalabanBhaava of the Rasa contains blood, flesh, and offensive ingredients. The UddipanVibhaavainclude offensive smells, decaying trash, and other things. The VyabhichaariBhaava are losing consciousness, feeling queasy, swimming of the head, etc., whereas the Anubhaava are spitting, turning away or hiding the face, and shutting the eyes.

Adbhutarasa: The SthaayeeBhaava of this Rasa is unexpected or shocking. Such a surprise is brought on by the AalanbanBhaava. What shocks you is described in the UddipanBhaava. The Anubhaava include losing one's bearings, being confused in one's reasoning, and widening one's eyes. The VyabhichaariBhaava is characterised by speech quivering and body hair standing on edge.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Rasa Theory and Communication: The Rasa theory contains at least three key ideas that are important to the study of communication. First off, the audience is highly valued in Bharata and Abhinavagupta's perspective. Only when there is interaction with a live audience can art objects become functional. This idea is comparable to modern ideas of audience-centered and effect-driven communication as well as Aristotelian ideas. The application of rasas is considered to depend heavily on the auditor. This requires treating the artwork as an art object and being prepared or open in a certain manner. While this could give the impression that there is some form of identification taking place behind the rasa, this is countered by the second communication-related claim stated by rasa theory. According to rasa theory, an audience can only communicate artistically when they are disengaged and disinterested in the drama's plot. As a consequence, a viewer does not identify with a character on stage in terms of what his or her own ego wants, but rather experiences the overall emotional state that character's performance produces. The character's and the audience's shared emotional state serves as the encounter's primary identity. While not relying on identification, Rasa theory in communication often makes use of the audience's evocation of experience.

Rasa theory's third fascinating point about communication is that the detached communication that takes place in an artistic setting cannot be experienced in everyday dialogue. This intriguing, individual, and individualised experience, which only results in fleeting or temporary bhavas and not in a transcendental emotion experience, was made clear by classical rasa theory. More theory would be needed to relate the detached and uninterested qualities of dramatic play experiences to the engaged and interested activities of daily life. Rasa theory views aesthetic communication differently from daily communication as a consequence.

According to Indian communication theory, content and emotions rule communication. They have a stronger philosophical foundation in Hinduism, which is governed by the Dharma law. Dharma is a global rule that regulates interpersonal interactions and human life. The intricacy and diversity of the Indian communication paradigm are distinguishing features. It has a single reality in mind and is comprehensive and intuitive. The austere and spiritualistic Indian communication tradition forbids individualism and manipulation. The primary emphasis in the Indian tradition of communication is on an inward quest for meaning, which results in self-awareness, then liberation, and ultimately truth. As a consequence, it goes beyond language and meaning and is focused on interpretation or reception. More importance is placed on intrapersonal communication than interpersonal communication.

CONCLUSION

Indian communication is designed with an emphasis on equality and accessibility. India's communication design aims to be inclusive, making sure that messages can be understood and enjoyed by a variety of audiences. The country's population is huge and represents a variety of socioeconomic backgrounds and literacy levels. To increase communication's effectiveness and reach, it takes into account elements like readability, clarity, and simplicity.To successfully communicate with Indian audiences for marketing, public awareness campaigns, or cultural projects, one must have a thorough understanding of the design of Indian communication. Communication designers may develop effective and memorable communication experiences by including cultural and language factors as well as visually appealing features that appeal to the Indian audience.Indian communication design is a multifaceted, culturally impacted practise, to sum up. To develop successful and resonant communication experiences, it incorporates language concerns, cultural sensitivities, and visual design. Communication designers work to provide inclusive, approachable, and

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

culturally sensitive designs that appeal to an Indian audience while taking into account the country's variety and cultural diversity. Design professionals may communicate ideas clearly, cross cultural divides, and create deep relationships in India's lively and varied population by embracing the distinctive features of Indian communication.

REFERENCES:

[1] N. Bhalla and H. K. Overton, "Examining cultural impacts on consumers' environmental CSR outcomes," *Corp. Commun.*, 2019, doi: 10.1108/CCIJ-09-2018-0094.

[2] G. Bagagiolo, L. Vigoroso, F. Caffaro, M. M. Cremasco, and E. Cavallo, "Conveying safety messages on agricultural machinery: The comprehension of safety pictorials in a group of migrant farmworkers in Italy," *Int. J. Environ. Res. Public Health*, 2019, doi: 10.3390/ijerph16214180.

[3] M. H. Rahaman, A. Bandyopadhyay, S. Christopher, K. P. Ray, and S. Pal, "THz communication technology in India: Present and future," *Def. Sci. J.*, 2019, doi: 10.14429/dsj.69.14471.

[4] P. Mehra and C. Nickerson, "Does technology divide or unite generations?: Testing media richness and communication climate effects on communication satisfaction in the Indian workplace," *Int. J. Organ. Anal.*, 2019, doi: 10.1108/IJOA-10-2018-1576.

[5] R. K. R. Kondasani, R. K. Panda, and R. Basu, "Better healthcare setting for better healthcare service quality: An empirical analysis of Indian consumers' perspective," *Int. J. Qual. Reliab. Manag.*, 2019, doi: 10.1108/IJQRM-05-2018-0120.

[6] S. Mathew and G. Taylor, "Power distance in India: Paternalism, religion and caste: some issues surrounding the implementation of lean production techniques," *Cross Cult. Strateg. Manag.*, 2019, doi: 10.1108/CCSM-02-2018-0035.

[7] R. Prabhakar and T. V. Ramana, "Development of a prediction model for atmospheric scintilla-tions on earth –Space Ka band link in indian climate," *Int. J. Recent Technol. Eng.*, 2019.

[8] E. D. Thomas *et al.*, "The Strong Heart Water Study: Informing and designing a multi-level intervention to reduce arsenic exposure among private well users in Great Plains Indian Nations," *Sci. Total Environ.*, 2019, doi: 10.1016/j.scitotenv.2018.09.204.

[9] R. K. Singh, P. Kumar, and M. Chand, "Evaluation of supply chain coordination index in context to Industry 4.0 environment," *Benchmarking*, 2019, doi: 10.1108/BIJ-07-2018-0204.

[10] P. Mehra and C. Nickerson, "Does technology divide or unite generations?," *Int. J. Organ. Anal.*, 2019, doi: 10.1108/ijoa-10-2018-1576.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 6

A STUDY ON DIRECTION OF GENERAL COMMUNICATION

Ms. Anupama Gupta, Assistant Professor,
Department of Soft Skills, Presidency University, Bangalore, India,
Email Id-anupamagupta@presidencyuniversity.in
Prof. Oishi Sikdar, Regional College of Management, Bangalore,
India

ABSTRACT:

This abstract examines how general communication is moving, concentrating on the trends, obstacles, and opportunities that are currently influencing communication studies. It looks at the fluidity of communication in the digital age, the effects of globalization, and how technology is changing how general communication is conducted.The first point focuses on how digital communication technologies have had a transformational effect. The way people interact with one another has changed dramatically as a result of the widespread use of cellphones, social networking sites, and instant messaging applications. Increased connection, accessibility, and interaction as a result have made it possible for individuals to communicate in real time beyond geographic borders. As these digital tools become more prevalent in daily life, general communication is changing in ways that have an impact on social interactions, information exchange, and the spread of news and entertainment. This explores how communication has become more global. Global networks and media have made the globe more linked, allowing different cultures, viewpoints, and voices to interact with one another. Cross-cultural interchange and cooperation are made possible by the fact that communication cuts beyond national boundaries. The scope and influence of communication have increased as a result of globalization, but it also brings with it difficulties due to linguistic obstacles, cultural differences, and the need for intercultural understanding.

KEYWORDS:

Communication, Development, Media, Newspaper, Social Media.

INTRODUCTION

The rate of technological development in our world exceeds our capacity to keep up with it. Technology's future is unknown, but we may make assumptions about how humans will interact with one another. The role of the Internet in communication will only increase. There are currently several communication products and services that include VoIP. Using websites like Facebook and Twitter, users may communicate with networks of people[1], [2]. Thanks to the growth of the Internet, people now have a platform from which to speak to the world. In the past, only famous people and elected officials could simultaneously address such a large gathering. Now, though, anybody with internet access may carry out the same action.

Augmented reality is one potential future growth area for communication. An augmented reality system gives you a technological overlay on top of the actual environment. This may take the shape of a portable device, like a smartphone, which already includes a number of augmented-reality applications. Another potential use would be in augmented reality glasses. In any case, when you glance about, you can see digital data that is updated in real-time as

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

you gaze around.A language barrier is also disappearing. Thanks to technology that can translate languages in real time, people from various nations and cultures may communicate without the need of an interpreter[3], [4].

Technology's Impact On Communication

Since the introduction of the printing press, journalists have utilised the written word to convey news about political events and public interests, conflict, corruption, and war tales, as well as humour, editorials, advertorials, biographies, classified advertising, and horoscopes. Over time, newspapers developed into a medium that amused, educated, and informed people. The printing press invented by Johannes Gutenberg in the 15th century laid the foundation for hundreds of years of printing technology, but since the 19th century, the public's adoration of and appetite for news in print has gradually changed, and as our methods of consuming news have changed, so too has the public's relationship with the media[5], [6].

Technology has a big impact on the media. Some people think that technological advancement comes before the spread of ideas. No one can definitively state one way or the other, but there is no denying that technology has a big impact on how messages are sent and received. Whether it's a personal conversation with close friends, family, and coworkers or the consumer communications of a major business, communication is more varied than ever. Early in the 1990s, the internet began to be extensively utilised, bringing with it brand-new and innovative communication strategies including digital media channels that enable users to convey messages more swiftly and across great distances. These technical developments paved the way for digital media to significantly change how companies and brands engage with their target audiences[7], [8].

The Future of Mass Communication: Moving from Print to Digital

During the 20th century, as technology advanced, newspapers' layout and appearance underwent significant change. The telegraph was replaced by computer networks for quick information gathering, "hot type" news publishing was replaced by digital pagination, and colour ink and graphics technology enabled for the printing of more vibrant and rich content. The biggest industry-changing technical advancement to date, however, is the Internet, which has fundamentally changed how news is published, seen, and consumed[9], [10]. The Internet has been an excellent tool for news collection and dissemination, but it has significantly impacted print media circulation, leading newsrooms to cut staff and journalists to declare "print is dead." As publishers work to boost diminishing ad revenues, which make up the bulk of many newspapers' revenue, readers are becoming more and more unsatisfied with print goods or choosing to get their news from cheaper sources on online platforms.

Looking for Engagement in the Age of "Fake News":At the beginning of the 21st century, traditional journalism seemed to be losing way to less-objective, more public-interest-driven material. With dwindling readership numbers, a wild rush to "give them what they want" ensued. Editors often function as gatekeepers, ensuring that articles are truthful and balanced. Bloggers and producers of digital material, however, sometimes do not, which may lead to more viewing, reading, and engagement on occasion.The rise of blatantly biassed newspapers that garner sizable readerships and advertising income has damaged the credibility of the media. However, the times are changing as consumers become tired of "fake news" and want unbiased, accurate news coverage from dependable sources.However, many of these magazines have had trouble drawing enough readers to support the online and print subscriptions necessary to keep them viable.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Communication Concepts for The Future with Respect toIndian Media

Digital media has become the primary means of information distribution and consumption in India. As a consequence, significant impacts that will affect the field's future are starting to emerge. Innovation in the media is the current standard, and future media developments are not expected to modify this tendency. Media conceptions have been altered by social media, digital marketing, and increased internet access via multiple devices. The future of digital media will evolve as new tools emerge, people state new expectations, and technological quality and accessibility rise. The future of digital media will be influenced by mobile video, virtual reality, augmented reality, and increasingly advanced data analytics.

Mobile Video Marketing: As the media landscape evolves, so must the strategies used by marketers to connect with consumers. In order to better understand end users' preferences and options for watching online video content in India's current exciting and disruptive OTT segment, MoMAGIC conducted a survey. Over The Top platforms are clearly leading the way in terms of online video streaming consumption in India.

Every year, more consumers choose online video services over conventional television and DTH, and many of them do so while using mobile devices. Examples of these services include Disney + Hotstar, Amazon Prime, Netflix, Zee5, Sony Liv, and others. This implies that a mobile-first strategy will be necessary for the future of media, particularly video. This needs a rethink of how companies promote themselves in the marketplace and goes beyond advertising on popular video streaming platforms. Given that videos may now be accessible across devices, it is essential to provide mobile-friendly, searchable video content.

Data Analysis is Used in Public Relations:

Big data has been included into public relations, and results from it have been utilised to improve PR operations. Many of these campaigns may be followed by online advertising analytics like SEM Rush, Google Ad Analytics, etc. beyond just the performance of a particular ad campaign. They may also determine if any adjustments to the campaign are necessary. The data gathered may be used by advertisers to target their communications, choose the best channels, and identify the viewers or listeners.

To create more successful outreach programmes, PR professionals are employing data analysis. With the abundance of data available today, communication professionals may forecast news cycles and interest, discover which publications cover their organization's news the most, and create prospective collaborations with media outlets, other businesses, and influencers. Data is helping to shape future media trends in public relations by having the capacity to make sense of all the intangible noise, even if some of the metrics employed in public relations may seem ethereal.

Virtual reality and augmented reality Using specialised software and technology, virtual reality simulates real-world environments, whilst augmented reality enhances actual images. The two industries that have developed together have lately attracted more attention, and each is expanding quickly. The VR and AR industry is expected to reach $1.3 trillion globally by 2030, according to market research company Research and Markets. According to several analysts, these technologies will enable consumers to engage fully with items prior to making a purchase, which will assist turn advertising money into actual customer transactions.

Incorporating print and digital media as well as using real-time data to provide clients powerful, individualised experiences are also made easier by these technologies. One of the most well-known uses of augmented reality is the restaurant review. Using augmented reality

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

technology, you could pause outside a restaurant and look up reviews or peruse the daily specials without ever going inside. Using McDonald's as an example. However, the uses need not be limited to a certain area. Technology for augmented reality may also be accessible to everyone. Think about being able to see someone else's name, Facebook page, Twitter handle, and other private information. Although augmented reality systems are presently in development, it is conceivable that they may lead to privacy and security issues.

As a consequence of the epidemic and the majority of the globe struggling to live, we have also seen an outbreak of brief, humorous films on Instagram Reels, Tiktok, and Snapchat. People have started using short films to communicate frequent updates with friends and family. To make their films more interesting, they regularly employ video editing tools to add augmented reality technologies to their video footage, such as lenses, virtual backdrops, and facial filters. As people's need for personal privacy and desire to personalise and distinguish themselves online grow, AR avatars are becoming more and more common. There are now around 4000 virtual YouTubers in Japan. Many people choose to employ a digital version of themselves in the form of an avatar rather than facing the camera. AR is no longer only limited to Pokemon Go or Snapchat's entertaining filters. Almost every area of our lives including job, school, healthcare, and entertainment involves the usage of this software. Based on their competitive advantage and their ability to effectively build enduring customer connections, organisations' ability to adapt it to their advantage will have a long-lasting effect.

Future Trends in Digital Media

The COVID-19 epidemic has merely accelerated a trend that has seen a rapid increase in the usage of digital media in both personal and professional contacts over the last several years. Lockdowns, concerns about disease, loneliness, and limitations on in-person encounters have all encouraged individuals to utilise the internet more in order to maintain social connections. According to market research company GlobalWebIndex, the epidemic caused 43% of users to spend more time on social media in August 2020. Numerous new digital media trends are expected to have long-term consequences on the digital environment after the epidemic as the first start, which individuals in the media sector should be aware of. Future developments in digital media include some of the following:

Social Movements' Ascent: Social media is quickly emerging as one of the most important resources for social activists and everyday people to raise awareness of important problems and convince others to support their cause. For example, the Black Lives Matter movement dominated social media for a significant portion of the summer of 2020. These activists and consumers, especially the younger generation, often want the companies they do business with to take part in these discussions. Organisations that decide to take a stand on important topics need to know how to communicate in a manner that strengthens rather than damages their reputation.

Social Media Examination: The movement to make Facebook, Twitter, and other social media firms accountable for some of the user-favorite information that is sent via their networks has gained traction. This momentum has run its course by the year 2020. The coronavirus and the US presidential election were the subject of exaggerated hyperbole and misinformation that reached a boiling point.

DISCUSSION

Politicians have utilised senate hearings and legislative initiatives to draw attention to social media businesses. Additionally, a few clients and even staff members have voiced their

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

displeasure with the way these social media behemoths have handled the problem so far. In the future, these organisations will probably have to implement stricter internal content policies or contend with legislative requirements.

The Influencer Effect: Tens of thousands, if not hundreds of thousands, of admirers often follow social media influencers. It's interesting to note that a recent research by marketing agency Amra & Elma found a correlation between rising social media use due to the epidemic and an increase in influencer engagement. Influencers had a 67% boost in likes and a 51% increase in comments during the onset of the epidemic, according to the study's results. It's also important to note that the price of influencer posts has only gone up by 3.1%, despite higher engagement rates. The survey claims that "a little increase in pricing means that companies are now likely to receive much more reach for the same budget as they would have received pre-pandemic." According to the poll, engagement has improved along with marginal gains in income from influencer-sponsored posts, giving companies an advantage over competitors with lower cost per impression.

The expansion of channels and viewers over the past twenty years has shown how drastically the media landscape in India has changed. The nation boasts more than 100 news channels that reach 161 million TV homes, 94,067 newspapers, and more than 200 million Internet users, according to the most recent statistics. Significant discussion on the growth and dynamism of India's media has been prompted by these developments. On the other hand, this typical celebratory narrative misses the more alarming structural trends that are quickly shaping the nation's media landscape. Examples include consumerism, rising degrees of media concentration and cross-ownership, as well as the expansion of governmental and corporate power over the media. The argument that current trends in the Indian media landscape have significant and profoundly negative implications for news production and overall journalism quality in the country, as well as the perception that India has a changing and pluralistic media landscape, must be tested.

The distribution networks of Facebook and Google have come to control news organisations that produce content. There is also the matter of boredom to think about. Many individuals believe that reading news outlets is a waste of time. However, a citizen's demand for news and information resources to participate in a democracy still matters much. The Internet and other technological breakthroughs have also forced the news business to adapt and change, with varying degrees of success. Journalists are embracing and experimenting with new technologies like artificial intelligence and virtual reality. Among the recent developments in journalism include mobile, podcasting, reporting, and automation.

Currently, 80% of people on the planet have access to a cell phone. By 2025, there will be five billion linked individuals worldwide thanks to the Internet of Things' 50 billion connected gadgets. The Director of Media & External Relations at the Bill & Melinda Gates Foundation, Gabby Stern, predicted that "the world's poorest people will someday have smartphones." He said, "This allows people to engage with those who are having problems and reach out to them right away in order to better understand what would help them live healthy, productive lives." Later this year, fifth-generation wireless tests are anticipated to begin, enabling mobile phones to receive data at gigabit rates.

Mobile as a network for broadcasting public information: The development of mobile technology provides a continual opportunity to disseminate public information in the twenty-first century, just as radio and television did in the previous century. Mobile journalism has altered the way we consume information. Quick updates and live feeds have propelled this digital storytelling to unprecedented levels of popularity. Although portable electronic

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

devices made this creative form possible, news organisations, mobile phone providers, and social media platforms have all aided in its steady ascent.

The instantaneous communication channels of social media have created new requirements for the journalistic industry. If today's news is to keep readers interested, it has to be updated in real time. Because of this, journalists are supposed to be jacks-of-all-trades, able to write, shoot, and manage social media accounts. In a society that values quick gratification, it has been said that waiting for knowledge is unnecessary. In actuality, mobile journalism accomplishes just that. Conventional reporting, on the other hand, has a more constrained reach since it depends on a smaller number of individuals as opposed to a larger one. While conventional journalists produce unique and completed works for mass media, mobile journalists transmit stories piece by piece as they are disclosed. While conventional journalists produce unique and completed works for mass media, mobile journalists transmit details of the narrative as they are revealed. On social media platforms like Facebook and Twitter, live media coverage allows users to instantly keep informed about breaking news. These services include live chats, streaming, and tales among other things. Live media is nothing new, but it is becoming more and more popular. The Interactive Advertising Bureau reports that 47% of consumers worldwide have increased their usage of live streaming during the previous 12 months.

Mobile journalism has been one of the most significant forces in the globalisation process. In order to inform the public about events occurring outside of their local context, it is essential that it uses the media. The exchange of ideas and cultures is made possible by this interconnectedness, which acts as a bridge between different nations and locations. Information is now more widely available and accessible than ever. The gathering and dissemination of information by the general public as a consequence of mobile journalism is known as citizen journalism. Anyone with a smartphone or other internet-connected device qualifies as a citizen journalist. The ability for anybody, skilled or untrained, to work as a citizen journalist has sparked discussions regarding the veracity of eyewitness account videos recorded on mobile devices and posted online as opposed to traditional broadcasts on television channels.

Podcasting: Both podcasting and podcasts are not entirely new ideas. Although they have been operating for over 20 years, the format has changed dramatically during the last six years. The expansion of the podcast has been aided by the abundance of programmes, celebrity engagement, funding from large companies like Spotify, and the introduction of technology that increase awareness, including smart speakers. Podcasts have grown in popularity and availability since the middle of the 2000s. Podcasting has become a feasible option for national public radio on mobile devices. Some in public radio are wondering whether the high advertising costs created by podcasts are a bubble. Many believe that podcasts will open up new markets and content opportunities for media companies. The vast majority of podcast distribution and consumption, on the other hand, was under the hands of Apple's iTunes store. However, there are now more platforms like Spotify, Google Podcasts, and Pocketcasts that may be found on the market.

Over the last several years, the usage of podcast entertainment has rapidly grown in India. The development of DIY platforms has facilitated the emergence of independent content producers, increasing the supply of new material. According to KPMG's Media and Entertainment Report 2020, India's podcast consumption increased by 29.3 percent in the first year of the epidemic. With 57.6 million monthly listeners and an expected increase to 17.61 million by India is the third-largest consumer of podcasts, according to PwC's Global Entertainment & Media Outlook 2020 report.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

In the middle of the pandemic's restricted lives, the podcast enables a screen-free alternative to reading tales and news articles and taking part in discussions and interviews. Several of these websites saw an increase in podcast material in 2020, especially those that are locally generated. Within a year, Spotify, the leading global music and podcast streaming service, published over 30 original podcasts with local producers, while JioSaavn, an Indian streaming service, experienced a 200-fold increase in content in 2020 compared to 2019.

The increase may also be explained by listeners' strong need for inspirational and self-help material during the epidemic. This inspirational drive has led to an upsurge in podcast streaming on some of these websites. A poll by Spotify and YouGov in found that 50% of Indians like to listen to at least one episode of such a podcast per week. This demonstrates the rise in popularity of podcasts in India.

In India, podcasts may be found in a number of languages, including Hindi, English, Telugu, Tamil, Bengali, Kannada, Gujarati, Marathi, and other local tongues. This variety in podcasts sparks curiosity and promotes a longer attention span. This information is helpful for podcasters in India who wish to produce monetizable material as well as for marketers.Additionally, a lot of podcasts make use of AI transcription technology, which enables brand protection for marketers by limiting advertising to podcast episodes or programmes with certain themes.

Thanks to this agreement, the acquisition, targeting, optimisation, reporting, and analysis of podcast ad inventory will all be automated in real time. As the amount of available information rises, marketers will also have more freedom to choose their demographics, location, and timing.

What's more intriguing is that the availability of information in a range of languages is one of the key factors contributing to podcasts' rising appeal among Indians. Local advertising may also be made possible through this platform.

The fast growth of podcasts in India may be attributed to the younger generations' increasing reliance on them for information, education, and entertainment. Perhaps the most important factor contributing to the rise is the close connection listeners have with podcast presenters, which is not the case with visual material.Since its beginnings, podcast content has seen a sharp increase in popularity and has risen to rank among the nation's most diversified content-driven sectors.

In addition to many others related to various cultural traditions, there are now podcasts on queerness and sexuality accessible in a number of regional languages. Two well-known actors from South India who later became politicians were the subjects of the first two seasons of "Lifetime," a Spotify original series co-produced with the media outlet All Things Small. They were M.G. Ramachandran, also known as M.G.R, from Tamil Nadu, and N.T. Rama Rao, also known as N.T.R, from Andhra Pradesh. The two seasons, which were independently released in Tamil and Telugu, were very successful.

The podcast "Keeping it Queer" also views things from a queer viewpoint. Since it enables them to experiment with different kinds of material, the podcast market is advantageous to many of these artists. The best news outlets in India have their own podcast where they talk about current events, local happenings, politics, sports, business, and international concerns. Examples of podcasts produced by Indian news organisations include as follows:

From always-on cellphones to networked teddy bears to digital interfaces implanted in our own bodies, we are surrounded by a cloud of communications. Over the next ten years, the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

methods we cooperate, connect, and communicate will grow and become less dependent on boundaries imposed by space, time, and even language. As we work to provide important information in readily readable forms in the face of rising competition for our time and attention, fragmentation will become more severe. Collaboration is now more important than ever as we are being asked to cooperate across generations, sizes, and even with robots and computers.

A future of tools, interfaces, and technologies that can bring coherence and accuracy to the way we interact and exchange information and knowledge lies hidden behind all of this, even if it represents a world of split attention. In the correct path, according to the early indications. A future in which our communications are not only personalised but also flexible to our circumstances assessed at the granular, biological level, is hinted at by adaptive interfaces that analyse a pilot's brain waves in real time to adjust the quantity and shape of data they are seeing to suit stress levels.

As ad campaigns get more complex, ever-more sophisticated machine learning algorithms analyse them and carry them out, bringing us closer to a true marketing science. In addition to bringing about a future of personalised personalization, these new communications tools, technologies, and apps are altering how we engage on an emotional level.

A sports fan viewing a game from her living room will experience palpable, visceral emotions thanks to smart clothing, and couples will be able to enjoy deep love moments across great distances. In fact, using virtual reality technology could give you the impression that your body is switching bodies with someone else's.

We could be able to communicate in the not-too-distant future by sending our thoughts across a network straight into the brains of others. Scientists are working on creating brain-computer interfaces that let people communicate directly with computers, despite the fact that such technology is decades away. We could all be employing an electronic kind of telepathy in 50 years. The development of communication technology is accelerating rapidly. It's likely that we're only scraping the surface with our projections.

CONCLUSION

For people, organizations, and communities as a whole, understanding the direction of general communication has significant ramifications. Forging connections, swaying opinion, and promoting societal change all need effective communication tactics. The capacity to navigate, assess, and critically analyses communication sources and messages becomes more crucial at a time of information overload and fragmented media landscapes.

In conclusion, the integration of digital technologies, the effects of globalization, and the changing role of technology all influence the path of general communication. In order to comprehend and fully use the power of communication in a world that is continually changing, the area of communication studies must adapt to these changes. General communication may continue to develop in ways that strengthen interpersonal relationships, encourage discourse, and contribute to the growth of society through embracing technology improvements, building multicultural understanding, and supporting ethical communication practices.

REFERENCES:

[1] R. Kriyantono and B. McKenna, “Crisis response vs crisis cluster: A test of situational crisis communication theory on two crisis clusters in indonesian public relations,” *J. Komun. Malaysian J. Commun.*, 2019, doi: 10.17576/JKMJC-2019-3501-15.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[2] C. D. Ham and J. Kim, "The Role of CSR in Crises: Integration of Situational Crisis Communication Theory and the Persuasion Knowledge Model," *J. Bus. Ethics*, 2019, doi: 10.1007/s10551-017-3706-0.

[3] J. K. Brandhorst, "Bringing Communication Theory Into the Management Classroom: Rejoinder to 'Critical Language and Discourse Awareness in Management Education,'" *J. Manag. Educ.*, 2019, doi: 10.1177/1052562919867983.

[4] J. Metcalfe, "Comparing science communication theory with practice: An assessment and critique using Australian data," *Public Underst. Sci.*, 2019, doi: 10.1177/0963662518821022.

[5] S. Höst, *Information and communication theory*. 2019. doi: 10.1002/9781119433828.

[6] C. P. García Corredor, Á. M. Castellanos Barbosa, and J. M. Pereira González, "The teaching of communication: A look to the theoretical and methodological approaches of teachers and programs on the communication theory in Bogotá," *Signo y Pensam.*, 2019, doi: 10.11144/Javeriana.syp38-75.ecme.

[7] I. Mirawati and K. El Karimah, "Chinese Harmony Communication Theory: Kompetensi Komunikasi Untuk Keseimbangan Hidup," *J. Manaj. Komun.*, 2019, doi: 10.24198/jmk.v3i1.20655.

[8] M. Halpern, "Feminist standpoint theory and science communication," *J. Sci. Commun.*, 2019, doi: 10.22323/2.18040302.

[9] L. Ennis, W. Mansell, P. McEvoy, and S. Tai, "A systematic scoping review and synthesis of dementia and communication theory," *Dementia*, 2019, doi: 10.1177/1471301217744069.

[10] G. Balabanis and E. Chatzopoulou, "Under the influence of a blogger: The role of information-seeking goals and issue involvement," *Psychol. Mark.*, 2019, doi: 10.1002/mar.21182.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 7

A STUDY ON CYBER CULTURES' USE OF COMMUNICATION

Dr. Shibilynuaman Zainudheen, Assistant Professor,
Department of English, Presidency University, Bangalore, India,
Email Id-shibilynuaman@presidencyuniversity.in
Prof. Kiran Bindu, Regional College of Management, Bangalore, India

ABSTRACT:

This abstract explores how digital technology have influenced and modified the ways in which people connect, express themselves, and build relationships in the online space. It does this by examining how communication is used within cyber cultures. A broad variety of virtual environments, such as social networking sites, online forums, gaming settings, and electronic communication tools, are included in cyber cultures.By giving people new means of expression, connectedness, and engagement, the internet and other digital technologies have revolutionised communication. Communication is a vital component of cyber cultures because it enables people to communicate knowledge, concepts, and feelings with others across national and cultural barriers. Online communication systems include a variety of channels, including synchronous and asynchronous real-time and asynchronous asynchronous social networking capabilities, audio and video conferencing, multimedia sharing, and text-based messaging.New ways of constructing one's identity and self-presentation have emerged as a result of the usage of communication in cybercultures. Online personas, avatars, and user profiles provide people the ability to construct and project the identities they want, which encourages the creation of virtual communities based on similar values, identities, or interests. The negotiation of social norms, the development of online etiquette, and the construction of particular linguistic and visual codes all often play a role in communication in these settings.

KEYWORDS:

Communication, Cyber Culture, Development, Media, Social.

INTRODUCTION

Cybercultures have also promoted cooperative and participatory communication methods. Users may participate in group activities, crowdsource information, and contribute to the development of user-generated content via online communities and social media platforms. Individuals may mobilise support, magnify their voices, and participate in digital activism by using hashtags, retweets, shares, and comments[1], [2]. This transforms communication into an instrument for social and political change.Widespread discussion of "cyberspace" in recent years has renewed interest in the notion that media study should place less emphasis on the messages and more on communication technology as different forms of social settings. James Schwoch and Mimi White set out to describe a typical day's activity for their American family, from waking up to putting in hours as teachers in the education sector to trying to relax in the evening, in their essay "Learning the Electronic Life," which was written just before the "wide- spread talk of cyberspace" that accompanied the so-called "Internet Revolution" of the 1990s. At early dawn, they describe being awakened by the baby monitor

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

connecting their room to that of their kid. The next thing they know; the rice cereal is being microwaved. James and Mimi start working out in front of the TV while their son is in the playpen. They have the remote at the ready[3], [4].

We leave the home, assuming it is not a walk-to-work day, and get into the vehicle to go on errands, lowering the garage door with the automatic opener. When you reach home, check the answering machine before heading to the office or upstairs to the study to work on the computer. Before leaving, stop at the bank, or rather, the closest cash machine, to acquire some cash for food and shopping. Long distance phone calls, photocopies, printouts, hard drives, software, modems, electronic mail, floppies, audio and video tape, and sometimes a fax might all be encountered throughout the course of a regular workday in addition to face-to-face interactions with students and coworkers. A normal night may include listening to the radio, watching recorded music, watching broadcast or cable television, or watching videocassettes if we don't work into the evening. The most likely outcome, of course, is some mix of the aforementioned options, with too many TV evenings degenerating into a lackluster remote-controlled channel-hopping session from the comfort of the sofa. Every night as we get ready for bed, the sound of a sleeping infant can be heard in the background thanks to the baby monitor. The following day, the cycle resumes with a little amount of variance[5], [6].

Few people stop to marvel at how quickly and unconsciously certain aspects of technology, such as telecommunications based on the electromagnetic spectrum and various wire-based telecommunications networks, such as the telephone, become a part of our daily experiences, according to Schweich and White. They contend that their very banality is what makes them so significant and potent because it is at the human-technical interface, where we interact with these technologies, that a whole pedagogy of technical competence is fostered. This pedagogy, however, almost completely disappears under the thousands of discrete routines and habits that both benefit us and enslave us in the information society[7], [8].

People who live in information societies do more than just come into contact with and 'use' information and communication technology; they are progressively having these technologies shape their forms of behavior. They are surroundings more than they are tools. Over a century has passed since Schweich and White wrote their article, during which time a number of interactive communication technologies have emerged and gained significance in our day-to-day lives. We may add to this scenario the development of digital, fiber-optic, and packet-switching technologies, which enabled the Internet, as well as the widespread use of satellite-based information and communication technologies like satellite phones and gps systems. The majority of the time, we are not even conscious of the degree to which these sophisticated systems need even the most basic of tasks. This ignorance was eloquently shown by the trillion-dollar fear of the infamous Y2K bug.

However, contrary to what proponents of the "saturation" concept claim, this lack of awareness does not indicate that we are "over-loaded" with data, visuals, or technology. The oversaturation of media tends to promote a perspective on a certain order of unmediated experience, which is threatened by impersonal scales of instructive media. We shall demonstrate in this book that, in reality, attachment to media may be highly intimate and as significant as corporeal relationships, and that understanding the power of these attachments demands an expansion of the idea of "cyberspace[9], [10]."

On a phenomenological level, the exponential growth of webs of CITs has changed how many of us see 'things' to the point that it may have an impact on how we perceive otherness. Electronic gadgets take on a life of their own as face-to-face interactions are supplanted by technological communication "terminals." Outside of our own bodies, the world is teeming

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

with alive things, some of which may even compete with humans, as suggested by Sherry Turkle's idea of the computer screen as a "second self." Individuals increasingly discover that they are a part of environments in which they are "objectualized," even if non-humans may be in competition with humans.5 Studies on these phenomena reveal a strong emotional bond between people and media and communication technologies, as evidenced by people's need to keep a television on in the background even when they aren't watching it, the near-desperation with which many Internet users download their email, or people who find security in owning a mobile phone even though they rarely use it.

Behind our surface interaction with this system of items, however, are undoubtedly social interactions that may be expanded in time and place thanks to modern communication and information technology. At the same time, however, the specific way in which they are extended can also be considered a relationship in and of itself, capable of acquiring an independence from the function of extending "pre- technological" or pre-virtual relationships, even if they in some way take different kinds of reference from these relationships. What this book suggests is that these electronically expanded relationships have their own dynamics that may be investigated independently of the dizzying variety of object technologies that, by their sheer visibility, make the social connection mostly invisible. Broadcast integration and network integration are two specific social dynamics that will be examined on the grounds that they might be considered a component of this technologically expanded field of social integration. I want to demonstrate by the conclusion of this book that various types of integration are mutually constitutive while being ontologically different, that is, distinct in actual reality as opposed to simply theoretically.

DISCUSSION

The digitally structured urban environment that Schwoch and White describe is becoming more characteristic of situations of daily life that rule in the processes of contemporary communication. Communication does not occur in a vacuum, in homogenous situations, or only by virtue of the characteristics of a natural language; rather, it is affected by architectural, urban, technological, and social factors. The relationship between these environments and the characteristics of various communication events is explored in this book. The topics covered include the communication settings in so-called "information" societies as well as the types of connections that these contexts and the communications themselves provide. awareness modern communication processes require an awareness of the urban and micro-urban realities that may be expressed in James and Mimi's day-to-day encounters. Is there a connection between the rise in CIT usage and the rise in the number of persons living alone in the United States, Australia, and Great Britain? Is there a logical connection between the privatisation of public areas like malls and the reliance on broadcast and network media?

The combination of urban living technologies with new communications technologies during the last 10 years has been astounding. The privatising concentration of so many context-worlds, whether they be electronic, architectural, or automobile-derived, has even prompted some observers to claim that this is what really constitutes "cyberspace." The Internet, which is a network in and of itself and serves as a model for relationships in "cyberspace," may be the most effective example of this convergence. The Internet is a prime example of how the introduction of global interactive technologies in the daily lives of advanced capitalist countries profoundly changed the character and extent of communication mediums in the last decade of the 20th century. These changes marked the beginning of the so-called "second media age," which is seen as a departure from the predominance of broadcast media, such as newspapers, radio, and television. Notably, rather than the demise of broadcast television, the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

emergence of interactive media, notably the Internet, is virtually entirely responsible for the second media age. Empirically, some have noted how various technical types of mass broadcast have diminished or dispersed in favour of "market-specific communication," however this is seldom connected to the expansion of extended interactive communication.

The fast adoption of interactive forms of communication is crucial for proponents of the second media age. In this book, the author questions if this uptake justifies the label of a "second media age," which might so neatly herald the end of a "first media age." The second media age thesis undoubtedly identifies and discusses changes in the media landscapes of countries and areas with a high media density. But the linkages between ancient and new media, both conjunctive and disjunctive, are crucial.But the advent of the so-called "second media age" has two significant ramifications: one practical and one theoretical. This book discusses the breadth and complexity of these real-world effects, including how "the second media age" affects modern social integration. The second media era has, theoretically speaking, forced a dramatic reworking of the way media studies have traditionally approached the sociological importance of broadcast media linguistic thoughts on media are exaggerated. Since the 1970s, European traditions in media studies have often prioritised content and representational issues above "form" or "medium" under the influence of cultural studies. It's possible that this is a response to the American "process" models' obsession with "media effects" and behavioural epistemologies.

It was intended that studying the meaning of texts and discourse, as well as how the "mass" media affect cultural values and individual consciousness, would be the focus of media content analysis, which employs perspectives on language starting with Marxist conceptualizations of ideology and moving on to the influence of "semiotics," "deconstruction," and "New Criticism." The issue of social reproduction and how dominant discourses of a "dominant ideology" were tied to larger social form was the focus of debates about the distinctions between these methods to analysing texts during the 1970s and 1980s.8 The linguistic paradigm encompasses media studies, which has focused more on "media" than "medium" the textuality of writing, still and moving pictures, music, and voice than on the institutionalised use of these media in broadcast and network contexts.

Along with the closely related field of cultural studies, media studies has historically restricted discussions of identity, power, ideology, and community to the dominant linguistic models and conceptual frameworks resulting from the 'Copernican revolution' in the humanities, which Ferdinand de Saussure's work in Switzerland helped to launch at the turn of the 20th century.

There was virtually little focus on issues of form and medium, with the exception of a few theorists who wrote during the heyday of media studies, such Marshall McLuhan, Guy Debord, and, to some degree, Jean Baudrillard. It seemed as though the discourses around "the image's" preoccupation with its substance had somehow obscured the same connections that gave it circulation. Dyadic communication models that analyse the relationship between sender, receiver, and message are prevalent, and several fields of communication studies, particularly positivist and behaviourist perspectives, have explored the interactive processes that are thought to occur between two speakers. The societal ramifications of the actual architecture of communication channels, however, haven't gotten much attention.

The theoretical requirement of examining the social ramifications of communication "mediums" had become crucial, if not inevitable, from the early 1990s forward, a few years after the Internet started its now notorious exponential expansion. It seemed as if the ability to comprehend the integrative dimensions of media that are independent of language derivation

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

had changed with the flip of a key. It was as if media studies had been waiting for a historical object the Internet to arrive before acquiring the right lens for seeing communication as a medium.

First and foremost, some of the early "medium" theorists like McLuhan and Innis started to be and are still being reclaimed as a result of this theoretical epoch of transition. Second, new differences are being created to reflect the growing significance of 'form and content' divisions, such as 'ritual' versus transmission theories of communication. A fundamental paradigm change from the dominant position of "transmission" notions of communication, which virtually dominated communication theory for the most of the 20th century, is the understanding of communication as "ritual." Simply put, ritual perspectives of communication hold that people share their understandings out of a need for communion, commonality, and fraternity rather than out of self-interest or the desire to learn more. In contrast, transmission models of communication see communication as an instrumental act the sending and receiving of signals in ways that each actor has a great deal of rational control over.

Whether overtly or implicitly, philosophers of language have questioned the identitarian, essentialist, "logocentric," and "phonocentric" foundations of the latter model of communication, which has largely dominated communication theory. For instance, Jacques Derrida's goal was to refute the notion that each given communication must communicate a certain set of meanings from a language's stable stock. It involves a lot of metaphysical investments to define communication as "a transmission charged with making pass, from one subject to another, the identity of a signified object" and to prioritise communication agents as rational, autonomous selves. We shall revisit these presumptions in an effort to comprehend Derrida's fundamental critique of them and how he argues they are related to differences in communication environments. By revealing the'metaphysics of presence' that may function in the more constrained contextual setting of broadcast forms of communication, the latter's seeming open-endedness reveals how Derrida's work is also celebratory of a second media age.

The majority of philosophical "deconstructions" of essentialism, albeit informative, have, it is said, been overdone. This book will concentrate on how technological infrastructures of communication also need to be explored for an understanding of forms of connection, social integration, and community, as opposed to merely looking at how meaning operates inside texts. It is said that these tangible changes provide an additional obstacle to essentialism and make it more difficult to maintain. Therefore, communication theory is required, which can both critique the "media studies" paradigm and demonstrate how it is being reframed. Meanwhile, however, broadcast and the nature of spectacle in contemporary society are essential to social organisation in advanced capitalist societies. Media studies, as a theoretical field concerned with the first media age and as a forerunner of "content analysis," continues to be relevant.

The Historical Contrast Between the First and Second Media Ages

By the middle of the 1990s, the belief in a "second media age" had begun to take hold thanks to a variety of texts, some optimistic and others gloomy, about the emergence of Internet culture and the subsequent decline of broadcast or "media" culture. Such literature has either demonstrated a kind of enthralled fascination with the liberating social possibilities of new technology or, conversely, has encouraged us to rethink what older technologies mean for social processes, as demonstrated by the 1995 publication of Mark Poster's book The Second Media Age. But throughout the 1980s, the concept of a second media era was beginning to

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

acquire traction within the context of ideas about the information society, which was distinct from the term "media society." In fact, the changes that are now taking place have rendered the field of "media studies" considerably more vague and its subject of study much more confusing. In the United States, the field of "mass communications" deals with the word "media," which has historically been associated with the concept of "mass media." However, media studies in its traditional form can no longer limit itself to broadcast dynamics and is being replaced in modern university courses by the more generic scholarship of communication studies, where it is possible to accommodate the distinction between the first and second media ages.

I would argue that the domestic adoption of the Internet starting in the early 1990s has given the formalisation of the divide between these two types of eras its greatest impetus. Since then, a profusion of books have flooded bookstore shelves, covering everything from technical manuals to interpretative essays concerning the impact the Internet will have on our daily lives. It is also implied in a number of mid-1990s journalistic works, such as Howard Rheingold's The Virtual Community, George Gilder's Life After Television, Nicholas Negroponte's Being Digital, and Bill Gates' corporate musings in The Road Ahead. However, it is also present in other, more critical works, such as Poster's, Sherry Turkle's Life on the Screen: Identity in the Age of the Internet, Pierre Lévy's Cyberculture., It should come as no surprise that references to the "new media age" have appeared in a number of works on media policy, where it is claimed that broadcast is quickly disappearing and that regulation of digital media forms is the only issue still facing policymakers. At the same time, Al Gore and British Third Way political strategists were loudly proclaiming a "new Athens age of democracy."

The second media age thesis quickly reached the mainstream of New Media thought by the end of the 1990s and quickly became an accepted theory. The extraordinary growth and global reach of the Internet in recent years, the fervour of its supporters, and its maze of unresolved issues all qualify it as a paradigm shift, according to Trevor Barr's account of the Internet in Australia, "Electronic Nomads: Internet as Paradigm." Barr asserts that the Internet's inherent strength is its anarchy in comparison to established modes of ownership and control of traditional media: There are no direct equivalents to the "gatekeepers" of content and form that distinguish the major media of the past few decades, the press and broadcasting. Barr wants to be specific about whether or not the Internet will offer "promise or predicament at the dawning of a new communications era." Everyone who has access to the Internet may write for themselves, sharing their unique sense of self with other Internet users all around the globe.

Even non-media experts like Manuel Castells have adopted a version of the second media age thesis as a criticism of McLuhan, arguing that the rise of cable and digital television audiences has resulted in a more personalised and interactive media culture: "While the audience received more and more diverse raw material from which to construct each person's image of the universe, the McLuhan Galaxy was a world of one-way communication, not of interaction." According to Castells, this kind of world has been superseded by a "interactive society" after a symbolically significant time of "multi-media" that gave way to a "new system of communication, based on the digitised, networked integration of multiple communication modes." Only inside this cohesive system, according to Castells, can communications become socialised and communicable; all other messages are confined to the individual's imagination or to progressively marginalised face-to-face subcultures. In the eyes of society, electronic communication is communication.

Castells asserts that while non-electronically based communication may still exist, its standing is gradually eroding. With the world being split into the "interacting" and the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

"interacted," the issue of access to the "interactive society" becomes vital. The price to pay for inclusion in the system is to adapt to its logic, to its language, to its points of entry, to its encoding and decoding. This is why the development of a multinodal, horizontal communication network of the Internet type, as opposed to a centrally dispatched multimedia system, as in the video-on-demand configuration, is crucial for many types of social consequences.

The arguments of the early to mid-1990s still hold true in these categorizations. Poster, Gilder, Rheingold, Negroponte, and Lévy, early second media age philosophers, are pretty cohesive in how they articulate how they suggest that the Internet offers such a dramatic departure from earlier kinds of social interaction. For them, the Internet is redemptive in the sense that it is claimed to free people from centralised information apparatuses, whether they are controlled by the government or corporations, as illustrated by television. Television, "the Cathode Ray Tube," and radio's wireless technology are singled out by George Gilder, who takes pride in having predicted the death of television and the invention of the telecomputer as early as 1989. This pervasive media empire is characterised by a "master-slave" architecture of "a few broadcast centres" that "originate programmes for millions of passive receivers or "dumb terminals"." As opposed to mass culture and passivity, "the much richer, interactive technologies of the computer age" will promote individualism and innovation. Decentralisation, according to Negroponte, is a key aspect of the so-called post-information era. The Internet is said to offer almost unlimited democratic freedom to find information, to correspond with thousands of other enfranchised people, and to haphazardly form virtual communities that would not otherwise be possible. It does this by offering an alternative to the homogenising structure of broadcast communication.

According to Lévy, the Internet creates a knowledge space where cyberspace grows, it becomes more "universal" and the world of information less totalizable." The fact that it offers an alternative to mass media "communications systems that distribute organised, programmatic information from a central point to a large number of anonymous, passive, and isolated receivers" is one of its most significant features, nevertheless. Insofar as it spectacularly displaces what is seen as the tyranny of the first media era, broadcast media, this paradigm of decentred association is considered to be alluring for thousands of customers who have access to the Internet. Broadcast media are considered to be fragmented of communities because they prevent interaction and homogenise cultural form. They are described as a relation of the one to the many and as one-way, centralised communication.

Poster and Rheingold assert that the newer, expanded electronic public sphere defies the kinds of instrumental and monopolized centralized control that have historically been accompanied by practises of normalization and regulation wrought by broadcast and the culture industry. This assertion is supported by a more in-depth analysis of the architecture of cyberspace relations. Despite the fact that the Internet has evolved into a frontier of monopoly capital, this viewpoint still dominates most of the writing of the second media age.

CONCLUSION

The use of communication in cybercultures is not without difficulties, however. Cyberbullying, false information, privacy problems, and digital divisions are just a few of the issues that generate significant ethical and societal questions. It is possible to get a greater knowledge of these difficulties via the study of communication within cyber cultures, which informs the creation of plans and regulations aimed at promoting safe, responsible, and inclusive online communication practises.In conclusion, the methods in which people interact, express themselves, and engage in the digital sphere have been deeply affected by

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

the manner in which communication is used within cyber cultures. Researchers, decision-makers, and people may acquire insights into the transformational potential of digital technologies and seek to harness their advantages while resolving the related issues by analysing the many components of online communication.

REFERENCES:

[1] M. Manolα, "The Impact Of Information Society And Cyber-Culture In Greek Tourism Phenomenon," *Inform. Econ.*, 2019, Doi: 10.12948/Issn14531305/23.1.2019.06.

[2] T. Gundu, M. Maronga, And D. Boucher, "Industry 4.0 Businesses Environments: Fostering Cyber Security Culture In A Culturally Diverse Workplace," 2019. Doi: 10.29007/R64x.

[3] M. B. Rotanova And M. V. Fedorova, "Internet Meme As The Cyber Laughter Culture Phenomenon In Modern Russian Digital Society," In *Proceedings Of The 2019 Ieee Communication Strategies In Digital Society Seminar, Comsds 2019*, 2019. Doi: 10.1109/Comsds.2019.8709650.

[4] R. Kramer, "Adventures In Cyber-Culture," In *Are We Postmodern Yet?*, 2019. Doi: 10.1007/978-3-030-30569-7_5.

[5] I. Corradini And E. Nardelli, "Building Organizational Risk Culture In Cyber Security: The Role Of Human Factors," In *Advances In Intelligent Systems And Computing*, 2019. Doi: 10.1007/978-3-319-94782-2_19.

[6] F. J. Ricardo, "On The Way To The Cyber-Arab-Culture: International Communication, Telecommunications Policies, And Democracy," In *Cyberculture And New Media*, 2019. Doi: 10.1163/9789401206747_005.

[7] A. I. Al-Alawi And S. A. Al-Bassam, "Assessing The Factors Of Cybersecurity Awareness In The Banking Sector," *Arab Gulf J. Sci. Res.*, 2019, Doi: 10.51758/Agjsr-04-2019-0014.

[8] R. Phillips And B. Tanner, "Breaking Down Silos Between Business Continuity And Cyber Security," *J. Bus. Contin. Emer. Plan.*, 2019.

[9] Z. Amin, "A Practical Road Map For Assessing Cyber Risk," *J. Risk Res.*, 2019, Doi: 10.1080/13669877.2017.1351467.

[10] Y.-Y. Choong, M. F. Theofanos, K. Renaud, And S. Prior, "'Passwords Protect My Stuff'—A Study Of Children's Password Practices," *J. Cybersecurity*, 2019, Doi: 10.1093/Cybsec/Tyz015.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 8

A BRIEF DISCUSSION ON COMPARING INTERACTION AND INTEGRATION

Ms. Mini Pushkar, Assistant Professor,
Department of Soft Skills, Presidency University, Bangalore, India,
Email Id-koustavnandi@presidencyuniversity.in
Prof. Ravi Thilagan, Regional College of Management, Bangalore,
India

ABSTRACT:

This abstract examines the ideas of interaction and integration with the goal of contrasting their importance across diverse fields. While integration refers to the combining or incorporating of several pieces into a coherent whole, interaction refers to the communication and exchange of information or ideas between things. In a variety of disciplines, including technology, social sciences, and organisational dynamics, both interaction and integration play crucial roles.Interaction is the study of how people and technology interact, with a particular emphasis on usability and user experience. It entails a smooth information flow, feedback systems, and user-friendly designs that support efficient engagement and communication. Contrarily, integration entails the seamless mixing of various technical parts, systems, or software programmes to improve functioning and compatibility.

By contrasting these two ideas in the context of technology, we are better able to understand the significance of user-centric design and the need for interconnected technological ecosystems.Interaction in the social sciences refers to the dynamic interchange of thoughts, values, and actions between people or groups. It covers a range of communication styles, including verbal and nonverbal exchanges, and how they affect how relationships, social norms, and group behaviours are formed. In this context, integration refers to the blending of many viewpoints, values, and identities into a cohesive whole. We may study the dynamics of intergroup connections, cultural assimilation, and the development of inclusive societies by contrasting interaction and integration in the social sciences.

KEYWORDS:

Integration, Interaction,Social, System, Technology.

INTRODUCTION

The Internet is believed to provide more liberated opportunities for political speech and electronic assembly rights than broadcast media, with significantly fewer social, political, and technological restrictions. The Internet's renowned democratising qualities are a result of its decentralised technological architecture. On the Internet, messages, pictures, and sounds are constantly transferred fragmentarily over several routes thanks to "packet-switching," a technological network technology established by the Rand Corporation in the 1960s. In response to data stored in a database being destroyed during a war, Rand proposed the following concept. Information is always moving, oscillating between being comprehensible and being incomprehensible, and its movement is unpredictable. Because of this, it is impossible to technically or politically govern the Internet.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The Internet has also been widely seen as a limitless technological medium for the restoration of a "public sphere" throughout the twentieth century, which was characterised by the control of broadcast apparatuses by governments and corporations. As the name implies, the public sphere made possible by the second media era restores a two-way reciprocity that is normally seen to be denied by broadcast media's one-way exchanges. Furthermore, the audience that broadcast media addresses is conceived of as, and therefore seen as, an undifferentiated and essentially undefined mass, but on the Internet, communicators' individuality is upheld[1], [2]. The periodization of a "age" or era of interaction, such as the digital, Internet, or second media age, is nearly invariably contrasted with a "dark age" of mass media in this historical paradigm.18 It is a specific example of a technologically historicist rhetoric that fetishizes the new and emphasises any distinctions from the past[3], [4]. The criticism of broadcast is extremely cogent, regardless of whether it comes from liberals concerned with free speech and public choice, from those using Marxist frameworks, from postmodernists worried about the rhizome or the shadow of the silent majority overthrowing the simulation machine, or from any other group[5], [6].

Celebrators of the Internet hail its purported democratic and redemp- tive values as being able to either create new types of communities that transcend contemporary forms of state control, or as being able to re-establish lost communities via interaction. The Internet connotes "a democratisation" of subject constitution, according to Poster, who is working from a broadly postmodernist point of view, because "the acts of discourse are not limited to one-way address and not constrained by the gender and ethnic traces inscribed in face-to-face communications." Contrast this with the broadcast media, which functions as a centralised, unilinear medium of communication: "The magic of the Internet is that it is a technology that puts cultural acts, symbolizations in all forms, in the hands of all participants; it radically decentralises the positions of speech, publishing, film-making, radio and television broadcasting, in other words, the apparatuses of cultural production[7], [8].

In addition, racial, gender, and ethnicity hierarchies are dismantled by the Internet's electronically created space, which displaces institutional habitats. The Internet's inherently decentralised form, which permits the collision and superimposition of signifiers and semiotic worlds in which the some sense of an authoritative meaning a logos or a grand narrative can no longer be sustained, is hailed as its most significant feature because it permits the construction of oppositional subjectivities previously excluded from the public sphere. In doing so, Poster contends, the Internet is able to undermine the rationalised and logocentric political authority that has characterised the European way of institutional life since the Middle Ages. The public sphere expands in the middle of state apparatuses as internet identities become much more mobile and fluid, but it also works to undermine statist systems of control. These state-originating concerns about the use of communications technology for surveillance as well as the encryption of information against cyberterrorism are part of what fuels this friction[9], [10].

Broadcast and network media pose issues for the historical typology. Both journalists and cyber-theorists have expressed the belief that we are moving towards a post-broadcast world, which is what is implied by the assertion that the Internet will eventually replace broadcast media. Making the difference between the first and second media ages is fundamentally based on the notion that a complete communicational period may be connected to important technologies, such as print technologies, broadcast technologies, or computerised interaction. The difference is relative rather than absolute, as we will see, since the importance of the interaction promised by the second media age is defined almost solely in contrast to the aforementioned rigidity and unilinearity of broadcast.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Statistics on the fast adoption of interactive CITs, which have eclipsed broadcast settings in terms of immersion, provide empirical evidence for the difference between the two epochs. However, there are two issues that are brought to light as soon as these epochs are linked so tightly to both the technical advancements and the adoption of these technologies by customers of all types. First off, I argue that many of the social and political assertions made by the many proponents of the second media age thesis are undermined by the fact that all of them ignore similarities between the first and second media eras. The difference between broad- cast and interactivity should still be kept in mind since, as we will see, it is crucial for a form analysis of modalities of communicative integration.

However, the second media age theory fails to recognise the extent to which interactive CITs are reliant on and parasitic of broadcast, as well as how much they reflect certain broadcast characteristics that they have purportedly transcended. These continuities, which are covered, have to do with the fact that CITs whether we're talking about interactive or broadcast operate with comparable logics to urbanisation technologies. Second, rather of producing separate ecological imperatives, they both create ones that reinforce one another. We will be able to understand how network media and broadcast media, such as the Internet and television, "need" one other when seen from an economic angle.

DISCUSSION

The peculiar alignment of the two epochs with what are seen as momentous technology advancements presents a second challenge to the historical difference drawn by second media age theorists. As opposed to the recursive relationship between the technological, political, social, and economic settings, it seems that the technology itself positively determines the numerous communication options. The need to differentiate between the structure of communication settings and the technological forms in which this structure is realised is another issue. Both interactive broadcasts and interactive broadcasts inside broadcasts are possible.

Broadcast and interactive aspects are offered through television, print, radio, the internet, and the telephone; however, they are realised in a variety of ways and at varying degrees of embodiment in a variety of "techno-social" connections.Whether technologically advanced or not, such as a lecture amplified by a microphone or not, a broadcast may be any kind of public spectacle or speech. Technology may expand interaction or it might only be face-to-face. From the perspective of technologically enhanced forms themselves, we may also talk of the co-presence of many media formations. The importance of the Internet thus lies not in the fact that it is a more potent medium than traditional channels, but rather in the fact that it offers a platform whose sub-media incorporate both transmission and interaction. According to Tanjev Schultz, "on the Web, some sites gain more popularity than others." Once that is done, they act as "mass media" on the Internet, a platform that supports all forms of media and communication. The initial reach of the publication or broadcast is merely extended by those Internet sites that serve as mirrors of reputable, established media, including newspapers.

Therefore, these characteristics in direct relationship to a medium are not brought about by technology themselves. Many technical forms, like the telephone and writing, have the ability to broadcast. At the same time, computer-mediated settings may simulate presence just as well as film and television can.The New Media discourse on 'convergence' is conceptually faulty since so many of these instances have lengthy histories. Both new and ancient technologies are already on the edge of converge, but mostly via their interactions with social ties that have been technologically extended more broadly.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

But digitalization is the main factor that is used to define convergence as a New Media phenomena. Digitization is not a prerequisite for the convergence of broadcast and network architectures, according to an analysis of the history of media and telecoms technologies. Convergence could make it more difficult to access multiple architectures from a single site due to the interoperability requirements, although this is more a result of historically generated demands for personalization. Furthermore, contrary to what second media age theorists claim, digitalization does not favour networks and interaction over transmission. Instead, as we shall argue, both of these theses prioritise technology above any comprehension of the anthropology at play in modern communication systems.

In this make the case that, in order to dispel these misunderstandings brought on by what might be called New Media historicism, "the second media age" should instead be defined as a level of communicative integration that is internal to a variety of communication mediums that have co-existed with broadcast for a very long time before the Internet, rather than as an epochal shift. This point is eloquently shown by Brian Winston's informative history of communication technologies, which spans the telegraph to the Internet. He shows a widespread fallacy brought on by the fetishization of the "new" that new technological media somehow have their own aesthetic and social traits that are distinct from "outdated" mediums.

Winston demonstrates, for instance, how economic factors rather than technology imposed the main restrictions on the cable communication system's bandwidth during the course of the previous century. However, political and ideological considerations that saw broadcasting as a "centralizing social force" also had a role in avoiding cable. Although wireless broadcasting predominated for the most of that period, "the wires never really went away," the early radio and television networks were wired, and the transoceanic telephone cables kept up with the development of the global telecommunications satellite system. According to Winston, networks date back to the beginning of communications, hence exaggerated assertions about the benefits of just connecting computers are somewhat exaggerated.

However, for cultural and historical reasons, the introduction of the Internet has "institutionalized" the concept of the network as a normative "medium," allowing some theorists to reconsider broadcast as a medium as well. with network structures of communication have become much more obviously prominent with the advent of Internet communication, the term "second media age" is helpful to the extent that it signifies a cultural change in attitude towards media settings. The move towards reality TV genres and away from narrative programming will be shown in this book. The development of the Internet as a solid and tangible network has made it possible for us to observe how even broadcast channels, in a limited sense, establish a form of network amongst communicants that is built on ritual.

Due to the fact that CITs are extensively empiricized, this is one of the main reasons why media analysts link certain technologies to communicational traits so tightly. The important link is seen to be that between the consumer and the technology entry point to a medium. The Internet and television, respectively, serve as examples of this entryway, with which we are considered to have either an active or passive interaction. "TV ignores the reality that people are not inherently couch potatoes; given the chance, they talk back and interact," George Gilder claims. The consumer's control of the remote control, which is seen to be relatively passive, as opposed to control over the mouse, which is perceived to be active, may be mentioned in this context at the "interface" level of interaction.

The consumer of the Internet seems to have control over the encounter, as opposed to the consumer of television. This illusion of control is one in which a technology is reduced to

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

that of "reproduction"—the reproduction of living forms based on less technologically developed modalities of interaction like face-to-face communication and writing. The Internet is considered to be significantly instrumentally subordinated to the carrying out of a social contract by more technically strong methods in this situation when viewed as a "use-technology." The embodied subject, whose embodiment is overcame and expanded, is the idealised one who participates in this contract. The notion that there is an embodiment to expand in terms of watching TV, on the other hand, is murkier. We may instead engage in pre-constituted ways of existence in a technologically expanded form by being selective about the channels of communications that we perceive.

This difference between activity and passivity may be maintained when CITs are seen to be technologies of reproduction, but it becomes far more flimsy when that title is given to them as technologies of production.23 The concept of a CIT of production relates to the notion that informational environments may give rise to whole new types of conduct and identity.24 In other words, they are establishing new social interactions in addition to reproducing the ones that already exist. In-depth social metaphors, media of communication... not only transmit information but also define what constitutes knowledge; they not only help us navigate the world but also reveal the nature of that reality. Given that the interactive paradigm is built on the face-to-face or "transmission" analogue for communication, the difference between activity and passivity as well as that between mediated and unmediated communication fits well within it. This enduring predilection for the transmission model in communication theory may be mainly due to the dominance of "interaction" as its fundamental communicative building block, from which are formed the many accounts of communication.

Separating interaction from integration is the developing alternate account. In this difference, interaction is still crucial, but it must also be seen in light of the fact that all concrete encounters take place within the framework of prevailing frames of communicative integration, which are performed via a variety of abstract communication "rituals." According to the integration thesis, studying communication cannot be reduced to seeing just those forms of contact that can be seen experimentally, whether they be interpersonal or extended. For instance, in tribal societies, the social fabric is surrounded by face-to-face interactions and the importance of the body in communication rituals. From the perspective of the rituals and categories of worldview that are created inside such sorts of social ties, this is discernible. The collection of relations that are linked up in this environment's ontology may surround a person developed inside it without really requiring them to interact with each other constantly. Even in the absence of such contacts, all other kinds of interaction are framed by the ontology of the face-to-face as the hub of cultural development. Therefore, certain types of communion are recreated "in the image" of face-to-face communion. Similarly, if we consider technologically advanced means of communication to be a distinct kind of social connection, we may claim that in contemporary media-saturated cultures, media such as television and the Internet define our lives even when we are not using or seeing them. This doesn't imply that we avoid face-to-face interactions or that we are "addicted" to technologically mediated communication; rather, it just means that we conduct our face-to-face interactions "through" the most popular social platforms.

Here are some illustrations: While we normally witness limitless numbers of face-to-face encounters between talking heads on soap operas, we forego our own face-to-face contacts in the very process of watching. The majority of the demands we could have for face-to-face communication can be met by the screen. Studies have shown that individuals in urban regions use the phone far more often than persons in rural areas, despite having much more access to face-to-face interaction. Studies of online relationships reveal that anonymous

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

interactants are more likely to provide private information than they would with complete strangers in embodied encounters. This is similar to how people would reveal private information in a long-term face-to-face relationship. The usage of "emoticons" as a replacement for gestural communication that participants believe is lost in the medium is a common practise in Internet communication etiquette. We may even idealise some kind of unmediated face-to-face feeling of community as a response to the pervasiveness of extended forms of "communication at a distance" given how technologically extended communication has become a dominating method of integration. Conversely, we could also fetishize communication technology as having the power to provide us the participatory immediacy that abstract forms of community are unable to. These two types of responses to modern media integration are also prevalent in much of the more popular literature from the second media age and cyberstudies works that value interaction.

Such literature is framed by a social interaction model, which holds that face-to-face interaction is being replaced by extended forms of communication, and this is seen to be derived from technology somehow interfering and separating people from some 'natural state' of interaction, which is the face-to-face. This potent model motivates postmodernists like Félix Guattari, who, while sharing the belief that face-to-face interactions are no longer important, sees no reason for lamentation in this. Rheingold, a communitarian who claims that people in information societies are searching for ways to get back to what they have lost the face-to-face also draws inspiration from this model. Instead, he contends that it's critical to accept post-individual networks of communication and understand that the topic is and always has been a fiction. But this kind of pessimistic theology is, in my opinion, only a parasite of the fallacy that the face-to-face was ever historically lost in the first place. These types of political oppositions, I would argue, become unsustainable if face-to-face communication is seen as a means of social integration rather than as a means of engagement. Because face-to-face interaction is a significant means of communication in information societies from an anthropological perspective, the Internet has become a potent way of connection, but one that can never fully realise the mode of integration it purports to represent.

The integration and ritual models, on the other hand, focus on the types of background communication links that support the hierarchy of possible agoras of assembly, whether they be public, institutional, or virtual, and are unrelated to particular communicative actions. This freedom is the important thing here. We must comprehend how the broadcast communication environment continues to influence our personal life even when we are not watching television or listening to the radio. Since extended forms of communication are actually mediating even how we experience face-to-face communication, we can either experience the telephone as an extension of face-to-face communication or, conversely, engage in the concrete act of face-to-face communication while being in some way "away" on the telephone or the Internet. This last hypothesis that the dominant background connections or channels via which a particular group of people is socially integrated come to influence other levels of interaction is one that is repeatedly discussed throughout the book.As this case is developed, the usefulness of differentiating between a first and second media age is evaluated, and alternate theories for comprehending the connections between broadcast media and interactive network media and social reproduction will also be offered.

CONCLUSION

Interaction focuses on the cooperative activities and exchanges that take place among workers, teams, and departments within organisational dynamics. It places a strong emphasis on good communication, teamwork, and information sharing to accomplish shared objectives.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

In an organisational setting, integration refers to the combining of several divisions, procedures, or systems into a unified framework. We learn more about the importance of cooperation, cross-functional collaboration, and the alignment of organisational objectives through contrasting interaction and integration in organisations.In order to achieve efficiency, effectiveness, and synergy, this abstract emphasises the relationship between interaction and integration in a variety of fields. Professionals and researchers may investigate cutting-edge strategies to increase social interactions, build productive organisational settings, and improve user experiences by grasping the subtleties of these topics.

REFERENCES:

[1] N. Enke and N. S. Borchers, "Social Media Influencers in Strategic Communication: A Conceptual Framework for Strategic Social Media Influencer Communication," *Int. J. Strateg. Commun.*, 2019, doi: 10.1080/1553118X.2019.1620214.

[2] M. M. Jankovic, "Holistic marketing approach in media communications of sports organizations," *Sport Mont*, 2019, doi: 10.26773/smj.191009.

[3] M. P. Llopis-Amorós, I. Gil-Saura, M. E. Ruiz-Molina, and M. Fuentes-Blasco, "Social media communications and festival brand equity: Millennials vs Centennials," *J. Hosp. Tour. Manag.*, 2019, doi: 10.1016/j.jhtm.2019.08.002.

[4] S. A. Ganter and F. Ortega, "The invisibility of Latin American scholarship in European media and communication studies: Challenges and opportunities of de-westernization and academic cosmopolitanism," *Int. J. Commun.*, 2019.

[5] J. Hajiyev, "Institutionalization of media communications in social policy representation," *Humanit. Soc. Sci. Rev.*, 2019, doi: 10.18510/hssr.2019.76126.

[6] R. A. Raji, S. Mohd Rashid, and S. Mohd Ishak, "Consumer-based brand equity (CBBE) and the role of social media communications: Qualitative findings from the Malaysian automotive industry," *J. Mark. Commun.*, 2019, doi: 10.1080/13527266.2018.1455066.

[7] S. Mihelj and J. Stanyer, "Theorizing media, communication and social change: towards a processual approach," *Media, Cult. Soc.*, 2019, doi: 10.1177/0163443718810926.

[8] R. Kannan, "A research on influence of social media communications on selection of hotels among domestic tourists in tamil nadu," *Int. J. Recent Technol. Eng.*, 2019, doi: 10.35940/ijrte.B1204.0782S319.

[9] S. E. Nikitina and G. F. Dulmukhametova, "Teaching foreign languages to journalism and media communication students: The combination of modern and classical approaches," *Humanit. Soc. Sci. Rev.*, 2019, doi: 10.18510/hssr.2019.7615.

[10] J. Huo, R. Desai, Y. R. Hong, K. Turner, A. G. Mainous, and J. Bian, "Use of Social Media in Health Communication: Findings From the Health Information National Trends Survey 2013, 2014, and 2017," *Cancer Control*, 2019, doi: 10.1177/1073274819841442.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 9

A BRIEF STUDY ON MEDIA BROADCASTING THEORIES

Dr. Venkatesh Narasimhamurthy, Assistant Professor,
Department of English, Presidency University, Bangalore, India,
Email Id-narasimhamurthysv@presidencyuniversity.in
Prof. S R Mandal, Regional College of Management, Bangalore,
India

ABSTRACT:

An overview of media broadcasting theories, which serve as analytical and conceptual frameworks for the creation, dissemination, and consumption of media material through broadcasting channels, is given in this abstract. These ideas are fundamental in analysing how mass media affects people, communities, and cultures as well as in determining how media laws and practises are carried out.There are many different views and methodologies included in media broadcasting theories. The agenda-setting hypothesis is a well-known idea that contends that the media has the ability to influence public opinion by deciding the relevance and significance of certain subjects or concerns.

The cultivation hypothesis, which holds that people's views, values, and perceptions of reality are shaped through repeated exposure to media material, is another widely accepted notion. Furthermore, the uses and gratifications hypothesis emphasises the active participation of audiences by proposing that people choose and interpret media information in accordance with their own needs, motivations, and gratifications.In addition, the social responsibility thesis emphasises how important it is for the media to advance democratic principles and the public good. It highlights how important it is for media outlets to provide accurate and varied information, encourage educated public dialogue, and serve as a watchdog over influential institutions. The medium theory is a separate theory that looks at how various media platforms and technologies' features and affordances influence the content and how it is seen.

KEYWORDS:

Broadcast, Communication, Culture, Media, Social.

INTRODUCTION

Without knowing the fundamental characteristics of broadcast as a medium, it is impossible to comprehend the core dynamics of network communication or why the second media age thesis has gained widespread acceptance. In fact, as we will show, the two types of communication might be said to be mutually constitutive of the modern era. I contend that this means they are connected in both their actual existence and, therefore, in how we should comprehend them. Making some basic differences concerning the kind of communication effects that are intrinsic to broadcast and network is necessary in order to comprehend them as unique communicative architectures. The difference between 'transmission' and 'ritual' communication offers a helpful approach to categorise the many viewpoints on broadcast media that evolved in the 20th century. These viewpoints essentially relate to content vs form, two types of communication processes that are obvious in the mass media, and are fundamentally distinct from one another.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The transmission viewpoint, which is overwhelmingly the most common, has just lately come under fire for being too dramatic. Informingly, the growth of new communicational realities that reveal transmission ideas of the broad- cast as insufficient is what gives birth to this argument rather than the substantial collection of critical writings. In recent decades, a number of French theorists have taken the lead in the critical literature on "transmission" notions of community, as epitomised by the work of Jacques Derrida, which is covered[1], [2]. The major viewpoints on broadcast and network cultures of communication will be introduced respectively, before we examine how the perspectives on broadcast need to be critically reviewed.

As a result, the shortcomings of instrumental perspectives will become apparent in the context of a knowledge of network communication. However, also see how broadcast, in contrast to the claims of many second-generation media thinkers, can be seen to carry very significant forms of reciprocity and community[3], [4].

The emergence of "mass media" and the media as an expanded form of social interaction. Massive industrial revolution-related developments that have unevenly reshaped the developing globe have served as crucial preconditions for the emergence of people that live in densely populated areas while also being united by the framework of the nation-state. Metropolitan densities that are favourable to the development of so-called "mass society" have been brought about by the sheer magnitude of population growth inside contemporary nation-states combined with the movement of people from pastoral areas to cities. Infrastructures required to support this expansion have resulted in the "mass media" and the mass manufacturing of products and transportation, as well as the mass delivery of education[5], [6]. A variety of viewpoints on the "massification" of society, ranging from mass/elite frameworks to liberal-pluralist ones, emerged during the period of the breakdown of traditional societies marked by a high intensity of religious integration, the fragmentation of nationally framed polities through urbanisation, the separation of individuals from feudal means of production, and the creation of labour as a commodity[7], [8].

The media were initially "mapped out as a field of study in a formal or academic sense" in the 1930s, which is also when the mass/elite paradigm had its most notable beginnings. The Great Depression began at this time as a result of the simultaneous development of radio and film, as well as increased unemployment and armies of disposable labour in large numbers. The notion that the masses once generated through the aforementioned disintegrations need, in late modernity, a mechanism of inclusion for social integration to occur is what all of these frameworks have in common.

Politically, this may happen via the incremental enfranchisement of successive groups, or economically, for instance, through the market's application of the law of value to promote parity between work and goods. However, at the same time, the mass society framework of the 1930s sparked interest in "effects analysis," which concentrated on "stimulus" and "response" and the influence that "the media," which was thought to be somehow unrelated to the formation of a person's identity, came to exert over that identity and culture in general [9], [10].

These studies wavered between praising the media as facilitators of mass education and denouncing them for subcutaneously delivering 'propaganda' to viewers. The majority of empirical study focused on what individuals "think" as a consequence of media impact. The'mass psychology' of the media has sporadically been researched, for example, when Marxist viewpoints on communication and, more recently, cultural studies, both criticised the mass/elite paradigm of society in 1938. Cultural studies are concerned with how the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

framework sees audiences as "passive," while the Marxist criticism identifies mass/elite theory as an ideology of erasing a politics of class. It's interesting to note that "mass society" viewpoints are rejected by the Marxist and cultural studies criticisms inasmuch as they are seen as credible rivals for a sociological framework.

For instance, Tony Bennett says that it is generally inaccurate as a theory of society, that its historical commitments are at best idealistic and at worst unclear, and that there is no explanation of the change between times of social integration. However, this 'imprecise' hypothesis was undoubtedly created since it emerged at a time when broadcast media were on the rise.

My personal position is that the viewpoint of the mass society, when considered in connection to the media, is a perfectly acceptable reaction to the developing dynamics of media-constituted integration. I concur with the criticisms made above that it cannot be taken seriously as a sociological framework, but as a theoretical expression of and reaction to the ability of broadcast media to reconstitute social relations, it offers some early conceptual tools for this - even if these are insufficient by today's standards.For instance, the mass society hypothesis has sometimes been charged as homogenising media formats. It is challenging to include the multiplicity of what defines print, film, radio, and television inside one term, as John Hartley recommends. But only if we are interested in the significatory characteristics of various media, is this the case.6 The ability of these media to operate as carriers of a homomorphic communication medium, which creates audiences with vertically structured fields of recognition, is where they do, however, converge.

It is interesting that literature dealing with the age of the people only started to reappear during the time of rapid expansion of broadcast via television in the 1950s and 1960s. In the guise of what Stuart Hall has dubbed "American Dream Sociology," a new, quite different sort of mass society thought emerged around this time. This school of sociology, as represented by the writings of Daniel Bell, Seymour Lipset, and Edward Shils, asserted that earlier conflicts within civil society had been resolved to the point where resources were finally being distributed in accordance with a harmonious pluralist pragmatism. The general liberalisation of society was said to be measured by the working class' involvement in politics and the growth of welfare. The 'end of ideology' thesis argued that the fundamental political issues of the industrial revolution had been resolved: workers had attained industrial and political citizenship; conservatives had embraced the welfare state; and the democratic left had realised that an expansion of the overall reach of the state posed more risks to freedom than it did benefits.

Therefore, the mass society theory's resurrection in the 1950s was one in which "the elite" was removed and the people were reinterpreted as the crucible of democratic progress. Shils began reworking the 1930s formulations before the other theorists, arguing that the masses had made the lengthy transition from the periphery of the social, cultural, and political landscape to the democratised and pluralized community or universal discourse. Of fact, the media ensured such speech rather than censored it. It seems as if such widespread democratisation would not have been feasible without the development of the media. American Dream Sociology saw the media in this way: as a clear extension of the democratic public sphere, a continuation of the social via alternative methods, where the media serve the community. In its purest form, pluralism, according to Stuart Hall, "assured that no structural barriers or limits of class would obstruct this process of cultural absorption: for, as we all "knew," America was no longer a class society." Nothing stood in the way of the hordes of Americans travelling to the centre over a long day.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

DISCUSSION

Several empirical studies of a behaviourist and positivist kind carried out at the height of this perspective confirmed the opposite effect, that audiences were in fact highly differentiated and heterogeneous, in contrast to how the presumed homogenising function of the media was celebrated. In yet another spin on the mass society idea, Shils successfully repurposed these findings as evidence of the 'homogeneous' pluralistic tolerance of mediatized democracies.The early and later variants of the mass society theory are distinguished by their commitment to positivist and empiricist media epistemologies. In other words, a number of metaphysical claims are made in the argument that the media may further the democratic process by disseminating ideas, which have subsequently been refuted by linguistic observers of the media. Whether as a reflection of events, society, or morals and art, the media is often believed to be capable of offering a transparent mirror of reality. Second, this approach does not have any issues with the individual's standing. For instance, the potential viewing angle of a media product is ignored. Thirdly, it is assumed that everyone has an equal chance to observe.

From critical theory to cultural studies, mass media is a part of the culture business. The Marxist tradition of the critique of ideology and the critique of the unequal ownership and control of the means of communication according to class divisions in capitalist societies serve as significant counterpoints to the liberal-pluralist idea that the mass media are a democratising extension of social forms.

The criticism of ideology, which will be discussed in the part that follows, sees the media as a potent tool for propagating "ideologies" which are not only opinions and for re-producing the structures and values that are instrumental in the upkeep of class inequality. However, the media are also a sizable business unto itself, a market for the exchange of goods. Modern capitalism has a tendency to focus on sectors for which demand has less constraints and entirely new requirements that are generated by historical conditions when the markets and technologies for creating subsistence commodities become exhausted. The service sector, the defence sector, and the leisure sector all provide potentially limitless and insatiable economic markets. Theodor Adorno and Max Horkheimer were among the first to consider this phenomenon, publishing their now-iconic criticism of the culture business in the middle of the 1940s under the title "The Culture Industry: Enlightenment as Mass Deception."

The cultural sector has every characteristic of capitalist production. Its goods are mass-produced on standardised manufacturing lines that are devoid of aesthetic value, and they are consumed on factory-scale economies. According to Adorno and Horkheimer, the main effect of this massification of culture was that it had significant implications for how art is received. The marketability of art is valued more than its unique capacity to convey truth or beauty. A sex scene and a vehicle chase must be done in a certain manner in a Hollywood film. To be considered a "best-seller," the temporary book must include a certain minimum number of components. The required information on relationship and family issues, better sex life, and weight reduction must be included in the monthly "life" magazine.

But it's not just genre conventions that become standard; new subgenres also emerge that mock the populations they claim to represent. Examples include the "candid camera" spectacle of humiliation, celebrity-hosted talk shows, "world's funniest home videos" or "funniest advertisements," or even "world's dumbest criminals." In contrast, celebrities have their own television genres, such as "Entertainment Tonight" or "Lifestyles of the Rich and Famous." On the other hand, unless they are supported by a music or movie star, major social concerns like AIDS, Third World aid, or the environment get little attention. Culture may

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

start to take on many shapes as a commodity when information, communication, and entertainment are controlled by a small number of people and sold to the masses.

Adorno and Horkheimer believe that when culture gets massified via the broadcast principle, it will eventually supplant both religion and the smaller feudalist-era integrating units. In order to explain for the societal acceptability and function that broadcasting achieves, this theory is thus consistent with the mass society tradition when taken in its widest sense. To use their thesis statement as an example: Culture now imprints the same mark on everything, disproving the sociological theory that the loss of the support of objectively established religion, the dissolution of the last vestiges of precapitalism, together with technological and social differentiation and specialisation, have led to cultural chaos. Films, radio, and periodicals combine to produce a system that is consistent throughout and throughout.

However, the creation of standardised material by the cultural business does not stop there. Through "a circle of manipulation and retroactive need in which the unity of the system [of the production and consumption of meanings] grows ever stronger," the culture industry also develops the audience itself. One of the first statements about how the media themselves are a system of social integration that, despite its function as servile to the needs of commodity capitalism, nonetheless facilitates a common culture, this formulation emphasises the fact that broadcast produces content for audiences at the same time as it produces audiences for the content. In other words, broadcast creates the mass; it does not force broadcast upon some type of pre-existing, amorphous entity.

Perhaps the most important characteristic of the cultural business, according to Adorno and Horkheimer, is that it promotes "obedience to hierarchy." It discourages the masses from exercising initiative or from challenging the elite's initiative simply by the structure of the few creating on behalf of the many. It is not surprising that the cultural business contributes to the loss of individuality, a fact that, as we have seen, the mass society theory does not so much explain as encourage in its methods.

It's interesting to note that the liberal-pluralism viewpoint and the culture industry thesis both see the media as an extension of social connections. What actually is extended, according to the Frankfurt School, is a duplication of subservience to hierarchy continuing with pre-media social connections, but here is where there is a fundamental difference of opinion. For them, the mass media also contributes to the reduction of social life to the impersonal, spiritless consumption of things in a flat, one-dimensional intellectual and emotional habit.

The Media as an Ideological Tool

According to contemporary Marxist perspectives on the media, the culture industry is a "industry" in and of itself, but it is more significant as a site of the reproduction of pre-existing social relations, particularly class divisions, but also those based on gender, ethnicity, and race. The media's role in the reproduction of forms of consciousness that are consistent with the reproduction of capitalist social relations is one area in which the Marxist viewpoint is focused. Since the actual structure of broadcast will be investigated in the next part, we will instead be assessing the notion of "ideology" as the content of broadcast devices in this section.

While most Marxist perspectives agree that the media extends social connections by reflecting them, this is only true in a distorted way. It is fairly common in a class society for the 'real' nature of social interactions, power, and inequality to be distorted. Wealth is allocated away from its creators in class societies, but more importantly, this process is often concealed in some manner. The "false consciousness" thesis holds that ideology is a

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

distorted, inaccurate representation of the world that is fostered by the ruling class and its managerial servants against the interests of the working class. At least, this is the "false consciousness" argument of traditional Marxism. The continuous worry that some Marxists have about the "ownership and control" of broadcasting, and in particular, its contemporary globalised form, reflects this early concept.

The correspondence theory of truth, which holds that concepts should transparently represent the'real' reality, has been severely criticised as the foundation for this theory. Rather than later Marxist and cultural theory, this false awareness thesis has far more similarities and parallels with liberal-idealist conceptions of ideology. There are a few more complex ideologic concepts that may be found in the works of Marx and Engels that were later developed by twentieth-century Marxists to examine the media.

First, there is the concept of "commodity fetishism," which Marx subsequently used to establish the foundation for a theory of what Georg Lukács would later refer to as "reification." Marx's thesis of fetishism is unique to the capitalist mode of production, in contrast to the concept of "false consciousness," which some Marxists have sought to generalise to all forms of class society.

Turning to Marx's main posthumous book Capital, we see an ideology-related theory that is connected to a crucial contrast between essence and appearance. In Capital, economic interactions as they are understood in daily life do not'reflect' or 'correspond' to the underlying structural processes of which they are a result. Here, the systemic core forces that control people's lives are hidden from them by the way capitalism really manifests itself. The key idea here is that misperceiving the "true" nature of social connections is not a "defect" of the subject but rather the outcome of how social ties are portrayed.

Thus, in Volume I of Capital, where Marx discusses the fetishism of commodities, the fact that people trade their labour for other commodities is perceived as an equal trade around which an entire realm of legitimacy is built. Marx refers to this as the "noisy sphere, where everything takes place on the surface in full view of everyone." Marx contends that an exchange of work, the source of social value, is the true "essence" of commodity trade, even if people exchanging this labour only ever see the "concrete relations between things" to them. To the producers, the social relations between their private labours appear as what they are, i.e., they do not appear as direct social relations between persons in their work, but rather as direct social relations between things. This obscures the social character- acter of labour while also displacing this fundamental reality to the sphere of exchange, which becomes all the more real. This suggests that the "appearance" is somewhat "real," particularly given how compelling it appears. Marx tells us that despite its reality, it hides the substance, which explains the appearance and is not evident to individuals: "They equate their many forms of employment with human labour by exchanging their various goods for one another as values. They act in this manner without realising it. In other words, it is the nature of capitalism to portray itself in an inverted form rather than ideas necessarily representing the reality "inaccurately."

Marx's analysis of the commodity is useful in terms of the dichotomy between content and form that must be explored in respect to the media. Later on, we'll see how it impacted the writings of Guy Debord and Jean Baudrillard, in which the media themselves represented as signs become inextricably linked to the trade circuits for commodities. In actuality, the world of spectacle and images becomes the pinnacle of commodity reification in the eyes of Baudrillard and Debord. This crucial idea, which was first fully developed in the work of Lukács, refers to a phenomena in which interpersonal relationships are said to take on

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

independent, all-encompassing, and logical relationships between objects. The creation of commodities gradually takes over society as a whole, creating complexity of discrete facts for appearances. It represents the division of work between the government, bureaucracy, business, and particularly science.

The last sense of ideology in Marx and Engels to be examined here is that of ideological incorporation, which is expressed in their book The German Ideology: The ideas of the ruling class are always the ruling ideas, i.e., the class that rules society's materially is also its governing intellectually. In general, the thoughts of people who lack the means of production are thus vulnerable to the class that has control over the means of mental production in addition to the means of material production. Here, ideology is understood in a way that allows the views of one group the dominant group to be applied to the whole population. This is often seen as a mechanical connection. But as this eventually came to be understood, monopolising the means of intellectual and material production does not give one class the power to impose its ideas arbitrarily; rather, these concepts are negotiated in a manner that their control is recognised.

The Italian Marxist Antonio Gramsci created this view of ideology via the use of the idea of hegemony. This is a reference to an ideological conflict where the ruling class makes concessions to the working class in exchange for the working class's leadership in society as a whole. Gramsci characterised the mass media as being at the centre of this sort of power, which is consensual. Because managers who identify politically and ideologically with the ruling class offer "the organic intellectuals," who are on the front lines of hegemonic conflict, this does not need the capitalist class to directly control the editorial content of the media.

In the Gramscian framework of hegemony, "false consciousness" is seen as a myth because individuals think they have "real" notions of society as it genuinely presents itself," or they have "common-sense" knowledge of trade relations and the division of labour. Because "there is no conceivable alternative to the commodity- form," "direct" human experience is the point of genesis, the basis of their "real" ideas, which explains why people accept in their circumstances. As a result, people's "common-sense" perceptions of the universe inform them on both what is real and what is conceivable. According to this theory, ideology is only a better organised kind of common sense that supports the beliefs of certain social groupings that are engaged in the display of hegemony. In his critique of the idea that ideology is always only a reflection of class interests, Gramsci points out how paradoxical this idea is and how potentially unstable class relations might be.

The struggle for hegemony is won and lost not just in the media but also in the institutions of civil society, according to Gramsci. The dominant classes do not merely prescribe ideology for working-class consumption; rather, they must constantly work to limit the boundaries of the making of meaning to exclude definitions of social reality that conflict with their horizon of thought. The French Marxist Louis Althusser picked up on Gramsci's investigation of civil society organisations in the 1960s and 1970s, reworking the theory to establish a very clear connection between ideology and the authority of the state. In contrast to the oppressive and coercive state apparatuses of the nineteenth century, Althusser argued that ideology and what he termed the "ideological state apparatus" had become far more significant in the twentieth century. This shift might be attributable to Althusser's significant inclusion of the broadcast infrastructure to the state apparatus.

It's interesting to note that in this context, ideological processes' organisational structures which take place in all institutional settings of power as well as communication tools are crucial. These settings include religious, educational, political, and workplace institutions.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

According to Althusser, the expansion of electronic broadcasting institutions just solidifies the mutual integration of people that takes place in ideology's form rather than its substance.We will examine Althusser's significant break from both the early Marxist and liberal conceptions of ideology in the passages that follow. His invention, which has since been mirrored in studies of what is now referred to as "post-structuralism," entails challenging the basic idea of what it is to be an individual in a communication process.

Althusser's theory of ideology as a broadcasting structure

The most notable way that Althusser differs from the humanist Marxists is his refusal to accept the categories in which ideology is conceived. Ideology is nothing less than the process by which the person experiences selfhood - as an autonomous knowing subject in a world of knowing subjects. It is neither found in the substance of communications nor is it accepted in the awareness of people.

The traditional humanist descriptions of ideology are essentially reversed in Althusser's work. According to Althusser, the concept of individuality is not something that is 'given' to people; rather, it is something that is generated over the course of communication. He claims that in the era of "mass media," this process of constituting the person only becomes stronger. In fact, it facilitates the "cult of the individual" that Émile Durkheim initially spoke about at the beginning of the 20th century.

Individuals are never necessary; rather, they are con- stituted, according to Althusser. His distinction between the person and the topic is the core of his philosophy. According to his main argument, "the category of the subject is only constitutive of all ideology in so far as all ideology has the function of "constituting" concrete individuals as subjects." In other words, Althusser does not discount the reality of individual "personality"; rather, he argues that such "personality" can only exist in and via a communication process. He terms the process that causes this "interpellation," and claims that "all ideology hails or interpellates concrete individuals as concrete subjects."

Ideology only exists by and for the subject, according to Althusser, and its purpose is to create subjects out of individuals. Despite the fact that it may seem "obvious" that people are unified, autonomous beings whose consciousness and particular personality are the source of their ideas and beliefs, Althusser contends that this obviousness can only occur when individuals "recognise" themselves in the same way that ideology "interpellates" them, calls them by their names, and in turn "recognises their autonomy." The subject is therefore created in this hypothetical misrecognition; as a result, it cannot be the only object of the empiricist's conception of experience since it is created via a certain pattern of recognition. Ideology has always-already interpellated people as subjects; it does not constitute people in a single divine act. In the same manner that ideology is 'always-already' understood, Althusser believes that people are always-already subjects.

Individuals freely "work by themselves" as a "centre of initiatives" as "autonomous" subjects with a special "subject-position" in the social development. While the subject is a "centre of initiatives" and accountable for its deeds, it is also a subjected creature who willingly submits to the Subject's authority (God, Father, institution, employer, etc.), that is, a subject via the Subject and subjected to the Subject. The structure of every ideology is specular, or a mirror-structure that is double specular, and this mirror duplication both makes up every ideology and maintains its effectiveness by interpellating people as subjects in the name of a Unique and Absolute Subject. This indicates that all ideologies are centred, the Absolute Subject holds the special position of the Centre, and the infinity of people are transformed around it into subjects via a double-mirror relationship so that it subjects to the Subject.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

For the study of broadcast media and its social impact, Althusser's thesis is akin to a paradigm shift. Broadcast media take on a significant role as a type of state apparatus when it is argued that ideology is first of all not merely a moment of signification but rather the very prerequisite for acting as a self-conscious subject and that, secondly, the interpellation structures that exhibit specular and centering structures are the most significant sites of ideology. According to Althusser's theory, ideology or what he refers to as ideology-in-general can be seen as having a structure of transmission rather than merely content. He refers to ideology as specific ideology as content. Particular ideologies may evolve, but ideology as a whole remains a stable framework in Althusser's view. Because of this, Sprinker has claimed that media consumers' actions should not be seen as psychological, but rather as social.

Althusser contends that no one in any society can function without ideology without a representation of themselves as subjects, of their environment, and of their relationship to the world because ideology is, for him, the basic condition of a subject being a subject at all. Ideology is therefore more than just a depiction of people's living surroundings; it is also "a "representation" of the imaginative connection of persons to their actual conditions of existence. As a Marxist, Althusser understood this statement to make a political statement: "They necess- arily live these absent conditions in an imaginary presence "as if" they were given" in a social formation where production relations are obscured and conditions governing people's existence aren't manifest to them. Ideology is thus active in reproducing social connections and preserving the status quo of the current production relations. Althusser's theory is crucial for comprehending social integration forms that may be demonstrated to be largely independent of the requirements of the reproduction of capitalism.

CONCLUSION

Cultures that are marginalised or colonised may have their cultural values, practises, and identities shaped and influenced by media material created in dominating cultures. This is the subject of cultural imperialism theories.In general, theories of media broadcasting provide helpful frameworks for comprehending the intricate dynamics of media creation, distribution, and consumption. They give insight on the impact of media on society and cultural processes at large as well as on the perceptions, attitudes, and behaviours of particular people. These ideas may be used by academics, media specialists, and politicians to analyse the function of the media in society critically and seek to advance media literacy, diversity, and ethical media practises.

REFERENCES:

[1] S. Horiuchi, A. Ozaki, M. Inoue, J. Aida, and K. Yamaoka, “Relation of high social capital to preferable emotional response to news media broadcasting of natural disasters: A nationwide cross-sectional study in Japan,” *Tohoku J. Exp. Med.*, 2019, doi: 10.1620/tjem.247.129.

[2] P. Iosifidis and S. Papathanassopoulos, “Media, politics and state broadcasting in Greece,” *Eur. J. Commun.*, 2019, doi: 10.1177/0267323119844414.

[3] J. H. Lee, S. H. Lee, D. Kim, and C. W. Jung, “Transparent dual-band monopole antenna using a μ-metal mesh on the rear glass of an automobile for frequency modulation/digital media broadcasting service receiving,” *Microw. Opt. Technol. Lett.*, 2019, doi: 10.1002/mop.31567.

[4] B. M. Datubara and I. Irwansyah, “Instagram TV: Konvergensi Penyiaran Digital dan

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Media Sosial," *Mediat. J. Komun.*, 2019, doi: 10.29313/mediator.v12i2.4778.

[5] C. Wang, "Analysis on linguistic art of broadcasting in the new media era," *Theory Pract. Lang. Stud.*, 2019, doi: 10.17507/tpls.0911.12.

[6] R. McElroy, C. Papagiannouli, and H. Wiliam, "Broadcasting after devolution: policy and critique in the Welsh media landscape 2008–2015," *Int. J. Cult. Policy*, 2019, doi: 10.1080/10286632.2016.1268133.

[7] N. Asni Gani, M. Maulianza, and M. Rifat Adi Mulya, "Social Media and Radio Broadcasting Integration to Expand the Market of I-Radio Jakarta," *KnE Soc. Sci.*, 2019, doi: 10.18502/kss.v3i26.5409.

[8] R. Briandana and M. Irfan, "Broadcasting Management: The Strategy of Television Production Configuring for Sustainability in the Digital Era," *Int. J. English Lit. Soc. Sci.*, 2019, doi: 10.22161/ijels.46.40.

[9] S. Gadringer, R. P. Guix, and J. Trappel, "Spectrum allocation, media policy and the key stakeholders' understanding of digitalization in Austria: A shift in the regulatory preferences from broadcasting to broadband," *J. Digit. Media Policy*, 2019, doi: 10.1386/jdmp.10.2.163_1.

[10] G. Razali, "Integrasi Media Mnc Group Dalam Meningkatkan Efisiensi Dan Kompetisi Di Pasar Bisnis Industri Media Penyiaran," *J-Ika*, 2019, Doi: 10.31294/Kom.V6i1.5390.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 10

MAIN METHOD OF ACCESS TO SOCIAL REALITY IS THROUGH THE MASS MEDIA

Mr. Koustav Nandi, Assistant Professor,
Department of Soft Skills, Presidency University, Bangalore, India,
Email Id-koustavnandi@presidencyuniversity.in
Prof. Kamal Bhowmik, Regional College of Management,
Bangalore, India

ABSTRACT:

The thesis that people perceive and interpret social reality primarily via the mass media is explored in this abstract. The mass media, which includes diverse platforms including radio, television, newspapers, magazines, and the internet, is crucial in influencing public perception, forming attitudes, and distributing knowledge about the world we live in.The events, concerns, and narratives that shape social reality are powerfully mediated by the mass media for the benefit of people.

Mass media develops and delivers a controlled version of social reality to its consumers via news reporting, documentaries, entertainment programmes, and social media platforms. By using editorial judgements, storytelling strategies, and visual cues, it chooses and frames tales, gives certain issues priority over others, and forms the narrative.There are two ways in which the media has an impact on social reality. It first serves as a gatekeeper, choosing which events and concerns are highlighted and made visible in the public dialogue. Journalists and media outlets make decisions on what stories to report, how to portray them, and whose viewpoints to include or omit. By doing this, they influence public opinion, set the agenda, and establish the criteria for what constitutes newsworthy or socially significant content.

KEYWORDS:

Broadcast, Mass Media, Reality, Social, Society.

INTRODUCTION

In order to comprehend the "spectacle" thesis in French media theory, particularly the ideas of Guy Debord and subsequently Jean Baudrillard, it is helpful to have a theoretical background that recognises the influence that ideology-in-general is said to have in social integration and social reproduction. The underlying externalisation and objectification of social reality in the media is also supported by this theory, although it is less a result of narrative than it is due to spectacle's function in creating a world of simulation. Their idea is post-representational, where the fact of the picture becomes more significant in modern broadcast society than what the image conveys. Through the use of totemic monuments, the system of images elevates the commonplace into a hyperreal carnival for the'masses' to come together[1], [2].

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Boorstin, Debord, and Foucault

It is crucial to note that "the image" draws practically all of its force from the medium of broad- cast in order to comprehend the importance that is assigned to it in the different theories of spectacle. The concept of "the image" does not exist on the Internet since it does not provide a field of view in the same manner that broadcast does. The picture is a product of media in which a significant momentous event or depiction is the focus of widespread attention. When such representations are used repeatedly throughout time, they are referred to be icons, and the objects they represent take on a secondary role. The referent may really completely vanish.

Guy Debord's well-known book The Society of the Spectacle provides an early and innovative theorization of the phenomena of the reification of the image in contemporary society. This book examines broadcast media from a "situationist" viewpoint and was first published in France in 1967. According to Debord, capitalist culture presents itself as a vast collection of spectacles. For him, spectacle is a social relationship between individuals that is mediated by pictures rather than merely "a collection of images." Even the spectacle advertises itself as a facilitator of society's overall cohesion. It is the area of society where "all gazing and all consciousness" are concentrated[3], [4].

Debord believes that the contemporary media are both agents of political power and of urbanisation, and that the phrase "mass media" only refers to their "superficial manifestation." They maintain the populace's apathy towards inequality and hierarchy: The spectacle is based on the earliest specialization the specialisation of power. Thus, the spectacle stands in for all the others as a specialised activity. When all other forms of communication are prohibited, it serves as the diplomatic representation of hierarchical society to itself. The spectacle simultaneously serves as a practical catalyst for people's dual cohesion and division around the notion of private consumption:

The abstraction of all specific labour and the general abstraction of the entirety of production are perfectly rendered in the spectacle, whose mode of being concrete is precisely abstraction. The spectacle originates in the loss of the unity of the world, and the gigantic expansion of the modern spectacle expresses the totality of this loss.

Debord writes, "The spectacle is nothing more than the common language of this separa- tion," in which the situation of the spectacle, which is but one representation of the real, splits off and separates from the real as if it had transcended it. The only thing that connects the spectators is an unbreakable bond in the middle that keeps them apart[5], [6]. The show brings the divided back together, yet still keeps them divided.

According to Debord's interpretation, which Fredric Jameson reiterates almost two decades later, the image is presented as "the final form of commodity reification" by following a relatively Lukácsian trajectory. Daniel Boorstin's the Image, which was published six years before Debord's,13 gave the phenomenon theoretical attention. Boorstin saw television and film as an extension of the de-naturing and de-realization of modern society brought on by the electronic management of the environment. Social class, time, and season divisions are less clear than ever in contemporary life. In the winter, steam heat makes us too hot, while in the summer, air conditioning makes us too chilly. Indoors are brighter than outside thanks to fluorescent lighting, and night is lighter than day. There are no longer any boundaries between here and there. With the help of films and television, today may become yesterday and, while we are still alive, we can go anywhere. In actuality, being there while we are here is simpler than being there when we are there[7], [8].

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

DISCUSSION

Broadcast technologies, in Boorstin's view, are subservient to what he called the "homogenization of experience," in which individual distinctions are flattened rather than articulated, leaving individuality itself as the final product. Nowhere is this more evident than in public opinion surveys: the proliferation of images and their dominance over our thoughts about ourselves are best shown by the increased interest in public views and public opinion polls. people opinion, which was previously the people's expression, is increasingly becoming an image into which the public fits. What is already there fills public opinion[9], [10].

As a result of Boorstin's assertions, it is no longer possible to poll or survey the public opinion in the era of the picture. A wholly anti-positivist reality is being attended to while polling is conducted, which is a positivist gesture of study. When J.B. Thompson sketches the emergence of contemporary forms of power, he offers a fair description of the startling parallels between Michel Foucault's account of public displays and torture in eighteenth-century Europe and Debord and Boorstin's portrayal of the social function of spectacle.

Ancient and ancien régime cultures were spectacle-based, where the exercise of authority was correlated with the public display of the sovereign's might and supremacy. A public execution in the market square turned into a symbolic act in which a sovereign power exacted revenge, reinforcing the king's glory through the destruction of the rebellious subject. It was a regime of power in which a small number of people were made visible to a large number of people, and in which the visibility of the small number was used to exercise power over the large number of people. Thompson contends that Foucault's work is instructive for a theory of the media, less in his promotion of discourse analysis than in his demonstration of how the older spectacular forms of power became routinely manifested in institutional life, infusing surveillance and disciplinary regimes in a voluntary manner. To put it another way, the "disciplinary society" described by Foucault in Discipline and Punish is one in which "the visibility of the many by the few has replaced the visibility of the few by the few."

Adorno and Horkheimer would undoubtedly contend that these two types of recognition relations are connected. That is to say, the few are able to rule the many via economic and cultural subjugation because the few are visible to the many and organised by the few. Adorno makes the following observation in a television-related article: "the more mass media tend to achieve their "integration", the more diffuse and inarticulate the audience seems to be." Advertisers buy audience attention, and the selection of media shows' content is also heavily influenced by prevailing ideological interests. The institutionalisation of this commodity of the gaze in the setting of contemporary mass media imposes a whole system of symbolic inequality that the public associates with via fame and image.

This unequal distribution of "cultural capital," which is essential to broadcasting as a mechanism for reproducing late capitalist societies, sometimes manifests itself at the discourse level. The fundamental workings of broadcast's performative aspect are not immediately apparent. Althusser has shown us that ideology's "interpellation" and calling function really operate in an upside-down manner. It is aware under the condition that it is unconscious, but the result is the same, according to Althusser's use of psychoanalytic terminology. According to Althusser, it is difficult to analyse the structures of the system of interpellation by definition. The structure of interpellation, however, can be seen occasionally in narratives that, when the analysis of what constitutes broadcast is taken into account, can be seen to be self-referential: an abstract reflection of the medium itself but explainable in terms of the medium. These three arguments are provided.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

'Ordinary People's' Speech

Only in media cultures where'spectacle' rules can regular people be discussed. Here, it is useful to observe how people who do not work in the cultural sector or who do not get significant media attention act while being interviewed by a television network, the newspaper, or the radio. I am just an ordinary person doing my job is a very common narrative that someone is asked to describe their role in an event, a process, or in society as a whole. But even news narratives replicate this "interpellation" of the person by describing how "ordinary men and women are to be affected by this or that government decision." Ordinariness cannot only be attributed to some profoundly ingrained byproduct of mediaeval class relations, when one's position is largely decided by birth. The emergence of "mediated publicness" and the discourses of "ordinariness" seem to be strongly related. A movie like Forrest Gump could only be produced under the circumstances of the polarisation between celebrity and mainstream culture. A fascinating movie that defies easy genre categorization, it revolves on the character of Gump who, using simple tools and little resources, manages to accomplish a remarkable variety of goals, including gridiron glory, brave military service, and marathon running. The movie primarily celebrates the American culture of opportunity, which is credited with supporting the country's moral superiority. However, it also shows how even the most common people may find fulfilment in a world dominated by superstars and spectacle.

'The System's' Talking Points

An abstract criticism of power is preferred in this discourse above anonymity. The description of the "underclass" or working class, which was particularly co-emergent with the mass media, has been supplanted by ordinaryness, much as the specificity of politicians and the ruling classes has been replaced in populist speech by a rebelliousness against something referred to as "the system." Since the 1960s, the word, which was popularised by the counter-cultures, has been used to describe a variety of concepts, from the stifling of speech and innovation to the inevitable rise of dominance to a generalisedscepticism of authority.

Centric Discourse

A new motorway is being built by "they." They have found a treatment for cancer. They are launching a brand-new mall. They are not fully disclosing the facts to the public. The phrase "they" has perhaps been the most often used to describe the development of the mainstream media. Who are "they" exactly? The fact that the mass made up by broadcast media is undecidable in terms of specific messages suggests that the people who make up this mass are likewise undecidable to one another. In other words, scales of association that are difficult to accomplish via other methods are made feasible through broadcast. We may speak about a high degree of integration via the fame and the image, but on the other hand, we have rather weak connections at the horizontal level of the division of work. In media cultures, "otherness" is totally concentrated in the obsession of spectacle or fame, but it is drastically diluted at the level of the mundane. However, what kind of others are "they"?

Many theses exist. "They" could also be a default way of saying "I can't elaborate on the detail" or "It is more complex than my description warrants." "They" could also just be an absent-mindedness, a carelessness about "who" it is that makes the daily news. "They" could be the roadbuilders, scientists and doctors, developers, the government, etc. They might also be a nice way of indicating that we can't and don't want to know "who" "everyone" is. However, when compared to the structure of broadcast media, it becomes evident that, for instance, celebrities are not really they; rather, their own identities are clearly defined, to the point where the media produces programming genres and publications that are only about

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

celebrities. Contrarily, they aren't mentioned in literature yet still appear to be common. "They" stands in for the lost distinctiveness of today. They are the ones who understand how it works; we are not permitted to participate. In this interpretation, "They" stands for individual separation and disembodiment, as well as the reality that many practical knowledges rooted in mutually present and oral cultures have been lost.

The issue of whether "they" are unique to broadcast integration or to technologically extended culture in general of which the Internet is a part arises with regard to all of these discourses. According to Baudrillard, the mass media is the primary method of accessing social reality.In the last part, we saw that although spectacle has developed into a highly visible social reality, its impact on social conduct is less obvious. This effect is still noticeable in certain discourses, which provide the sporadic instances in which the broadcast medium's area of recognition condenses into its own content.The way that spectacle focuses audiences' attention is comparable to a modern method of "reifying" social interactions where the fetish of representations takes precedence over the conditions of that representation. The spectrality of the image and the many ways in which it detaches from social connections in general are also among Jean Baudrillard's main research interests in the field of media sociology. Contrary to the spectacle theorists, however, Baudrillard contends that the rise of an image-based society results in a crisis of representation. The promise of retrieving an original, genuine, or privileged meaning or a metaphysics of presence no longer serve as the foundation for signification processes in media societies.

The strength of "simulacra," according to Baudrillard, is what causes the image to eclipse ontology. This phrase describes how what we take in from the media becomes to seem more genuine than what it really alludes to. In his article "The Precession of Simulacra" in Simulations, Baudrillard elaborates on the genesis of simulacra by walking us through its four stages of representation. The picture in its many forms:is a reflection of a fundamental reality; it conceals and perverts a fundamental reality; it conceals the lack of a fundamental reality; and it has no connection to reality at all: it is its own exact imitation.

In order to argue that these types of phenomenality are how cultural representation in European culture develops, Baudrillard looks at the position of representation in that society. The first stage is readily discernible in the ethics of modern journalists, who welcome the possibility of a correlation between reality and the representations they create while adhering to rigid standards and frameworks of objectivity, bias, and neutrality. The second phase, which represents a significant distortion of the truth, is also acknowledged in the diverse interpretations of ideology outlined above. The third stage is perhaps the most difficult to comprehend. Given that the referent is already a simulational reality, Baudrillard contends that it is impossible to create an objective representation of the real in this instance. As a result, representation obscures not "the truth," but rather the absence of "truth." His assertion that theme parks like Disneyland inspire us to believe that the rest of society is somehow'real' is arguably his most well-known example, but for Baudrillard, the whole world has essentially turned into one big theme park.

The fourth phase signifies the end of social reality as a referent. This is simple to comprehend. The rise of many intriguing genres, like "reality TV," suggests that the relationship to the referent might completely disappear. It is assumed that what is seen on television is more important than other types of experience. At the same time, we may find televisions themselves colonising every aspect of our public life, including bars, shopping centres, delis, launderettes, airports, railway stations, hardware stores, and neighbourhood shops. TV blends so seamlessly into our daily lives, according to McCarthy, that we seldom

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

ever realise its existence. Indeed, in these two meanings of the screen becoming reality, according to Baudrillard, pictures start to relate to one another rather than the'real' world.

This connection is comparable to the linkages found in the study of commodity fetishism by Marx. As was already said, Marx believed that people could only sense their connection to one another via a commodity. The "appearance" of the product in the advertising and on the shelf is likewise "real" and hence persuasive, even while commodity fetishism conceals the "essence" of the object. According to Baudrillard, everything, including our access to social reality, is measured by the picture itself. "Socialisation is evaluated everywhere in terms of exposure to media messages. People who have insufficient media exposure are essentially desocialized or asocial. We appear to be unable to function without the picture because it is so powerfully compelling. However, the more "information" we consume and the more exposed we are to the mass of images, the more meaningless the world becomes. Information "impodes," and this happens for two reasons: first, rather than causing communication, it exhausts itself in the staging of communication; and instead of producing meaning, it exhausts itself in the staging of meaning. As information and the picture become self-referential and create "a closed circuit," Baudrillard contends that meaning is consumed faster than it can be reinjected. Second, the only connection left that the mass media has managed to build is between the masses, not the creation of social bonds. Insofar as all relationships must "pass through" the media relationship, they are subject to the entropic force known as simulacra17. This macroscopic implosion of the social is mirrored by the microscopic implosion of meaning, in a way that echoes McLuhan's dictum that the medium is the massage.

According to Baudrillard, the'mass'-age' is not a necessary prerequisite for the media, but rather its unique impact. The mass and the media are mirror images of one another, and when simulacra dynamics rule, the institution known as the "social" is rendered obsolete and incorporated into the representation. A world where "we form a mass, living most of the time in panic or haphazardly, above and beyond meaning" exists, in which "the individual becomes a pure screen, a switching centre for all the networks of influence." By attempting to depict fiction as real or the real as fiction, the media no longer serve as a giant hoax. It differs from what Baudrillard meant by simulation or hyperreality.

As the performance of the mass media is magnified beyond all other events, there can no longer be a conflict with the real; instead, the real is manufactured out of itself. According to Baudrillard, the masses are not the type of deceived underclass that should be used as a tool by the media and politicians, but rather, they are a kind of ground of absorption and vast gravity that neutralises all meaning and fosters a culture of cynicism and nihilism. The general public is a more powerful medium than any media, since they "envelop and absorb the latter, or at least there is no preference for one over the other." The media and the mass are one and the same process.

The last significant viewpoint on broadcast media that I want to discuss is that of Marshall McLuhan and Harold Innis, or "medium theory," as it is known by Joshua Meyrowitz. Although it doesn't have the same weight as the "spectacle" and ideology frameworks, it has lately drawn a lot of attention. The majority of this interest is focused on McLuhan being seen as a prophet of the second media age who has been rediscovered, but a large portion of it is also interested in the affirmation that it is still crucial to examine communication medium. The historical knowledge of the many waves of communication from print to electronic serves as the foundation for McLuhan's work. His many proverbs about the media, such as "the global village" and "the medium is the message," have entered common culture even if they may not have been fully understood by McLuhan himself. In the 1970s, McLuhan had a

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

"loss of vogue," which persisted until his work was recently reclaimed by theorists of the second media age and cyberculture. McLuhan was influential in the academic in the 1960s.

McLuhan's multi-dimensional description of communication "mediums"—a perspective on technologically produced social connections that each have their own unique reality or ontology—is his most significant contribution to communication theory. The cultural industry thesis, the theory of ideology, or Baudrillard's precession of simulacra, for example, all imply a fundamental homogeneity of people who are media-immersed. This approach is significantly distinct from those ideas. Instead, McLuhan argues that media technologies have unique temporal and spatial specificities to which particular perceptual frameworks correspond. According to James Carey, the use of a certain communications technology corrects specific sensory linkages in society's participants. By establishing such a relationship, it shapes a society's worldview, or more specifically, it establishes a distinctive manner of categorising experience. Thus, it establishes the types of information, the architecture of perception, and the sensory mechanisms calibrated to take in reality.

He does contend, however, that historically, one or more of these frame-works may come to dominate overall cultural perspective. He makes a distinction between print-based culture and culture that has been technologically expanded. According to McLuhan in Understanding Media, in print culture, literature and the book tend to shape our sense of the outside world, acting as an analogue that shapes other experiences. The "content" of every medium is always another medium, which is how this is often seen as the new mediating the old and interiorizing it. The written word is the content of print, just as print is the content of the telegraph, and speech is the content of writing.

These layers of electronic worlds, both past and present, make it harder for consumers who are engrossed in several media to understand meaning. As more information must be created by the audience or the receiver, this process gradually gets more complex to the point that we must be instructed in it. The main contrast between "hot" and "cool" media that McLuhan made is pertinent in this context. Popular media like radio and films disseminate a lot of information, inundating the listener or viewer. It takes very little effort to comprehend them. Conversely, interactive media assume interaction. According to McLuhan, there is an abundance of information in hot media, therefore there is minimal need for interaction, for "active" players, or for any kind of engagement.

Understanding Media, McLuhan starts to explain how contemporary society is becoming into a "cyber-nation," with mechanical media like print being replaced by "automation" technologies like radio and television. The primacy of mass media over more antiquated mechanical means of reproduction is further cemented by the instantaneous electronic nature of radio and television. Real "mass production" is brought in by automation, not in terms of scale but rather an immediate inclusive embrace. 'Mass media' also has this kind of personality. They are a sign that everyone gets interested in them at the same time, rather than how big their audiences are.

In other words, McLuhan focuses on the broadcast's important characteristic—its "live" nature. Instead of being live at the time of production, a broadcast communication is live for the audience in this instance. The transmission's content might have been created in before or while the audience is watching. McLuhan, however, is naturally less concerned in the content than in how the audience is essentially a reaction created by the medium itself. According to cybernation theory, "the consumer" of a message also "becomes producer in the automation circuit, quite as much as the reader of the mosaic tele- graph press makes his own news, or just is his own news" The importance of McLuhan's argument in this case is that he contends

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

that in order to ensure mutual presence, an electronic assembly or "virtual" assembly need not be dialogical, equal, or even have "high participation." Even when the bulk of 'participants' in a medium are passive, they are nonetheless able to perceive mutual presence as the really real.

The most contentious of McLuhan's ideas is his subsequent focus on the human-technical extension argument, which substantially broadens the scope of what counts as media. The concept of "the medium is the message" has been replaced with "the medium is the massage," according to McLuhan, who believes that everything that may increase a person's senses and biological potential qualifies as media. Electric circuitry is an extension of the central nervous system, just as the wheel is an extension of the foot, the book is an extension of the eye, the skin is an extension of clothes, and so on. While there are significant issues with relating CITs exclusively to the body in a way that is similar to corporeal essentialism, as we shall see in later,McLuhan paradoxically enables us to understand recent developments in the convergence of CITs with transportational and architectural technologies in a way that is extremely helpful.

Some of McLuhan's colleagues, who in some respects were more thorough and rigorous in their analyses of technological means of communication and forms of political power, were eclipsed by the enigmatic quirkiness of his work.Harold Innis, one of these authors, offered a medium theory that may be more approachable for a theory of broadcast. Innis draws a significant contrast between two different communication "empires" in The Bias of Communications. The first, which he associates with the printing press and technological communication, leads to a spatial dominance, or "space bias," while the second, which he associates with oral culture and the segregated world of the manuscript, is associated with time and allows for continuity and memory. The oral tradition has to be restored for Innis. Broadcast is a part of the space empire, and at the time he was writing, in the early 1950s, it had begun to shape the existing power structures.Innis saw a recurring dialectic in history where one medium asserted primacy in a society, followed by attempts to get around the social power that gathered around the control of that medium. Each new mode of communication was associated with ripping people and their entire ways of life out of their traditional moorings in locality and place and relocating them within larger and more dispersed forms of influence. This is how David Crowley and David Mitchell portray him. With modernity, this process of the self's co-location within many locations, identities, and influences accelerates; human agency itself is gradually drawn away from the local and reconstructed inside the widening possibilities of the modern. Although medium theory lost some of its impetus in the 1970s, it had several very accomplished proponents in the 1980s and 1990s, like Joshua Meyrowitz, whose work is further discussed in the following.

In an effort to build on the traditions started by McLuhan and Innis, Meyrowitzendeavoured to continue them in his important book No Sense of Place. According to Meyrowitz, electronic media reterritorialize "sense of place" and the physical, societal, and political contexts in which it exists. They do this via their cross-contextuality and reach, their ability to asymmetrically bring together incredibly varied people that would otherwise be divided by cultural emphasis, physical distance, and sometimes even time. Arbitrary relationships between a physical environment and a feeling of place are made conceivable by media, particularly electronic media. The limits of embodiment, such being in one location at one time, vanish by undercutting "the traditional association between physical setting and social situation." This analysis's usefulness is in foreseeing what was previously solely ascribed to "cyberspace," namely, the mobility that an Internet user enjoys, emphasising the "virtual" features of broadcast.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CONCLUSION

It is important to recognise that the mass media's production of social reality has certain flaws and biases. The material that media organisations create may be shaped by business interests, political allegiances, and editorial prejudices. The prevalent ideologies, power structures, and cultural narratives that support inequality and marginalise certain voices and viewpoints may also have an impact on how the mainstream media portrays social reality.In conclusion, the mainstream media is a key medium for people to access and understand social reality. Its significance as a gatekeeper and a sway on public opinion cannot be overstated. Media literacy may be fostered and diverse and inclusive media practises can be promoted through comprehending the intricacies of media representations and critically interacting with the mass media.

REFERENCES:

[1] M. N. S. Ali and N. A. M. Salim, "The arts of social reality (RE) construct individual mindset of post-independence community via historical documentary," *Humanit. Soc. Sci. Rev.*, 2019, doi: 10.18510/hssr.2019.7231.

[2] M. R. Miller, H. Jun, F. Herrera, J. Y. Villa, G. Welch, and J. N. Bailenson, "Social interaction in augmented reality," *PLoS One*, 2019, doi: 10.1371/journal.pone.0216290.

[3] M. E. Latoschik, F. Kern, J. P. Stauffert, A. Bartl, M. Botsch, and J. L. Lugrin, "Not Alone Here?! Scalability and User Experience of Embodied Ambient Crowds in Distributed Social Virtual Reality," *IEEE Trans. Vis. Comput. Graph.*, 2019, doi: 10.1109/TVCG.2019.2899250.

[4] A. Kosinska, "Constitution of social reality: from 'lebenswelt' of Husserl to Garfinkel's 'practical thinking,'" *Skhid*, 2019, doi: 10.21847/1728-9343.2019.3(161).171718.

[5] S. A. Nijman *et al.*, "Dynamic Interactive Social Cognition Training in Virtual Reality (DiSCoVR) for social cognition and social functioning in people with a psychotic disorder: study protocol for a multicenter randomized controlled trial," *BMC Psychiatry*, 2019, doi: 10.1186/s12888-019-2250-0.

[6] E. Z. Sembada and Ma. I. Andalas, "Realitas Sosial dalam Novel Laut Bercerita Karya Leila S. Chudori: Analisis Strukturalisme Genetik," *J. Sastra Indones.*, 2019, doi: 10.15294/jsi.v8i2.27824.

[7] L. Blackwell, N. Ellison, N. Elliott-Deflo, and R. Schwartz, "Harassment in Social Virtual Reality," *Proc. ACM Human-Computer Interact.*, 2019, doi: 10.1145/3359202.

[8] T. Dietrich *et al.*, "Virtual reality in social marketing: a process evaluation," *Mark. Intell. Plan.*, 2019, doi: 10.1108/MIP-11-2018-0537.

[9] I. Huvila, "Authoring social reality with documents: From authorship of documents and documentary boundary objects to practical authorship," *J. Doc.*, 2019, doi: 10.1108/JD-04-2018-0063.

[10] I. Baranauskienė, "The significance of language for the cognition of social reality: The ideas of michail bakhtin for the architectonics of qualitative research," *Logos (Lithuania)*, 2019, doi: 10.24101/logos.2019.11.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 11

A BRIEF STUDY ON INTERNET AND ITS RELATED MEDIA

Ms. GeethuBijil, Assistant Professor,
Department of Soft Skills, Presidency University, Bangalore, India,
Email Id-geetu@presidencyuniversity.in
Prof. Susit Chowdhary, Regional College of Management,
Bangalore, India

ABSTRACT:

The internet and its connected media are explored in this abstract, which also looks at the significant effects of digital technology on communication, media consumption, and the distribution of information. The way we access, create, and engage with media material has undergone a radical transformation thanks to the internet, which has also had a profound impact on cultural norms and media landscapes.Globally interconnected people, groups, and organisations may instantly access a wide variety of media types and channels thanks to the internet. Websites, social networking platforms, streaming services, podcasts, blogs, and online news sources are just a few examples of the many different types of online media. These digital media challenge conventional patterns of media production and consumption by offering options for user-generated content, interactive experiences, and personalised consumption.The development of the internet and associated media has democratised information distribution and strengthened the voices of people and groups. Anyone with internet connection may create content using social media platforms and online publishing tools, sharing their thoughts, stories, and viewpoints with a potentially global audience. The interactive character of online media has made the media environment more inclusive, diverse, and pluralistic.However, there are issues and problems with the internet and its linked media. The rapid propagation of false information, fake news, and internet manipulation may be facilitated by the ease with which information can be shared. As personal data is gathered, analysed, and commercialised by numerous internet platforms, privacy concerns surface. The digital gap increases already existing disparities by creating hurdles to fair access to media and online resources.

KEYWORDS:

Broadcast, Cyberspace, Communication, Internet, Media.

INTRODUCTION

To kick off "NetAid," the Internet version of the "Live Aid" movement from the middle of the 1980s, concerts were performed during the month of October 1999 in London, New York City, and Geneva. The "Live Aid" movement was made up of a number of internationally televised rolling concerts supported by businesses that gained a moral boost to their advertising profiles as well as attendees at the gates who felt like they were helping the less fortunate after seeing them on television.The more modern version of empathy-at-a-distance allows individuals in economically and technologically advanced nations to "help" others by just sitting at Internet computers. The United Nations Secretary-General, who was present at

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

the performance, made the following statement: "Most people in developing nations must survive on less than two US dollars per day; today, with the click of a mouse, everyone can contribute. There are no more justifications; let's usher in a fresh day[1], [2]. At the turn of the century, the promotion of the Internet as universalist and redemptive became a common discourse, in which the language of redemption via an electronic assembly has acquired theological dimensions. The velocity of connection growth to the Internet network is astounding, whether caused by rhetoric or deft marketing[3], [4].

Internet use and virtual worlds

The difference between the first and second media ages, as mentioned in the Introduction, is a relative one that is based on a more intense conflict between the new network mediums and the architecture of broadcast mediums. This chapter will examine "second media age" theorists who assert that the expansion of the Internet is a response to the constrained and uneven possibilities of broadcast in order to understand this difference. We'll show that there is a startling amount of consensus among liberal, Marxist, and postmodernist philosophers about the emancipatory aspects of the Internet. But first, it's important to clarify some of the structural and technological aspects of contemporary interactive media and evaluate the arguments put up for the existence of a second media age[5], [6].

While the term "cyberspace," which first appeared in William Gibson's prophetic fiction writing, is most often used today to refer to the Internet, some thinkers have noted that it can also refer to a variety of technically constructed environments in which people experience a location that is not reducible to physical space. By this concept, cyberspace might refer to any media that contains human communication inside an electronically produced space. Another difference is often used to indicate whether a certain area is particularly private or shared with others. A personal music player with headphones, such as the "Walkman" made popular by Sony Corporation, is one example of a medium of the enclosure of experience. However, since it forbids a common enjoyment of the single media "event," it falls short of the prerequisites for cyberspace. Because the "performance" of the event and the context in which it is experienced are linked by a specific user, the event is personalised.

As a result, the distinction being made here may be seen in a variety of everyday media practises. According to Meyrowitz, there is a significant difference between listening to a cassette tape while driving and listening to the radio since the former isolates you from the outside world while the latter keeps you connected to it[7], [8]. However, virtual reality theorists often ignore the distinction between accessing shared media events and ones that are individually created because they are focused with bandwidth as a leading marker of its definition. In order to attain its simulational features, virtual worlds often need substantially wider quanta of bandwidth. Therefore, it is believed that virtual reality has a technological home in digital settings. Wide bandwidth is not a unique characteristic of digital media or a "second media age," just as peronalization is not.

The virtual properties of material varies significantly throughout the broadcast medium. Think about the differences between films and television. Cinema provides approximately twice as much bandwidth as television. A typical-sized television takes up 5% of the viewing field, with the remaining 95% taken up by potential room distractions. The visual field is only used for 10% of a movie, with the remaining 90% being blacked out to reduce distraction. Cinerama takes up 25% of the visual area, while virtual displays, which get their data from computer-generated pictures, occupy the whole visual field. However, projection technology is only a development of broadcast technology[9], [10].

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Cyberspace, unlike virtual reality, does not depend on a deception of the senses to generate the appearance of an inherent realism, as I explain in the Introduction to Virtual Politics. Rather, an objective reality that is independent of the widespread illusion of sense-impressions is produced via the creation of computer-mediated worlds in which communication is possible. Because he contends that a single individual does not exist in cyberspace, but rather in virtual reality, Ostwald claims that "the critical component of any definition of cyberspace is the element of community."

The most primitive yet original location to look for the "origins" of cyberspace, according to James Carey and subsequently Jon Stratton, is in "nineteenth-century attempts to speed up circulation time." Therefore, the introduction of the telegraph in the first half of the nineteenth century, according to Stratton, is the most profitable time to look.

According to James Carey, "the telegraph signified the definitive separation of "transport" and "com- munication," which is the simplest and most fundamental element about it. According to Stratton, the creation of cyberspace was not caused by the development of computers and microchips per se, but rather by an increase in the speed of communication over distance to the point where the amount of time it takes for a message to travel a distance is perceived as insignificant by both the sender and the recipient. Therefore, according to Stratton's interpretation, the growth of international telecommunication and the development of cyberspace are intimately linked.

The telephone is another of the main forerunners of computer-mediated cyberspace technologies. The telephone, a twentieth-century improvement on the telegraph, displays a variety of characteristics as an electrically maintained low-bandwidth medium while permitting a certain kind of electronic construction. A sensation of a meeting place is facilitated by such an assembly, even if it is often only mutual for a small number of people at a time and is supplemented by voice mail and answering machine services. Insofar as it is semi-enclosed and converts the speech into a "meta-signal," electrical pulses that communicate analogue sounds, the telephone also demonstrates a few aspects of virtual reality.

Regarding this latter aspect, an early classic on telecommunication by Herbert and Proctor contains one of the first theorizations of "virtual reality." They differentiate electrical current and voltage in the second edition of Telephony from what they refer to as a distinct "virtual" current and "virtuvoltage." This difference is an effort, although a poor one, to show that a telephone exchange, where people are connected to one another by operators or agents, offers an environment that goes beyond the strictly electrical. This alternative habitat straddles the electrical and human speech spectrums, but it lacks the comprehensiveness of the current cyberspace-designated media.

Internet Use and Virtual Worlds

Cyberspace and the Internet are often used interchangeably, which obscures the reality that there were earlier networks that may be considered to be domains of the "matrix" or cyberspace. In honour of John Perry Barlow, who applied Gibson's phrase to CMC as a more complicated form of space than that which is engaged in a telephone conversation, the aggregate of these networks is frequently referred to as Barlovian cyberspace. The Internet has evolved into a "network of networks" in modern times. The World Wide Web, ARPANET, Fidonet, Usenet, the WELL, and dozens of business and governmental intranets are just a few of the significant networks that have joined the Internet and are mostly American in origin. The enlarged Internet network now supports CMC technologies like email, newsgroups, and bulletin board systems that predate many of these networks.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Additionally, one must make a distinction between CMC's domestic and commercial networks. Commercial networks have long preceded domestic ones; for example, IBM had its own worldwide intranet almost 20 years before the Internet officially launched. ARPANET undoubtedly had a major role in developing the domestic framework for the current Internet in America. By the late 1980s, 150 locations had been erected around the USA and had been built by a Boston business under contract. It was created with the ability to log in remotely using passwords from the beginning, a capability that evolved with the home computer modems' growing speed. The fact that email emerged as one of the most popular sub-media surprised many of the ARPANET's designers. As Tim Jordan says, the important thing about email is that, contrary to what its creators had anticipated, humans utilised it to converse with one another rather than with machines.

This was true even though email wasn't officially introduced to the system; rather, it was added ad hoc and informally. Email spontaneously developed as the primary resource ARPANET offered, and this has been the case for almost all computer networks. Computers are used by individuals to communicate with each other, giving birth to the general phrase "computer-mediated communication."

The many networks have made it possible for contact from the many to the many, including numerous writers and readers, for which there is no technological restriction. CMC does not, however, merely have to be point-to-point. Such a method of communication is more effective than anything that can be physically present. A listserve conference where each message is logged in a linear sequence of when it was delivered makes it easier for 300 individuals to communicate with one another than it would be for the same 300 people attempting to be heard at an embodied conference. Therefore, we should be discouraged from seeing cyberspace as solely an extension of social interactions that occur outside of it since it is evident that it is generative of new relations that were not previously feasible. A CMC meeting is only one illustration of why.

DISCUSSION

While "cyberspace" opens up new opportunities for connection, the many sub-media that are accessible via the Internet have an impact on the shape that these associations take. Virtual communities are all too often just connected to a general power that is given to "the Internet." It is crucial to describe the numerous Internet sub-media and their effects. Many researchers have noted that early interest in MUDs and MOOs has significantly decreased in comparison to the main usage of the Internet. While chat rooms, news groups, and multi-purpose Internet conferences were valuable to early Internet users, their significance has decreased over time as the Internet has grown.

The Internet has been hijacked by social practise in all its variety, according to Castells, who also believes that it has special impacts on social practise itself. Instead of being an amorphous ocean that people plunge into, the Internet is a galaxy of controlled sub-media. Based on empirical research, Castells comes to the conclusion that teenagers make up the majority of users of the online identity-building forums that are accessible on the Internet. "It is teenagers who are in the process of discovering their identity, of experimenting with it, of finding out who they really are or would like to be," he writes.

Contrary to the speculative predictions in the early 1990s that the Internet may allow the establishment of extremely large-scale, so-called "virtual communities," Castells' discovery that virtual groups exhibit an adolescent bell curve. Due to the web-like structure of the Internet, which is a vestige of a decentred method of delivering information, these take on the

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

shape of spontaneous spontaneity free from governmental control. It was stated that the Internet's enticing liberation is based on the simple fact that it is decentred.

Internet Communication's Benefits

Of course, in the early years, the idea that the Internet makes information and its users "free" was persuasive and was seen by many authors as the start of a new era. David Silver has referred to this phase of civic education of masses into the appeals of the Internet as one in which the frontier image became the dominant metaphor. However, Internet communication's horizontal/acentric structure has advantages over previous network topologies, including bandwidth and the ability to transmit complexity.

In a manner that replaces reciprocity in face-to-face, institutionally extended, and electronically extended relationships, this capability also makes it possible for sophisticated reciprocity. Digital reciprocity creates the paradoxical aspect of returning to the historically more unmediated of these modes the face-to-face as its ideal model while literally annulling this mode as a cultural base. This is because it makes possible more abstract modalities of exchange than these other modes. The unique qualities of optical fibre, which supports this capability, are promoted in its potential for computer, voice, graphics, and video services, a larger host of media which may provide more "convincing" high-fidelity realism to the user. Analogue electrical transmission methods have never been capable of handling such complexity in a fashion that could be linked together in an instantaneous, high-speed, and multi-data networking. The ability to metaphorically rebuild intersubjective reality is made feasible by the instantaneity of reciprocity alone, which explains the propensity to confuse "cyberspace" with "virtual" culture.

It is fundamentally distinct from networks of interchange relying only on electric current to provide what are effectively broadband types of interactive environments. This is true because the time-worlds and space-worlds that optical fibre enables the electronically reified environments can potentially replace and redefine the complexity of communication systems and go beyond being just metaphorical extensions of intersubjective connections. Like "the media" that we discussed in the previous chapter, digitally platformed network communication cannot be seen as the continuation of a system of speech by means of other media or even as a pretence of the same because it makes possible fundamentally new types of interaction that are arguably historically unprecedented. The digital aspect of this communication, in particular, sets it apart from the role of extension that analogue technologies might play.

Systems for intersubjective simulation have never been successfully built using electrical-analog time-worlds. 'Real-time' and 'near-instantaneous reciprocity' are only made feasible in expanded form by appropriating the quality of the speed of light, in conjunction with the ability to express complexity. According to some reports, these types of technological capabilities are also changing the structure and content of technologies that have historically been connected to transmission, such as television. Sherry Turkle, for instance, claims that in the 'age of the Internet', television genres have become much more hyperactive in ways that resemble the haphazard travelling that takes place in cyberspace: 'quick cuts, rapid transitions, changing camera angles, all heighten stimulation through editing', a hyperactive style exemplified by MTV, television's response to multi-media.

The fragmentation of the cultural business itself reflects this shift in the amount of freneticness that viewers of television have grown to regard as normal and which is now present in almost every rapid-cycle television advertising we see. According to Tim Jordan, the number of independent TV stations increased from sixty-two to 330 in the United States

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

during the 1980s, while the three big networks' share of the prime-time viewership decreased from 90% to 65%. The mass market that formerly represented the buyers of immaterial goods has been destroyed by hand-held video cameras that enable the production of home entertainment and the establishment of hundreds of separate TV channels.

Therefore, second media age writers contend that a second media age is capable of absorbing the first media age and reshaping it to the extent that even traditionally well-defined broadcast technologies are becoming more personalised, more amenable to a sense of active and interactive control by audiences, as well as dramatically expanded programming choice, through convergence with interactive technologies or by diversification. However, as we will see, the challenge of separating broadcast from interaction as a merely technical difference as opposed to a distinction based on models of social integration is what such an argument needs to deal with.The Internet is seen as a liberator from broadcast media, according to the second media age theory. The second media age thesis, as was previously shown in Chapter 1, has been adopted virtually by default in New Media theory, sometimes with no theoretical engagement or definition of viewpoints. I'll concentrate on the thesis' strongest proponents in the following to evaluate their significance in comparison to other viewpoints.

According to the aforementioned considerations, the Internet stands out as an extensive technological environment that best represents "cyberspace." It provides a network medium that is unmatched in its potential and breadth due to the wide variety of sub-media it supports and its capacity to accommodate complexity. Second media age theorists argue most persuasively that the Internet and interactive technologies in general have become so ingrained in people's daily lives who live in information societies that they have all but supplanted the influence of broadcast media.A limited number of producers delivered information to many customers via the media of cinema, radio, and television. An alternative to the broadcast model, with its severe technical constraints, will very likely enable a system of multiple producers/distributors/consumers, an entirely new configuration of communication relations in which the boundaries between those terms collapse. This is due to the impending introduction of the information "superhighway" and the integration of satellite technology with television, computers, and telephone. A new era of mass media is approaching.

Contrary to ideas of broadcast, which have been around for a while, conceptions of cybersociety or the second media era are, for the most part, fairly recent. This was covered in the Introduction. Communication studies is still formalising this new area of inquiry since the Internet, the most amazing technology of electronic network communication, has only actually been accessible domestically since 1991. The variety of hypotheses, from scholarly to journalistic, has been expanding. The proliferation of writing regarding new communication technologies has been dramatic, much like the Internet Revolution itself. The literature is also characterised by an eager impulsiveness that leads to many generalisations and knowledge claims that become obsolete at about the same pace as information technologies themselves, much like the sheer acceleration of technical progress.As stated in the Introduction, there has been a significant increase in computer-related literature since 1991. The paperless society and the end of the book were predicted, but neither happened. Instead, if anything, book sales have soared as the weight on each shelf has been shifted to a thriving computer department.

A considerably bigger corpus of pre-Internet thought that is pertinent to the second media age exists alongside the fairly recent history of cyberspace analysis. It may be argued that these ideas' time has come. Marshall McLuhan, Harold Innis, and Joshua Meyrowitz, who were mentioned in the preceding chapter, are arguably the most well-known broadcast media

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

philosophers to connect the first and second media ages. It is not unexpected that media theorists are able to get attention since content is far less significant while examining cyberspace.On the linguistic side, there is Derrida's work, which, in my opinion, makes him the only other semiotic theorist except Baudrillard whose work is compatible with a medium theory. Later in this chapter, the significance of these authors' ideas will be discussed. However, it is first important to look more closely at the arguments put out by intellectuals of the second media era.

Theorists of the second media age contend that, since the Second World War, broadcast and interactive communication apparatuses have collectively served as the main means of cultural mediation in information societies. The key takeaway is that, in this perspective, it is impossible to comprehend the second media era without first comprehending the first. As we will see, the traditional media play a major role in defining the first and second media ages. The second media era has emerged as a result of the circumstances created by the first, according to writers like George Gilder in Life After Television, Sherry Turkle in Life on the Screen, and Mark Poster in The Second Media era. The development of an ambiguous mass by mass media, the disconnection of people from the tools necessary to produce their own contributions to public communication, and the breakdown of conventional community are all factors that are touted as being solved by the Internet. To believe that this overturning is a permanent phenomenon or that decentralised network communication simply nullifies the influence of centralised communication apparatuses is an exaggeration. Instead, the former's authority continues to depend heavily and parasitically on the latter's.

The tyranny ascribed to broadcast, according to the second media age viewpoint, arises from its dominantly vertical structure's hegemonic function in the shaping of culture and individual consciousnesses. In this framework, a person is compelled to rely on visual cues and technological communication channels to develop a feeling of community and shared culture. For the romantic kind of cyber-utopians, the second media age "restores" immediate, less-mediated, and two-way forms of contact by avoiding this "institutional" type of connection.

As evidence for the "ontological" nature of the second media age as a distinct trend, movement, and mode of social integration, second media age utopians point to the empirical increase in the take-up of the Internet and other network technologies as well as the empirical truth that the Internet is primarily interaction and very little broadcast while television is mainly broadcast with very little interaction. The significance of the many being able to communicate with the many in cyberspace is nearly entirely tied to how it is supposed to end the "lock-out" situation that people experience in broadcast connection. As soon as a form of electronic communication becomes available that is sufficient in speed, shape, and complexity to include the abstractness of the social forms involved, the barriers to mediated activities that are imposed by the power of broadcast quickly fall.The 'elite' message producers only communicate with the person in one direction. The fetish of the image or the celebrity, in whom concrete consciousnesses are centred, is often the only way to establish a horizontal link with other recipients of the same messages. On the other hand, with the Internet, the message producers are sidestepped since the horizontally constructed boundaries essentially vanish.

CONCLUSION

In conclusion, the internet and allied media have completely changed the media landscape by making information more widely accessible, encouraging user engagement, and promoting interconnectedness on a global scale. New opportunities for media production, communication, and cultural exchange are presented by the digital sphere. To create a

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

responsible and inclusive digital media environment, it is crucial to address the issues related to online media, such as information integrity, privacy, and digital inclusion.New forms of engagement and communication have also been made possible via the internet. Platforms for social networking make it possible for people to communicate, work together, and exchange information across geographic borders. Online discussion groups and communities provide like-minded people a place to interact and share information. Real-time communication is made possible through instant messaging and video conferencing capabilities, promoting global connectedness and online communities.

REFERENCES:

[1] B. Fernandes, B. R. Maia, and H. M. Pontes, "Internet addiction or problematic internet use? Which term should be used?," *Psicol. USP*, 2019, doi: 10.1590/0103-6564E190020.

[2] A. El Asam, M. Samara, and P. Terry, "Problematic internet use and mental health among British children and adolescents," *Addict. Behav.*, 2019, doi: 10.1016/j.addbeh.2018.09.007.

[3] B. Koronczai, G. Kökönyei, M. D. Griffiths, and Z. Demetrovics, "The relationship between personality traits, psychopathological symptoms, and problematic internet use: A complex mediation model," *J. Med. Internet Res.*, 2019, doi: 10.2196/11837.

[4] H. Aygar, S. Goktas, S. A. Zencirci, M. Alaiye, M. F. Onsuz, and S. Metintas, "Association between fear of missing out in social media and problematic internet use in university students," *Dusunen Adam - J. Psychiatry Neurol. Sci.*, 2019, doi: 10.14744/DAJPNS.2019.00044.

[5] H. Falk Erhag, F. Ahlner, T. Rydberg Sterner, I. Skoog, and A. Bergström, "Internet use and self-rated health among Swedish 70-year-olds: A cross-sectional study," *BMC Geriatr.*, 2019, doi: 10.1186/s12877-019-1392-8.

[6] R. Sedgwick, S. Epstein, R. Dutta, and D. Ougrin, "Social media, internet use and suicide attempts in adolescents," *Current Opinion in Psychiatry*. 2019. doi: 10.1097/YCO.0000000000000547.

[7] A. I. Asmarany and N. S. Syahlaa, "Hubungan Loneliness Dan Problematic Internet Use Remaja," *Sebatik*, 2019.

[8] J. Zhang, Z. Cai, M. Cheng, H. Zhang, H. Zhang, and Z. Zhu, "Association of internet use with attitudes toward food safety in China: A cross-sectional study," *Int. J. Environ. Res. Public Health*, 2019, doi: 10.3390/ijerph16214162.

[9] S. Laconi *et al.*, "Psychometric evaluation of the nine-item problematic Internet use questionnaire (PIUQ-9) in nine European samples of internet users," *Front. Psychiatry*, 2019, doi: 10.3389/fpsyt.2019.00136.

[10] W. Li, S. L. Diez, and Q. Zhao, "Exploring problematic internet use among non-latinx black and latinx youth using the problematic internet use questionnaire-short form (PIUQ-SF)," *Psychiatry Res.*, 2019, doi: 10.1016/j.psychres.2019.02.048.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 12

A STUDY ON VIEWPOINT OF COMPUTER -MEDIATED COMMUNICATION

Ms. Mini Pushkar, Assistant Professor,
Department of Soft Skills, Presidency University, Bangalore, India,
Email Id-koustavnandi@presidencyuniversity.in
Prof. Sudip Se, Regional College of Management, Bangalore, Indian

ABSTRACT:

This abstract examines the history and transformation of interpersonal and group interactions from the perspective of computer-mediated communication (CMC), with a particular emphasis on how these changes have been facilitated by digital technology. CMC is the term for information and communication exchanged through computer networks and online platforms, and it encompasses a variety of channels including email, instant messaging, social media, and virtual worlds.People may communicate with one another in innovative ways that aren't limited by space or time because to CMC. People may communicate asynchronously and synchronously regardless of where they are physically by having discussions and working together. By allowing people to exchange information, participate in social activities, and maintain and grow their connections on a worldwide scale, the rise of social media platforms and messaging apps has further improved connectedness.Positively, CMC provides a wide range of advantages. It promotes convenience by making it simple for people to cooperate and communicate across time and location. Due to the ability to carefully create and control their online identities, people may use it to express themselves and portray themselves. CMC encourages inclusion by enabling people of all origins and identities to join in online communities and have dialogues with one another.Furthermore, the widespread use of CMC prompts worries about security, privacy, and the commercialization of personal information. The necessity for ethical and responsible practises in the field of CMC is highlighted by problems like internet spying, data breaches, and information manipulation.

KEYWORDS:

Communication, Computer,Information, Media, Social.

INTRODUCTION

The'mass' of media users as an ill-defined, amorphous group. These'media' walls are a product of the design of broadcasting. As we observed with Debord in the last chapter, the less someone looks'sideways' for contact, the more they rely on the media to develop a cultural identity. On the other hand, this style of connection weakens and de-normalizes the more a person turns inside for social solidarity and reciprocity, making the need for an alternate dependency on a centralised machinery of cultural creation inevitable[1], [2].However, when people turn directly to others for a feeling of milieu and affiliation in the second media age, the barriers between people on a horizontal level are removed. In the second media age, subject constitution happens through the mechanism of interaction, as the poster notes[3], [4]. Because of the telecommunication companies' aggressive marketing operations, interaction has evolved into a desired aim in and of itself, allowing fora wide

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

range of applications outside of the realm of communications. However, the most common use of the Internet has been for the phenomenon of distant communication through a computer, sending and receiving messages that are digitally encoded, and being "interactive." The great attention of countless numbers is focused on computer communication much more than on making purchases or accessing information online.

The Internet helps people escape the isolation that media barriers cause, especially when these walls are strengthened in metropolitan settings. When the larger cultural contexts of post-industrial societies are eroding the boundaries between the real and the virtual, Sherry Turkle contends, this opposition is no longer significant. In information societies, people interact more and more with computer screens, developing face-to-screen relationships rather than face-to-face relationships.

As Sherry Turkle examined in her 1984 book The Second Self, it is not realistic to imagine a person alone in front of a computer; rather, as she has more recently suggested: "This is no longer the case." Millions of people are connected in new areas by a fast developing system of networks known as the Internet, which is transforming the way we think, the nature of our sexuality, the structure of our communities, and even our very identities.

The opportunity to create virtual communities in which we participate with people from all over the world, people with whom we converse daily, people with whom we may have fairly intimate relationships, but whom we may never physically meet, is what Turkle refers to as the "Age of the Internet[5], [6].

It is very amazing how much contemporary writing praises the Internet for defeating fragmentation and individuality. In certain circumstances, it is said to have an integrative role that may reverse a 200+ year old trend.The networked citizen, according to Dave Healy, "is never alone." Insofar as the Internet exhibits a "culture of coherence," he contends, it acts as "a corrective to the dangers of individualism" that Alexis de Tocqueville warned about during his 1830s tour to the United States.

Whether intended for public or private consumption, the thesis on the second media age promotes a narrative of redemption whose aspirations for unification have religious overtones[7], [8]. However, independent of the actual exchanges that are promoted by such methods, the second media age thesis is mostly a derivation of a neo-liberalist larger trust in the emancipatory potential of new means of communication. An "ideology of limitless communication - but without social actors" has replaced a "ideology of limitless progress," according to Armand Mattelart.

The computer-mediated communication viewpoint is an alternate explanation for electronically enhanced interaction that far precedes the second media age thesis. Although the CMC view and the second media age perspective overlap, the CMC perspective is specifically focused on how computer communication expands and mediates face-to-face paradigms of communication. In this view, a computer serves as both a tool and a doorway onto the internet. Face-to-face contact, whether it be between two individuals or many, as in a chat group, is what is mediated from this viewpoint. A sign of this is the fact that CMC literature frequently discusses how people attempt to substitute for the lack of face-to-face interactions on the Internet, such as by adhering to netiquette or by the expansion of emoticons the symbols used in email to represent facial expressions[9], [10].

The second media age thesis and CMC literature diverge primarily in four areas. It is concentrated first on the originality of the communication event in cyberspace. Second, rather than focusing on the larger social settings and rituals through which these exchanges take on

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

meaning, it is considerably more interested in interaction than integration. Thirdly, certain CMC frameworks are concerned in how "external factors" affect a communication event, unlike "media studies," which are not. With broadcast analysis, it is seldom explored how external contexts affect media content; instead, media material is evaluated in terms of how it could represent or reflect non-media reality. Finally, although it is not concerned with the types of information integration that might support CMC, it is concerned with the way that computer-mediated communication is based on information processes that can be found in an increasing number of interactions. This last point broadens the study areas of cybernetics and the information society, which may be roughly grouped under the heading of information theory.

knowledge theory The conduit models of communication that were initially articulated in the 1950s continue to be used in the CMC viewpoint. Therefore, it is worthwhile to outline the major lines of information theory before looking at the modern aspects of CMC. Strangely, these ideas are more applicable to dyadic reciprocity, whether it is face-to-face or electronically extended, than they are to broadcast. Despite the fact that they were never able to account for the phenomena of performativity, spectacle, and reification discussed in the preceding chapter, they managed to have some significant impact in the United States at the height of broadcast. Dyadic communication theories don't do a very good job of describing what occurs when a few centres of cultural creation communicate with an ill-defined mass.

DISCUSSION

The core ideas of this perspective some of which were mentioned in the Introductioncan be boiled down to a process-driven "positivist" model in which intersubjectivity, the event of communication between two entities, serves as the gold standard against which all other communication processes are measured.

The monograph The Mathematical Theory of Communication by Shannon and Weaver most often serves as the germ for this viewpoint. Chris Chesher evaluates this text's applicability to the Internet as follows: Shannon and Weaver distinguished between the mechanism of transmitting information and its substance. Although the meaning of messages was not a concern of Shannon and Weaver's information theory, which was purely technical in nature, it was utilised much more widely in defining and studying communications processes.

The "information revolution" and the "information society" were both conceptualised as centres of social activity. The epistemological notion of 'information' in this tradition was applied by the computer as an information transferrer and processor. The idea that information is independent and central, whereas communication is primarily an issue of "getting the message across," has come to dominate contemporary info-culture and is often unchallenged. The process is predicated on the assumption that the informative sign may easily substitute for the real thing.

The goal of Shannon and Weaver's theory, which was developed as a consequence of research done for the AT&T telecommunications firm, was to explain how a unit of information supplied by a sender at one end of a communication channel may be accurately duplicated by a receiver at the other end. The source may be beeps on a telegraph line, writing in a book, or telephone conversation that is sent through a channel and picked up by a different person with or without the use of a "decoding" device. A receptivity to information of this kind has permeated common notions. The term "hi-fidelity" itself was coined on the premise that an electronic music system in a person's living room could somehow accurately duplicate an original performance of a musical work. According to George Lakoff, this concept also permeates educational epistemology. The notion that professors "impart"

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

knowledge to students' brains that must later be "regur- gitated in an exam" assumes that all knowledge is made up of stable quanta of information and that this information is perceived by sender and receiver in exactly the same way.

Shannon and Weaver's theory is pure medium theory; they had no interest in the meaning or substance of communications, the possibility that they were sent intentionally, or the social or psychological circumstances surrounding their receipt.

However, their idea was hijacked by other fields and viewpoints, such as structural linguistics and media effects theory, and it eventually became the usual starting point for "information theory." This idea stands out because it quickly asserted that it applied to all forms of communication, whether they were between robots, biological entities, or human organisations.

It is hardly unexpected that the co-emerging science of cybernetics and Shannon and Weaver's physics of communication might readily synchronise. Before Shannon and Weaver's book, Wiener published Cybernetics: or Control and Communication in the Animal and Machine. One of the first formalised understandings of "information" as an ontological force in social activity was perhaps offered in this work.

In the 1940s, the utopianism and fear that are portrayed there were futuristic, and in many respects, they are still present in cyber-space writing today. For instance, Wiener's study of entropy, which is the propensity for system-based organisation to degrade without ongoing management by ever larger volumes of information, foreshadows the contemporary interest with chaos and complexity theory.

In order for the latter requirement to be true, communication infrastructures must be in a state of perfect knowledge and perfect interchange. The free and unrestricted nature of computer-mediated communication on the Internet and Usenets is presumably extremely pleasing to Wiener. He championed the circular realisation of feedback-containing information flows alongside the anthropologist Gregory Bateson, since they saw it as a prerequisite for communicative solidarity. Their criticism of the mathematical theory focused less on the theory's positivism and more on how, as a model created by and for communications engineers, its unilinearity was unable to take into account the social aspects of communication processes.

Naturally, the schools that were influenced by cybernetics also implicitly criticised broadcast as an antisocial communication tool that involved unequal relationships between senders and receivers and information distortion that was caused by the technical sub-structure of broadcast rather than by prejudices related to class or ideology. Although the cybernetic schools may have disapproved of unidirectional modelling, John Fiske has noted that the concept of feedback does not necessarily render the unilinear model of communication obsolete.

One primary purpose drives feedback. It assists the communicator in tailoring his message to the requirements and reactions of the recipient. Feedback does not obliterate the model's linearity even if it introduces a return loop from source to destination. Its purpose is to increase the effectiveness of message transmission. Fiske claims that the early cybernetic models included the notion that receivers participated in communication more actively, but their function was still limited to a transmission model like that of the "process schools." The process school struggled with some of its more positivist foundations up to George Gerbner's effort at a generic model of communication.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

According to his approach, each given message's meaning is culturally relative because people organise and interpret communication events differently depending on the most prevalent cultural frameworks at their disposal. Postulating what 'a message' truly is represents the second significant difference from the hypodermic model of communication. A communication, in Gerbner's view, never exists in some type of uncoded form waiting to be conveyed and subsequently decoded. Instead, coding itself is a component of what a message is. The realisation that follows this is that the medium via which a message is sent is really a component of the coding and, thus, of the message - the means and control dimension of communication. Gerbner consequently innovates by challenging the notion that the communication medium or form just delivers, transports, or transmits the message. Instead, the form itself always includes the message.

Gerbner adds two new ideas: access and availability, as well as increasing the receiver's participation in the communication process. The first is concerned with the social and technological prerequisites for gaining access to a communication medium. Not everyone can afford Internet connection in the second media era. While the number of televisions owned in the First World is significant, the majority of people have very limited access to message transmission. Gerbner suggests that communication ends at the moment of message generation using the idea of availability.

Before the advent of modern media, access to "information" was restricted to relatively affluent or reclusive circles of intellectuals who had the reading abilities that were unavailable to the public. Although the populace under totalitarian political systems may be completely literate, the central organisation of power is dependent on the distribution of carefully chosen publications, which is known as propaganda.

Here, rather than what it says, it is the selectiveness and dearth of alternative material that defines it as propaganda. It is rare for propaganda critics to see this truth, instead blaming the propaganda's 'highly charged' ideological nature for its effectiveness. Ironically, the same publication may be celebrated as evidence of free expression when it is published in democracies that allow for it, as opposed to being mocked as it could be elsewhere.

By extending the hypodermic model, Gerbner offers some findings about media 'shape' that we may return to in the future. But it should be noted that Gerbner continued to adhere to the dyadic stances of the transmission models of communication. Positive transmission theories of communication are problematic because they presume that all communication takes place in a vacuum without taking into account the social and cultural circumstances at play.

For instance, a recognition of the fact that the degree to which interlocutors may have a shared culture influences the'success' of any given communication is mainly missing from transmission explanations. The models of Lasswell and Newcomb provide a few sparse exceptions to this. With Lasswell, mass communication is now included in the addressee. This has made Lasswell's model a well-liked foundational piece for media studies disciplines, particularly the "effects" tradition and audience studies. Lasswell's work is helpful for assessing broadcast since he believed that mass communication requires a different analytical approach than intimate communication.

Lasswell was curious on how communication patterns affected society as a whole. Who speaks what, in whatever channel, to whom, and with what impact was his most well-known and universal proverb. This manner of conceptualising communication theory by Lasswell gave rise to a wide range of sub-branches that examine content, control, audience, and impact. His guiding concepts, however, were influenced by functionalist sociology, which acknowledged the significance of communication institutions in the control of social

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

interactions and the necessity for policy, monitoring, and reform in order to prevent "dysfunction." These guidelines cover how communication may contribute to social reproduction. In particular, mass communication offers a database of public communications that makes it possible to track societal ideals. A media-generated agreement on social values facilitates improved societal integration as well as the preservation of traditions and historical respect in large-scale social integration settings.

Lasswell's work could be seen as articulating Durkheim's reference to communication as a material social fact that, in the nineteenth century, provided one of the ingredients of social solidarity and dynamic density: "... the number and nature of the elementary parts of society, their arrangement, the degree of coalescence they have attained, the distribution of population over the surface of the territory, the number and nature of channels." Lasswell, like Durkheim, continued the nineteenth-century sociological dichotomy of society versus the individual in which communication is treated entirely as a social fact, that is, as 'a category of fact with distinctive characteristics: it consists of ways of acting, thinking, and feeling, external to the individual, and endowed with a power of coercion, by reason of which they control him'.

The functionalist paradigm's dualism of society or "system" versus the individual as the fundamental unit works well when media are seen as technical continuations of existing social forms, but it has trouble when new social forms are seen as constitutive of specific media.

Lasswell's approach has the advantage of providing a universal theory of communication that encompasses both broad- cast and network, regardless of his political objectives as a reformer. The Lasswellian approach's legacy can currently be seen in the many discourses that attempt to address CMC from the many perspectives that are still framed by process models: the user perspective, the content perspective, the economic and political perspectives, and the control perspectives.

As cyberspace, CMC The advantage of using process models to examine the second media age is that they provide a break from media analysis paradigms that are solely linguistically and content-based. As a result, they start to investigate the 'ends of the chains' of communication events, taking into consideration the importance of the speaker, the characteristics of the medium in which this speech is delivered, and the impact of communication events on the listener. The specific techno-social makeup of the medium that'mediates' in CMC and the types of identities that exist online are two crucial issues that the early information theorists were unable to address.

Take a look at the Gerbner model to demonstrate this. Gerbner made a breakthrough by demonstrating how a sender's or receiver's appreciation of a medium might really change the substance of a specific message. As a result, he makes the case that it is critical to constantly take into consideration the media-contexts of communication.

Of course, this understanding is only useful if the medium used for communication can accurately reproduce the shape or look of an item or an external reality. However, because there is no parallel involved in the communication process with digital communication, a communicant's capacity to understand what the social significance of the digital substructure is all but gone. HTML, the mark-up language used to upload pages to the World Wide Web, serves as a notable example. When the pages are complete, they may be interactively interfaced on screen and analogously and visually hyperlinked with other pages. But cognitive communication seldom ever uses the mathematical code that underlies it.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Contrary to popular belief, it is only when the intricate binary code that powers so much of what we really see on screens is represented by an analogue interface that it starts to make sense—not as language, but as'space'.One of the main ideas of the computer-mediated communication theory is that CMC makes it possible for cyberspace to be a kind of "socially produced space." According to some, this may be compared to an electronic agora.15 An open area where commodities and information are traded is referred to as an agora and dates back to post-Homeric Greece. Information is often spread in the agora via word of mouth or by posting notes on walls. This practise was even institutionalised in European society when the cosmopolitan coffee house emerged.

With the abundance of cyber-cafés that have sprung up in cities all over the globe, the café, which is commonly regarded as the cornerstone of "civil" society16, has undoubtedly evolved into a significant carrier of the prose- lytization of cyberspace. The routines of the old world drinking coffee and the new world logging into an ICQ, MUD, MOO, or email service become completely entwined at these cafés.Contrarily, these cafés, which are visited by persons eager to participate in online civics, simultaneously annihilate the embodied civics for which cafés were first developed.

Bench seating has taken the place of the café table, and rows of terminals are attached to coffee-stained keyboards. The second kind of café that is connected to the development of CMC is the online virtual café, where participants gather in an analogous café representation in a MUD or MOO, introduce themselves to other café patrons, and speak for hours.

According to Marc Smith, four characteristics of virtual engagement influence the communication patterns that take place there.Because virtual interactions are aspatial, their potential nature is unaffected by distance. As a result, while reciprocal presence formerly served as a functional need, it is now no longer necessary due to the economies of co-presence. Smith gives as an example the rising tendency of business relocation to rural regions.The majority of virtual engagement occurs asyn- chronous via platforms like the WELL.

With the exception of ICQ, MUDs, and Internet Relay Chat, CMC runs on the flexibility of posting messages that may be answered at the convenience of the user's own time zone or work schedule.The fact that CMC is essentially a text-only medium makes it acorporeal, similar to communities of academics whose connections are mediated through print. The asynchronous and acorporeal aspects of CMC have the combined impact of making contact between relatively large groups of people much easier than, say, telephone conferencing could.Due to the lack of readily identifiable indicators, marks, or behaviour that identify someone as belonging to a certain social standing, CMC is astigmatic, meaning that social distinction based on stigma tends to be absent.

In his book Cyberpower, Tim Jordan uses the last of these points. Jordan views CMC as being intrinsically anti-hierarchical. He contends that discrimination on the basis of status is highly challenging since identity in cyberspace is seldom connected to the off-line hierarchy. Second, the Internet's many-to-many capability fosters a far more inclusive and participative atmosphere in which the culture of exclusion that prevails in offline life is difficult to maintain. The identity issue and CMC According to Smith, when the four interactional traits he proposes are combined, virtual interaction may be relatively anonymous. He contends that this immediately results in problems with virtual space identity.

Anonymity is total in many online environments. Participants are free to change their names at any time, and there is no record that connects names to identities in the outside world. Due to its ability to free one from preexisting or imposed identities, some virtual contact

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

participants have sought out this anonymity. Complete anonymity, meanwhile, has been linked to a lack of responsibility in many systems, including the WELL. As a consequence, even while each WELL member is free to change the pseudonym that goes with each contribution they make, their user id is always a clear and continuous indicator of who they are. Even this rather strict identifying scheme, however, has certain drawbacks. There is no assurance that a person using a certain user id is indeed that person or is the sort of person they claim to be. Because of the uncertainty surrounding their identities, some individuals have decided to swap their gender or have shown aspects of their personalities that they would normally keep hidden.

The percentage of participants in virtual interaction that exhibit virtual sociopathy seems to be modest but constant. Identity does, however, persist in a virtual environment. Because the user id is continuous during all encounters, individuals often develop certain expectations and judgements about the user of that id. In a virtual society, it is possible to acquire status, which acts to discourage the member from behaving disruptively should their status be removed.

CONCLUSION

The CMC's point of view does, however, also bring up some significant issues. Nonverbal signals are absent in digital communication, which may cause misunderstandings and misinterpretations. Cyberbullying, trolling, and other bad behaviours may become more prevalent online due to the anonymity and apparent distance between participants.

The richness of interpersonal communication may be constrained by a dependence on text-based communication, which may have an impact on the strength of relationships and emotional ties.In conclusion, the perspective of computer-mediated communication highlights the profound influence that digital technologies have on individual and group relationships. CMC brings difficulties in terms of communication complexity, online behaviour, and privacy even as it provides convenience, inclusiveness, and new forms of self-expression. By fostering meaningful and ethical communication practises in the digital era, an understanding of CMC dynamics may aid people in navigating the digital environment more successfully.

REFERENCES:

[1] A. Niezabitowska, A. Oleszkiewicz, and M. Pieniak, “Does the Frequency of Using Emoticons in Computer-Mediated Communication Signal Creativity?,” *Creativity*, 2019, doi: 10.1515/ctra-2019-0004.

[2] Y. Tang and K. F. Hew, “Emoticon, emoji, and sticker use in computer-mediated communication: A review of theories and research findings,” *Int. J. Commun.*, 2019.

[3] S. Y. Hsu and R. E. Beasley, “The effects of international email and Skype interactions on computer-mediated communication perceptions and attitudes and intercultural competence in Taiwanese students,” *Australas. J. Educ. Technol.*, 2019, doi: 10.14742/ajet.4209.

[4] S. Coppolino Perfumi, F. Bagnoli, C. Caudek, and A. Guazzini, “Deindividuation effects on normative and informational social influence within computer-mediated-communication,” *Comput. Human Behav.*, 2019, doi: 10.1016/j.chb.2018.11.017.

[5] Z. F. Ajabshir, “The effect of synchronous and asynchronous computer-mediated communication (CMC) on EFL learners’ pragmatic competence,” *Comput. Human Behav.*, 2019, doi: 10.1016/j.chb.2018.11.015.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[6] M. A. Flynn, A. Rigon, R. Kornfield, B. Mutlu, M. C. Duff, and L. S. Turkstra, "Characterizing computer-mediated communication, friendship, and social participation in adults with traumatic brain injury," *Brain Inj.*, 2019, doi: 10.1080/02699052.2019.1616112.

[7] H. Çiftçi and E. Aslan, "Computer-mediated communication in the L2 writing process: A review of studies between 2000 and 2017," *Int. J. Comput. Lang. Learn. Teach.*, 2019, doi: 10.4018/IJCALLT.2019040102.

[8] P. McGee, "Cross-cultural pragmatic failure," *Training, Lang. Cult.*, 2019, doi: 10.29366/2019tlc.3.1.5.

[9] E. A. J. Croes, M. L. Antheunis, A. P. Schouten, and E. J. Krahmer, "Social attraction in video-mediated communication: The role of nonverbal affiliative behavior," *J. Soc. Pers. Relat.*, 2019, doi: 10.1177/0265407518757382.

[10] F. Grondin, A. M. Lomanowska, and P. L. Jackson, "Empathy in computer-mediated interactions: A conceptual framework for research and clinical practice," *Clinical Psychology: Science and Practice*. 2019. doi: 10.1111/cpsp.12298.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Leena George
Ashok Bhat
Prof. K N Swamy

MANAGEMENT FOR ENGINEERING AND CONSTRUCTION

ALEXIS PRESS
JERSEY CITY, USA

College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
RESIDENTIAL COLLEGE OF MANAGEMENT BANGALORE
Devarabisanahalli, Bangalore

MANAGEMENT FOR ENGINEERING AND CONSTRUCTION

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

MANAGEMENT FOR ENGINEERING AND CONSTRUCTION

Leena George

Ashok Bhat

Prof. K N Swamy

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

ALEXIS PRESS

Published by: Alexis Press, LLC, Jersey City, USA
www.alexispress.us

© RESERVED

This book contains information obtained from highly regarded resources.
Copyright for individual contents remains with the authors.
A wide variety of references are listed. Reasonable efforts have been made
to publish reliable data and information, but the author and the publisher
cannot assume responsibility for the validity of
all materials or for the consequences of their use.

No part of this book may be reprinted, reproduced, transmitted,
or utilized in any form by any electronic, mechanical, or other means,
now known or hereinafter invented, including photocopying,
microfilming and recording, or any information storage or retrieval system,
without permission from the publishers.

For permission to photocopy or use material electronically
from this work please access alexispress.us

First Published 2022

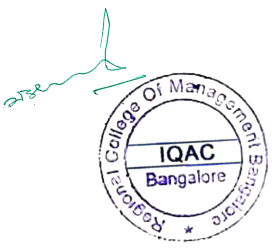
A catalogue record for this publication is available from the British Library

Library of Congress Cataloguing in Publication Data

Includes bibliographical references and index.

Management for Engineering and Construction by *Leena George, Ashok Bhat, Prof. K N Swamy*

ISBN 978-1-64532-988-6



CONTENTS

Chapter 1. A Brief Overview about Project Management 1
– *Ms. Leena George, Prof. K N Swamy*
Chapter 2. A Brief Overview of Project Life Cycle..... 9
– *Dr. Ranganathan kumar, Prof. Vandana*
Chapter 3. Significance of Working with Project Teams 17
– *Dr. Kadambat Kumar, Prof. Ashwat Reddy*
Chapter 4. A Brief Overview to Teamwork Management..... 25
– *Mrs. Salma Syeda, Prof. Sourish Bandyo Padhyay*
Chapter 5. Classify Project InitiationManagement and Its Significance 31
– *Dr. Muralidhar Sunil, Dr. Shivaraman*
Chapter 6. A Brief Overview about ProjectManagementPhases 38
– *Dr. Nishant Labhane, Prof. Bala Aryan*
Chapter 7. Engineering and Construction Projects: Basic Concept Early Estimates..... 46
– *Ms. Swati Sharma, Prof. Akshay*
Chapter 8. Managing Finances: The Way of Project Budgeting 54
– *Mr. Ashok bhat, Dr. Ravithilagan*
Chapter 9. Project Management: Development of Work Plan 61
– *Ms. Neha Saxena, Prof. Sumesh*
Chapter 10. Significance of Time Planning in Project Management 69
– *Dr. VijayarengamGajapathy, Prof. Dinesh Roy*
Chapter 11. Significance of the Design Proposals in Management..... 77
– *Mr. Venkatesh Ashokababu, Prof. Zabiulla*
Chapter 12. Efficient Execution: Project Scheduling for Timely Delivery 84
– *Dr. Bipasha Maity, Prof. Anala*
Chapter 13. Tracking Work: Essential Components of Management..... 91
– *Dr. Vankadari Gupta, Prof. Smitha*
Chapter 14. Mastering Finances: Effective Cost Management Strategies *97*
– *Dr. Jayakrishna Herur, Prof. Manjula B C*

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 1

A BRIEF OVERVIEW ABOUT PROJECT MANAGEMENT

Ms. Leena George, Assistant Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-leenageorge@presidencyuniversity.in
Prof. K N Swamy, Regional College of Management, Bangalore, India

ABSTRACT:
Across a range of sectors, including engineering and construction, project management is essential to the efficient completion of projects. In order to better understand project management in the context of engineering and construction projects, this abstract highlight its importance as well as its fundamental ideas and methods.A methodical approach to planning, organizing, and regulating all project operations is necessary for effective project management in engineering and construction. It includes developing a defined project scope, specifying project goals, and locating project stakeholders. The job of the project manager also includes managing timelines, monitoring development, and assuring compliance with quality standards. Engineering and construction project management success involve a blend of technical expertise, leadership abilities, and the capacity to adjust to changing project dynamics. Additionally, it calls for a significant focus on safety, legal compliance and sustainable practices. Engineering and construction project management is a comprehensive profession that guarantees projects are completed effectively, fulfilling goals, on schedule, and within budget. Project managers may successfully negotiate the complexity of these projects by adhering to established principles and practices, resulting in successful outputs and satisfied clients.

KEYWORDS:
Budget, Construction, Design, Management, Project.

INTRODUCTION

A project is an endeavor started with the goal of delivering the outcomes the requester is looking for. For the purposes of this book, a project may be both design and building, or it may be both. Three things make up a project: the scope, the money, and the timetable. The first time a project is given to a project manager, it is crucial that all three of these elements be specified. The word Scope refers to the volume and caliber of work that must be completed throughout this book. The budget describes expenses that are expressed in dollars and/or the number of hours worked. The logical order and time of the tasks to be done are referred to as the schedule. As shown in Figure 1, a project's quality must satisfy the owner. It is an essential component of project management[1]. An essential project management concept is shown in Figure 1 as an equilateral triangle a balance between the scope, budget, and timeline is required. There is a certain quantity of work that must be completed for each project, as well as a cost and timeframe for doing the job. Any expansion of the work's scope necessitates a comparable expansion of the budget and timeline.

On the other hand, every reduction in the scope of the task has a proportional impact on the budget and timeline. This idea holds true for each and every one of the three project elements. For instance, each change in scope necessitates a corresponding change in budget and/or timetable. Sometimes, both in the early stages of project development and throughout design and construction, the straightforward idea of a balance between scope, money, and schedule is not completely appreciated[2]. Failure to accurately define the project scope is the cause of many issues that arise throughout a project. Too frequently, just the money or schedule

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

isconsidered. The scope, budget, and timeline all need to be clearly specified, but they also need to be connected since one has an impact on the others both individually and collectively. The creation of the project scope should come first, before the creation of the budget or the timetable, since it specifies the work that has to be done. Expert project managers agree that the scope informs the budget and timeline. The project team is often asked to determine a scope to fit the budget when upper management defines a project budget or timetable. This is not a smart project management practice since it defines a project backward.A project manager must make sure that the project's scope, budget, and timeline are all connected. Budgeting is crucial because it determines how much money the owner will pay to acquire the project and how much money the design and construction firms will be paid to complete the task.

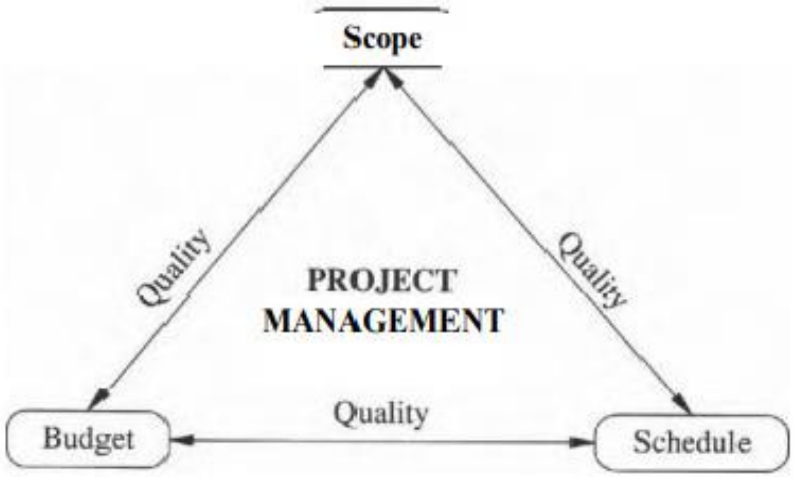


Figure 1: Quality Is an Integral Part of the Scope, Budget, and Schedule [Access Engineering Library].

Project cost overruns raise worry since they have a negative impact on profitability and deteriorate relationships between the stakeholders. Scheduling is crucial because it combines project concepts, personnel, finances, resources, time, and working techniques to determine the project's logical flow of tasks. The timetable serves as the benchmark against which all actions are judged and is the result of scope definition, budgeting, and planning. An effective strategy and schedule are necessary for project monitoring and management. Quality is a component that is incorporated into and between the scope, budget, and timeline of a project.It should not be understood to mean only producing drawings with a minimal number of mistakes, supplying machinery that complies with criteria, or constructing a project to satisfy contractual obligations[1], [3]–[5]. These elements undoubtedly contribute to quality, but there are many more. The ultimate end user of the project, the owner, must be satisfied, and that means that quality must be achieved. All project participants, including all levels of management and employees in each of the primary parties, are accountable for the project's quality. Every employee has to adopt a quality-oriented mindset that permeates the whole workplace. What can we do to pass quality control or final inspection shouldn't be the mindset. What should be asked instead is What can we do to improve our work and what is the best way we can furnish a project that meets the needs and satisfaction of the owner?

DISCUSSION

The three main players in a project each have a specific responsibility throughout the different stages of design, development, and construction. To accomplish the project in the quickest possible time, the owner, designer, and contractor must work together in a team environment. Too often, a bad connection develops that is not in anyone's best interest. The operating standards for the finished project must be established by the owner. As examples,

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

consider how a structure is used, how many barrels of crude oil are processed each day, how much gas is delivered via a pipeline per hour, etc. It is also necessary to describe any specialized tools, supplies, or business standards that will be used on the project. Owners must also specify their degree of engagement in the project, including the review procedure, any necessary reports, and the approval levels. The owner is also in charge of establishing limits for the project's overall cost, cost reimbursement, significant milestones, and completion date[6], [7].

Producing design options, calculations, drawings, and specifications that satisfy the owner's requirements is the designer's responsibility. The owner may also provide the designer with additional responsibilities, such as on-site or recurring inspections, the approval of shop drawings, and in certain cases, the purchase of land and permissions. It is the responsibility of the designer to provide a project design that complies with all national, state, and municipal guidelines, standards, environmental protection laws, and safety laws. Additionally, a design budget and timetable that aligns with the owner's schedule should be created. To ensure that the project can be finished by the construction contractor when the owner wants it, the design timetable and the construction timeline should be inextricably linked. Although there have been certain instances when the designer has been held legally accountable for the construction price, generally speaking, designers are not required under standard-form contracts to guarantee the cost of a project's construction.

Because of Designers often produce an estimate of the likely construction cost for the design they have created as part of their design duty. The cost estimate provided by the designer serves as the foundation for the owner's major project decision-making. The design phase of a project has the largest impact on and is the easiest to modify its cost and operational features. Because of this, the designer plays a crucial role in the early stages of a project by collaborating with the owner to keep the project on schedule and provide the greatest possible owner/contractor relationship. The completion of all work in accordance with the contract papers that the designer has created is the construction contractor's responsibility. This includes providing all labor, tools, supplies, and know-how required to complete the job. Due to the fact that building consumes the majority of the project money, the construction phase is crucial. Furthermore, the quality of the building work is crucial to the project's operation and upkeep once it is finished. The contractor is responsible for creating an accurate project estimate, a workable construction plan, and a strong project management system for cost, schedule, and quality[8]–[10].

Who Does the Project Manager Work For?

Although he or she may be engaged by the owner, designer, or contractor, the project manager works for the project. In order to oversee the design, procurement, and construction phases of major projects, a team made up of the owner's project manager, the designer, and the contractor is formed. For modest projects, the owner may designate an owner's representative to serve as a liaison and represent the owner's interests while leaving the main project management to a design consultant or a professional construction manager[11]. The Construction Industry Institute (CII) has funded research and written a tonne of papers on a range of project management-related subjects. The relationship between project managers for the owner, designer, and contractor is well-described in Organising for Project Success, a CII book. The project management teams that are covered in the article are summarized in the paragraphs that follow.

An Investment Management Team is established inside the owner's organization to offer overall project oversight once the owner has committed to investing in a project. Typically, the key areas are represented, including marketing, engineering, finance, and production. The team is often led by a project executive who reports to the head of the business unit that approved the project. The Project Manager for the Owner is a member of this group.A project

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

management team led by the owner's project manager is made up of each design project manager and construction project manager who has been given a contract by the owner. They have the task of carrying it out, which includes organizing the engineering, procurement, and construction stages.

This team is led by the Owner's Project Manager, who performs one of the project's most crucial management tasks. Even if the Owner's Project Manager only has a few resources at his or her disposal, he or she is nevertheless in charge of completing all tasks.

The job is not under her direct supervision since it has been farmed out to several businesses. Each Design Project Manager and Construction Project Manager receives reports fromthe Work Managers who adhere to their contracts' obligations. For contractual issues and their parent company for business issues, each Design and Contractor Project Manager reports to the Owner's Project Manager.

The teams that actually carry out the task are led by the work managers, who are also the design leaders and supervisors. For the portion of the contract that their project manager has given they direct responsibility. Additionally, they must coordinate their activities with Work Managers from other organizations via communication. Typically, this communication happens horizontally amongst those doing the task rather than vertically via a chain of command. They must collaborate and communicate with their project manager as well.

Purpose of Project Management

The practice and science of organizing resources like people, tools, money, and schedules in order to finish a project on schedule and within budget. A project manager spends a lot of time organizing people and working with them to find challenges and solutions. A manager has to be well-organized, able to handle problems, and good with people. People are what can come up with ideas, spot issues, figure out solutions, communicate, and complete tasks. People are the project manager's most valuable resource as a result. In order to make use of everyone's potential, the project manager must establish positive working relationships with everyone. To successfully complete a project, a project manager is responsible for assembling a team of workers and directing their efforts in the same direction. Four questions must be answered throughout the project management process Who? What does it? How much and when? People from organizations other than project managers often participate in the necessary tasks. Even if they do not directly answer the project manager, it is nevertheless important to establish productive working relationships[12].

An ambitious achiever with a can does mentality is required of a manager. There are several challenges that must be solved during a project. The manager has to have perspective and be able to anticipate how to get outcomes.

The desire to get things done must constantly be there. Additionally, everyone working on the project has to adopt this mindset. For a manager, effective communication skills are essential. Coordination of people and information is necessary for project management. The coordination is accomplished through efficient communication. Poor communication is the main cause of most project management issues. Too often, the other person is given information that is unreliable, insufficient, or delivered too late. The information may sometimes just never reach you. The project manager has a duty to guarantee that everyone participating in a project interacts with one another and is a skilled communicator.

Types of Management

Functional management, also known as discipline management, and project management are the two categories into which management may be classified. Functional management is organizing repetitive tasks of a similar type performed by the same individuals. Examples include overseeing the design engineering, surveying, estimating, or buying departments. Project management entails the coordination of one-time work by a group of individuals who often have never worked together before. Examples include the administration of the

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

planning and building phases of a substation, mall, refinery unit, or water treatment facility. Both of these kinds of management have different characteristics, despite the fact that the fundamentals of management apply to both.

The majority of people start their careers in the management discipline. A person often selects a job in a field that is closely connected to their formal degree after graduating from college. Design engineers, estimators, schedulers, and surveyors are typical examples.

The working environment places a premium on offering technical expertise for a specific discipline while concentrating on how and who will carry out the task. The purpose of a career is to become an expert in a certain technical field.

To coordinate the overall demands of a project while relying on others to offer the technical skills, project management requires a multidisciplinary perspective.

The project manager must have the ability to distribute power and responsibility to others while yet maintaining attention on the process of bridging disciplines. Project managers should concentrate on the project's goals rather than becoming bogged down in minute details or assuming control of the discipline in which they were trained. Project management is based on the core idea that work should be organized around the project.

The workplace focuses on what has to be done, when it needs to be done, and how much it will cost.

The objective of project managers' career development must be to become generalists with a wide administrative perspective.

The capacity of a project manager to direct the efforts of a group of professionals with the necessary technical skills is essential to the project's success. The link between discipline management and project management is shown in Table 1.

Table 1:Table summarized the link between discipline management and project management.

DISTINGUISHING BETWEEN PROJECT AND DISCIPLINE MANAGEMENT	
Project management is concerned with	Discipline management is concerned with
What must be done	How it will be done
When it must be done	Who will do it
How much it will cost	How well it will be done
Coordinating overall needs	Coordinating specific needs
Multi-discipline focus	Single-discipline focus
Reliance on others	Providing technical expertise
Project quality	Technical quality
Administrative viewpoint	Technical viewpoint
A generalist's approach	A specialist's approach

Functions of Management

Planning, Organizing, staffing, directing, and managing are the five core tasks of management. Although business managers have created and applied these fundamental management skills, project managers may also use them.

1. **Planning:** It is the process of developing a strategy to lead a project to success. It begins with the scope of work at the outset of a project and continues throughout its duration. Major components of planning include the setting of milestones and taking

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

into account potential restrictions. The best way to ensure successful project planning is to include every party involved in the project. To be certain a detailed operational strategy that will direct the project as a whole.

2. **Organizing:** It is the methodical placement of resources to suit the project strategy. The work that has to be done must be the focal point of a project. The job that has to be done must be divided into manageable, definable, and measurable components. Tasks, subtasks, and work packages make up the multilevel system known as the work breakdown structure of a project.
3. **Staffing:** Itis the process of choosing those with the knowledge to do the assignment. Every aspect of a project is influenced by the people that are allocated to the project team. The majority of project managers would quickly concur that the most crucial resource is the team members. The knowledge needed to plan, organize, and build the project is provided by people. People are responsible for resolving the various issues that occur over the course of a project.
4. **Directing:** It is the direction of the effort necessary to finish a job. A strong team must be formed from the project staff members who provide a variety of technical specialties. Despite the fact that each individual contributes labor in their own area of expertise, this work must be jointly directed towards a shared goal.
5. **Controlling:** It is the creation of a framework for tracking, reporting, and predicting changes to the project's scope, budget, and schedule. What is the goal of project control?

Role of the Project Manager

A project manager's responsibility is to guide the team and guarantee that the project is completed on schedule, on budget, and with the desired scope. A project is a singular, non-repetitive enterprise, and since each one is different, it is impossible to anticipate with complete certainty how it will turn out. Despite all the dangers and difficulties, a project manager must complete the task. Success relies on completing the necessary activities in a logical order and making the greatest use of the resources at hand. The five fundamental management tasksplanning, organizing, staffing, directing, and controllingmust be completed by the project manager.The core of effective project management is project planning. The project manager must understand that planning must begin early on in the project and that it is their responsibility.

Throughout the course of the project, planning is a continuous activity that requires input from all project participants in order to be successful. The methods and instruments of planning are widely known. Plans may be made using the criteria. Each project should have an organizational chart created by the project manager.

The chart should make it obvious which channels are best for communicating with those involved in the project. To prevent misunderstandings and rework, project team members must be aware of each other's authority. Work that is well-organized produces success and a feeling of achievement. Rework results from disorganized work. Rework results in mistakes, poor output, and disgruntled team members.Project staffing is crucial since actions are often driven by people. People are the most valuable resource on a project, most people will quickly agree. They come up with concepts, work out issues, make designs, run machinery, and put materials in place to make the finished product. Each project is unique, hence the project

1. Organize the project around the work to be accomplished.
2. Develop a work breakdown structure that divides the project into definable and measurable units of work.
3. Establish a project organization chart for each project to show who does what.
4. Define clearly the authority and responsibility of all project team members.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CONCLUSION

In engineering and construction, project management is a crucial subject that makes it possible to complete complicated projects successfully. Effective project management makes ensuring that goals are reached, resources are used effectively, and stakeholders' expectations are satisfied throughout the whole project lifetime.Precise planning, effective risk management, clear communication and cooperation, strict quality control, and ongoing monitoring and control are essential elements of project management in engineering and construction. Together, these components reduce risks, improve project performance, and provide high-caliber outcomes.In order to supervise project operations, coordinate teams, and make wise choices, project managers are essential.

They must have a broad range of skills, including technical know-how, leadership potential, and the flexibility to adjust to changing project needs.Project managers can overcome the difficulties posed by engineering and construction projects by adhering to accepted project management concepts and best practices.

They can deal with unanticipated challenges, manage project deadlines, finances, and scope, and ensure adherence to safety rules and industry standards.In engineering and construction, effective project management not only results in projects being completed on time and under budget but also generates customer satisfaction and long-term partnerships. Additionally, it strengthens the organization's reputation and general development, making it more competitive in the market. The success of engineering and construction projects is ultimately driven by the discipline of project management. Project managers may overcome obstacles, produce outstanding outcomes, and develop the industry as a whole by using tried-and-true processes, utilizing technology, and prioritizing good communication and cooperation.

REFERENCES:

[1] D. Özkan and A. Mishra, "Agile Project Management Tools: A Brief Comprative View," *Cybern. Inf. Technol.*, 2019, doi: 10.2478/cait-2019-0033.

[2] G. Silvius and R. Schipper, "Exploring responsible project management education," *Educ. Sci.*, 2019, doi: 10.3390/educsci9010002.

[3] R. Müller, N. Drouin, and S. Sankaran, "Modeling Organizational Project Management," *Proj. Manag. J.*, 2019, doi: 10.1177/8756972819847876.

[4] S. C. M. Barbalho, J. C. De Toledo, and I. A. Da Silva, "The Effect of Stakeholders' Satisfaction and Project Management Performance on Transitions in a Project Management Office," *IEEE Access*, 2019, doi: 10.1109/ACCESS.2019.2955446.

[5] O. Dubois and G. Silvius, "The relation between sustainable project management and project success," *Int. J. Manag. Sustain.*, 2020, doi: 10.18488/journal.11.2020.94.218.238.

[6] M. Radujković and M. Sjekavica, "Project Management Success Factors," in *Procedia Engineering*, 2017. doi: 10.1016/j.proeng.2017.08.048.

[7] O. P. Sanchez, M. A. Terlizzi, and H. R. de O. C. de Moraes, "Cost and time project management success factors for information systems development projects," *Int. J. Proj. Manag.*, 2017, doi: 10.1016/j.ijproman.2017.09.007.

[8] M. L. Martens and M. M. Carvalho, "Key factors of sustainability in project management context: A survey exploring the project managers' perspective," *Int. J. Proj. Manag.*, 2017, doi: 10.1016/j.ijproman.2016.04.004.

[9] M. V. Kanagarajoo, R. Fulford, and C. Standing, "The contribution of social media to project management," *Int. J. Product. Perform. Manag.*, 2020, doi: 10.1108/IJPPM-09-2018-0316.

[10] J. Kivilä, M. Martinsuo, and L. Vuorinen, "Sustainable project management through project control in infrastructure projects," *Int. J. Proj. Manag.*, 2017, doi: 10.1016/j.ijproman.2017.02.009.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[11] P. T. Phan, C. P. Pham, N. T. Q. Tran, H. T. T. Le, H. T. H. Nguyen, and Q. L. H. T. T. Nguyen, "Factors Affecting the Work Motivation of the Construction Project Manager," *J. Asian Financ. Econ. Bus.*, 2020, doi: 10.13106/JAFEB.2020.VOL7.NO12.1035.

[12] B. Miller, "The Purpose of Project Management and Setting Objectives," *ProjectSmart.co.uk*. 2017.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 2

A BRIEF OVERVIEW OF PROJECT LIFE CYCLE

Dr. Ranganathan kumar, Associate Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id:drsenthilkumar@presidencyuniversity.in
Prof. Vandana, Regional College of Management, Bangalore, India

ABSTRACT:
A framework known as the project life cycle describes the numerous stages a project goes through from inception to completion. Knowing the project life cycle is essential for efficient project management since it offers an organized method for organizing, carrying out, and managing projects. An overview of the project life cycle, including an explanation of its important stages and their role in project management, is given in this abstract. Project managers may plan, carry out, and maintain projects in an organized way according to the project life cycle, which offers a systematic approach to project management. It aids in locating important project checkpoints, controlling project risks, and making sure that project deliverables are completed within the allotted time and budget.Project success depends on an understanding of and successful management of the project life cycle. Project managers may increase project results, stakeholder satisfaction, and organizational performance by adhering to the phases of the project life cycle and customizing them to the demands of each project.

KEYWORDS:
Document, Life Cycle, Project, Phase, Scope.

INTRODUCTION

The definition of a project is a collection of tasks with beginning, middle, and ending times. Depending on the nature of the project, these activities change from one project to the next. For instance, the qualities of a cultural, social, or civil project, such as the construction of a home, hospital, road, or bridge, or an industrial project, varies. The analysis that comes next restricts its focus to industrial initiatives. According to the scope and cost of the project, civil projects often differ from one to the next. It might be anything from building a nuclear facility to a security room. As a result, particularly in poorer nations, the quality varies depending on the magnitude of the project. Applying quality control to a small project may be adequate only in cases where local engineering firms or contracting firms do not want to compete internationally. Because raising the quality will increase the overall cost of the project they will complete, it is as if these businesses had quality assurance monitoring systems that will likewise raise the project's overall cost. As a result, they often limit their quality control to the building's structural safety[1]–[3].

There are several execution firms or engineering offices at work on large projects. Because of this, we also need to consider how important and essential it is for businesses to create quality assurance methods, as well as how important it is to carry out quality control based on project requirements at every stage of the project. Construction project stages begin with a feasibility study, followed by project preliminary studies, comprehensive studies, and detailed drawings. The project will then be given to the operation team to manage. A successful project that can provide advantages and a fair return on investment to the owner and other parties involved in the project requires many different forms of quality control at each step. The life cycle of each project is shown in Figure. 1. This statistic shows that just 5% of the project's progress is accounted for by a feasibility study, and only 25% of the project's

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

progress is accounted for by the completion of the engineering designs. The implementation phase of a project is by far the most time- and money-consuming[4]–[6].

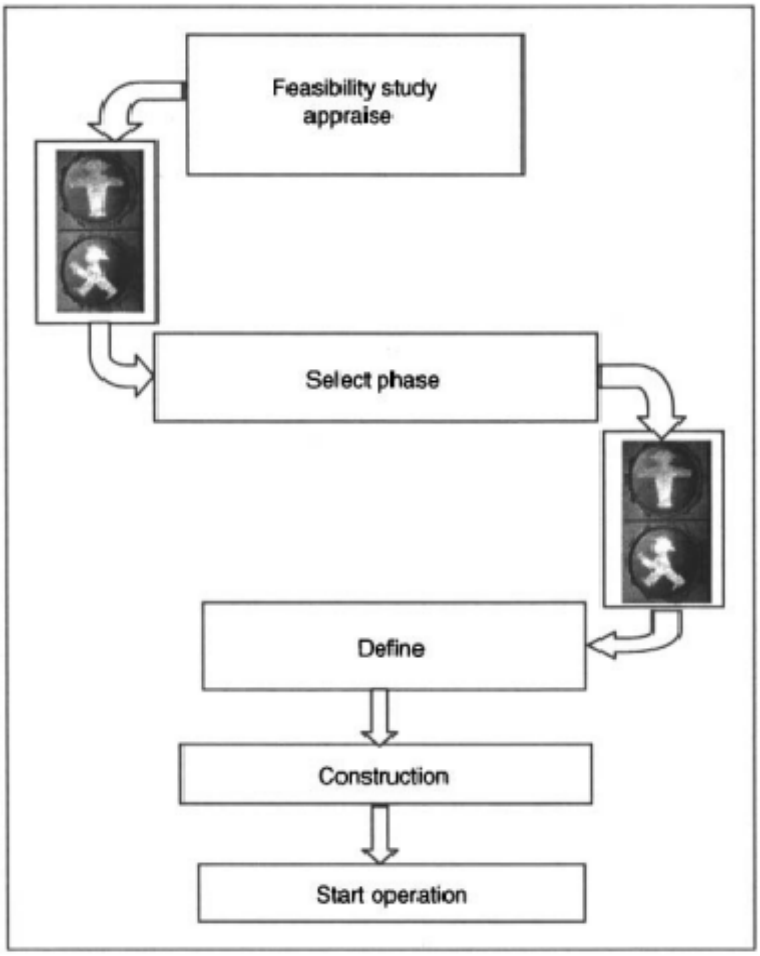


Figure 1: Represting the Project life cycle[AccessEngineeringLibrary].

According to Figure.1, senior management needs to be able to provide a definitive response in response to the following query: Will the project be completed or abandoned? If the situation is favorable, go through this gate to the subsequent level, where the preliminary research will provide a more precise evaluation of the project.

The project will next need to go to the detailed engineering and construction phase, which will need another decision.

The project owner, the contractor, and the consulting engineer all have a part to play in each phase. Every system has a unique project management technique, and each step of these techniques has unique qualities and conditions that adhere to aChanges to the scope of work (SOW) in the employment context make each step clear for each of the three parties.The project life cycle's tendency to vary periodically is one of its characteristics.

The initiative employs a variable amount of people throughout each time period. For instance, the number can be relatively low at the start of the project before rising as more activities are completed and then progressively falling till the project is completed. The alteration in the projects staffing levels[7]–[10].

DISCUSSION

Like an owner, an engineering consultant, and a contractor, there are several project managers involved in every significant project. The steps we will go through should be followed by all of them, but each individual will follow them differently depending on their objectives, targets, and corporate systems. Typically, the drafting of a formal agreement known as the project charter marks the beginning of every project. The Project Management Professional

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

(PMP) handbook describes the project charter, however, each firm has a different name for it. This paper is crucial for kicking off a project in the appropriate way. Starting a project may be done for a variety of reasons. Making money is often a commercial and industrial company's primary motivation when undertaking a project. To follow rules and laws set forth by the government, to improve a company's health, safety, and environment (HSE), to assist in the immediate cleaning of the Gulf of Mexico following the 2010 oil spill, and for a variety of other reasons are also valid justifications for undertaking projects. Some commercial and industrial organizations keep their projects up to date using emerging technologies. Due to the significance of this work, a project charter is defined in the third edition of the Project Management Professional Book of Knowledge (PMPBOK) and is elaborated upon. Additionally, it suggests that the project charter be approved before the client contract is finished. Noting that everyone, including project managers, is both a supplier and a customer at the same time, the definition of the customer is broad.

The customer's signature on the contract should clearly state the scope of the work and the deliverables since there are very few modifications that may be made to the scope after the contract has been signed. As a result, the project charter will be able to incorporate all the necessary information.

The PMPBOK defines a project charter as a document that officially approves a project and directly or indirectly refers to other papers, including business requirements and product definitions. Since the project manager will not be determined at this point, the senior project manager often creates this document; thus, it must be clear, accurate, and concise. Because the top senior management does not have time to thoroughly review the paper, putting the reference is not advised. Additionally, I agree with Newell (2005) that this text needs to be brief. If the document is lengthy, you will encounter several queries. Typically, this document includes the following.

1. The name of the project.
2. The purpose of the project.
3. The business need for this project.
4. The rough time schedule is defined by the project time period.
5. The budget for the project.
6. The profit from the project using the pay-out method.
7. The project manager in any situation.

The project sponsor and senior management will consult once this agreement is signed to choose the project manager. Since the project manager has already been designated for a small project, his name doesn't need to be included.

The project manager will also draught this document with the project sponsor's approval. Since they would be most acquainted with the project and the objectives of senior management, the project manager should be the one to design this document.

Getting to the Scope Baseline

Everyone involved in the project, including the owner who is a supplier to the operations division of his business or any other end user, is both a customer and a supplier at the same time, as was previously said.

The definition of the scope is the main concern in every agreement between two parties. According to PMPBOK, the following are examples of scope:

1. Product scope, which includes the features and functions that characterize a product or service.
2. Project scope, which is the work that must be done to deliver a product with the specified features and function to the end user.

The final result that the project will offer must satisfy all of the stakeholders and the client.After all the stakeholders have been identified explicitly, the scope should be created.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Spend additional time at this stage since, in the majority of projects, the scope baseline takes weeks or even months to complete rather than just a few days.
Take suggestions as required from the major participants in the project to ensure that they are happy with the scope as it is and won't subsequently demand adjustments.
Therefore, after several meetings, eliminate the scope's superfluous components or specify a portion of it for the supplier so that the baseline scope is recorded and authorized by the relevant stakeholder. Make sure the supplier knows who will be doing this service once you have defined the scope of the task. Any means of communication and expertise should be used to make the supplier aware of the extent of the task. A list of deliverables will be provided by an engineering firm. Check the deliverables once you've given the firm the scope to make sure they adhere to your specifications and that everyone has read any statements depending on their background and prior expertise.
It is preferable to revisit related projects, examine the work breakdown structure (WBS), and then check the deliverables list to see if anything is missing. Every discipline should check the deliverables list while working on large projects. Due to the volume of readers, this text must be understandable.
The most crucial component of the statement of work is the SOW. SOR), since the majority of disagreements in projects are brought on by a misinterpretation of the work's scope. In rare circumstances, the provider may include a brief user guide for use in maintenance work.
On the other hand, the operation and maintenance engineers might be waiting for a thorough user guide because they are fully responsible for performing maintenance internally and avoid using the supplier in minor maintenance situations according to their policy, or they might be afraid that the supplier will go out of business or have merged with another company, which typically occurs. After getting this handbook, you can find yourself in a difficult situation because the provider is completing your requests, but the end user is dissatisfied. In this situation, you will alter the sequence.
The contractor will produce the user manual according to this example in the deliverables list, but it differs from what the stakeholder had anticipated. In oil and gas developments, this circumstance occurs often. However, these issues may not arise if we use the complete building commissioning system technique, which is given and thoroughly addressed in Chapter 8. The scope of work has to specify the acceptance criteria, test methodology, and criteria. Try all of the deliverables that are concrete, quantifiable, and simple to comprehend.

Feasibility Study

Each project phase varies based on the nature, conditions, value, and aim of the project. Each phase also has a varied relevance and influence on the project as a whole. The owner's concept emerges in the first stage, followed by the feasibility research phase.
The geologist and petroleum engineering team, whose concept is based on oil and gas reservoir characteristics, are the proprietors of an oil and gas project. As this analysis will take into account the anticipated variation in the price of oil, gas, and other petrochemical goods during the course of the project, it will be carried out by highly qualified personnel at a high level of the organization. They have records and lessons learned from past projects since their experience is built on comparable, earlier undertakings.
The choice of the group or consulting firm that will carry out this feasibility study is crucial at this early phase. In some circumstances, an engineering company may provide input to carry out general engineering research regarding the project and estimate the cost based on their expertise. The preliminary (FEED) study phase comes after the feasibility study phase, which is also known as the evaluation phase. These two stages are very important and crucial since they establish the project's goal and reveal engineering concepts via preliminary research. Applying the Japanese maxim Think slowly and act quickly is favored, particularly during the feasibility study stage, which is the stage when the project's objective is

Regional College Of Management Bangalore IQAC Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

established. For these reasons, we must use extreme caution when using the economic statistics at this time. At this point, the economic side is crucial, but the engineering contribution is relatively little.

Feed Engineering

Following the conclusion of a project's feasibility assessment, this stage is the next step. Feed engineering, the second step of preliminary engineering research, is just as crucial as the first. Since the success of the project as a whole relies on the engineering research in this phase, it is one of the most crucial and risky phases of engineering and professionalism of the project. Due to the importance of this stage, the engineering consultant business doing this research should have substantial expertise working on projects of this kind. For instance, a project involving liquefied natural gas (LNG) requires an experienced office. Another example would be offshore projects that utilize Floating Production Storage and Offloading (FPSO) and need a specialized consulting office that has experience with projects of this kind. The phase of feed engineering is to offer the kind of structure, whether it would be a steel or concrete structure, in the case of small projects like residential, administrative, or small industry. If a concrete structure is chosen, the engineer should specify whether it is pre-cast, pre-stressed, or regular concrete.

The engineer should also choose the kind of slab structure system, such as solid slab, flat slab, hollow block, or others.

The position of the columns and the structural system are also determined at this phase, along with whether a high-rise building will utilize a frame or shear wall.

The purpose of the preliminary engineering is to compare these options and show how they differ based on the size of the structure and the owner's needs. a system with an acceptable structure, comparable mechanical or electrical This step is referred to as the select phase since a system will be chosen. When it comes to large-scale initiatives like a petrochemical facility or new platforms, as well as other studies including geotechnical, seismic, and environmental ones, will be conducted at this stage. The primary goal of this research is to propose a plan for petroleum projects based on factors including building placement, road design, and danger area categorization. Additionally, depending on the geotechnical investigations, it must choose the kind of foundation, such as driven or rotational piles, shallow foundations, or both. In the case of oil and gas projects, we must carefully consider the product's transfer and trade-off mechanisms and choose the best transfer strategies among the available possibilities.

Now it is evident that, due to the gravity of that stage and the requirement for extensive experience, the owner of large projects should have qualified engineers and administrative teams that can follow up on preliminary studies in order to achieve the project's goal and coordination between the various project disciplines, such as civil, mechanical, electrical, and chemical, as all the disciplines typically intersect at this stage. In general, the owner must create the Statement of Requirement (SOR) document during the creation of technical requirements, regardless of the project's size. The SOR will be a comprehensive document that includes all of the owner's demands and information about the project and its goal. This document serves as the foundation for the mission paper's quality assurance system since it must include all of the information that the owner has requested. The SOR document must have an overview of the whole project, as well as a document with all relevant project information, including goals, proposals, and the owner's necessary requirements. The owner's technical information, such as the land's location, coordinate system, and specifications, is also included in this document. Noting that the engineering company will give the Cost Time and Resources (CTR) sheets based on this document, this document will be a part of the contract agreement between the owner and the engineering firm.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Table 1: Table summarized the Statement of Requirement Preparation.

What	The SOR is a formal document. It can vary from being a one-page document (minor projects) to a sizeable document incorporating the "basis of design," i.e., plant, pipe sizes, pressures, etc.
Why	The SOR is intended to document, in a clear and unambiguous manner, the key engineering inputs and the major engineering requirements and management tasks that have to be completed in order to meet a particular business objective, this objective being clearly defined at the beginning of the SOR. The completed SOR is intended to identify the factors that the business sponsoring the project considers important to the ultimate success of the project, as well as being a high level specification of project deliverables.
How	Create a formal document, depending on the project needs.
When	Within the project framework, the SOR will form an integral part of the select stage DSP, and it is required for the chosen option at the end of Selection, and the project should not continue into Define until the SOR has been approved.
Who	In practice, the SOR is usually prepared by the project personnel who liase closely with the business unit personnel (SPA). It is important that the BU formally approves the SOR as it is effectively a contract between the BU and the project team defining high-level deliverables and expectations. Similarly, because of the significance, a change management procedure should be established that will ensure all the changes receive the necessary approval.

The amount, type, and specifications of the gas that must be processed and transferred with the clarification of temperature, pressure, and all other technical data in order for the finished good to be shipped or transported outside are determined by an LNG gas liquefaction project. The projected lifespan is one of the most crucial pieces of information that should be provided in the document. Specifications that the project's owner needs should be specified in this document in clear, exact terms. It should be emphasized that many of the scheduled meetings between the technical team, the owner, and the consulting engineer in charge of creating the first studies must take place. This allows for several SOR amendments and each time the document must include the date and revision number in order to include all of the project's civil, architectural, electrical, and mechanical requirements.

In quality assurance, it is important to ensure that the final document is available to all parties and that they are working through it. It is also necessary to determine the number of meetings and the precise schedule of meetings required to reach the desired goal.

The SOR document is necessary not just for new projects but also for any changes made to buildings or industrial facilities. The owner of a tiny building should specify the minimum number of units, floors, and stories, as well as any additional conditions they believe would assist their target audience. The Basis of Design (BOD) document is the SOR document's response to the owner document once it has been received from the engineering office. The engineering company will make clear via the document the code and engineering requirements that will govern the design as well as the calculation techniques, theoretical frameworks, and computer software that will be used.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The drawings' sizes and the necessary number of copies that must be provided to the owner may both be specified in this document. The engineering company should also seek any missing data and ask a third party to add details like weather and environmental elements. The owner will carefully evaluate this document, and it may be revised many times until it is acceptable to both sides. At this point, it's crucial to confirm that the owner and the engineering company have the same understanding and that every technical detail is fully agreed upon. We are now in the FEED studies, where any drawings being prepared must be handed to the owner for evaluation and feedback. The number of reviews of the document should be agreed upon by the owner and the engineering business, and if they take longer than the allotted time, the owner has approved the document. This is crucial for managing the project's timeframe.

Large projects may need many months to complete this phase, thus the technical office of the owner needs an experienced engineer who can manage expenses and follow-up time in accordance with the predetermined timeline. We may need to speak with the Planner expert, a specialist expert in planning. The engineer has to focus on cost management, project estimates, and timelines that are equivalent to those in the feasibility study. The project cost estimate will be more accurate after the equipment and project plan have been clearly chosen in its final stage, and as the completion of the preliminary study draws closer, one can then receive the cost of the project as a whole with the greatest degree of precision. It is important to note that investment projects with any time savings, like petroleum projects, provide significant returns when the return on revenue or expenditure is computed daily. It is crucial to note that at this point, it is important to consider how to decide how to maintain the buildings and facilities foundation in oil and gas plants in the future.

This can be done by determining the age of the structure, considering its lifespan, type, and maintenance methods. By choosing alternative maintenance techniques over time, it is possible to gradually lower the cost of maintenance by taking into account the project site and the surrounding environment. By safeguarding the reinforcing steel, for instance, via an expensive protective system at the outset of construction with periodic low-cost maintenance, you may prevent corrosion in a reinforced concrete foundation. On the other side, if we don't utilize any external protective system, we may use a straightforward example of a low-cost alternative during building and high-cost routine maintenance. The preliminary design is affected by the structure, the mode of operation, and the maintenance strategy. For instance, in power plants, we need to determine if the water tank can be maintained, cleaned, or repaired. You must evaluate whether or not it requires extra tanks to be kept on hand for maintenance in order to respond to this question. This step, as previously noted, demands considerable expertise since many other early design choices must be taken, and any mistake would result in significant issues during operation, which may cost a lot of money and could be avoided.

CONCLUSION

The project life cycle provides a systematic strategy to direct project activities from inception through closure and acts as a basic foundation for project management. To secure good project outputs, project managers must comprehend and manage the project life cycle efficiently. By establishing the project's goals, purpose, and viability at the commencement phase, the project is given a solid basis. The project team is put together at this phase, and the project's first finance and permissions are also gained. The project's alignment with organizational objectives is ensured at the start phase, which also prepares the ground for future planning and execution. Creating a thorough project plan that describes the project's scope, timetable, budget, and resource needs is part of the planning step. Clear project deliverables, task length estimates, risk identification, and risk mitigation techniques all depend on this phase. An organized project plan acts as a road map, offering direction and

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

advice for the execution stage.The real project work is done during the execution phase. Project teams work together to fulfill project tasks, manage risks, and organize resources. During this phase, it is crucial to maintain effective communication, track project progress, and resolve any issues to guarantee that project deliverables are generated in accordance with the established quality standards. The project is formally finished during the closing phase. Finalizing project deliverables, getting customer approval, and moving the project into the operational phase are all part of it. Sessions on lessons learned are held to record insightful information and best practices for the next initiatives. The completion of a project properly guarantees that all loose ends are covered and that the goals of the project have been met. Project managers may increase project results and stakeholder satisfaction by adhering to the phases of the project life cycle and customizing them to the demands of each project. The project life cycle offers a structured and methodical approach to project management, facilitating efficient project planning, implementation, and control. The project life cycle serves as a crucial framework for project management, directing initiatives from conception to culmination. Understanding and successfully navigating each stage of the life cycle is essential to the accomplishment of projects, customer satisfaction, and the organization as a whole.

REFERENCES:

[1] M. A. Wibowo, N. U. Handayani, A. Nurdiana, and M. N. Sholeh, "The identification of waste construction at construction project life cycle," *Adv. Sci. Lett.*, 2017, doi: 10.1166/asl.2017.9196.

[2] W. Du Plessis, "Regulation of hydraulic fracturing in south africa: A project life-cycle approach?," *Potchefstroom Electron. Law J.*, 2015, doi: 10.4314/pelj.v18i5.06.

[3] B. J. Galli and M. A. Kaviani, "Are project management and project life cycles affected by marketing and new product development?," *J. Mod. Proj. Manag.*, 2017, doi: 10.19255/JMPM01302.

[4] J. Cha and E. Maytorena-Sanchez, "Prioritising project management competences across the software project life cycle," *Int. J. Manag. Proj. Bus.*, 2019, doi: 10.1108/IJMPB-11-2017-0145.

[5] L. van den Ende and A. van Marrewijk, "The ritualization of transitions in the project life cycle: A study of transition rituals in construction projects," *Int. J. Proj. Manag.*, 2014, doi: 10.1016/j.ijproman.2014.02.007.

[6] P. Matějka and A. Tomek, "Ontology of BIM in a Construction Project Life Cycle," in *Procedia Engineering*, 2017. doi: 10.1016/j.proeng.2017.08.065.

[7] C. Labuschagne, A. C. Brent, and S. J. Claasen, "Environmental and social impact considerations for sustainable project life cycle management in the process industry," *Corporate Social Responsibility and Environmental Management*. 2005. doi: 10.1002/csr.76.

[8] M. Ghaffari, F. Sheikhahmadi, and G. Safakish, "Modeling and risk analysis of virtual project team through project life cycle with fuzzy approach," *Comput. Ind. Eng.*, 2014, doi: 10.1016/j.cie.2014.02.011.

[9] K. Kumar and A. Harison, "Risk Management During Project Life Cycle," *Int. J. Sci. Eng. Appl. Sci.*, 2016.

[10] S. Bommireddy PMP, "Data Science Project Life Cycle," *IJSRD -International J. Sci. Res. Dev.*, 2017.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 3

SIGNIFICANCE OF WORKING WITH PROJECT TEAMS

Dr. Kadambat Kumar, Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-krishnakumark@presidencyuniversity.in
Prof. Ashwat Reddy, Regional College of Management, Bangalore, India

ABSTRACT:
A key component of project management is working with project teams since it requires interacting with people with various backgrounds and skill sets in order to accomplish project goals. This abstract offers a summary of the significance of productive teamwork in project management, important factors to keep in mind while creating and leading project teams, and methods for promoting cooperation and productivity within teams.The members of effective project teams each contribute a unique set of skills, views, and assets to the table. Careful consideration of the team's makeup, duties, and responsibilities, as well as efficient communication and collaboration techniques, are necessary to create a cohesive and high-performing project team. Improved problem-solving, enhanced productivity, and higher-quality project deliverables are all results of effective teamwork. Project managers may maximize the potential of their project teams by building a supportive work atmosphere, encouraging open communication, and using team members' abilities.

KEYWORDS:
Communications, Design, Member, Project, Team.

INTRODUCTION

To perform the work required to finish engineering and construction projects, project teams must be formed. The success of the project depends on the team members. The project manager relies on the team since, in most cases, he or she lacks the skills to handle all of the work necessary to finish the project. Any team needs a leader to direct the group's overall efforts. In many ways, the project manager performs the role of a coach, answering queries, ensuring that the team is aware of the project's goals and expectations, and emphasizing the value of open communication. The project manager must ensure that the team members are aware of and committed to the project's goals. The project manager also serves as a mediator for teamwork and dispute resolution throughout project communications. All project participants, including internal staff members and outside consultants, are represented on project teams. Team members are accountable for a certain area of the project's activity and report either part-time or full-time to the project manager. To accomplish the common goal of finishing the project within the scope, financial, and time constraints, teamwork must be well-coordinated with good interaction[1]–[3].

A crucial competency in the field of human resources management is leading project teams. By using administrative and behavioral knowledge to accomplish predetermined project objectives of scope, cost, time, quality, and participant satisfaction. The Project Management Institute defines human resources management as the art and science of directing and coordinating human resources throughout the life of a project. The project manager is responsible for assembling and managing a productive project team. Team building is the process of getting a varied collection of people each with their own needs, wants, and perspectives to cooperate. Successfully for the project's benefit. The combined effort of the team should be more successful than the sum of the individual efforts. Each squad has to be motivated. Motivating a team is the method through which project managers persuade the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

team members to take the necessary action to complete the task. How can you inspire team members when they are borrowing resources is the main issue. Individuals allocated from various departments to the project manager's project often make up the project team. The project manager must come up with a strategy to inspire these people to be committed to the project while being loyal to their home departments and organizations since they are borrowed from other departments or recruited from outside organizations. The project manager has a significant problem because of this[4]–[6].

Teamwork

The idea of teamwork is not new it is just now being revived after 20 years of worker isolation brought on by a strong focus on technical specialization. Because many companies' internal resources have been cut down, outsourcing work to complete projects has become more common as a result of corporate restructuring and downsizing. Everyone acknowledges the value of cooperation, but putting together a successful team for a project is the true challenge. The project sponsor, who establishes goals, objectives, needs, and priorities, is where the teamwork process begins. For projects to be effective, collaboration must begin with the formation of the team at the outset and continue throughout the project's lifespan. An efficient team handles conflicts, finds solutions to issues, and communicates clearly. Effective cooperation promotes unity and a shared focus on the same set of project objectives and priorities while discouraging finger-pointing and accusations. Every member of a successful team plays an important role, but every team needs a leader. The team is led by the project manager[7]–[10].

DISCUSSION

A team is made up of two or more individuals who cooperate to achieve a shared objective. The project manager is often obliged to share team members with other project managers while overseeing many small projects. Typically, projects are completed quickly and with little interaction between the project manager and team members. The team members may sometimes be experts who are employed via contracts with outside sources to carry out a particular duty or function. Scheduling and resource management is made more difficult since the project manager often oversees many projects at once, making it challenging for him or her to give each one the attention it requires. Small projects can only afford a minimum workforce. The few people appointed must thus assume responsibility for a variety of tasks. In this kind of professional setting, a project manager's aptitude for navigating the many organizational divisions to recruit workers for the project is essential to finishing it on schedule and on budget.

Comprehensive look-ahead planning and consideration of such functions are less likely to occur. Presently having difficulties. The availability of others' schedules has a significant impact on the capacity to achieve project deadlines. It is challenging to allocate a core discipline team to each project in engineering. As a result, team members lose time waiting for information. Since small projects are often completed quickly, there is frequently not enough time for thorough planning and problem-solving throughout the execution. Even after the project is over, the staff learning curve will continue to rise. The formalities of managing a single major project may not apply to managing a number of smaller projects, but the fundamentals of working with others in a collaborative and team-oriented manner do. Instead of doing formal face-to-face team meetings, the project manager often conducts regular phone conversations or emails.

Working with Multiple Teams

The efforts of the owners, designers, and contractor's teams must come together as a whole when a project moves from design to construction. Although each of these teams has its own goals, their many areas of competence must come together in an environment that overlaps, as shown in Figure 1. A team is represented by each triangle. Despite the fact that each team

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

has a unique role to play, all teams need to adopt a shared ownership mentality. Each organization's project manager is responsible for fostering an environment that encourages team members to contribute to problem-solving and effective work performance rather than focusing just on accomplishing what is absolutely required to get by. The project's initial team-building and collaboration activities must be continued throughout the construction phase.

There must be a single head project manager to make final decisions and maintain the project's focus, regardless of the size and number of teams. The owner's project manager is in charge of the whole project and has the ultimate say in all decisions. Project managers who are in charge of overseeing lower-level teams in charge of the project's engineering design and construction are members of the owner's project management team. There is a project manager for in-house design, a project manager for each design contractor, and a project manager for each building contractor, as shown in Figure 1. Each of these project managers is in charge of the group for his or her company. Lower levels of teams are headed by work managers and are below these managers. The manager of the lower-level team is a member of the higher-level team, as shown in Figure 1. Each squad must have a single leader.

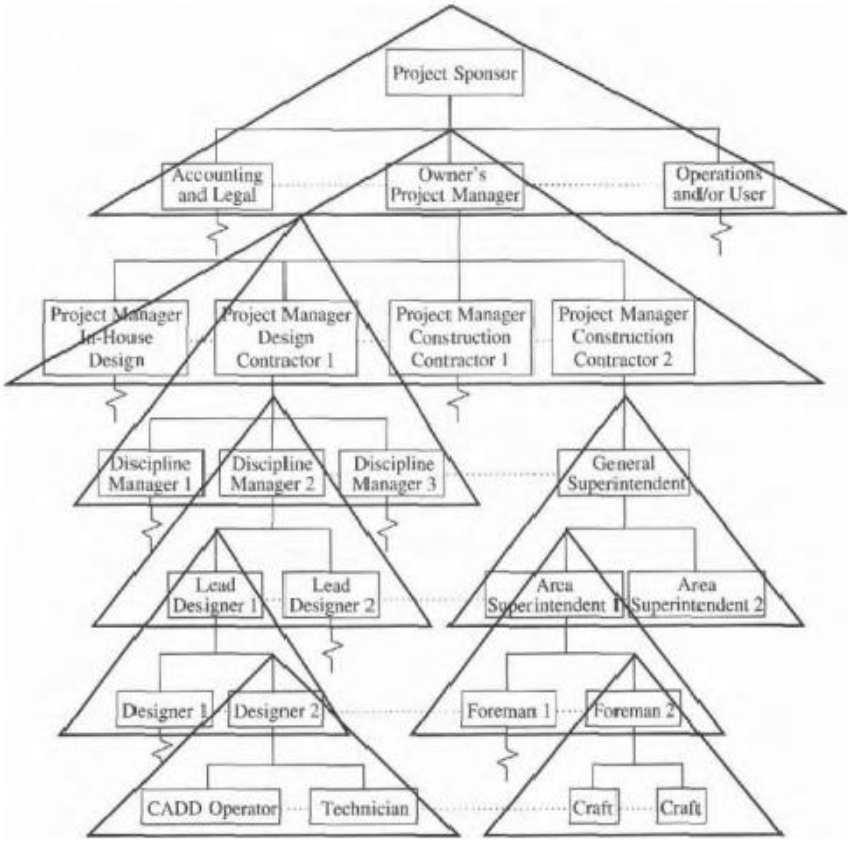


Figure 1: Overlapping Environment of Multiple Teams[AccessEngineeringLibrary].

Design Teams

Design team members are chosen depending on the unique knowledge required for a certain project. The team is made up of people with a range of backgrounds, including those in design disciplines such as architectural, civil, mechanical, electrical, structural, and computer-aided design and drafting (CADD), project control cost control, estimating, quality control, safety, etc., non-technical people such as purchasing, legal, financial, permitting, and regulatory, and the sponsor's representative. A sponsor's representative, who may be the owner's project manager or someone else chosen by the owner's project manager, is required for every design team. The project team must be informed about the sponsoring company's

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

financing restrictions and business regulations by this person. He or she has to be tasked with representing the sponsoring organization and has the power to do so.

The sponsor's representative is crucial in addressing questions about the project's specifications and expenses that will affect the sponsor's business after it is finished and put to use by the sponsor. The scope, budget, and timetable are reviewed and approved by them. Before any commitments are made, the sponsor's representative, as a team member, must authorize any changes in scope, budget, and timeline. This person needs to be an active member of the design team, responding to inquiries and offering details that the group needs to complete the task. Unluckily, the supporting organization's representative sometimes stays out of it until the project has problems. Future issues may be avoided with the early participation of the sponsor's representative. This person needs to feel like a member of the project team, according to the design project manager.Choosing the members of the design team is a crucial project management phase since it kicks starts the team-building process. The policies of the design project manager's organization and the project manager's ability to persuade others to join the project will both influence how team members are chosen.

A variety of organizational models for design businesses. Consider a design company that is set up to provide an example of how members of the design team are chosen. The project manager and his or her supervising manager will analyze the project's requirements to determine the needed personnel and discipline expertise. The manager of the relevant discipline is then invited to a meeting where team members are requested. The department manager of engineers for each applicable field chooses the team members for the project. It goes without saying that the project manager always wants the finest and most knowledgeable employees working on his or her project. The team members that are assigned, however, are often chosen depending on their availability at the time of assignment. The project manager must act as a coach to help a team member who lacks the necessary abilities and/or make plans for extra training to guarantee the task can be accomplished if the project management believes the individual allocated to the team lacks those talents.

Construction Teams

Unlike other workplaces, a construction project has a distinct culture and work atmosphere. A typical construction project entails hiring and assigning teams of people, often from several organizations, to a project to build the facility. These people could believe that a building project just serves to complete immediate tasks because of its brief lifespan. The construction team's project manager, however, has to inculcate in the crew the idea that fostering long-term connections is more crucial for career progression than focusing on completing quick tasks. Even small-scale building projects employ a sizable workforce. Even though they all work for the same company, planning their efforts is complicated. As individuals join the project, carry out their given tasks, then leave, sources of knowledge, location, time, and issue complexity vary. People must be handled in a construction project because of the variety involved in order for them to collaborate effectively and get the desired outcome. This calls for talented individuals who are prepared to forgo momentary pleasure in favor of the long-term fulfillment that comes from attaining a more significant objective. Flexibility and common sense are necessary for collaboration with building crews. Construction project managers with the right skills are the key to success.

These people have the capacity to assess the level of uncertainty at any stage of the project's execution and to control other people's efforts to accomplish clearly defined goals that lead to the successful completion of the finished project. An organizational chart for a construction project is made up of lines and boxes that depict how the work is divided up and how the employees are related to the official authorities. The chart's boxes represent the tasks that must be completed, and the lines show the level of cooperation needed. The number of construction teams needed for a project depends on how many contracts the owner awards. A

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

construction team is created to carry out the job in line with the contract papers supplied by the owner for each construction contractor and following the tier of subcontractors.

Team Management

Effective team management requires the team to be a central part of the company. A group requires a defined mission with agreed-upon goals, targets, and strategies. The role of each team member must be stated. The project manager must foster team involvement and get acquainted with the team's needs. Team members will put in more effort to finish assignments when they sense the project manager cares about them and their careers. This can only be accomplished via effective feedback and communication throughout the process. The project manager and the team members build trust by developing a culture of collaboration and understanding. Only honest and open communication can foster integrity and mutual support. Trust is essential for productive and effective teamwork.

It is the project manager's role to see to it that individuals are assigned primary accountability for certain duties. Most workers will want to accomplish their duties and finish the job at hand if there are clear instructions and understanding. This necessitates that the project manager and team members embrace a shared agreements-based culture. The common goal shared by all team members is to establish a team that plans and completes the work with a clear knowledge of what they are going to do, who is going to do it, and when it will be accomplished. Sometimes knowing where or how something will be done is crucial. It could be essential to understand the kind of analysis that will be conducted before developing anything in certain circumstances.

Teams and the Project Manager's Responsibilities

To build the project team into a cohesive one, the project manager must work across numerous organizational barriers with team members. Despite restrictions put in place by others, this has to be completed right now. To effectively manage people, a project manager has to blend administrative and behavioral skills. Effective management of team members requires strong people management abilities.

The project manager must provide a friendly atmosphere that fosters teamwork so that team members will be inspired to perform at their highest level. Along with planning, managing, and leading the project, the project manager is in charge of mediating disputes among team members. The team leader that is in charge of creating the project requirements is the project manager. Effective communication can do this. The project manager takes the lead when working with teams to acquire resources, choose team members, create the sponsor's requirements, define scope and quality, define budgets, and establish timetables. To execute the project in line with the anticipated requirements, the project manager must set up a control system.

The project manager is responsible for keeping project activity under control while adhering to a set scope, budget, and timeline. There will be instances when it is necessary to settle design disagreements.

To adhere to the budget and timeline, trade-offs must be made. Making decisions is a crucial duty of the project manager. Numerous choices must be taken at team meetings. The method utilized to make decisions may directly affect how well a team performs. Sometimes the project manager can make the final decision without consulting anybody else on the team, but it's possible. Other times, however, the whole team should be included in the decision-making process. A decision-making procedure that is appropriate for the choice at hand must be established by the project manager. For instance, one choice may be to determine the best approach to carry out a design or develop drawings, while another might be to generate ideas, settle a dilemma with a single right solution, or choose between competing right answers. The project manager has to establish a leadership style that the project team can look to for guidance when making decisions.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Key Factors in Team Leadership

The key to creating a successful team is creating a culture where each team member feels valued and a part of the group. People who believe they play a significant role in the team will take pleasure in being a member of it, and they will become passionate and driven to help others so that the team as a whole performs well. The team is greatly impacted by the project manager's actions and leadership style. When interacting with both team members and others who are not team members, the project manager must possess high moral standards and a sense of justice and honesty. The project manager serves as an example for the team in numerous ways. People find it challenging to be highly driven and effective when their boss does not appreciate them. The intended project goals, objectives, values, and results must be communicated by the project manager. The group may then use these problems to produce high-caliber work. Members must be kept up to date on the project's status by the project manager. A successful team must have effective team communications because highly motivated and devoted employees need and demand information. Team meetings must be planned on a regular basis.

Key team members may meet often to discuss specific details, but a weekly team meeting that is routinely planned should be conducted to share updates, make decisions, and provide documentation information. Regular face-to-face meetings are required to maintain the feeling of team cohesion since team members are often dispersed across various geographical areas. The team's work is guided by a well-defined scope, which also offers measurable objectives that may be utilized as rules of thumb when making decisions. Before work begins, the project manager must make sure that everyone on the team has a clear understanding of the scope. Team members are empowered by a solid scope that is understood. Because their allocated job and the expected output are clear, it also gives each team member greater freedom and autonomy to complete their tasks quickly and efficiently. People are free to be imaginative and creative when they are aware of their obligations and the expected results of their labor, which results in the production of high-quality work with performance. Project success is the end product.

Team Building

Every project's success is largely dependent on effective cooperation. Early on in the process, teamwork must begin, and it must continue throughout the duration of a project. Teamwork is essential, experienced engineers and project managers agree, but the true issue is, "How does one organize a successful team?" Team building depends on effective communication. Effective communication simply implies that the other party has heard and comprehended the information being provided. For good communication to take place, the information provider must have input from the recipient. When there are communication failures, the project team cannot work. Incomplete or inaccurate information is a big barrier to effective team development. Everyone must be aware of what is expected of them and when which is made possible through effective communication.

The sponsor or end user of the final product is the common customer shared by all team members. The sponsoring organization's project charter and mission statement serve as the foundation for team formation.

The project sponsor has to be aware of the goals that have been set and unambiguous in their promises. A strong prequalification procedure must be in place at the project sponsor before choosing designers, contractors, and other third parties.

The sponsor must also understand and convey his or her project objectives and ambitions, as well as establish priorities for cost, time, safety, and the required standard of quality. The project sponsor, who pays for everything and serves as the common customer for all partners, must be understood by everyone involved. Designers want a competent sponsor who is familiar with the planning and execution of the project, although this is not always the case.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The project manager may sometimes need to explain to the project sponsor the value of task sequencing and the effects of choices that must be taken while developing and building the project.

There must be continuity in the project team from the very beginning. High team turnover results in lost knowledge of prior project advancements and spent time training new team members. The contractor should be included in the project as soon as is practical. building contractors are very useful during the design stage of a project since they have a superior understanding of prices and building procedures. The constructability of a project may benefit from the expertise of people with building experience.

Lending banks fund a lot of initiatives in the private sector. For too many of these projects, the lender is not a proactive member of the team, which hurts everyone. Unfortunately, the lender keeps too far away from the project and waits until issues occur before becoming engaged. Other parties are sometimes not included in the team right away while working on a project. For instance, the buying agent is a crucial member of teams that must purchase substantial quantities of supplies or machinery.

Meeting installation timelines in a project is greatly impacted by the early engagement of the person who will be responsible for making purchase orders, monitoring vendors' shipping and delivery dates, and receiving purchased material and equipment. Pressure, accountability, responsibility, compassion, respect, and communication are key concepts in team formation. Tight deadlines are often required for engineering and construction projects, which puts pressure on the project team to finish the task as soon as feasible. To do this, team members must work together, take ownership of their tasks, and complete them as quickly as possible. The guiding principle needs to be that Everyone is a contributor and winner on a successful team.

The group needs to put less emphasis on the 1% of errors and more emphasis on the 99% of correct answers. The project team must communicate openly and refrain from covering up errors or assigning blame. Some firms have started the team building process by organizing a weekend retreat for team members, including their families, so that everyone may relax and enjoy themselves while working together to complete a successful project.

The retreat is often hosted in a resort environment to promote team interaction around shared interests. This enables everyone to understand that team members have comparable goals and passions. A feeling of camaraderie and respect for one another, which is the first step in successful team building, may be created, for instance, by realizing that other team members have children with exceptional skills or are responsible for caring for aging parents.

CONCLUSION

Successful project management depends on working well with project teams. Teamwork, collaboration, and communication are important elements that help a project accomplish its goals. The necessity of working with project teams is summed up in this conclusion, which also offers important tips on how to create and manage teams for project success. Effective cooperation within project teams brings together varied views, skills, and information, which improves problem-solving, innovation, and creativity. Project managers may build teams that are able to provide outputs of a high caliber by carefully examining team composition and maintaining a mix of technical and interpersonal abilities. To ensure that team members are aware of their duties, deliverables, and deadlines, roles and responsibilities must be clearly defined. It helps to prevent misunderstanding, unnecessary duplication of work, and it encourages responsibility when team members are clear about their roles.Collaboration and open communication are essential for effective cooperation.

Project managers should provide frequent communication channels, encourage team members to actively listen to one another, and foster polite dialogue. Trust and good connections are promoted by developing a supportive team culture that welcomes

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

constructive criticism and creates a collaborative atmosphere.Project success depends on effective team management and leadership. Team members are led, encouraged, and supported by project managers to ensure alignment with project objectives. Empowering team members, resolving problems, and fostering a supportive team atmosphere are all examples of strong leadership.Team performance and competence are improved by making investments in team development and training. Project managers help team members contribute more effectively to the project by giving those chances for personal development, skill improvement, and information exchange. The bonds and trust between team members may be strengthened via team-building exercises and seminars. When working with project teams, it's important to pay attention to the team's makeup, its roles and duties, effective communication, and collaborative techniques. Improved project results, better productivity, and successful project delivery are all influenced by creating and maintaining cohesive, high-performing project teams. Project managers may maximize the potential of their teams and successfully complete projects by building a healthy team atmosphere and using team members' talents.

REFERENCES:

[1] L. S. Henderson, R. W. Stackman, and R. Lindekilde, "The centrality of communication norm alignment, role clarity, and trust in global project teams," *Int. J. Proj. Manag.*, 2016, doi: 10.1016/j.ijproman.2016.09.012.

[2] M. P. Buvik and M. Rolfsen, "Prior ties and trust development in project teams - A case study from the construction industry," *Int. J. Proj. Manag.*, 2015, doi: 10.1016/j.ijproman.2015.06.002.

[3] J. B. H. Yap, W. J. Leong, and M. Skitmore, "Capitalising teamwork for enhancing project delivery and management in construction: empirical study in Malaysia," *Eng. Constr. Archit. Manag.*, 2020, doi: 10.1108/ECAM-10-2019-0581.

[4] B. Dao, S. Kermanshachi, J. Shane, S. Anderson, and E. Hare, "Exploring and Assessing Project Complexity," *J. Constr. Eng. Manag.*, 2017, doi: 10.1061/(asce)co.1943-7862.0001275.

[5] J. Cerneviciute and R. Strazdas, "Teamwork management in creative industries: Factors influencing productivity," *Entrep. Sustain. Issues*, 2018, doi: 10.9770/jesi.2018.6.2(3).

[6] L. J. Gressgård, "Virtual team collaboration and innovation in organizations," *Team Perform. Manag.*, 2011, doi: 10.1108/13527591111114738.

[7] N. A. A. Ismail, H. Adnan, and N. A. Bakhary, "Building Information Modelling (BIM) Adoption by Quantity Surveyors: A Preliminary Survey from Malaysia," in *IOP Conference Series: Earth and Environmental Science*, 2019. doi: 10.1088/1755-1315/267/5/052041.

[8] F. Kanwal, C. Tang, A. Ur Rehman, T. Kanwal, and S. M. Fawad Sharif, "Knowledge absorptive capacity and project innovativeness: the moderating role of internal and external social capital," *Knowl. Manag. Res. Pract.*, 2019, doi: 10.1080/14778238.2020.1785960.

[9] H. N. Imran, H. A. B. Syed, A. Shazia, and Kashif ur Rehman, "The impact of human resource (HR) performance management on project outcome," *African J. Bus. Manag.*, 2011, doi: 10.5897/ajbm11.665.

[10] H. Aramo-Immonen, K. U. Koskinen, and P. L. Porkka, "The significance of formal training in project-based companies," *Int. J. Manag. Proj. Bus.*, 2011, doi: 10.1108/17538371111120234.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 4

A BRIEF OVERVIEW TO TEAMWORK MANAGEMENT

Mrs. Salma Syeda, Assistant Professor,
Master in Business Administration, Presidency University, Bangalore, India,
Email Id-syeda.s@presidencyuniversity.in
Prof. Sourish Bandyo Padhyay, Regional College of Management, Bangalore,
India

ABSTRACT:
Teamwork management is an important part of organizational success since it entails successfully coordinating and utilizing employees' joint efforts to accomplish shared objectives. This abstract presents an introduction to collaborative management, its essential components, and the importance of teamwork management in increasing productivity, creativity, and employee happiness.Teamwork management entails building a climate that encourages team members to collaborate, communicate, and synergize. Team creation, goal planning, role clarity, effective communication, dispute resolution, and performance assessment are all part of it.Establishing clear goals and objectives, ensuring role clarity and accountability, promoting open and transparent communication, encouraging trust and mutual respect, facilitating effective problem-solving, and fostering a positive and inclusive team culture are key elements of effective teamwork management.Organizations may get several advantages by encouraging excellent cooperation. Improved productivity and efficiency result from team members using each other's abilities, skills, and expertise to do tasks more successfully. Teamwork also boosts invention and creativity by bringing varied viewpoints and ideas together, resulting in greater problem-solving and decision-making.

KEYWORDS:
Implementation, Process, Quality, Teams, TQM.

INTRODUCTION

Quality teams offer the organized environment required for the effective introduction and ongoing use of the TQM process in businesses. Quality training is provided, and the process of continual development is carried out via a well-planned team structure. The ultimate aim of the team method is to incorporate everyone in the TQM process, including suppliers, subcontractors, and consumers. Teamwork is a management-led attempt to better use the labor force's tremendous resource potential. A central advisory committee is the focal point of the quality team organization, and it is responsible for defining the team structure as well as formulating rules and procedures for the implementation process and team creation. The TQM process is overseen and directed by the advisory committee. Once the quality teams are in place, the advisory council continues to give guidance for their maintenance. The TQM procedure. The committee's composition is defined by the requirements of the organization and is normally selected by the top management supporting the TQM implementation. The advisory committee's first training is often an introduction to TQM principles. They must first learn the fundamentals. TQM principles and their advantages will be discussed, as will how to adapt current management philosophy to TQM concepts, as well as the policies and procedures utilized by quality teams and their duties as policymakers. An internal quality consultant or, depending on the size of the organization, a number of quality consultants assist the advisory committee[1]–[4].

The consultant serves as a resource to the entire organization; is in charge of assisting in the establishment of TQM systems, developing training materials, and training team leaders; and serves as a liaison between levels of management and employees for the coordination of all

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

team activities. In comparison to the training effort for the other employees in the firm, the consultant must have a considerable understanding of TQM that has been established over a lengthy period of time. These consultants are often industrial engineers or quality managers who have received their education at a university, another organization, or on their own initiative. Depending on the size of the organization, steering teams at the department level may be required to help the advisory committee and the consultant group. A team meeting is presided over by a team leader, who is frequently a supervisor or manager. During team meetings, the leader does not exercise power but rather serves as a discussion moderator who promotes the problem-solving process. They must have specific talents that are completely different from the usual approach of being a boss in order to be successful. Communication skills, group dynamics, statistical methodologies, presentation skills, problem-solving approaches, and group leadership abilities are among the topics covered in team leader training. Leaders are important members of teams, much as quality consultants are important members of the TQM movement. The quality team's membership is entirely volunteer and spans from 3 to 15 people, with an average of about 8[5]–[8].

The team members collaborate to continually examine their specific work process in order to discover and address job-related difficulties. The team identifies and prioritizes the variables that are contributing to the issue. When this is finished, the team sets a clear target for progress. Following the selection of an area for improvement, the team finds and validates the sources of the issues before developing solutions to the most important underlying causes of the problem. The solutions are subsequently put into action, their performance is evaluated, and any required changes are made. Steps are subsequently made to guarantee that the issue does not reoccur and that the outcome is standardized. Finally, the efficacy of the new standard is regularly recorded as a follow-up measure, and the team proceeds to search for methods to increase the improvement. The teams often meet for one hour every week during working hours to show management's support and commitment. As time goes on, team meetings should be recognized as a necessary aspect of the work. The meeting agenda is first split evenly between training and the improvement process. Members get training in project planning and management, brainstorming, flowcharting, graphing, statistics, promotional and public relations, presentation tactics, and cost-benefit analysis[9]–[11].

DISCUSSION

The practice of efficiently organizing, coordinating, and guiding a group of persons to work cooperatively towards a shared objective is referred to as teamwork management. It entails fostering a culture of open communication, trust, mutual respect, and accountability among team members. Teamwork management includes a number of components, such as team building, goal formulation, role clarity, communication facilitation, dispute resolution, and performance assessment.The fundamental goal of teamwork management is to maximize the joint efforts of team members in order to accomplish desired results. It entails delegating duties and responsibilities based on individual skills, coordinating work activities, cultivating efficient communication channels, and ensuring that team members are aligned and working towards a common goal.Effective leadership abilities are required for teamwork management in order to advise and encourage team members, enable cooperation, and resolve any disputes or issues that may develop. It also entails developing a healthy team culture that promotes involvement, creativity, and lifelong learning.Establishing clear goals and objectives, promoting open and transparent communication, encouraging active participation and engagement, fostering trust and mutual respect, providing necessary resources and support, and recognizing and rewarding team achievements are key principles of effective teamwork management.

Organizations benefit from effective collaboration management in a variety of ways. It boosts productivity and efficiency by allowing team members to pool their aggregate skills,

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

knowledge, and experience. As varied viewpoints and ideas are brought together, it improves creativity and problem-solving skills. Furthermore, it increases employee happiness and engagement, resulting in improved morale and retention rates.collaboration management is an important part of organizational success. Organizations may achieve greater performance levels, stimulate creativity, and create a healthy work environment where people can flourish by efficiently managing teams and supporting cooperation.Workplace management also helps to increase employee happiness and engagement. Individuals are more driven to provide their best efforts when they feel respected, supported, and linked as members of a team. As a result, work satisfaction, morale, and turnover rates improve.In today's collaborative work situations, teamwork management is a vital part of organizational success. It entails successfully leveraging the collaborative efforts, skills, and abilities of people within a team to accomplish shared goals and objectives. This review discusses collaboration management, its relevance, and the essential aspects that lead to its success.

Organizations recognize the value of cooperation in generating innovation, productivity, and overall success in today's complex and changing business world. Effective collaboration management is fostering a climate in which workers collaborate cohesively, harnessing their unique views and abilities to complete tasks more quickly and effectively. Teamwork management includes many components, such as team creation, goal formulation, communication, cooperation, dispute resolution, and performance assessment. To advise and encourage team members, create efficient communication channels, and develop a healthy team culture, strong leadership is required the advantages of excellent cooperation management are many. It boosts productivity by allowing team members to pool their aggregate knowledge and abilities. It also fosters innovation and creativity by bringing together varied ideas and viewpoints. Furthermore, good collaborative management increases employee happiness and engagement, resulting in increased morale, improved job performance, and lower turnover rates.

Successful collaborative management does not happen overnight; it takes time, good communication, and constant progress. It entails developing a culture of cooperation and mutual support among team members, supporting open and transparent communication, and fostering a culture of trust among team members. Finally, collaboration management is critical to accomplishing organizational objectives and generating success. Organizations may tap into the collective potential of their people, stimulate creativity, and create a great work environment by efficiently managing teams and supporting cooperation. Organizations must have strong collaboration management practices in order to flourish in today's linked and fast-paced commercial environment. Organisations must give enough support, resources, and training to team members in order to properly manage collaboration. Managers play a critical role in promoting a culture of cooperation and continuous learning through encouraging communication, resolving disagreements, and fostering a culture of collaboration and continuous learning. Management of collaboration is critical for organizations wanting to accomplish their objectives and survive in a dynamic business climate. Organizations may leverage the potential of teamwork to boost productivity, creativity, and employee happiness by emphasizing the value of cooperation, good communication, and mutual respect. Organizations may establish high-performing teams that work together to accomplish shared goals and provide extraordinary outcomes by using effective collaboration management.

Supplier Involvement

One of the core ideas of TQM is the notion of continuously improving work processes. The capacity to generate a quality product is heavily reliant on the connections between the process's participants: the supplier, the processor, and the client. The quality of any downstream process is determined by the quality of the process upstream. Both internal and

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

external clients are included in this idea. The quality of the project created by the constructor is directly tied to the quality of the designer's plans and specifications, the quality of the materials and equipment given by the vendors, and the quality of the subcontractors' work. Close and long-term partnerships with building process suppliers are necessary if the contractor is to achieve the optimum economy and quality. Contractors, subcontractors, and vendors have traditionally been pitted against one another in the construction sector to compete for low-bid contracts. The fourth of Deming's 14 recommendations emphasize that businesses should stop granting business only on the basis of price.

Future successful projects will be determined by quality not the original cost of the product and supplier responsiveness, which can only be accomplished via partnership ties. These connections will be founded on mutual trust and will include fewer providers. Procurement managers' new role will be to focus on problems of continual improvement in their relationships with their suppliers. Some of these challenges for improvement include bettering the way purchase orders are placed and the quality of information supplied to contractors, subcontractors, and suppliers. Other areas for development include improved material management systems and a better knowledge of the contractor's, subcontractor's, and supplier's roles. vendor's internal needs. The results of these efforts will include streamlined paperwork and accounting processes, decreased uncertainty as a result of dealing with diverse suppliers from project to project, and enhanced techniques and procedures as a result of teamwork. the effort with the vendors.

Customer Service

TQM is a procedure that needs widespread participation to be effective. This includes the client's participation. This notion will become more essential as more organizations implement the TQM method and demand for higher quality rises. Customer satisfaction is accomplished by the application of the TQM principle to the customer in the form of collaborative teams. These collaborative teams are in charge of developing common objectives, strategies, and controls. The teams offer a system for listening to and communicating with customers, as well as monitoring customer satisfaction.The organizational equipment, processes, and tools required to form these joint teams are quite similar to those used to serve internal consumers. The only two impediments to forming combined teams are the companies' legal independence and their customary practices of collaboration.

Implementation

For many businesses, TQM represents a major departure from previous management practices. Bringing about such revolutionary transformation over a whole organization is a massive endeavor that demands management's patient support and guidance. The most challenging stage in the implementation process might be determining where to start. Although there are no standard protocols for implementing quality improvement, there are key measures that firms that have effectively adopted TQM have in common. These implementation processes are comparable to the four stages of the PDCA cycle:

1. Preparation and planning.
2. Implementation of the plan.
3. Measuring and verifying the implementation.
4. Evaluating the results and continuing onto the next preparation and planning stage.

Senior management should first get acquainted with TQM principles, tools, and processes. Visit firms that have successfully adopted TQM, watch training (video) tapes, attend seminars, and study books written by quality specialists to achieve this. Numerous papers on quality management have been published. All of these outlets help introduce older citizens. Management was introduced to TQM and assisted in building a new guiding concept for the organization. As senior management gets acquainted with TQM, it should begin to put

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

together the quality supporting framework for executing TQM on a few pilot projects. The quality support structure consists of an advisory committee comprised of leaders from various areas and levels of the company, a quality consultant group comprised of quality managers versed in TQM, and departmental steering teams for directing the implementation effort. The advisory group should next begin designing the quality strategy they intend to apply to the organization, with the support of quality management specialists. The development of a customized quality strategy is critical to the implementation effort's success.

Management should not just buy a program and apply it to the organization mindlessly. Although the principles of all available methodologies are beneficial, some businesses have difficulties incorporating them into their owner operation. They should attempt to develop a strategy that is tailored to their company's culture and needs. This may be accomplished by either adopting a program offered by a quality specialist or by researching all of the various principles and establishing a customized method that best meets the company's demands.As the new method is developed and the advisory group's knowledge of TQM grows, the advisory group may begin developing a thorough strategy for implementing the TQM process across the organization. This entails creating a fresh and properly stated corporate mission statement, vision statement, and quality policy that demonstrates management's dedication to quality. The advisory panel decides on financial arrangements for team training and activities at this time. Annual and mid-term (5-7 year) TQM process objectives should be developed. Publicizing and promoting the TQM process, as well as informing and educating all employees about the strategy and its development, should be included. It is also necessary to establish methods and processes for recognizing team success stories.The implementation process should start with carefully chosen pilot projects, and as the process gains speed, the effort should be expanded to the rest of the firm.

Control points and metrics of the implementation effort should be included in the implementation plan to monitor its efficacy and make any required modifications. The next stage is to inform workers of management's commitment to adopting TQM, as well as the reasons for the choice and the potential advantages. This is followed by the development of departmental steering teams to direct quality improvement initiatives in each of the company's departments. The quality consultant group assists the steering teams in extending the TQM process to the quality teams inside departments. As the quality teams mature, training is implemented and applied to real-world problems as quickly as feasible. To unite the improvement efforts, the team structure is also utilized to disseminate the new business quality standards and objectives across the organization. As the implementation effort gains traction, the pilot project success stories are utilized to market TQM to the rest of the firm. The implementation effort is meticulously planned and rigorously monitored. As the process progresses, efficacy should be measured against the control points set during the preparation and planning stages. These measures should be closely checked and their compliance with the original plan should be confirmed. Any deviations from the defined plan should be explored and eliminated using the PDCA problem-solving methodology.

CONCLUSION

Finally, efficient collaboration management is an important part of organizational success. It entails building an atmosphere that encourages team members to collaborate, communicate openly, and trust one another. Organizations may achieve greater levels of productivity, creativity, and employee happiness by harnessing the aggregate efforts and abilities of people.Clear goal formulation, role clarity, and responsibility characterize teamwork management. To guarantee that information flows freely among team members, appropriate communication routes and methods are required. To handle any disputes or issues that may occur within the team, conflict resolution procedures and problem-solving approaches are also required.Organizations may get several advantages when teamwork management is

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

properly implemented. When team members collaborate, they combine their talents and knowledge to do tasks more effectively. Collaboration fosters innovation and creativity, resulting in improved problem-solving and the production of unique ideas.Effective collaborative management also has a significant influence on employee satisfaction and engagement. Individuals are more driven to provide their best efforts when they feel respected, supported, and connected within their team. This results in greater work satisfaction, morale, and a feeling of belonging inside the organization.Managers play an important role in collaborative management by giving direction, support, and resources to enable successful cooperation. They must build a collaborative culture and provide an opportunity for team members to enhance their talents and participate in decision-making processes.Organizations must recognize the significance of collaboration management in today's fast-paced and complicated business world and invest in building the appropriate skills and processes. Organizations may unleash the full potential of their teams and achieve long-term success by prioritizing excellent teamwork management.

REFERENCES:

[1] H. Yu *et al.*, "Data Descriptor: A dataset of human decision-making in teamwork management," *Sci. Data*, 2017, doi: 10.1038/sdata.2016.127.

[2] J. Cerneviciute and R. Strazdas, "Teamwork management in creative industries: Factors influencing productivity," *Entrep. Sustain. Issues*, 2018, doi: 10.9770/jesi.2018.6.2(3).

[3] S. Kristensen *et al.*, "Quality management and perceptions of teamwork and safety climate in European hospitals," *Int. J. Qual. Heal. Care*, 2015, doi: 10.1093/intqhc/mzv079.

[4] A. Algashami, L. Vuillier, A. Alrobai, K. Phalp, and R. Ali, "Gamification risks to enterprise teamwork: Taxonomy, management strategies and modalities of application," *Systems*, 2019, doi: 10.3390/systems7010009.

[5] S. N. A. Rahmawati and A. Supriyanto, "Pentingnya Kepemimpinan dan Kerjasama Tim Dalam Implemeentasi Manajemen Mutu Terpadu," *J. Din. Manaj. Pendidik.*, 2020, doi: 10.26740/jdmp.v5n1.p1-9.

[6] C. Taylor, A. Shewbridge, J. Harris, and J. S. Green, "Benefits of multidisciplinary teamwork in the management of breast cancer," *Breast Cancer: Targets and Therapy*. 2013. doi: 10.2147/BCTT.S35581.

[7] F. D. Bastos, J. V. Cordeiro, and E. Drohomeretski, "Human values, teamwork design and knowledge management on the shop floor: a systematic literature review," *Indep. J. Manag. Prod.*, 2019, doi: 10.14807/ijmp.v10i1.795.

[8] H. Inegbedion, E. Sunday, A. Asaleye, A. Lawal, and A. Adebanji, "Managing Diversity for Organizational Efficiency," *SAGE Open*, 2020, doi: 10.1177/2158244019900173.

[9] S. B. Parumasur, "The Importance of Teamwork, Continuous Top Management Support and Training in Bringing About TQM," *J. Econ. Behav. Stud.*, 2013, doi: 10.22610/jebs.v5i9.437.

[10] M. L. Grubaugh and L. Flynn, "Relationships among Nurse Manager Leadership Skills, Conflict Management, and Unit Teamwork," *J. Nurs. Adm.*, 2018, doi: 10.1097/NNA.0000000000000633.

[11] A. T. Mayo, "Teamwork in a pandemic: Insights from management research," *BMJ Lead.*, 2020, doi: 10.1136/leader-2020-000246.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 5

CLASSIFY PROJECT INITIATIONMANAGEMENT AND ITS SIGNIFICANCE

Dr. Muralidhar sunil, Assistant Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id:sunilrashinkar@presidencyuniversity.in
Dr. Shivaraman, Professor, Regional College of Management, Bangalore, India

ABSTRACT:
Project initiation is a crucial stage in project management that lays the groundwork for a project's successful completion. The project initiation process, its goals, important actions, and the importance of successful project initiation in project management are all summarized the goal, objectives, scope, and viability of the project are all defined at the project beginning. Key stakeholders are identified, project restrictions and hazards are evaluated, and early permissions and money are gained during this phase. By ensuring that the project is in line with organizational aims and objectives, the project initiation phase prepares the project for execution.Project management depends on successful project commencement since it builds a solid basis for the project's success. It makes that the project is practical, in line with organizational goals, and has the backing and resources it needs to go forward. Project initiation is an important step in project management that prepares a project for effective execution. It entails deciding on the project's goals and purpose, determining its viability, locating stakeholders, assembling the project team, and securing the project's first finance. Project managers create the framework for project success and reduce possible risks and problems by executing a rigorous project-beginning process.

KEYWORDS:
Construction, Contract, Design, Stakeholder.

INTRODUCTION

The owner must choose a design and building method early on in the project. There are several options for procedures, each with benefits and drawbacks. The method used has an impact on funding, team member selection, project cost, quality, and timeline. Although the chosen method is crucial, choosing personnel of high caliber is more crucial. People that collaborate on projects with defined duties achieve success. Project definition, design, and construction are the three stages that design and construction projects go through. It should be noted that there are business planning processes that come before design and that an operations and maintenance phase come after construction for a comprehensive project. The design and building of projects are the main topics of this book. The framework for a project is established by its definition, and the framework for design work is established by design work. During the project definition phase, requirements and limitations are discovered and analyzed. Although the owner's needs and restrictions are the initial emphases, it is important to understand that the designer and contractor are also subject to the owner's requirements and limits[1]–[4].

The project is described and a strategy for its time and cost of completion is identified with the aid of the owner's needs and restrictions. Buildings, infrastructure, and processes are the three areas into which projects are often divided. Commercial structures, schools, office buildings, and hospitals are a few examples of building-sector initiatives. Schematic design, design development, and contract papers are the three phases of design for projects in the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

building industry when the architect serves as the primary designer. The schematic design creates the project's fundamental aesthetic, building elevations, floor plans, and room sizes. Building configurations as well as the project's general characteristics. Before approving and moving on with design development, the owner may examine the design configuration and the expected cost at the end of the schematic design phase. Design In order to create the contract paperwork, the plans, and the specifications for building the project, development specifies the functional usage and systems in the project. Transportation systems including local streets, county roads, state and federal highways, airports, or navigable rivers are included in infrastructure-sector projects. Utility projects including water and sewage line systems, gas distribution lines, electrical transmission and distribution, telephone, and cable lines are also a part of the infrastructure industry[5], [6].

The owner of these projects might be a commercial business or a government organization. The engineer is the primary designer, and he or she typically creates a full design prior to the creation of construction contracts. Chemical plants, oil refining, medicines, pulp and paper, and electricity generating are examples of undertakings in the process sector. Projects in the process industry are mostly designed by engineers. Preliminary engineering, detailed engineering, and the creation of contract agreements are all phases of design. For a chemical processing facility, developing the process flow sheets and mechanical flow sheets may be considered preparatory engineering. The project's primary procedures and equipment are created by the preliminary engineering. According to piping and instrumentation designs, detailed engineering entails the precise size of pipes that will link to the machinery and control systems needed to run the facility. The project's final plans and specifications are included in the contract agreements. Procurement may begin during the design phase, depending on the project delivery approach. For instance, if a large piece of equipment has a longer lead time and has to be acquired before construction to guarantee that it can be installed without causing the project to be delayed, a purchase order may be issued as soon as the specification for the equipment is finished[7]–[10].

Procurement is not limited to the purchase of equipment; it may also be used to acquire bulk materials with a lengthy lead time or hire building contractors. Contractors submit bids for projects that are subject to competitive bidding when the contract papers are finished. The contractor must create shop drawings in order to construct the project after receiving the proposal. The contractor creates shop drawings, which are then presented to the designer for approval. The intricate fabrication and installation that will be employed throughout construction are shown in the shop drawings. Consequently, the contractor also participates in the design. The quality of fabrication of manufactured goods that will be placed on the work site is influenced by the creation of shop drawings. To physically create the project, site construction requires labor, supplies, and construction machinery. The owner bargains a deal with a company to offer engineering and construction services for non-competitive-bid projects. Usually, the project's cost is agreed on a cost-reimbursable basis of some kind. Additionally, the agreement details how the engineering design will be linked with the building process[11]–[14].

DISCUSSION

A project's lifespan begins with project initiation, a critical stage in project management. Key stakeholders are identified at this phase, and the project's purpose, goals, and viability are determined. A project's alignment with organizational goals and objectives is ensured during the project initiation phase, which lays the groundwork for the project's effective implementation. Project managers and other stakeholders gather at the commencement phase to carefully plan and analyze the feasibility and potential success of the project. It offers a crucial chance to collect crucial data, come to important conclusions, and obtain the support and resources the project needs. Defining the project's purpose and goals, determining its

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

viability, locating important stakeholders, assembling the project team, and securing first permissions and financing are among the goals of project commencement. These goals help to make it obvious what the project is trying to accomplish, who will be engaged, and how it will be carried out.Setting clear direction and emphasis for the project requires defining its goals and purposes. It aids stakeholders in comprehending the project's intended consequences, advantages, and deliverables. Throughout the project, decision-making and planning are governed by this purposefulness.

The project's technical, financial, and operational viability are all taken into consideration while determining its feasibility.

This assessment aids in identifying possible risks, limitations, and difficulties that might affect the project's success. Making an educated choice about whether to go on with the project or make the required changes is made possible by early feasibility assessments. Effective stakeholder management depends on the early identification of important stakeholders. Stakeholders are people or organizations who will be touched by or have an interest in the project.

Project managers may create strategies for including and engaging stakeholders at various stages of the project's lifecycle by having a clear understanding of their expectations, interests, and degree of influence. Assembling the appropriate people with the required knowledge and experience to carry out the project is part of creating the project team at the initiation. Setting the foundation for productive cooperation and collaboration is the definition of roles and duties, the clarification of reporting lines, and the assurance of the availability of resources and support.

One of the most important steps in starting a project is getting preliminary permissions and finance. Presenting decision-makers and stakeholders with the project's business case, advantages, anticipated expenses, and prospective returns on investment aids in securing the funding and resources required to launch and maintain the project.

The beginning of a project, when its goal, objectives, and viability are established, is known as project initiation. By assuring alignment with organizational objectives, evaluating feasibility, identifying key stakeholders, forming the project team, and securing preliminary permissions and financing, it establishes the groundwork for project success. A well-planned and performed project is more likely to achieve expected results and live up to stakeholder expectations if it is launched effectively.

Advances in the Engineering and Construction Process

The design, manufacturing, construction, and operation of built facilities are more integrated thanks to the development of the construction sector. Two-dimensional (2-D) and three-dimensional (3-D) computer-aided design (CAD) systems have been created as a result of significant developments in computer hardware and software.

The capacity to identify and avoid interference during field construction has significantly improved because of advancements in CAD technology, which have led to flexible modeling systems that may be utilized throughout the design, engineering, and construction stages. Construction activities become more effective as a consequence, and rework is decreased.

Instead of automating specific tasks within the current fragmented designconstruction process, better coordination of operations within an integrated process is the largest benefit of utilizing CAD. Using the conventional information flow to the field via the use of drawings and other hardcopy documentation may result in the design purpose not being fully realized in the field. Field staff is unable to engage with the 3-D model to retrieve the information they require from traditional paper-based building documents. Many common construction issues with material availability, job packing, construction sequencing, and field adjustments may be resolved using communication that employs 3-D modeling in conjunction with enhanced representations of design intent and other supplementary information.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Private Versus Public Projects

Projects may also be categorized as belonging to the public or private sectors. A firm that offers products and services for a profit is often the owner of a private-sector enterprise. Commercial retail establishments, manufacturing operations, industrial process plants, and entertainment venues are a few examples. The company administrators have the freedom to choose any engineering and construction services that meet their unique demands since the owner is a private enterprise. They may, for instance, put the project out to competitive bids or choose a single-source company to handle the engineering and construction. They are not required to accept the job's lowest offer, and they are free to take any payment method. Typically, a municipal, county, state, or federal government entity serves as the project's owner. Local education boards, state transportation agencies, or the federal departments of energy or defense are a few examples. The owner often utilizes the competitive-hid technique based on the lowest bid price to get engineering and construction services for projects in the public sector. However, the use of qualification-based selection (QBS) to hire engineers and construction workers has grown in recent years. The owner chooses engineering and construction services using the QBS method based on certain credentials and other factors rather than just pricing.

Contractual Arrangements

All three of the primary contractual parties must work together to manage the project. The project's requirements, the degree of quality anticipated, a reasonable budget, and the necessary timetable must be provided by members of the owner's team. A general direction for the project must also be provided by them. The designer's team is responsible for creating a set of contract agreements that adhere to the owner's requirements in terms of demands, spending limits, quality standards, and timeline. The work required under the contract agreements must also comply with the following: the contractor's ability to build it. The contractor's team must successfully oversee the physical labour needed to complete the project in line with the contract documents It is possible to handle a project using a variety of contract agreements. The basic configurations are shown in their most basic form in Figure. 1. In the paragraphs that follow, each of these configurations is briefly explained.

When a project has a clear scope, no uncommon features, and no requirements, a design/bid/build contract is often employed. The owner, designer, and contractor are all parties to the three-party agreement. With this approach, the project is built in three stages: a comprehensive design is created, then contractors are asked to submit competitive bids, and finally, a construction contractor is chosen to get the contract. Twothe designer and the contractor both get separate contracts. Since a comprehensive design is created before construction, the owner is aware of the project's layout and estimated cost before work begins. Because each phase must be finished before moving on to the next, a significant amount of time may be needed. Additionally, adjustments made during construction may be costly since the construction contract is often awarded based on a lump-sum, fixed-price bid made before construction, rather than one made after.

A design-build agreement is often utilized to speed up project completion or to provide the owner the freedom to alter the project while it is being built. The owner and the design/build company are both parties to the agreement. A cost-reimbursable agreement rather than a lump-sum, the fixed-cost approach is often employed since the contract with the design-build business is given before any design or construction is begun. For choices made during the selection of design options and the monitoring of costs and schedules throughout construction, this strategy calls for substantial owner engagement. To manage the project for the owner, a construction management (CM) contract might be given to a CM company. The owner, designer, CM Company and contractor are the four parties to the CM contract. Regarding the CM procedure and the level of responsibility given to the CM business by the

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

owner, there has been much discussion over the last 20 years. In order to complete the project according to the owner's planned usage, the owner allocates a contract to a company that is skilled and competent to coordinate all of its components. Sometimes a project is managed using an owner-agent arrangement. Some owners hire one or more outside design experts to handle the remaining portions of the design while carrying out some of the work themselves.

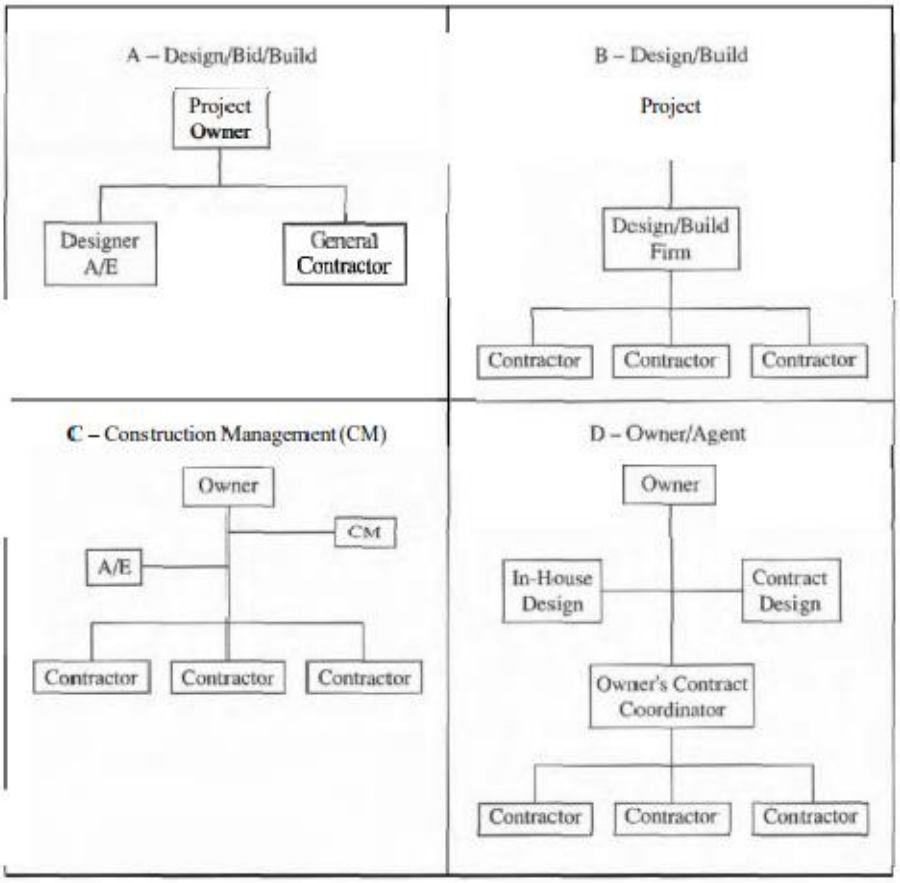


Figure 1: Represting the Contracting Arrangements[AccessEngineeringLibrary].

One contractor may be given a construction contract, or many contractors may get one. Although it's unusual, an owner may handle all aspects of design and construction using internal staff. It is frequently referred to as a forceaccount approach when a project is managed in this way. Owners may be divided into two categories: single-builder owners and multiple-builder owners. Single-builder owners are businesses that do not often require projects, typically have a small project crew, and outsource all design and building work to other companies. The majority of the projects they manage are on a construction management or design-build contract. Large organizations that often require projects and typically have a team devoted to project work are typically multiple-builder owners. Typically, they will undertake modest, quick jobs through design. Design-build, construction management, or owner agent contract arrangements are often utilized for projects in which they want to have a significant role. A project's owner has a choice among many approaches. The contract arrangement that is chosen is determined by the owner's resources, the level of project control that the owner wants to retain, the level of involvement that the owner desires, the amount of risk that is shared between the owner and contractor, and the significance of cost and schedule.

CONCLUSION

Setting the scene for project success, project initiation is a crucial step in project management. It entails laying out the project's goals and purpose, determining its viability, identifying its major stakeholders, assembling the project team, and securing the project's

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

first finance. Project initiation gives the project team and stakeholders a clear direction and emphasis by establishing the project's goals and objectives. This transparency makes sure that everyone involved is aware of what has to be accomplished and that their efforts are coordinated properly. It is crucial to evaluate the project's viability before it is started in order to detect any possible risks, limitations, and difficulties. Project managers may use it to prepare ahead for probable challenges and make well-informed choices about whether to go on with the project. Effective stakeholder management requires early identification of important stakeholders during the project commencement phase. Project managers may create strategies for involving and engaging stakeholders at various stages of the project's lifecycle by having a thorough understanding of their expectations, interests, and power. This promotes the development of solid connections and guarantees that stakeholders are properly taken into account and integrated into the decision-making processes. Assembling people with the necessary qualifications and experience to carry out the project is part of creating the project team at commencement. Setting the foundation for productive cooperation and collaboration is the definition of roles and duties, the clarification of reporting lines, and the assurance of the availability of essential resources. Securing the support and funds required to launch and maintain the project depends on getting the first permissions and financing. Decision-makers and stakeholders may be won over and it can be ensured that the project has the support it needs to go forward by presenting the project's business case, benefits, and expected costs to them. the beginning of a project is an important stage that provides the groundwork for its success. It forms the project team, determines the direction, evaluates the project's viability, involves stakeholders, and obtains the project's first funds and permissions. A good project beginning enhances the possibility that project goals will be met, risks will be properly managed, and successful results will be produced.

REFERENCES:

[1] NCT01192789, "Community Case Management of the Severe Pneumonia With Oral Amoxicillin in Children 2-59 Months of Age," *https://clinicaltrials.gov/show/NCT01192789*, 2010.

[2] E. D. Ward, M. A. Frerking, D. Mundo, and O. L. De Weck, "Engineering change activity analysis of space mission projects," in *IEEE Aerospace Conference Proceedings*, 2016. doi: 10.1109/AERO.2016.7500693.

[3] Z. Qian and L. Bao, "Cellular heterogeneity and single-cell omics," in *Single-Cell Omics: Volume 1: Technological Advances and Applications*, 2019. doi: 10.1016/B978-0-12-814919-5.00003-8.

[4] C. Carpenter, "PRMS Classifications: Updated Methodology for Resource Inventory Management," *J. Pet. Technol.*, 2019, doi: 10.2118/1219-0050-jpt.

[5] A. F. Famili, "Setting up and managing real-world data mining and optimization cases studies: Motivations and challenges," 2011. doi: 10.1109/dmo.2011.5976495.

[6] A. J. Shenhar, "A two dimensional construct model for the classification of technical projects," in *Proceedings 1992 IEEE International Engineering Management Conference: Managing in a Global Environment, IEMC 1992*, 1992. doi: 10.1109/IEMC.1992.225241.

[7] A. Tabot, O. Owuor, and J. Migosi, "Influence of Participatory Project Initiation on Sustainable Forest Management in Saboti, Trans-Nzoia County, Kenya," *Int. J. For. Res.*, 2020, doi: 10.1155/2020/2648391.

[8] M. Radu and R. Nistor, "Project Initiation And Project Management Approach-An Expensive Connection," *Cluj-Napoca Babes Bolyai Univ.*, 2013.

[9] R. Gareis, "Re-thinking project initiation and project management by considering principles of sustainable development," in *Sustainability Integration for Effective Project Management*, 2013. doi: 10.4018/978-1-4666-4177-8.ch008.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[10] G. Giraldo, J. Castañeda, O. Correa, and J. Sánchez, "Diagnosis of initiation and planning of project management in pymes from the construction economic sector," *Rev. EAN, Edición Espec.*, 2018.
[11] P. Bogojevic, "Project Management in Data Warehouse Implementations: A Literature Review," *IEEE Access*. 2020. doi: 10.1109/ACCESS.2020.3045072.
[12] D. Walker and B. Lloyd-Walker, "Rethinking project management," *Int. J. Manag. Proj. Bus.*, 2016, doi: 10.1108/ijmpb-12-2015-0121.
[13] B. Vachan, "Applying project management principles to research projects in a health setting," *Radiographer*, 2012, doi: 10.1002/j.2051-3909.2012.tb00166.x.
[14] T. Kloppenborg, "Project Selection and Initiation Questions Leading to Good Risk Management," *PM World Today*, 2012.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 6

A BRIEF OVERVIEW ABOUT PROJECTMANAGEMENTPHASES

Dr. Nishant Labhane, Assistant Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-nishantbhimrao@presidencyuniversity.in
Prof. Bala Aryan, Regional College of Management, Bangalore, India

ABSTRACT:
The project management process is often broken down into a number of stages to provide the project execution process shape and direction. The typical project phase's initiation, planning, execution, monitoring and control, and closure are summarized in this abstract. It emphasizes the importance of each stage and how crucial it is for effective project completion.The initiation phase ushers in a project's start and entails identifying its goals, purpose, and viability. A feasibility study, stakeholder identification, and securing money and essential permissions are important steps in this phase. The project's foundation is laid during the start phase, which also ensures that it is in line with organizational objectives. The planning phase is concerned with creating a thorough project plan that specifies the project's scope, timing, financial constraints, and resource needs. It entails defining certain activities, calculating completion times, determining dependencies, and developing risk management plans. The planning stage acts as a road map for carrying out the project and offers a foundation for tracking progress. The real project work is done during the execution phase. The project team carries out the specified tasks, manages resources, and puts the project plan into action. For activities to be accomplished as planned and deliverables to be created during this phase, effective communication, teamwork, and progress monitoring are essential. Tracking project progress, comparing it to the intended goals, and making required modifications are all part of the monitoring and control phase. Performance evaluation, risk analysis, problem-solving, and change management are important tasks.

KEYWORDS:
Design, Project, Phase, Scope, Work.

INTRODUCTION

This stage makes ensuring that the project continues on course, that deviations are quickly corrected, and that project results continue to meet stakeholder expectations. The project is formally finished during the closing phase. Finalizing project deliverables, getting client approval, holding lessons-learned meetings, and moving the project into operations or maintenance are all part of it. Proper project closure guarantees that all loose ends are tied up and that the project's goals have been met. A project's stages are tied to one another and each build on the one before it. A project must be managed well by carefully planning, carrying it out with care, monitoring it constantly, and finishing it appropriately. Project managers may assure effective project results, stakeholder satisfaction, and organizational success by adhering to the specified project stages.Initiation, planning, execution, monitoring and control, and closing are just a few of the project stages that provide a systematic framework for efficient project management[1]–[4].

From setting project goals and securing permissions to carrying out tasks, keeping track of progress, and finally wrapping up the project, each step is crucial to its success. Following the project's stages encourages effectiveness, responsibility, and the attainment of the intended project results.Project management entails taking a planned strategy for starting and finishing tasks. Projects are often broken up into several stages in order to guarantee good project

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

results. These stages provide a methodical structure for overseeing and regulating project operations from beginning to end. This introduction gives a general overview of the typical project stages and emphasizes their significance in accomplishing project goals.Project managers and teams are led through the project lifecycle by the many stages that make up a project's phases. Each phase includes a unique set of tasks, products, and goals that all work together to make the project successful. The interconnectedness and mutual building of the stages enable efficient planning, execution, monitoring, and closing[5]–[8].

Initiation, planning, execution, monitoring and control, and closing are the common project stages. The project is defined at this phase, along with its goals, objectives, and viability. The identification of important parties is done, and first money and permission are gained. This stage lays the project's groundwork and ensures that it is in line with organizational objectives. The planning step entails creating a comprehensive project plan that specifies the project's scope, timetable, budget, and resources. Dependencies are recognized, and tasks and activities are established. During this phase, risk management methods are also developed. The project team uses the project plan as a road map to ensure successful project execution. The project's execution phase is when the plan is carried out. To produce project deliverables, project teams carry out the assigned tasks, schedule resources, and work together. For the project to go forward as planned, team members must communicate and coordinate well throughout this phase. Tracking project progress, evaluating performance, and managing risks and adjustments are all part of the monitoring and control phase.

Key performance indicators are tracked by project managers, who look for deviations from the blueprint and implement remedies as necessary. This stage makes sure that the project remains on course and that problems are resolved quickly.The project is formally finished during the closing phase. The last deliverables are finished, and the customer approves them. Sessions on lessons learned are held to collect insightful information and enhance project management in the future. Transferring the project's outcomes or continuing activities to the proper stakeholders or teams is another aspect of the closing phase. the stages of a project provide a systematic method for managing projects, ensuring that they are carried out successfully and effectively. From project initiation through project closure, each phase is essential to setting project goals, organizing activities, carrying out tasks, keeping track of progress, and officially wrapping up the project. Project managers have the highest odds of obtaining effective project results by following these stages as they go through the project lifecycle[9], [10].

DISCUSSION

As a project develops from its beginning, based on the owner's needs, through design development, and ultimately completion, it is always changing. Figure.1 depicts the many stages of a project's life. Additional partners join in and more information is gathered as the project proceeds from one phase to another more clearly defining the scope, budget, and timeframe. Projects sometimes cycle through phases before receiving management clearance to go on to the next one. The project manager is in charge of making sure that all work is completed within the agreed-upon scope, spending limit, and timeline throughout each phase. Early in the design development process, there may not be enough details to define the scope precisely enough to identify what work has to be done. Most project managers have the trait of I can do it. Due to this trait, work is often assigned to the project manager before it has been fully defined or formally accepted. Project managers working for owner, designer, or contractor organizations are all affected by this. Clients, subordinates, members of the project team, top management, and coworkers who are also project managers are among those who interact with the project manager on a daily basis. When requests are made for work that is not clearly specified, the project manager cannot manage successfully or use his or her time effectively.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

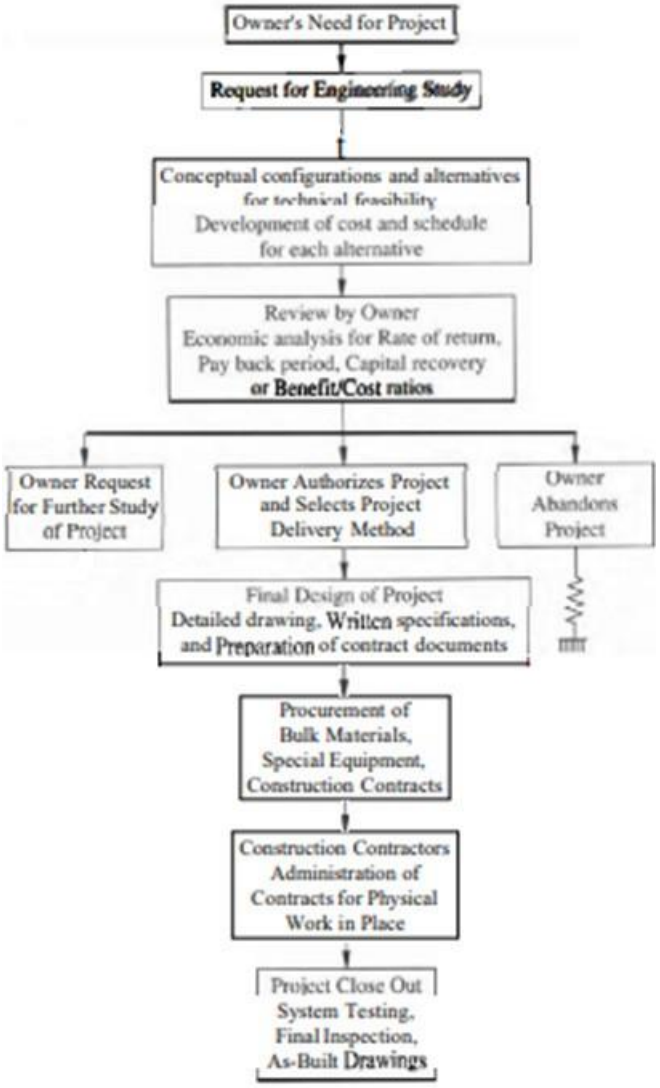


Figure1: Represting the Phases of a Project [AccessEngineeringLibrary].

If these circumstances apply, the work should be carried out on a time and material basis for the actual job completed, at least until a suitable scope, budget, and schedule can be established. Determining a scope and corresponding budget and timetable is a different alternative. When there is a departure from the agreed-upon scope, the project manager may inform the owner of the revised budget and timeline as a result of the change in scope and receive their agreement before starting work. The quality and overall cost of the project must be taken into consideration while creating conceptual configurations and alternatives. This can only be accomplished with significant involvement from the owner who will eventually utilize the project since the cost of operating and maintaining the facility once it is finished will play a significant role in project design. The owner's intended scope may be lowered or enlarged in certain cases where the budget is the determining factor. If this circumstance is present, care must be taken to ensure that the project satisfies the owner's minimal requirements and that the owner's expectations for quality are understood. The project manager has a responsibility to make sure that the owner's expectations are met throughout project development.The pressure to finish the contract agreements as soon as feasible comes from the owner's approval to go on with the final design. The cost of the project, however, is significantly influenced by the accuracy and completeness of the bid documentation. It is important to give the designer enough time to create a plan that can be built and will serve the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

owner's needs with the fewest maintenance and running expenses. The acquisition of bulk materials and specialized equipment for major projects has a significant influence on the building timetable. The project manager is responsible for making sure that lengthy lead-time purchasing goods is obtained. With the owner's representation on the project team, this must be coordinated. Cost, time, and quality are affected by the kind of contract used and the contractors chosen to submit bids. The project manager is crucial to the selection of contractors, the examination of bids, and the suggestions for awarding construction contracts.

Owner's Study

A project is born out of the owner's requirement to develop and build a facility to manufacture a product or service. An operating division of the company, a corporate planning team, a senior executive, a board of directors, or an outside consulting firm may identify the need for a facility. In order to determine the benefits of moving forward with the project, one or more people are often sent to the owner's organization to conduct a requirements assessment. Setting objectives is the owner's initial necessity. This is crucial because it gives the scope definition a focus, directs the design process, and affects the project team's motivation. Quality, cost, and schedule optimization is a step in the goal-setting process. All stakeholders must have a clear understanding of the owner's goals, which act as a guide for the many choices that must be taken during the course of the project. Depending on a project's complexity and the owner's relevance to the project, the scope of the owner's study varies greatly. The goals, objectives, thoughts, ideas, finances, and timetable that are developed will have a significant impact on the design and construction stages, making this research vital.

The owner's research must come to a clear conclusion with a list of project goals and criteria, minimum standards for performance and quality, a maximum budget that has been agreed upon, and a deadline by which the project must be completed. A project will go in the incorrect direction and encounter complications if any of the aforementioned components are not provided. An owner may sometimes outsource certain aspects of the research to a third-party consulting company. The owner must be engaged even if an outside fi is used to ensure that his or her demands are taken into account. An improperly specified project scope results in modifications throughout design and construction, which has a major influence on the overall project cost. An inadequate scope typically results in expensive change orders, claims, and disputes, all of which cause significant cost overruns, delays, and other issues. The early stages of the project, rather than at the beginning of construction, are the best times to gain savings and limit alterations, according to experienced managers.

Project Scope Definition

The components and actions necessary to satisfy the owner's requirements are identified by the project scope. For instance, a project would need three buildings: an office building for employees, a warehouse, and a repair shop. The project may also need a crushed aggregate area for the storage of large pieces of machinery and bulk materials. The number of workers in each building, the kind and quantity of storage required in the warehouse, the kind of maintenance necessary, and the size and weight of the equipment should all be specified in further detail for each of the aforementioned elements.

The project manager and team require this kind of information to specify the work necessary to fulfill the expectations and goals of the owner. The goal of project scope definition is to offer enough information to define the work that needs to be done so that the design may go forward without experiencing significant modifications that might harm the project's budget and schedule. Starting the design process with only the knowledge that a project comprises three buildings and an outside storage space is insufficient. A thorough checklist of everything that needs to be done should be created to aid the owner in this endeavor.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An abridged checklist for defining the project scope for a petrochemical project is provided. The table is only presented for illustrative reasons and does not include all the factors that need to be taken into account. For different project kinds, a comparable checklist should be created. The formulation of a project scope checklist might benefit from the significant advice of experienced design and construction employees. Deliverables, or what will be provided, must be sufficiently defined in the scope before design work can begin. Design drawings, specifications, assistance during the bidding process, construction inspection, record drawings, and reimbursable expenditures are a few examples of deliverables. Because it affects the project budget and time, all of this information must be understood before beginning design. To do this, the project manager from the design organization must be engaged early in the project and will need input from skilled technical experts to represent every area of the proposed project.Without a well-defined scope of work, it is impossible to calculate a project's realistic budget and timeframe.

As a result, the project scope should be determined first, followed by the development of a budget and timeline that meet the scope. All project managers are accountable for keeping all work within the agreed-upon scope, as well as all prices and schedules, within agreed-upon parameters. There are occasions when an owner may get enthusiastic about the benefits of a project and want to get started right away. Typically, this happens when a new product is created or a government authority determines that a facility has to be constructed at a certain time or area. Before beginning work on the project, the project manager must carefully analyze the project scope to ensure that it is adequately clearly defined. If this isn't done, the project team will be pressured to define the scope while work is being done, which may cause irritation and strained relationships. Locking in the scope at the beginning of the project, before work begins, will ensure that everyone is aware of the entire range of the necessary work, which is a straightforward solution to this issue.

Project Strategy

The project owner must create a strategy for the project early on, including a schedule for completing tasks. The framework for managing the project is provided by the project strategy. It comprises the procurement strategy, the project team's roles and duties, and the timeline for design, procurement, and construction. The general organizational structure and the distribution of risk among the contractual parties are identified by the contract strategy. Early in the project's development, the owner must choose which tasks may be completed by internal staff members and which ones need other organizations to be hired. The owner could have a sizable engineering team that can manage every aspect of the project, including design, purchasing, and construction. In other instances, the owner may have a small team for projects, necessitating the assignment of contracts to other companies with the capacity to do the required work. A big organization could have the necessary internal resources, but owing to other obligations, it might not be able to schedule the work when it is required. The owner's organization must realistically analyze the work that can be completed internally and the capacity of an outside business before weighing the cost and schedule trade-offs of using outside services. The kind of contract used determines how each party's obligations and liabilities are distributed and has an impact on the project's timeline. A cost-plus-fee contracting approach may be preferable if a quick turnaround is required to see an early return on the project investment. Emergency government initiatives are sometimes handled in this way. A classic design/bid/build strategy with a lump-sum contract can be preferable if there is enough time to finish the whole design. The owner must weigh all options, weigh the benefits and drawbacks, and decide which option best satisfies the owner's needs, goals, financial limitations, and timetable demands. A timeline for the timing of design, procurement, and construction activities is included in the project strategy. Identification and coordination of the three main project activitiesdesign, procurement, and constructionare the

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

goals of the owner's schedule. It is necessary to create a viable timetable that incorporates the actions of all stakeholders participating in the project. All partners must agree to any timeline changes for the project.

Selection of Design Firms and Construction Contractors

The choice of the designer and builder depends on a variety of elements, such as the project's kind, scale, and complexity; the owner's experience managing engineering and construction projects; and how quickly the owner wants the project finished. The selection process is determined by the project strategy and contract choice made by the owner. the owner intends to finish all the design work before choosing a construction contractor, a process must then be started to choose the designer. Typically, an owner chooses a designer that they have previously worked with and trusts. has had a positive encounter. Owners of projects in the private sector have two options: they may simply choose the designer they like, or they can request offers from a number of design firms they have previously worked with. The potential designers are sent a request for proposals (RFP), after which each of them creates a design proposal. The owner may study, assess, and decide whether to grant the design contract once the design organizations have filed their ideas. The rules and limitations of the owner's organization govern the choice of the designer for public-sector projects.

Designers are often chosen from a list of prequalified companies. The chapter's fifth section discusses how to pay for qualified design services. A process must be devised to choose the designer if the owner lacks previous expertise in doing so. After researching the planned project and the demand for design services, the owner compiles a list of potential design firms. The list is often created using referrals from other owners or people who are familiar with design studios and thought to possess the necessary knowledge to design the project. The list typically includes at least three design companies that seem to be the most qualified for the specific project. A letter outlining the proposed project and asking each design fi about its interest in it is written to each design fi. The owner then interviews each design company separately after receiving confirmation that it is interested in the project. During the interview, the owner looks over the firm's credentials and past performance to see if it will be able to do the job in the allocated time and to look over the key employees who will be assigned to the project. To guarantee personality compatibility, it is crucial for the owner to meet the precise individuals who will be doing the design job.

After conducting all interviews, the owner typically ranks the design firms according to their desirability, taking into account their location, standing, size, experience, financial stability, personnel availability, reference-checking standards, workload, and other aspects of the proposed project. Before deciding on the final choice, one or more extra interviews with the best design companies may be undertaken based on the assessment. The owner may send out requests for bids (RFB) to construction companies if the design is all finished. The contract terms for the majority of private sector projects often stipulate that the construction contractor will be chosen based on the lowest and best proposal. Typically, the contract terms for public-sector projects stipulate that the construction contractor would be chosen on the basis of the lowest qualified bidder. When the design is fully developed, choosing a building contractor is often based on the lowest quote. The owner could sometimes want to begin building before the design is finished. To benefit from the contractor's expertise in creating the project, for instance, the contractor may be picked after 70% of the design work is finished or they might be chosen concurrently with the designer. When an owner wants to begin building before the design is finished, choosing a construction contractor cannot be based only on pricing since the design papers have not been finished. When choosing a building contractor before the design is finished, a process is built to study and assess potential contractors, much as the processes outlined in the previous paragraphs for choosing a designer. Construction project delivery strategies are covered in further depth.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Partnering

The construction sector has sometimes had negative interactions as a result of the competitive climate and strict contract requirements. To satisfy the criteria outlined in the drawings and specifications, contractors and suppliers have traditionally been chosen via a competitive bidding process and written contracts. A brief commitment is made for the project's length. As a result, suppliers and contractors eliminate their own employment. Partnering is a relatively recent idea that emphasizes long-term commitments with shared objectives for all parties involved in order to achieve success. A task group on partnerships was created by the Construction Industry Institute (CII) to assess the viability of this mode of doing business in the construction sector. The parties involved in a partnership may benefit from a variety of benefits; nevertheless, the strategy's success relies on how the parties behave and their capacity to get over obstacles linked to doing business differently than in the past. Companies commit to a long-term partnership based on mutual trust and a shared vision, sharing resources and agreeing to work very closely together to accomplish disparate but complementary goals. Partnering is not to be interpreted as a formal partnership with the corresponding shared obligations.

An oil corporation and a contractor formed the first acknowledged partnership in the building sector. The owner contacted the contractor and suggested employing a new set of relationships and accountabilities to complete some of the current engineering blanket work. As a result, both parties concurred to establish a partnering relationship in order to carry out several initiatives in various regions. The owner simply supplied technical assurance and authorized the contractor's major finance papers and scoping documents, while the contractor also offered services relevant to project execution. With this cooperation, 25 different initiatives were carried out. This initial partnership arrangement was different from standard contracts from a contractual standpoint since there were no bureaucratic processes in place and all issues were up for discussion. In this arrangement, the owner consented to bear the cost of any hazards that could arise during the course of the partnership. The parties agreed to establish performance assessment standards for key project-related areas. A performance-based incentive system was used, and the contractor received financial rewards from the owner for their hard work. Employers received both monetary and non-monetary incentives from contractors. All participants in a partnership relationship must undergo a cultural shift.

Any successful partnership has three essential components shared vision, long-term commitment, and trust. Other supporting aspects will emerge as these three elements mature. are met, and the advantages to all parties are increased. Reduced overhead and stable workloads are beneficial for both the client and the supplier. Improved cost, quality, and schedule increase competitive advantage. The ongoing development of the partnership agreement required growth and balance. For instance, a partnership arrangement may go from a short-term commitment to a long-term commitment. From one to several projects. In a cost-plus arrangement, the trust may also develop from competitive bidding via full disclosure of project costs. A shared vision might broaden to include open sharing and cooperative creation of corporate goals. The Cll article covers partnering applications to small enterprises and projects, best practises for choosing partners, and best practises for putting a partnering relationship into practise.

CONCLUSION

A project's stages provide a methodical and organized approach to project management, directing project teams from conception to completion. By establishing goals, developing strategies, carrying out tasks, keeping track of progress, and officially wrapping up the project, each step is essential to guaranteeing the success of the overall project. Throughout the project lifetime, the interdependence between the stages encourages effective resource allocation, risk management, and stakeholder participation.By establishing the project's goals,

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

purpose, and viability at the commencement phase, the project is given a solid basis. It makes ensuring the project is in line with organizational objectives and receives the support and resources required for it to go forward. The project goals are translated into a thorough project plan during the planning stage, which also specifies the project's scope, timetable, budget, and resources. This stage gives the project team a road map, facilitating efficient task management and collaboration. The project plan is implemented during the execution phase, when project teams collaborate to produce project deliverables. To ensure the project moves forward as intended, team members must effectively communicate and coordinate. Project managers may monitor development, evaluate performance, and control risks and changes during the monitoring and control phase. It enables prompt correction of irregularities, ensuring that project goals are accomplished. The project is formally finished during the closing phase. Final deliverables are finished, the customer accepts them, and lessons learned sessions provide insightful data. This stage makes sure that everything is finished up and that the project's results are properly transferred. The advantages of adhering to a project's stated stages include a clear project direction, efficient resource use, risk reduction, and stakeholder satisfaction. Effective decision-making, prompt problem detection, and proactive project activity management are all made possible by it. For project managers and teams, the stages of a project act as a roadmap that leads them through the project lifecycle. Project managers may improve project control, reduce risks, and raise the possibility of successful project results by adhering to a systematic strategy. A project's success as a whole is influenced by the partition of the project into discrete stages, which encourage effectiveness, accountability, and stakeholder participation.

REFERENCES:

[1] T. Åsgård and L. Jørgensen, “Health and safety in early phases of project management in construction,” in *Procedia Computer Science*, 2019. doi: 10.1016/j.procs.2019.12.192.

[2] A. Jalali Sohi, M. Bosch-Rekveldt, and M. Hertogh, “Does flexibility in project management in early project phases contribute positively to end-project performance?,” *Int. J. Manag. Proj. Bus.*, 2020, doi: 10.1108/IJMPB-07-2019-0173.

[3] D. Lawyer, “Project Management Life Cycle Phases | Lucidchart,” *LucidChart*. 2020.

[4] R. Doskočil and B. Lacko, “Root cause analysis in post project phases as application of knowledge management,” *Sustain.*, 2019, doi: 10.3390/su11061667.

[5] R. Pathak, “Top 5 Project Management Phases,” *In project-management.com, Project Management Articles*, 2018.

[6] E. Esposito, “Comprehensive Guide to the 5 Phases of Project Management,” *Smartsheet.com*. 2015.

[7] HBR Editors, “The Four Phases of Project Management,” *Harvard Business Review*. 2016.

[8] M. Karambelkar and S. Bhattacharya, “Onboarding is a change: Applying change management model ADKAR to onboarding,” *Hum. Resour. Manag. Int. Dig.*, 2017, doi: 10.1108/HRMID-04-2017-0073.

[9] Harvard Business Review Staff, “40 The Four Phases of Project Management,” *Harv. Bus. Rev.*, 2016.

[10] S. Mahmoudi, H. Kashanian, and M. G. Farsad, “Agility in Project Management Phases by Scrum Method,” *Int. J. Comput. Appl. Technol. Res.*, 2017, doi: 10.7753/ijcatr0609.1001.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 7

ENGINEERING AND CONSTRUCTION PROJECTS: BASIC CONCEPT EARLY ESTIMATES

Ms. Swati Sharma, Assistant Professor,
Master in Business Administration, Presidency University, Bangalore, India,
Email Id-swatisharma@presidencyuniversity.in
Prof. Akshay, Regional College of Management, Bangalore, India

ABSTRACT:
For engineering and construction projects, the sponsoring company and the engineering team place a high value on precise early cost estimates. Early cost estimates are often used by the sponsoring organizations as a foundation for business unit decisions, such as asset development plans, project screening, and allocating resources for future project development. Early projections that are inaccurate might result in missed opportunities, wasted development time, and lower-than-anticipated profits. The project team values an early estimate since it turns into one of the crucial project characteristics. It offers a foundation for planning engineering and construction as well as aids in the formulation of execution methods. As the project moves from the design stage to the construction phase, the initial estimate often acts as a benchmark for detecting alterations. In addition, how well the final cost compares to the initial cost estimate is often used to evaluate the performance of the project team and overall project success.

KEYWORDS:
Business, Contractor, Construction, Cost, Project.

INTRODUCTION

Building estimates are made to determine estimated building expenses for every particular project. The cost of a project is influenced and affected by several factors; each factor must be evaluated, measured, and valued. The construction papers need a great deal of research and consideration since the estimate is created prior to the actual building. The estimator who can conceptualize the project and precisely estimate its cost will rank among the most crucial members of any construction firm. Contractors must present a competitive cost estimate for the project for projects built using the design-bid-build delivery method. With several companies competing for a single project, the rivalry in construction bidding is fierce. A contractor has to submit the lowest-qualified bid on a certain number of jobs while keeping a respectable profit margin in order to continue in business. The general contractor must get an adequate rate of return from this profit margin as well as compensation for the project's risk. The capacity of the estimator to visualize all of the many stages of the construction project becomes a key component in successful bidding since the estimate is created from the working drawings and the project manual for a building [1]–[4].

While the project manual is a written supplement to the drawings and includes information pertaining to materials and workmanship as well as information about the bidding process, the working drawings typically contain information relative to the design, location, dimensions, and construction of the project. The project handbook includes much more than just the technical requirements, despite the fact that it is sometimes misreferred to as the specs. The bulk of the contract papers, which describe the scope of work in the working drawings and project manual, must be taken into account when creating an estimate. The information that the two provide often overlaps and the two work best together. The scope of

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

work supplied by the owner or the architect must serve as the foundation for the proposal that is presented. The estimator is in charge of adding all information from the project handbook and the drawings in the bid that is submitted. The estimator must carefully examine everything and double-check all things due to the intricacy of the drawings and the project handbook as well as the possible expense of a mistake. The project handbook and the designs must first be examined to make sure they are complete[5]–[7].

The estimator may then start quantifying all of the supplied materials. As much detail as feasible must be included for each item in the estimate. In the end, the estimated amounts will be utilized to order and buy the required supplies. The project controls such as the budget and baseline timeline in the field will be based on the estimated quantities and the predicted expenses that go along with them. The incorporation of several factors is necessary in order to determine the final cost of a project. Either direct field costs or indirect field costs apply to these variables. In the construction of buildings, indirect field expenses are often known as general conditions or project overhead costs. The material, labor, equipment, or subcontracted items that are physically and permanently incorporated into the structure are referred to as direct field costs. A direct field cost can be the materials and labor for the building's foundation, for instance. The expenses for the supplies needed to aid in field-building initiatives are referred to as indirect field expenditures. An indirect field cost may be the office at the project site, for instance. The estimate also has to take into account variables like weather, transportation, soil conditions, labor strikes, availability of materials, and subcontractors' availability[8]–[10].

The estimator must work to provide the most accurate estimate feasible, regardless of the factors present. Since a large portion of the work in the field may be performed by subcontractors or specialist contractors, the estimator must be able to define the scope of work in order for these businesses to provide a price quotation. An estimate's complexity requires organization, the estimator's best judgment, full specialist contractor (subcontractor) bids, correct quantity takeoffs, and accurate records of completed projects. Project delivery methods like design-build and construction-manager/general contractor (CM/GC) are becoming more and more common. The contractor serves as both the designer and general contractor in the design-build delivery method. In the CM/GC delivery system, the contractor and some of the major subcontractors participate in the design phase, contributing knowledge on construction costs and processes as well as project management. The owners, designers, contractors, and some of the essential subcontractors are all involved in the design process using integrated project delivery (IPD), a relatively new delivery method.

In contrast to the CM/ GC delivery method, IPD shares control, risk, contingency, and project profits with the owners, designers, contractors, and essential subcontractors. In order to use any of these delivery methods, the contractor must continuously update cost estimates for the planned project. The contractor creates a cost estimate for the project based on its idea at this early stage.We call this a conceptual estimate. Usually, or only in extremely limited quantities, drawings are not accessible for creating a conceptual estimate. What is included is often a verbal or written explanation of the project scope, sometimes with a few drawings. The contractor makes assumptions about almost every element of the project while creating this kind of estimate. The conceptual estimate is often used as a starting point for contract negotiations and is utilized early in the design phase to see if the owners' desires are in line with their budget.The contractor creates and updates a cost estimate based on the existing, but unfinished design during the design process. The contractor may also put together estimates that are used to choose between construction materials and assess if the expense of upgrading the materials is reasonable. All of these estimations share the fact that the design isn't finished. The contractor may provide a thorough estimate for the job after the design is finished[11].

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

DISCUSSION

The sort of estimate that may be created will depend on the needed degree of accuracy and the quantity of project information that is available. These estimating techniques provide estimates with varying degrees of accuracy and take varying lengths of time to accomplish. Figure.1 depicts the link between the amount of time needed to produce the estimate and its accuracy. The various estimation techniques are covered here.

Detailed Estimate

The full estimate comprises calculating the prices and quantities of everything needed to finish the project. Included in this are costs for supplies, labor, machinery, overhead, insurance, bonds, and profit projections. A full set of contract paperwork must be available to the contractor in order for them to produce this kind of estimate. It is necessary to estimate and deconstruct each project component into its component pieces.

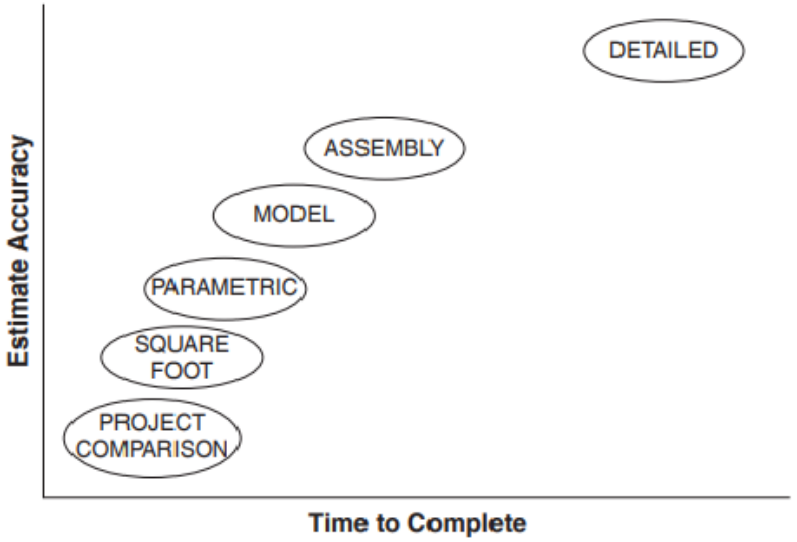


Figure 1: Represting the estimating Time versus Accuracy [PearsonHighered].

Each task that the contractor is supposed to do has a certain amount of labor that has to be calculated. Defined and priced components that need installation by third parties are required. It is important to take care to verify that the contractor and the subcontractor are in agreement over what they are to accomplish and whether they are merely to provide the things or to supply and install them. Additionally, a deal must be made about who would provide support tools like scaffolding and cranes. To avoid any overlaps in the various scopes of work and to ensure that everything has been covered in everyone's scope of work, it is the contractor's responsibility to ensure that the scope of work is split among the contractor and subcontractors.The detailed estimate must specify the estimated costs and quantities of the materials, the time and labor costs, the equipment needed and its cost, the items needed for overhead and their costs, and the desired profit percentage while taking into account the investment, the amount of time needed to complete the project, and the complexity of the project.

Assembly Estimating

Instead of pricing each component of the project separately, an assembly estimator prices the components together as assemblies. An assembly's parts may only be installed by a single trade or they could be put together by a variety of crafts. A domestic light switch is an example of a simple assembly since it only requires a single-gang box, a single-pole switch, a cover plate, two wire nuts, and 20 feet of NM-B 12-gage wire. An electrician would install the complete apparatus. Instead of figuring up the individual components, a domestic electrical estimate might be generated utilizing assemblies for the switches, outlets, lights, power panels, and other items. A metal-stud, gypsum-board partition wall is an example of a

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

complicated assembly since it includes a bottom track, metal studs, top track, plasterboard, screws, tape, joint compound, insulation, primer, paint, and other unrelated materials required to build the wall. Several trades would install this assembly.

The user may produce thorough estimates by taking off assemblies using a number of high-end estimating computer programs, including WinEst and Timberline.

The program would increase the detailed estimate for each switch assembly by one single-gang box, one single-pole, one cover plate, two wire nuts, and 20 feet of NM-B 12-gage wire after subtracting the number of switch assemblies required for the project.

This streamlines the estimation process and boosts the estimator's productivity.Conceptual and first estimates may also benefit from assembly estimating. Broad assemblies allow for the speedy preparation of estimates for large buildings. Assemblies for the spot footings, continuous footings, foundation wall, floor slab reinforcement, granular base, vapor barrier, and fine grading, exterior wall, personnel doors, overhead doors, joist and deck roof structure including supports, roof insulation, roofing, wall cap, skylights, bathrooms, fire sprinklers, heating, lighting, and power distribution, for instance, can be used to create an estimate for a warehouse.

Instead of taking days to compile a detailed estimate, this form of estimate may be created in a matter of hours.

The trade-off is that this kind of estimate is less precise and is based on a lot of general assumptions. This kind of assembly estimating is useful for estimates created from scant drawings, for comparing different design philosophies, and for verifying a comprehensive estimate. It is presumed that this project is similar to the completed projects if the assembly cost originates from those projects.

This presumption is obviously incorrect when it comes to building construction. Every project is different because of the variations in the weather, building materials, and systems, as well as design and construction team members. This form of assembly estimate requires skill and judgment to guarantee that the correct changes are made by taking into consideration the various variables of each project. Companies like RSMeans produce yearly price lists for assemblies, such as Square Foot Costs.

Square-Foot Estimates

Square-foot estimates are created by multiplying a building's square footage by a cost per square foot and then modifying the price to account for variations in building heights, perimeter lengths, and other construction elements. The size of the structure may sometimes be determined using a different unit than square footage.

The number of parking spaces in a garage, for instance, may be used to gauge its size. A square-foot estimate just needs a fraction of the information that a thorough estimate would. The measurements required to create a square-foot estimate, for instance, might be included in a schematic set of design drawings (a single-line floor plan and important elevations). Estimates in square feet are useful for determining if the project, as envisioned, is within the owner's budget. When creating a square-foot estimate, care must be taken to make sure that the projects used to calculate the cost per square foot are comparable to the proposed project, similar to how an assembly estimate that includes wide assemblies should be prepared. Companies like RSMeans release yearly a variety of unit prices for many different building kinds are provided in guidelines (like Square Foot prices). These direction Adjustments should be made to account for different building elements, such as the project's location in the city.

Parametric Estimates

Equations that represent the statistical link between building parameters and construction cost are used in parametric estimates. The number of floors, perimeter length, gross square area, percentage of shared space, and other factors may all be included as construction parameters

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

in the calculation. An equation must include parameters that can be established early in the design process in order for it to be useful; otherwise, it is worthless. While parametric estimates are comparable to square-foot estimates, they involve more sophisticated equations that may include log functions, parameter ratios, and parameter multiplication. For creating conceptual estimates based on hypotheses about important building characteristics or estimates based on preliminary designs, parametric estimating is helpful. Care must be taken to ensure that the proposed project is comparable to the projects from which the equation has been developed, much as with square-foot estimates and assembly estimates that employ wide assemblies.

Estimating Opportunities

This section will go through some of the fields in which estimating expertise is required for those who are unaware of the many possibilities in the sector. Almost everyone working in or connected to the construction industry generally has to be familiar with the methods for estimating.

This expertise is necessary to do the finest work at the best price for everyone engaged in the project, from the estimator, who may just be concerned with estimating the quantities of materials and pricing of the project, to the carpenter, who must order the supplies necessary to create the framework for a house. Most affordable price. The project's designer, drafters, engineers, contractors, and subcontractors are among the others engaged. Suppliers and representatives of the materials. A few of the estimated possibilities are mentioned in the sections that follow.

Architectural Offices

At three different stages of the design process, the architectural office will need estimates: a preliminary estimate (rough square-foot or project comparison costs), a cost evaluation during drawing preparation (typically more accurate square-foot or assembly costs), and a final estimate (typically based on material and installation costs, to be as accurate as possible). The preliminary estimate is often used in negotiations with the general contractor for projects constructed utilizing the design-build or CM/GC delivery systems.

The remaining estimates will be created by the general contractor's estimator when the general contractor is engaged. In big offices, an estimator may be engaged mainly to do all necessary estimates. In many organizations, the chief drafter, head or lead architect, or sometimes another employee who has acquired the necessary estimating abilities, does the estimating. There are also consultants or businesses that provide estimation services for a charge.

Engineering Offices

The civil, structural, mechanical plumbing, heating, air conditioning, electrical, and soil analysis engineering offices are all engaged in the design of building construction projects. Preliminary estimates, estimates made as the drawings are being created, and final estimates made after the drawings are finished are needed for each of these engineering design stages. They are created in a similar manner to how architects create estimates.

General Contractors

For design-bid-build projects, the general contractor creates thorough estimates that are used to calculate how much the business will bill to complete the necessary work. The estimator will need to subtract the quantities of each material, calculate the cost to furnish buy and transport to the project site and install each material, compile the bids from the subcontractors, and calculate all costs associated with insurance, permits, office personnel, and other expenses. One person may do the estimating in smaller businesses, but numerous individuals may collaborate in bigger ones to come to an agreement on final pricing with the owner or to submit a competitive bid. On projects constructed using the design-build or CM/GC delivery method, the contractor's scope of work includes aiding the owners from the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

planning stage through the project's actual construction. The estimators will also provide preliminary estimates under various delivery methods, which they will then iteratively update until a final price is decided.

Subcontractors

Subcontractors are people, businesses, or organizations that the general contractor hires to do a specific task on the project.Excavation, concrete, masonry block, brick, stone, interior partitions, drywall, acoustical ceilings, painting, erection of steel and precast concrete, windows, metal and glass curtain walls, roofing, flooring resilient, ceramic and quarry tile, carpeting, wood, terrazzo, and interior wall finishes wallpaper, wood panelling, and sprayed-on finishes are all tasks that can be performed by subcontractors. The list goes on to contain all necessary supplies, gadgets, and finishes.In the construction of buildings, using subcontractors to complete all of the work is a viable approach. The benefit of this arrangement is that the general contractor may allocate the project's risk to a variety of different organizations. Additionally, since they consistently execute the same sort of job, the craft workers and subcontractors are essentially specialists in their field.However, while using this strategy, the general contractor gives up a lot of control over the project. The field operation gets increasingly engaged in coordinating rather than direct control of craft employees the more the contractor subcontracts out.

The subcontractor thoroughly examines the project manual and the drawings before submitting a price to the construction firms that will be submitting bids on the project.A unit or lump-sum price may be specified as the price. A unit price bid (such as per square foot, per block, per thousand bricks, or per cubic yard of concrete) is one in which the subcontractor specifies the price per unit. The bid maybe $5.25 per linear foot of concrete curbing, for instance. In order to understand what is involved in the project, at what stages they will be needed, how long it will take them to finish their job, and how many people and how much equipment would be needed, the subcontractors must execute a quantity take-off even with unit price bids. The finished estimate is required by the subcontractor in order to calculate the fair cost of overhead and profit.

Typically, the unit cost of worksite overhead reduces as the volume of activity does. For instance, mobilization costs for 100 lf of curb are $1,000, or $10 per lf; if the amount was 1,000 lf, the cost was $1 per lf. Without doing a quantity take-off, the subcontractor would not know how much to increase the direct field cost unit price for overhead. The subcontractor is offering to install, or provide and install, a part of the project if they submit a lump-sum proposal.For instance, "agrees to furnish and install all Type I concrete curbing for a sum of $12,785.00" can be included in the bid.Each subcontractor will need someone to analyze the designs, ascertain the necessary quantities, and compile the bid. It could be part of the tasks performed in addition to buying supplies, assisting with project scheduling, creating the necessary shop drawings, or marketing, or it might be a full-time estimating role.

Manufacturers' Representatives

Manufacturers' reps speak for specific components, product providers, or producers. They spend some of their time visiting owners, developers, architects, engineers, subcontractors, and contractors to make sure they are aware of the material's availability, potential applications, and estimated prices. Although in a sense they are salesmen, excellent manufacturers' representatives are welcomed not as salespeople but as necessary sources of knowledge on the materials and goods they represent because of their services and the expertise they build in their product lines. Representatives may work for a single firm, two companies, or more.The representatives of the manufacturers will carefully review the designs and specifications to make sure their products adhere to all specifications. They may contact the architects or engineers and discuss the issue with them if they believe that there may be a mistake or misunderstanding in the specs or drawings that tends to exclude their

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

goods. Additionally, they often take part in developing different cost evaluations of what the installed cost of the materials or goods will be as well as coming up with new applications for the materials, alternative building methods, and even the creation of new products.

Government

Personnel with expertise in estimating and building are needed when a government agency is engaged in any aspect of construction. Included are regional, national, municipal, state, or provincial, sewage treatment, schools, courthouses, nursing homes, hospitals, and single- and multifamily residential buildings sponsored or eligible for funding by the government. Employees may be engaged in the design and drafting of the project, the development of the specifications, analysing estimates from architects, engineers, and contractors, and creating preliminary and final estimates.

CONCLUSION

Early estimates are essential to project management because they provide a rough idea of the project's dimensions and provide the groundwork for effective project planning and execution. Early estimates provide useful information about project viability, resource needs, and possible dangers even if they are based on sketchy information and open to revision.

The main ideas about early estimates and their importance in project management are summed up in this conclusion.

Project management has various advantages from early estimations. By giving stakeholders a basic comprehension of the project's costs, advantages, and prospective return on investment, they facilitate strategic decision-making.

These projections help organizations identify and deploy resources efficiently by assisting with resource planning. Early estimations provide proactive risk management techniques by detecting possible risks and uncertainties and assisting in risk assessment.

Furthermore, they promote successful stakeholder communication by establishing reasonable expectations and fostering openness and trust. Early estimates help organizations allocate money wisely and manage project finances throughout the project lifecycle by providing a foundation for budgeting and financial planning.It's critical to understand that early estimates are susceptible to adjustment as new data becomes available throughout the project planning process and are not set in stone. More precise projections may be made as the project develops and in-depth planning and analysis take place. Early estimates are a useful tool in project management since they provide a first approximation of the project's parameters. Stakeholder communication, resource planning, risk assessment, decision-making, and financial planning are all supported by them. Project managers may build the framework for effective project execution by taking into account early estimations. They can also make sure that projects are started with a realistic grasp of their scope and needs.

REFERENCES:

[1] R. Fellows and A. M. M. Liu, “Managing organizational interfaces in engineering construction projects: Addressing fragmentation and boundary issues across multiple interfaces,” *Constr. Manag. Econ.*, 2012, doi: 10.1080/01446193.2012.668199.

[2] L. Assalim and M. F. L. de Almeida, “Conformity assessment as a tool for organizational learning in large engineering and construction projects,” *J. Technol. Manag. Innov.*, 2013, doi: 10.4067/s0718-27242013000300059.

[3] C. A. Rudolf and S. Spinler, “Key risks in the supply chain of large scale engineering and construction projects,” *Supply Chain Manag.*, 2018, doi: 10.1108/SCM-09-2017-0292.

[4] M. N. Indriani, I. N. A. Thanaya, N. Y. Astana, and A. A. G. A. Yana, “Knowledge Sharing In Perspective Of Tri Kaya Parisudha And Its Effect On Value Engineering Construction Projects,” *Int. J. Eng. Emerg. Technol.*, 2020, doi: 10.24843/ijeet.2020.v05.i01.p12.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[5] B. Benator and A. Thumann, *Project Management and Leadership Skills for Engineering and Construction Projects*. 2020. doi: 10.1201/9781003151043.

[6] X. Zhao, Y. Feng, J. Pienaar, and D. O'Brien, "Modelling paths of risks associated with BIM implementation in architectural, engineering and construction projects," *Architectural Science Review*. 2017. doi: 10.1080/00038628.2017.1373628.

[7] H. T. Nguyen and B. Hadikusumo, "Impacts of human resource development on engineering, procurement, and construction project success," *Built Environ. Proj. Asset Manag.*, 2017, doi: 10.1108/BEPAM-04-2016-0010.

[8] S. Chihuri and L. Pretorius, "Managing risk for success in a South African engineering and construction project environment," *South African J. Ind. Eng.*, 2010, doi: 10.7166/21-2-50.

[9] Senay Atabay and Niyazi Galipogullari, "Application of Value Engineering in Construction Projects," *J. Traffic Transp. Eng.*, 2013, doi: 10.17265/2328-2142/2013.12.005.

[10] N. N. Perpetua, "The Application of Value Engineering on Construction Projects in Abia State , Nigeria," *IRE journals*, 2019.

[11] A. Sobotka, "Innovative solutions in engineering of construction projects," in *Procedia Engineering*, 2017. doi: 10.1016/j.proeng.2017.11.034.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 8

MANAGING FINANCES: THE WAY OF PROJECT BUDGETING

Mr. Ashok bhat, Assistant Professor,
Masters in Business Administration, Presidency University, Bangalore, India,
Email Id:ashokbhat@presidencyuniversity.in
Dr. Ravithilagan, Professor, Regional College of Management, Bangalore,
India

ABSTRACT:
The project budget is the most money the owner will spend on planning and building the project in order to make it financially viable. Budgeting for a project requires estimation first. The method for creating preliminary project estimates. A risk assessment must be carried out after the completion of the base estimate, as described in that chapter. In order to anticipate the project's ultimate cost with reasonable accuracy, the risk assessment is used to establish the necessary amount of contingency funds that should be added to the base estimate. As a result, the budget may be thought of as the basic estimate plus any contingencies.

KEYWORDS:
Budget, Costs, Management, Organization, Project.

INTRODUCTION

One of the most challenging responsibilities in project management is the creation of estimates, risk assessment, and contingency assignments for budgeting. Before work started. Beginning with the owner's feasibility study and continuing through design development and construction, the process entails a succession of success estimations. Each party understands the need of creating cost estimates for budgeting since they are used to determine whether to go on with each project phase.

The cost that was established in the stage before. The owner's organization must establish a reasonable upper and lower bound for the project's total cost, which includes the cost of planning and building.

The cost of carrying out design activities and creating the contract documentation must be calculated by the designer's organization. As part of the design process, it must also estimate the construction cost. To build the project on the jobsite, the construction contractor's company must detain the cost of all materials, labor, and equipment. Each contractor on a project must create a basic estimate for the work they will be doing, take risk into account, and allocate contingency[1]–[3].

The owner's management must take into account both the contractor's and owner's risks in order to set the total budget for the project since the owner's organization is responsible for project financing. Owner involvement in the analysis of requirements, priorities, and scope is the first step in project estimating and budgeting. A particular effort should be made early in the development of a project to define the scope as precisely and comprehensively as possible since the project budget is determined from the scope definition. If the owner seeks out the early guidance and experience of seasoned design and construction experts who are familiar with construction costs, the owner's ability to manage the expansion of the project's scope and cost overruns may be considerably improved. All stakeholders must be aware that the cost estimate is always dependent on the level of project knowledge at the time the estimate was created.

This idea is too often just partially understood. By testing, examining, and defining the deviations that should be applied to an estimate, a project manager may play a crucial role as a facilitator in the early phases of the development of a project[4]–[7].

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

To determine the entire project budget, which includes the permitted cost for design and construction, the owner's organization must provide estimates. The owner may hire a designer to conduct these services on a cost-reimbursable basis if the scope is not clearly specified or the owner's organization lacks the skills to make such an estimate.

This budget is created before any formal design work is done; therefore, it should include a significant amount of contingency money to allow for some decision-making latitude while the design is being developed. The organization of designer is required to create a budget based on the projected expenses of offering design services. In order to fulfill the demands of the project's owner, the designer must also produce projected construction costs for each of the numerous design possibilities that are being considered.

This is required before the contract paperwork is finished. The designer is accountable for staying within the owner's total agreed project budget by controlling design expenses and anticipated construction costs. Because the scope sometimes has to be altered to fit the owner's authorized budget or the budget sometimes needs to be adjusted to fit the owner's demands, this calls for substantial collaboration and participation with the owner.

The organization of the owner must decide this. Based on the expected expenses to construct the project in line with the contract terms, the construction contractor's organization must develop a bid that is presented to the owner. Since this information is often unknown to the contractor for projects with competitive bidding, the contractor is not required to come in at a cost that is within the owner's authorized budget. The contractor's organization closely collaborates with the owner on negotiated cost-reimbursable projects to identify construction alternatives with costs that are within the owner's total authorized budget[8]–[10].

DISCUSSION

Before a project is accepted by the owner's management, it must be shown that it is economically viable. For initiatives in the private sector, an economic analysis or a benefit/cost ratio will be used to establish their economic viability. Once an owner's estimate has been created, an economic analysis may be done. It is difficult for the owner to estimate expenses at the beginning of a project before any design has been completed since there is little specific information available.

This cost estimate is crucial, however, since it serves as the benchmark for determining the maximum project budget that will be authorized for design and construction. At this stage of the project's development, the only data that is known is the project's size or number of units, such as how many square feet a building has, how many cars fit in a parking garage, how many miles of 345 kV transmission line there are, or how many barrels of crude oil are processed daily. An estimate must eventually be frozen and transformed into a project budget. Knowledge and expertise of the work necessary to finish the project are essential for the preparation of the owner's estimate. It is crucial to get price data from experts with an understanding of design and construction.

The two main sources of cost data used to create the owner's budget are often cost records from projects of a comparable size and kind or price guides that are released yearly by various organizations. The Means Cost Guide is often utilized for projects involving large construction, public works, and structures. For petrochemical and processing projects, a frequent reference is Richardson's handbook for construction estimates. These price guides include expenses per unit for several project categories, including building area costs per square foot for offices, warehouses, and maintenance structures. Costs from earlier projects that were completed over several different geographical locations. Examples of information that is accessible are shown in Figure1.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Component	Office buildings			Motels		
	Low $/SF	Median $/SF	High $/SF	Low $/SF	Median $/SF	High $/SF
Foundation	3.95	4.00	4.80	0.90	1.40	1.60
Floors on grade	3.10	3.15	3.90	3.95	5.00	5.40
Superstructure	14.90	16.90	20.25	10.95	13.30	21.70
Roofing	0.20	0.25	0.30	2.40	3.40	3.45
Exterior walls	4.90	9.75	13.00	2.80	4.45	5.55
Partitions	4.35	5.30	7.05	2.60	3.65	5.25
Wall finishes	2.35	3.75	5.00	0.75	2.60	2.75
Floor finishes	2.05	3.90	5.15	2.40	3.55	4.55
Ceiling finishes	1.55	2.80	3.75	2.05	4.60	4.90
Conveying systems	5.55	6.70	8.25	1.15	1.80	2.35
Specialties	0.65	0.80	2.65	1.10	1.35	4.00
Fixed equipment	1.05	2.80	3.75	1.15	1.65	1.95
Heat/vent/air cond.	8.85	9.50	12.20	3.10	5.55	6.25
Plumbing	3.50	3.80	4.85	4.45	5.40	6.15
Electrical	4.60	4.75	6.25	4.20	7.45	8.20
Total $/SF	$61.55	$78.10	$101.15	$43.95	$65.15	$84.05

Component	Secondary schools			Hospitals		
	Low $/SF	Median $/SF	High $/SF	Low $/SF	Median $/SF	High $/SF
Foundation	1.35	1.85	2.70	4.35	4.80	6.65
Floors on grade	3.65	4.40	6.00	0.30	0.40	0.60
Superstructure	10.95	12.30	17.25	17.05	18.55	25.50
Roofing	1.70	2.05	2.45	3.25	3.70	5.20
Exterior walls	3.75	5.55	8.00	16.00	18.55	25.10
Partitions	5.90	6.55	8.50	7.20	11.00	24.70
Wall finishes	3.05	3.40	5.15	6.75	7.95	11.10
Floor finishes	3.10	3.95	5.25	2.60	2.75	4.00
Ceiling finishes	3.20	3.65	4.65	2.15	2.20	3.55
Conveying systems	0.00	0.00	0.00	12.95	13.00	19.55
Specialties	1.70	1.90	2.60	3.10	3.25	4.60
Fixed equipment	2.85	3.35	6.00	5.20	5.25	7.65
Heat/vent/air cond.	9.05	10.45	14.45	21.65	25.50	36.05
Plumbing	5.05	6.00	9.20	9.10	10.65	16.45
Electrical	10.25	12.00	16.50	13.45	17.50	24.40
Total $/SF	$69.55	$77.40	$108.70	$125.10	$145.05	$215.10

Figure1: Illustrative example of cost-per-square-foot information available from pricing manuals[AccessEngineeringLibrary].

A variety of building kinds. Based on the quality level, it displays the low, medium, and high cost per square foot. By dividing the price per square foot by the project's total square footage, one may get the budget for a proposed project.

The determined cost of construction should include the price of the land, the cost of permits, and the cost of design fees. Since the design is not ready for the project throughout the owner's budgeting process, an appropriate percentage multiplier should also be used for contingency. Additionally, adjustments for place and time should be made, as described in the sentences that follow. Company records from prior projects are the other source of cost data. Unit costs may be computed to predict the cost of upcoming projects, even if the overall cost of previously completed projects will vary across projects.

The process of analyzing past cost data to establish a unit cost for estimating future project costs is referred to as weighting. It is important to create a unit cost that emphasizes the average value while taking into consideration the extreme maximum and lowest values. It is possible to weigh cost information from earlier projects using Equation 1:

$$UC = \frac{A+4B+C}{6} \quad \text{(Eq.1)}$$

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Where,

UC = forecast unit cost
A = minimum unit cost of previous projects
B = average unit cost of previous projects
C = maximum unit cost of previous projects

Budget Control

Monitoring and managing the project budget makes ensuring that only the necessary project modifications are accounted for in the budget baseline, that those in authority are informed of authorized adjustments, and that the necessary corrective measures are performed. Budget management is a procedure that includes budget control. Budget management is the procedure used to officially identify, authorize, and pay expenditures or expenses spent on the project. For each set of associated project expenditures, such as consultant fees, equipment costs, and material costs, purchase order forms are filled out.The project manager approves the purchase order forms based on the degree of authority, and the finance section records them for tracking, donor reporting, and auditing reasons. The organization must clearly identify the duties and responsibilities of all parties engaged in budget management as well as the project manager's crucial job of controlling the budget.

The finance department typically has the duty to appropriately utilize and record the budget by keeping track of it from a cost accounting viewpoint and producing reports for the donor and organization management. The project budget is not subject to oversight by the finance section.It is the project manager's obligation to ensure that the project achieves its goals and objectives, and they must be followed. Identify any deviations, adjustments, or amendments to the budget and assess if the resources are spent as planned.The focus on project budget management differs significantly from standard cost accounting in many key ways. Cost accounting focuses on gathering accurate real cost information with particular regard to the components of the code of accounts and deals with challenges associated with reporting the costs to the relevant components of the predefined budget cost centers and account codes. Project budget control, on the other hand, is more concerned with the areas covered by the WBS.

The project manager's primary concern is with the costs associated with completing the project's particular deliverables, not with cost accounting. Cost accounting often focuses on past data, but project budget control concentrates on enhancing performance and anticipating the future.The organization's primary financial function's accounting and procurement division may handle small projects. As part of the project's control and reporting tasks, the project manager often keeps track of fundamental information.Larger projects can need a dedicated finance department. To handle the amount of work, large, sophisticated, or joint-partnership projects may even need a team and a professional accountant. Some collaborative partnership initiatives are managed as fully independent entities that need their own organizational, financial, and legal frameworks. Even if the project used accounting software to handle its finances separately from the organization as a whole, the information would still be included in the parent company's records.

Budget Performance

Budget performance is the process of determining if project costs are being carried out in accordance with the budget plan, which assists in identifying variances and creating remedial measures. The technique used to track the budget's success depends on the accounting software the company employs to keep track of expenditures and spending. The picture may not be complete if the project only uses the accounting system to record the available funds because it may only show actual expenses and ignore contacts, purchase orders, and other financial commitments that have not yet been recorded on the general ledger.Invoices that have already been paid are frequently reported on in accounting reports. The project manager

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

is responsible for keeping track of any financial obligations made to consultants or vendors via contracts or purchase orders, which will only be shown in the accounting system when bills have been paid. Otherwise, it can seem that the project has more funding than is really available just by glancing at the accounting records.

Earned Value Management

Using the Earned Value Management (EVM) approach, project progress is gauged objectively. EVM employs a single integrated technique to assess scope performance, schedule performance, and cost performance. EVM offers early notification of performance issues so that remedial action may be taken.EVM enhances the project scope definition, avoids scope creep, informs stakeholders of the project's objective progress, and keeps the project team focused on making progress.In the 1960s, EVM first appeared as a financial analytical specialty in US government programs. Since then, however, it has grown to be a key area of project management. EVM is adaptable to projects of different shapes, sizes, and levels of difficulty.When a project compares actual costs to realized value that is when EVM really shines. For instance, a project with a budget of $1,000,000 is anticipated to be 50% finished as of 10/1/7.

The initiative is financially sound, according to the organization's finance manager, who can make this claim after reviewing the financial information that shows that $400,000, or 40%, of it, has already been spent. However, the project manager is aware that they have only completed 30% of the project's scope based on the actual percentage completed. In addition to being behind schedule, the project spent $400,000 to complete just $300,000 worth of work. The accounting view of the project's progress is the only one the finance manager is utilizing, and its numbers do not account for the work completed.

The actual achievement, not the expected accomplishment, must be used to compare the financial status of the project the cost variance.

This serves as the foundation for EVM's cost variance measurement and reporting.EVM includes determining three values from the project's WBS for each activity or goal it may also be applied to the overall project value.

Budget Changes

The budget is updated when authorized modifications are made to it.Most projects need the donor's approval before making any budget changes, however, in other cases, the donor may be able to grant the project a little amount that it may use to pay for minor adjustments. In other cases, the donor may have specific guidelines that must be followed to enable budget modifications. For instance, the donor may state that any project expenditures that are not approved by the donor will not be reimbursed by the donor, leaving the organization to pay for such costs.

The project manager must be aware of the terms of the donor contracts and keep a close eye on any accounts or budget items that have limits. Failure to do so might cost the project and the organization money.

Other forms of modifications result from factors outside the project, which may reduce the tasks or activities it needs to complete. or civil turmoil The project manager may ask that the money initially intended for that activity be shifted to another activity that the project may still complete in the event that another significant event results in the cancellation of project activities.Other adjustments come from the donor and may result in a reduction in the project's initial budget or changes brought on by currency fluctuations that affect the project's financing. The organization's accounting system must be updated to reflect approved changes to the budget, and new project budget reports must do the same.

Corrective Actions

In some projects, there may be a predetermined threshold by which a project's budget may be under or overrun during the project implementation phase. This threshold is typically set as a

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

small percentage of the overall, and if the project exceeds it, the project manager must take corrective measures to get the budget back on track. These measures may include trade-offs that must be discussed with management and the donor, such as lowering the project's scope or lowering its budget.The project manager will implement the corrective actions and monitor their effectiveness to see if they are effective in reducing project expenses and helping to get the project back on track. Corrective actions may include the use of alternative options to produce the same output using different inputs. To ensure that improvements are made, corrective measures must be discussed with the project team and the personnel in charge of the operations.

Capture Lessons Learned

The remaining project activities as well as two upcoming initiatives may benefit from the lessons learned. For instance, it's possible that the original calculations used to create the budget included incorrect assumptions about how long it takes one person to gather beneficiary data or how much more expensive maintaining a vehicle is on bad roads. The lessons learned must be expressed as actions that the project will track and assess in the following period of reporting. If lessons are not used, it is pointless for a project to record them.

Communicate Changes

Budget adjustments must be disclosed and accounted for in the system that monitors cost performance. It is less likely that work will be completed on activities that have been canceled or postponed when the budget changes are communicated to those who will be using the information.

CONCLUSION

The crucial process of project budgeting guarantees the efficient distribution and management of financial resources throughout the project lifespan. Organizations can manage expenses, make educated choices, and complete projects on time and on budget by creating and maintaining project budgets.

The main ideas of project budgeting and its importance in project management are summed up Budgeting for a project has several beneficial uses. In order to accomplish project operations, it facilitates resource allocation, guaranteeing that the required resources money, people, and materials are accessible. Realistic project goals, successful contract negotiations, and efficient financial planning are all made possible by accurate cost assessment. By using a budget, project managers may monitor actual costs, compare them to the budgets they had anticipated, and, if required, take remedial action. Budgeting gives a framework for financial management. Additionally, it encourages informed decision-making by giving stakeholders access to financial information and insights. Budgets that are open and well-communicated, expectations that are managed, and trust-building all help to support effective stakeholder communication. Project managers, financial experts, and stakeholders must work together to create an accurate and practical project budget. It entails reviewing the project's specifications, calculating costs, evaluating risks, and adding contingencies to account for uncertainty. It is crucial to keep in mind nevertheless that project budgets are dynamic and need constant monitoring and adjusting as the project develops.Organizations may optimize resource use, reduce financial risks, and raise the chance of project success by managing project budgets well. A well-thought-out and managed budget guarantees enough project funding, promotes superior financial judgment, and offers a framework for assessing project success project budgeting is a crucial component of project management that enables the effective distribution and management of financial resources. Allocating resources, estimating costs, maintaining financial management, making decisions, and communicating with stakeholders are all supported. Organizations may accomplish their project goals while preserving financial stability and control by successfully budgeting for their projects.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

REFERENCES:

[1] P. A. Purwaningrat, A. Oktarini, and N. Saraswathi, "Managing Personal Finance: The Role of Spiritual and Financial Knowledge," *Warmadewa Manag. Bus. J. Agustus*, 2019.

[2] J. Kasuma, S. S. Said, Y. Yacob, S. A. Kassim, I. M. Sarkawi, and I. Shahrinaz, "Managing risk, networking and managing finance and the successful of Sarawak Bumiputera entrepreneur," *Adv. Sci. Lett.*, 2017, doi: 10.1166/asl.2017.9521.

[3] C. Berezuk, J. Ramirez, S. E. Black, and K. K. Zakzanis, "Managing money matters: Managing finances is associated with functional independence in MCI," *Int. J. Geriatr. Psychiatry*, 2018, doi: 10.1002/gps.4817.

[4] N. Bleijenberg, A. K. Smith, S. J. Lee, I. S. Cenzer, J. W. Boscardin, and K. E. Covinsky, "Difficulty Managing Medications and Finances in Older Adults: A 10-year Cohort Study," *J. Am. Geriatr. Soc.*, 2017, doi: 10.1111/jgs.14819.

[5] Syamsir, "Competence, Job Satisfaction, Work Motivation, and Job Performance of the Village ('Nagari') Masters in Managing E-Village Finance," *Int. J. Adv. Sci. Technol.*, 2020.

[6] B. G. Siregar, "Ibu Rumah Tangga Dalam Manajemen Keuangan Keluarga," *J. Kaji. Gend. dan Anak*, 2020, doi: 10.24952/gender.v3i1.2255.

[7] H. Ismanto and N. I. Amaiyah, "Literasi Keuangan Dan Perilaku Keuangan Karyawan Swasta di Kabupaten Jepara," *J. Apl. Bisnis dan Manaj.*, 2020, doi: 10.17358/jabm.6.3.468.

[8] A. Belbase, G. T. Sanzenbacher, and A. N. Walters, "Dementia, Help with Financial Management, and Financial Well-Being," *J. Aging Soc. Policy*, 2020, doi: 10.1080/08959420.2019.1685355.

[9] J. Butters, "Managing finances for a fulfilled Canadian retirement.," *Int. J. Health Care Qual. Assur. Inc. Leadersh. Health Serv.*, 2004, doi: 10.1108/13660750410515871.

[10] S. Morrow, R. L. Tate, Berg, Wood-Dauphinee, Williams, and Gayton, "Berg balance scale, fact sheet," *Am. J. Nurs.*, 2020.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 9

PROJECT MANAGEMENT: DEVELOPMENT OF WORK PLAN

Ms. Neha Saxena, Assistant Professor,
Masters in Business Administration, Presidency University, Bangalore, India,
Email Id-nehasinha@presidencyuniversity.in
Prof. Sumesh, Regional College of Management, Bangalore, India

ABSTRACT:
A key component of project management is the creation of a work plan, which entails drawing up a thorough schedule for carrying out project operations. An overview of the significance of work plans, their essential elements, and how they affect project success is given in this abstract.The steps, deadlines, resources, and dependencies necessary to accomplish a project effectively are all included in a work plan. It gives project teams a clear knowledge of the goals, deliverables, and order of tasks required to accomplish them. The importance of work plans in project management and their part in maintaining the efficiency and effectiveness of projects are highlighted in this abstract. A well-crafted work plan has several advantages for project management. Project teams are able to concentrate on their most important activities and successfully manage their time because of its clarity and organization. Additionally, it assists in identifying possible bottlenecks and solving them to reduce delays and interruptions. A work plan makes it easier to manage resources since it makes sure that they are distributed and used effectively. Additionally, it makes it possible to track and monitor a project's progress effectively, allowing for quick modifications and risk reduction.A key component of project management is the creation of a work plan, which serves as a guide for carrying out the project. It includes defining the scope, identifying the tasks, scheduling, allocating resources, assessing risks, and communicating. Project managers may improve project efficiency, guarantee on-time completion of tasks, and raise the chance of project success by developing a thorough work plan.

KEYWORDS:
Manager, Management, Organization, Project, Work.

INTRODUCTION

The project is handled in its early stages, before design, in this chapter's discussion of creating the project work plan. It is presented from this angle since the design is the time when changes may be made that will have the most impact on a project's overall quality, cost, and schedule. The majority of publications and articles on project management focus on it during the building stage, after the completion of the design. The scope of work, the budget, and the completion date are all clearly determined at this point in a project's lifecycle. By that time, it would be too late to make any significant changes that would have improved the project's quality, cost, or schedule for the owner. The first task for a project manager, when they are given the job, is to compile all the background information that has been supplied by the sponsoring company. This contains the owner's research and the contract that the project manager's company has agreed to. These chapter must be carefully examined to ensure that there is a clearly defined scope, an agreed budget, and a schedule outlining key project milestones, including the needed completion date. The goal of this preliminary review process is to familiarize yourself with the owner's goals, and the general project requirements, and to identify any extra information that may be required to start constructing a work plan to manage the project. It is preferable to separate the questions into the three areas of a project's definition: scope, budget, and timeline, in order to organize the review process[1]–[4].

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Owner's Orientation

The owner's authorized representative should be found and a meeting made up to establish the appropriate coordination arrangements with the owner once the project manager has completed the first project assessment and gotten acquainted with the project. In a project, the owner's representative has two roles: they participate in information-sharing and requirement clarification, and they also evaluate and approve all team choices. The owner must be included as a crucial member of the project team from the outset and throughout all stages until it is finished. The owner's authorized representative should establish project priorities at this first meeting. Concerns for a project may be divided into four categories quality, scope, time, and money. It is acknowledged that quality is a requirement that must be met. The owner should establish the anticipated caliber of the project. The project manager and the owner's representative must have a common notion of quality. The set amount of work that must be completed is the scope.

As the project develops and expenses change, the owner may decide to increase or decrease it. The owner chooses which comes first, time or money. Often, time is originally prioritized above money. Cost, however, could eventually prevail if the product's market shifts or other circumstances materialize. The project manager must make an effort to maximize time and cost if a priority is not established. At the outset of the project, the owner's representative's degree of engagement must be defined. The project manager must include time in the project schedule and money in the budget if the client wants to sign everything. For the owner's participation. There must be two-way communication at all times. The project manager must also explain to the owner's representative how the project team will be organized to represent each component of the project. The owner's representative and the project manager may get to know one another at this first encounter[5]–[7].

It could be advisable to talk to other members of the owner's organization who might be interested in the project during this meeting. Goals and needs should be clarified, as should the intended quality level, any unique aspects of the project, finance, regulatory bodies, and approval procedures. In certain cases, the project manager's introduction to the owner's representative may occur during this meeting. Some safety measures must be considered since many owners anticipate an all-knowing project manager. All conversations should be on the work that needs to be done rather than work that has already been accomplished since the project team has not yet been created. The proposal that the owner agreed to go on with the project was prepared with assistance from the project manager, ideally. The project manager has a better awareness of the project's background and earlier interactions with the owner's representative as a result[8], [9][10].

DISCUSSION

Each project manager's workplace environment has an impact on them. The capacity to manage a project may be significantly impacted by a company's organizational structure. The organizational structures of several corporations are shown in Figures.1 through.5. A project manager may oversee a project for a customer whose firm organization is similar to one of these organizational structures or they may work for a company that is structured as indicated in these figures. If a business is product-oriented, the manufacture and promotion of the product will be the center of attention, and product-related choices will take precedence. A service-oriented business will be set up to focus on delivering customer service. The planning and execution of a project is a means to an end for the business to provide a product or service; it does not reflect the core business activity of that business. The job of a project manager may be hampered by this secondary focus on a project. An organization with a focus on product manufacture and marketing is represented by the organizational structure in Figure. 1. The company's engineering department supports the manufacturing division. The purpose of manufacturing is to create the goods that the marketing department will sell.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Typically, inquiries about a project's engineering or construction should be directed to the engineering department of this business. However, the responses to these inquiries often

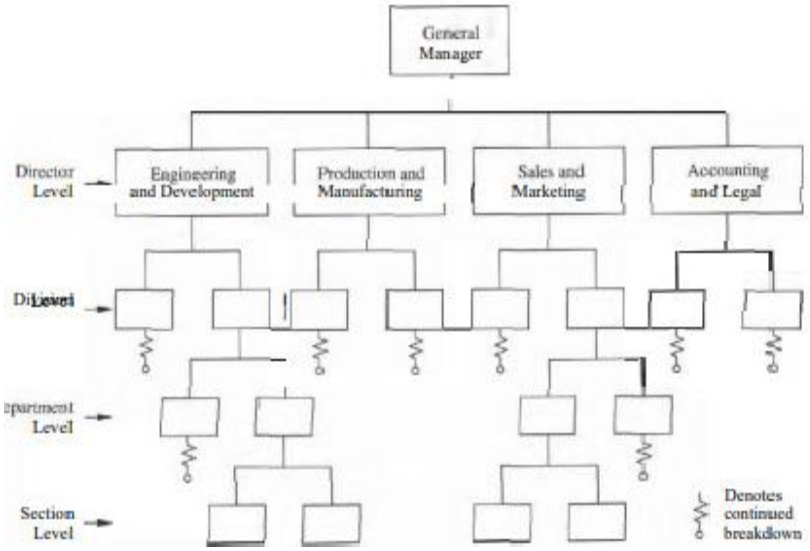


Figure 1: Represting the Traditional Management Organization [AccessEngineeringLibrary].

Originate from the production division, which may also need to consult the marketing team. This necessitates a channel of communication between several parties, which may result in information being misinterpreted and a delay in receiving responses. A project manager working for a business with the structure shown in Figure 1, should account for owner reaction times in the project timeline and be aware of scope expansion risks. The electrical power firm shown in Figure. 2 serves as an example of a functional organization. The company's focus is on providing services for the production, transmission, and distribution of electrical power.

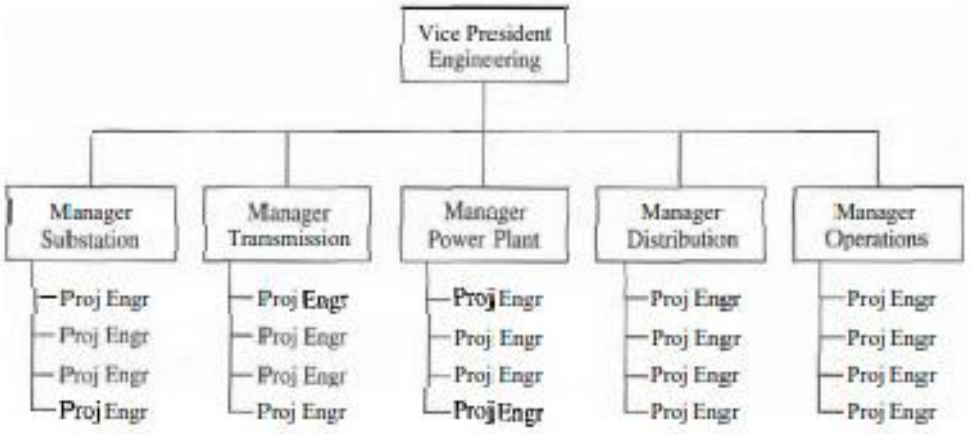


Figure2:Represting the Functional Organization [AccessEngineeringLibrary].

Governmental and utility organizations are often divided into logical departments. A transmission line or a substation, for example, may be designed and built efficiently using this style of organization since they only involve one function. It might be challenging to locate a project inside an organization if it calls for designing and building a unit of a power plant in addition to two transmission lines and a substation. If a single project manager is not given overall responsibility, the project is likely to move from one department to another. Schedule delays and information loss may result from this. Coordination across departmental boundaries may be challenging, even when just one project manager is assigned. A typical office setting for a consulting engineering firm that offers project design services is seen in Figure. 3. The focus of the business is discipline.

Regional College Of Management Bangalore IQAC Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Centered on a team of experts who exchange knowledge and technical proficiency. A concentration on internal department operations rather than external interactions and project work may emerge from overemphasizing distinct disciplines, which can foster competitiveness and conflicts at the cost of the whole organization. When emphasis.Sis is concentrated on internal departments, decision-making, and communication channels often follow vertical rather than horizontal lines, and costs, timelines, and coordination are generally not given any thought. Numerous consulting engineering firms are structured as seen in Figure.3. This kind of organization is effective for little initiatives with brief durations. However, some engineers' dual roles as project managers and designers might make it more difficult to manage projects. as there are more disciplines.

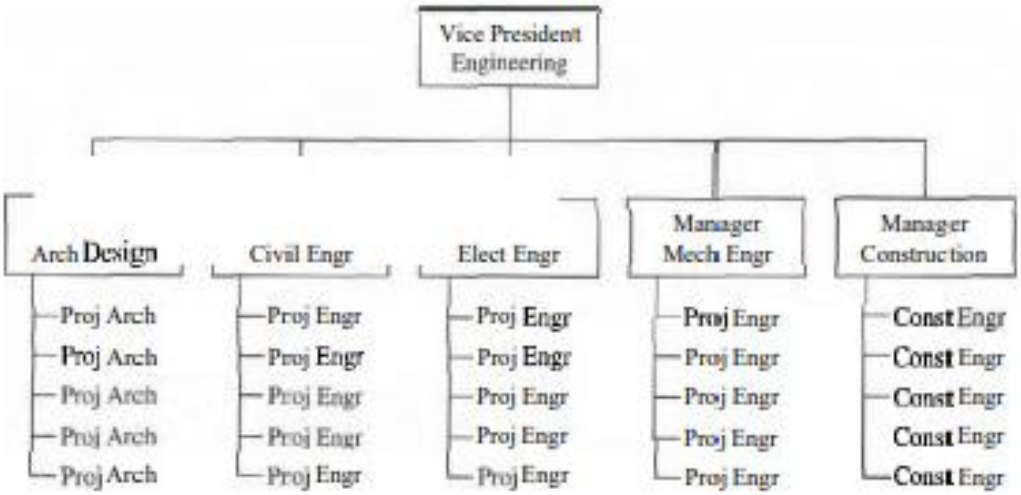
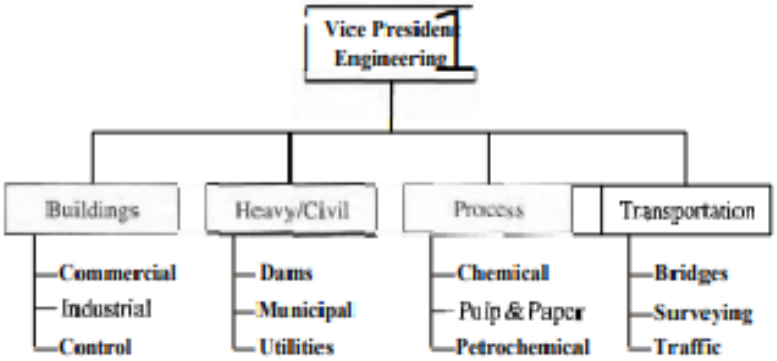


Figure3: Represting the Discipline Organization [AccessEngineeringLibrary].

Grows, coordination of challenging undertakings becomes harder. For instance, a complicated project can need engineering work in the fields of architecture, civil, structural, mechanical, and electrical. The architectural arrangement could come first, then different engineering concepts. It might be difficult to track down the project's location or current state when it goes from one discipline to another and loses its identity. It's possible that there won't be enough money left to finish the job by the time the project reaches the final discipline. Organizations that practice discipline become very resistant to change. Figure.4 depicts a different kind of organizational structure for a consulting engineering firm. The business is divided into the following operational departments: transportation, heavy civil, process, and buildings. The disciplines are distributed throughout the functional departments and participate in design teams for tasks assigned to them. To lead the design effort, lead designers are chosen to serve as team captains. To give technical knowledge for the project, each designer stays in their own functional department. However, one or more designers could be moved to another functional department if the volume of projects in one or more departments declines. The management of projects may be adversely affected by this.



Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Figure 4: Represting the Functional Organization [AccessEngineeringLibrary].

A matrix organization, like the one in Figure.5, is often used to place more attention on project cost, time, and overall coordination. The goal is to keep the design disciplines in their respective departments to preserve technical skills and to establish a project group in charge of overall project management. The technical supervisor and the project manager are the designer's two lines of contact for carrying out this. While problems with the project are dealt with horizontally, problems with technical knowledge are dealt with vertically.The matrix organization offers a work environment where the project is prioritized. On the grid, a horizontal line designates each project. The project manager is in charge of overall project coordination, interdisciplinary collaboration, client relations, and budget and schedule oversight. The cost, time, and technical competence for each discipline's unique aspect of the project are all their responsibility. On the project team, nobody works for the other; rather, everyone puts the project first. The team is led by the project manager, who also acts as a focal point for integrating accountability.The fourth matrix outlines channels of communication but does not specify who has the final say in disputes. A strong matrix, or matrix, is one in which project managers have the power to choose what is best for the project as a whole. The weak matrix, at the other end of the scale, gives discipline managers the power to make decisions.

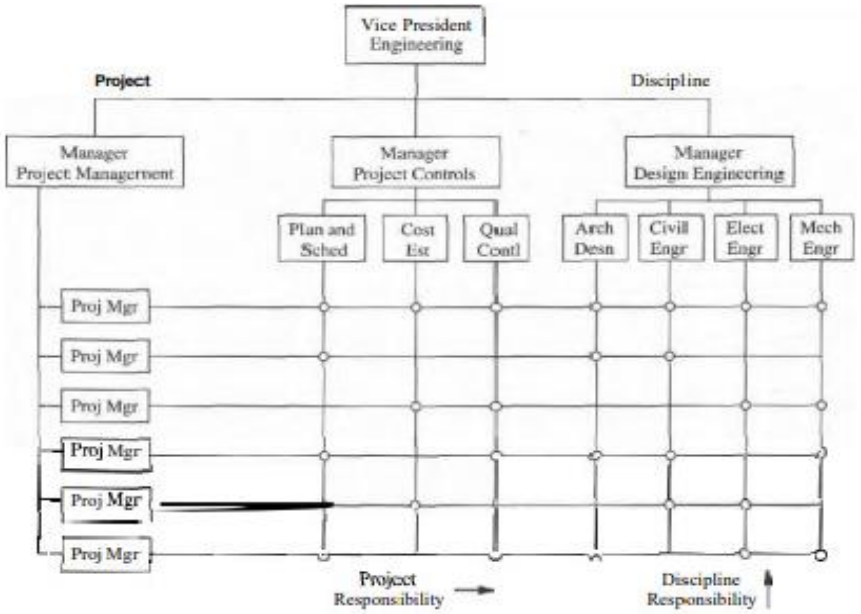


Figure 5: Represting the Matrix Organization [AccessEngineeringLibrary].

The technical area of a discipline supervisor could preoccupy him or her more than the project's bigger picture. Designers often focus on creating the greatest design they can, sometimes at the sacrifice of project budget or timeline and without consideration for how it may affect other departments.The corporate culture and employee attitudes both affect how well projects are managed in matrix organizations. Disciplines that are overemphasized might result in time and money management issues. Similarly, putting too much attention on projects may result in inefficiencies and difficulties with quality since you lose track of and communication with the technical departments. Because of this, there has to be a balance between directing the project and providing technological know-how. Respect for one another is crucial between disciplines. The project manager recognizes that every team member is an important contributor to a project's success and depends on their own knowledge. It's important to have a can-do mentality and the desire to finish the job on time and to the owner's satisfaction. What is beneficial to the project is beneficial for the whole organization. Communication between team members must be effective. A working structure that is

Regional College Of Management Bangalore IQAC Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

tailored to the tasks that need to be completed in the field must be created when a project transitions from the design phase to the construction phase. It is necessary to create a project organization that is appropriate for the project that will be built. The project's management is best done on-site, where the real work is being done.

Forming the Project Team

Organizing the project around the work that has to be done is a fundamental idea in project management. The project manager should create a preliminary work breakdown structure (WBS) that outlines the key duties that must be carried out after reviewing the backup materials from the owner's research and any other information that is known about the project. To demonstrate the sequencing of activities and the interdependencies of work, a comprehensive list of tasks should be created and organized into phases. This gives the project identity to help with resource selection and the technical know-how that the project team will need. Each job has to have a time schedule. Because the project manager cannot successfully organize the project team before the job to be done is identified, all this preparation work is necessary. Basically, the project manager must create a pre-project work plan, which must be approved by their management. After the project team is assembled, this plan will be extended into a final project work plan. The project manager is in charge of setting up the project team to accomplish project goals after the preliminary work is finished. Team member selection is a shared responsibility of the project manager and the appropriate discipline managers.

Because every project manager wants the best team members, this may sometimes be challenging. Each project has a unique set of requirements, but it is important to take into account how effectively the whole workforce is being used. It is impractical to switch important workers between projects, thus compromise in staff assignments is necessary. The unique technical competence required for a project and the employeesavailable throughout the whole organization must be taken into account when assigning the appropriate workers. Architectural, civil, structural, mechanical, electrical, and other disciplinary departments, project controls estimating, planning and scheduling, quality control, etc., and the owner's representative make up the project team. The size and complexity of the project will determine how many team members are needed. The team's leader is the project manager. Each team member represents an area of knowledge in their particular subject, and they are all accountable for identifying possible issues before they have a chance to negatively impact the project's goals, budget, or schedule.

Each team member is responsible for alerting the project manager and his immediate supervisor if an issue arises. Each team member has to be aware of their relevance in contributing to the project's success overall and have a clear understanding of the project's goals. Each team member has to get along with the others in order to operate well together. Although the project manager serves as the primary point of contact with all of the discipline departments engaged in the project, he or she has the authority to provide leadership team members contact authority. The project manager is in charge of taking the initiative and is accountable for meeting the project's goals, costs, and timetables. Adequately informed and guided.The project manager must plan, lead, and keep track of the team's development. Members to guarantee that the task is finished in a timely way. Additionally, he or she has to communicate often with the owner's agent.

Work Packages

The project manager is in charge of creating a work schedule for the project, but without significant participation from other team members, the schedule cannot be finalized. Team members should get an adequate orientation during the kick-off meeting on the project's needs as well as any budget and time constraints. The project manager assigns each team member to assess the scope of work that falls within their area of expertise at that meeting,

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

identify any issues, and create the budget and timeline necessary to complete the job. This may be done by putting up a design work package that details the Tasks to be completed. Each team member is in charge of creating one or more works. Packages for the task they are expected to do. A work package offers a thorough explanation of the work necessary to complete the project's requirements and adhere to the project manager's original work plan. Within two weeks of the kick-off meeting, each team member should put together their work packages and provide them to the project manager.Scope, budget, and schedule make up the three components that make up the 4 work packages. The required work and services are outlined in the scope. It should be sufficiently detailed such that other team members who are contributing similar work may interface their work in a way that makes sense.

This is significant since coordinating related activities is a frequent issue in project management. Because one individual believes the other is doing the job, there is a chance that the identical task will be completed by two people or not at all. When creating the work packages for a project, team members must communicate with one another. The lowest level of the WBS is a work package, which sets the standard for project scheduling, tracking, and cost management. Because it links the work to be done to time, money, and personnel, the work package is crucial for project management. An account code ties the task to the CBS, as shown in the budget part. The task is linked to the OBS by a code number in the schedule section as well. The CBS is used for project cost management, goes into further detail about it. The OBS code identifies and connects the work to the individuals. The link between the work packages, the WBS, the OBS, and the CBS has been covered in a number of chapters.

The process of creating the budget component of a work package requires a thorough analysis of all the resources required to complete the activity. Budgeting is required for all work-related activities and expenditures, including employees, computer services, reproduction costs, travel, consumable supplies, and incidental charges. When preparing the schedule section of a work package, team members must take their entire workload into account. When creating a work package for a new project, it is important to take into account that team members are often allocated to one or more projects, as well as any current or upcoming obligations to other projects. One typical cause of projects finishing late is team members' inability to thoroughly integrate the timetable of every project for which they are responsible. Too often, team members overcommit their time without accounting for unanticipated delays in their work or probable interruptions. It is important to identify and plan every activity.

CONCLUSION

A vital step in project management is the creation of a work plan, which acts as a guide for carrying out the project. It is essential to guarantee the efficacy, efficiency, and overall success of the project. The main ideas underlying the creation of a work plan and its importance in project management are summed up in this conclusion. Scope definition, job identification, timing and scheduling, resource allotment, risk assessment, and communication are among the essential elements of a well-crafted work plan. Together, these elements provide clear knowledge of the project's goals, deliverables, and the order of steps required to reach those goals. The creation of a work plan has several advantages for project management. Project teams can prioritize work, efficiently manage their time, and keep their attention on the project's objectives because of the clarity and structure it gives. The work plan guarantees that project activities are coordinated and finished within the target timeframe by breaking the project down into individual tasks and assigning deadlines.A key component of work planning is resource allocation, which makes sure that the materials, labor, and other resources are distributed correctly to support project operations. Effective resource management improves project efficiency and ensures that resources are used to their full potential. A risk assessment is also included in the work plan, enabling project managers to identify possible hazards and create mitigation plans. This proactive strategy helps to

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

maintain project timetables and quality standards while reducing the effect of uncertainty on project results. The work plan also encourages stakeholders and members of the project team to communicate and work together effectively. It works as a reference guide to keep everyone on board with the project's goals, schedule, and tasks. Collaboration and clear communication help to develop cooperation, improve project coordination, and provide a common knowledge of project requirements. Creating a work plan is crucial for successful project management. It offers a plan for carrying out the project, guaranteeing its clarity, effectiveness, and efficient use of resources. Project managers may improve project outcomes, track development, handle possible obstacles, and raise the possibility of completing projects on schedule, within budget, and with the intended quality by developing a well-defined work plan.

REFERENCES:

[1] G. Silvius and R. Schipper, "Exploring responsible project management education," *Educ. Sci.*, 2019, doi: 10.3390/educsci9010002.

[2] D. Özkan and A. Mishra, "Agile Project Management Tools: A Brief Comprative View," *Cybern. Inf. Technol.*, 2019, doi: 10.2478/cait-2019-0033.

[3] S. C. M. Barbalho, J. C. De Toledo, and I. A. Da Silva, "The Effect of Stakeholders' Satisfaction and Project Management Performance on Transitions in a Project Management Office," *IEEE Access*, 2019, doi: 10.1109/ACCESS.2019.2955446.

[4] R. Müller, N. Drouin, and S. Sankaran, "Modeling Organizational Project Management," *Proj. Manag. J.*, 2019, doi: 10.1177/8756972819847876.

[5] A. Tereso, P. Ribeiro, G. Fernandes, I. Loureiro, and M. Ferreira, "Project Management Practices in Private Organizations," *Proj. Manag. J.*, 2019, doi: 10.1177/8756972818810966.

[6] D. Toljaga-Nikolić, M. Todorović, M. Dobrota, T. Obradović, and V. Obradović, "Project management and sustainability: Playing trick or treat with the planet," *Sustain.*, 2020, doi: 10.3390/su12208619.

[7] S. Armenia, R. M. Dangelico, F. Nonino, and A. Pompei, "Sustainable project management: A conceptualization-oriented review and a framework proposal for future studies," *Sustainability (Switzerland)*. 2019. doi: 10.3390/su11092664.

[8] O. P. Sanchez, M. A. Terlizzi, and H. R. de O. C. de Moraes, "Cost and time project management success factors for information systems development projects," *Int. J. Proj. Manag.*, 2017, doi: 10.1016/j.ijproman.2017.09.007.

[9] M. Radujković and M. Sjekavica, "Project Management Success Factors," in *Procedia Engineering*, 2017. doi: 10.1016/j.proeng.2017.08.048.

[10] S. Demirkesen and B. Ozorhon, "Impact of integration management on construction project management performance," *Int. J. Proj. Manag.*, 2017, doi: 10.1016/j.ijproman.2017.09.008.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 10

SIGNIFICANCE OF TIME PLANNING IN PROJECT MANAGEMENT

Dr. VijayarengamGajapathy, Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-vgajapathy@presidencyuniversity.in
Prof. Dinesh Roy, Regional College of Management, Bangalore, India

ABSTRACT:
The systematic allocation and scheduling of time to accomplish project activities and achieve project goals within the stipulated timetable constitutes a key component of time planning in project management. An overview of the significance of time planning, its essential elements, and how it affects project success. Establishing dependencies, sequencing, and a timetable for project execution are all steps in the process of time planning, which also involves identifying the beginning and ending dates of project activities. It makes it possible for project managers to efficiently manage project schedules, distribute resources, and track development. The importance of time planning in project management and its role in ensuring project effectiveness and timely delivery are highlighted in this abstract. Project management gains a number of advantages from effective time management. It enables project managers to pinpoint possible bottlenecks and important pathways, which helps them effectively allocate resources and control project timelines. Setting reasonable expectations with stakeholders, managing project dependencies, and preventing delays or schedule overruns are further benefits of time planning.Time management also makes it easier to monitor and manage projects. Project managers may spot any deviations and implement corrective measures to keep the project on track by monitoring progress in relation to the projected timetable. Effective time management, resource optimization, and quick decision-making are made possible. Time planning is an essential step in project management that makes sure project activities are carried out according to the timeframe that has been established. It entails the identification of activities, their sequencing, and duration estimate, the establishment of milestones, resource allotment, and schedule formulation. Project managers may improve project efficiency, achieve project goals, and raise the chance of project success by successfully managing time via thorough preparation.

KEYWORDS:
Management, Planning, Project, Team, Time.

INTRODUCTION

The ability to read, create, and modify a time plan is the most basic project management skill. The time timeline displays the performance of the project as it really was done while also outlining potential outcomes.

The project's aim must be identified in the first phase. This has to be precisely specified. Then, respond to the following question: Is time or money the projects driving factor? Schedules had been created manually for over 20 years. They are now delivered by computer programmers. It follows that there are several approaches to creating a project's time timeline. The project's nature and the presentation needed for senior management's aims will determine the option.

The basis of project management is the creation of the schedule. As the project nears completion, it identifies potential methods to strengthen cost controls by setting out how

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

human resources, equipment, and expenses are to be dispersed along the project's timetable. Henry L. Gantt created the first project schedule using the first technique regarded as scientific during World War I in the previous century[1]–[4].

1. It starts out by depicting activities as basic rectangles.
2. The approach is used at the for-project scheduling and work schedules.

When it was produced. A plan was laid out on a magnetic whiteboard using iron rectangles whose length represented a time unit to create a Gantt chart.

This led to the development of the S curve, which is used to track the effectiveness of project follow-up operations. However, there was no further advancement in project planning as a management discipline until the middle of the 1950s. Two distinct teams began working on project planning using networks in 1957. Using the Programme Evaluation and Review Technique (PERT), the first team was prepared. The mathematical-statistical probability theory is widely used in this strategy.

\The second team relied on CPM (Critical Path Method) and used a network. Many of the techniques used in PERT are also employed in CPM, however some of the goals are different. Applying operations research techniques allows for the creation of the real project plan. The U.S. Navy's deployment of the POLARIS submarine-based missile system was the first team to use the PERT approach in a significant practical scenario.

The Navy wanted to develop rocket launchers quickly at the time, around 1958[5]–[8].

The PERT approach may be used to provide some exactitude for the calculation of a project's activity duration by using mathematical statistics. To get a fully developed assessment of the possibility of finishing the project, or crucial portions of it, within a range that defines the likely lowest and maximum possible durations, maximum, minimum, and most-likely timeframes are calculated for each activity. CPM teamwork was first launched in 1957 by two businesses, Du Pont and Remington Rand Univac.

The working group's goal was to shorten the time required for building work as well as maintenance and refurbishment of spinning machinery. Because the CPM-based approach to project-management planning only requires identifying one expected time period for each activity and the project itself is organized as a series of such activities on the critical path, calculating the time required for various activities was simpler and less demanding than what had been required of the team managing the POLARIS project activities.

The critical-path technique is now the most often used way of networking activities in project planning, especially when combined with other methods and computer tools. Everything that has to be achieved by the project is planned during the planning phase in line with the sequence and style of the project's overall execution. There will often be some alterations, and the time schedule will need to be adjusted to take these changes into account. You must provide clear answers to the following questions in order to complete the assignment with a suitable plan:

1. What are the activities that you want to execute?
2. When will you execute these activities?
3. Who will execute these activities?
4. What are the equipment and tools required?
5. What activities cannot be executed?

For the work to be organized in the best possible manner, the answers to these questions are essential. After then, everyone else engaged in the project's realization will understand it. Now, as a project management expert, it is your responsibility to simplify this information, deliver it to all project participants, and ensure that everyone understands it.

The goal of your planning team is to complete the project on schedule, within the allotted budget, and with the needed caliber while doing so. Therefore, this project's planning is essential for the following reasons:

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

1. To reduce the risks of the project to the lowest level possible.
2. To achieve the performance specifications of the project.
3. To establish organization for the implementation of business.
4. To develop procedures to control the project.
5. To achieve the best results in the shortest possible time.

before to execution. As new information becomes available, there must be enough time to modify the plan's timeline. When individuals are asked what factors contribute to a project's success, a realistic schedule often comes up on top. However, when you press them for further details, numerous traits of a realistic plan become apparent. A reasonable timetable accomplishes the following.

1. Has task sequences in the correct order.
2. Accounts for external constraints beyond the control of the team.
3. Can be accomplished on time, given the availability of skilled people and enough equipment.
4. Includes a detailed knowledge of the work to be done.

Finally, a realistic timeline takes into account all of the project's goals. For instance, a timetable could be perfect for the project team, but if it significantly misses the client completion date, it is obvious that the whole project has to be reevaluated. A thorough, step-by-step procedure must be followed in order to create a project plan that has all the required components and strikes a realistic balance between cost, time, and quality[9], [10].

DISCUSSION

The project manager and the planning team will carry this out. Establish the team members who will carry out the necessary tasks first. Make sure they are well informed about their capabilities and how they relate to the scope of the project. You should do this at the start of the project if you wish to collaborate with another skilled planner who has been hired for a different project. Since projects contain almost identical tasks, you should also determine via the gathering of information whether the working group has worked on projects comparable to yours.

For instance, working on an oil and gas project differs from working on housing projects, hotels, road projects, or administrative buildings if the working group has expertise with similar projects.

Every project type has unique qualities. As a result, the working group must have experience with a project that is comparable to yours.

The planner must be effective at planning and possess the skills to properly design the project and must have solid experience working on projects of the similar kind. A meeting between the planning team, the project's director or official sponsor, the owner and that person's representative, and the owner is crucial before any work begins.

This meeting's aims are to explain the project's primary goals, establish implementation priorities for the driving force, either time or money, and ascertain the expected outcomes for the project as a whole.

Starting the Plan

We should review the fundamental definitions utilized throughout plan execution before beginning the project plan. The following are these definitions:

1. Activity consists of a set of tasks and is performed by different individuals.
2. Concurrent activities that are performed in parallel.
3. Series activities that are executed one after the other, as the second activity cannot start until the first activity is finished.

The tension between the task and the activity is often obvious if you have to write a technical report. The activities that make up an activity include gathering the necessary data, analysing

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

the data, creating photographs and figures, creating the initial draught of a report, and printing the report.

There are several methods to begin preparing, and you must choose one. A decent place to start is by figuring out the project's important phases. Meeting with the project team's experienced members from various disciplines, stakeholders, and sponsors will help identify the project's important phases. Utilise the brainstorming method throughout this meeting. There should be written ideas from each group. The papers should then be gathered, and all of the conference participants' thoughts and contributions, regardless of their logical or illogical nature, should be distributed. The following guidelines should be followed during the meeting:

1. Be concerned about quantity and not quality, even if it turned out that some of the tasks and activities have been replicated.
2. Stop any suspicion of an individual to avoid any idea of the critical observations bothering the participants.

The next phase is crucial since it will now include a variety of duties. The action team's next step is to filter these actions, which is done by eliminating some of the ones that are redundant or redundant in nature. Compile the jobs, taking into account how they are related in both directions (straight and parallel). Depending on the magnitude of the activity of the project, the small number of tasks and activities decreased often varies from 30 to 60. Then compile the project's essential project-related tasks. You may get excellent planning accuracy by employing this technique. This is regarded as the first stage in the project's overall planning. The project's major phases are now in place, and all of the crucial phases were decided upon by the project's participants. Now arrange them logically, but stay away from the following mistakes:

1. Avoid defining time or dates.
2. Avoid the allocation of employment to those stages

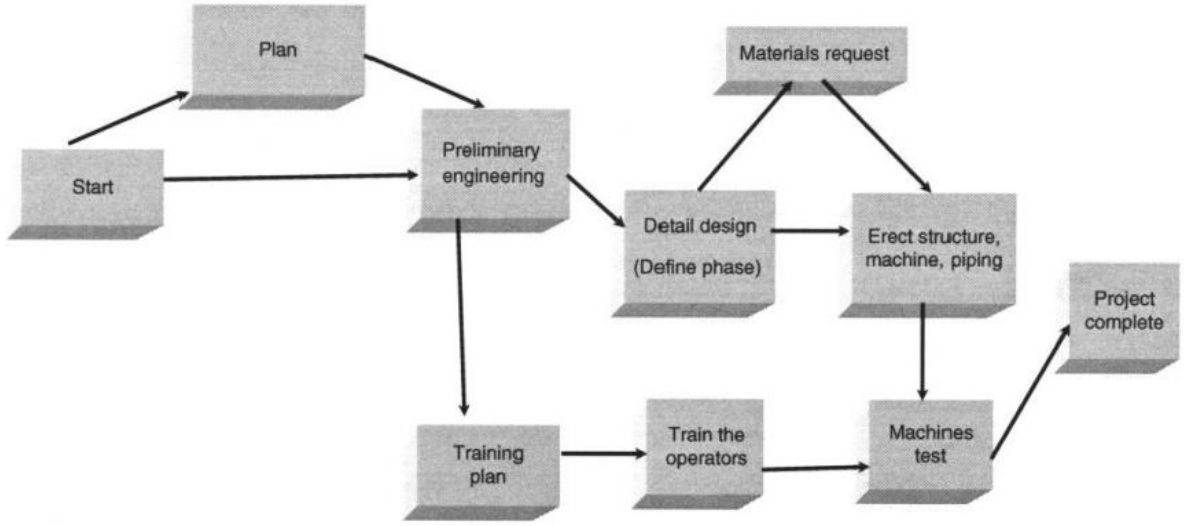


Figure1:Represting the Project key stages [Access Engineering Library].

All of the aforementioned issues will arise because attendees will pressure you to set dates. Please be cautious not to fall into this pit. The essential phases must be identified on the office's main wall in order to prevent errors in the design of Project Logic Control. Figures 1 and 2 provide illustrations of the project's key phases. Everyone has an opinion on the project, which makes everyone concerned for its success. Additionally, each person's concept or viewpoint has an impact on the project. As a result, a person will make every effort to express thoughts that are consistent with the project's objectives. Figures 1 and 2 show that the design process has been split into two phases, the first being 1 and the second being 2, to

Regional College Of Management Bangalore IQAC Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

enable the issuing of purchase orders from the beginning before the first phase of the design has been completed.

You now have the data that can be entered into the computer Programme to create the timetable for the agreed-upon plan. The following are the fundamental guidelines that must be properly adhered to and followed while creating a project schedule:

1. The movement of activities should go from the left to the right.
2. There is no measure of time.
3. There is a place to start in the beginning of the greatest square in the north. Make sure there is an empty place in the page for each major stage in the project.
4. Each phase is described by the act of writing in the form of present tense. Do not try to set the stage for any period of time.
5. The pages are developed in accordance with the logical arrangement.
6. There must be communication between the stages of a relationship.
7. Identify responsibilities.
8. Provide connectivity between the stages.
9. Avoid the intersection of the stock as much as possible.
10. Identify each key stage by professional codes.

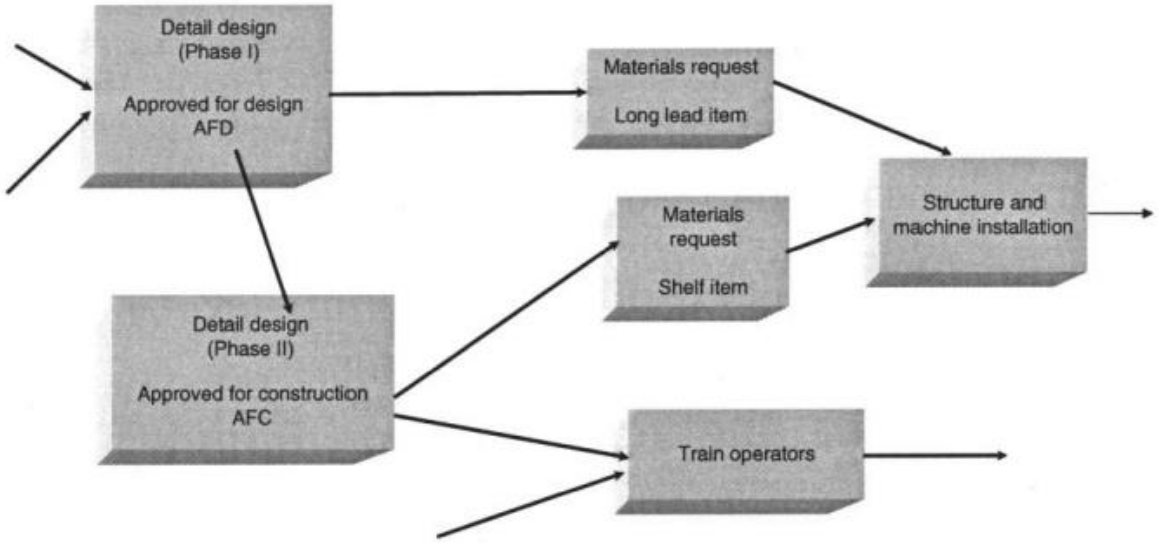


Figure 2: Project key stages are shown in the diagrame[AccessEngineeringLibrary].

Work Breakdown Structure (WBS)

The project plan's work breakdown structure (WBS) is its most crucial component. The work that has to be done to finish the project is specified by the WBS. The WBS may also aid in calculating the project's budget and timeline. A project typically comprises of three pipelines, as shown in Figure. 3 one for the transportation of water, one for the production of crude oil from the plant to storage, and one for the transportation of gas from the production plant to the treatment plant. The project divides the work activity structure into levels. The project's primary phases are described in the first level. Three pipelines are planned for levels two and three. Electrical work and laying the concrete foundation are both considered to be concrete work. The second level of the WBS will concentrate on the pipeline work phases shown in Figure. 3. There will be other stages at that level, including the creation of design drawings and execution of pertinent additional computations.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

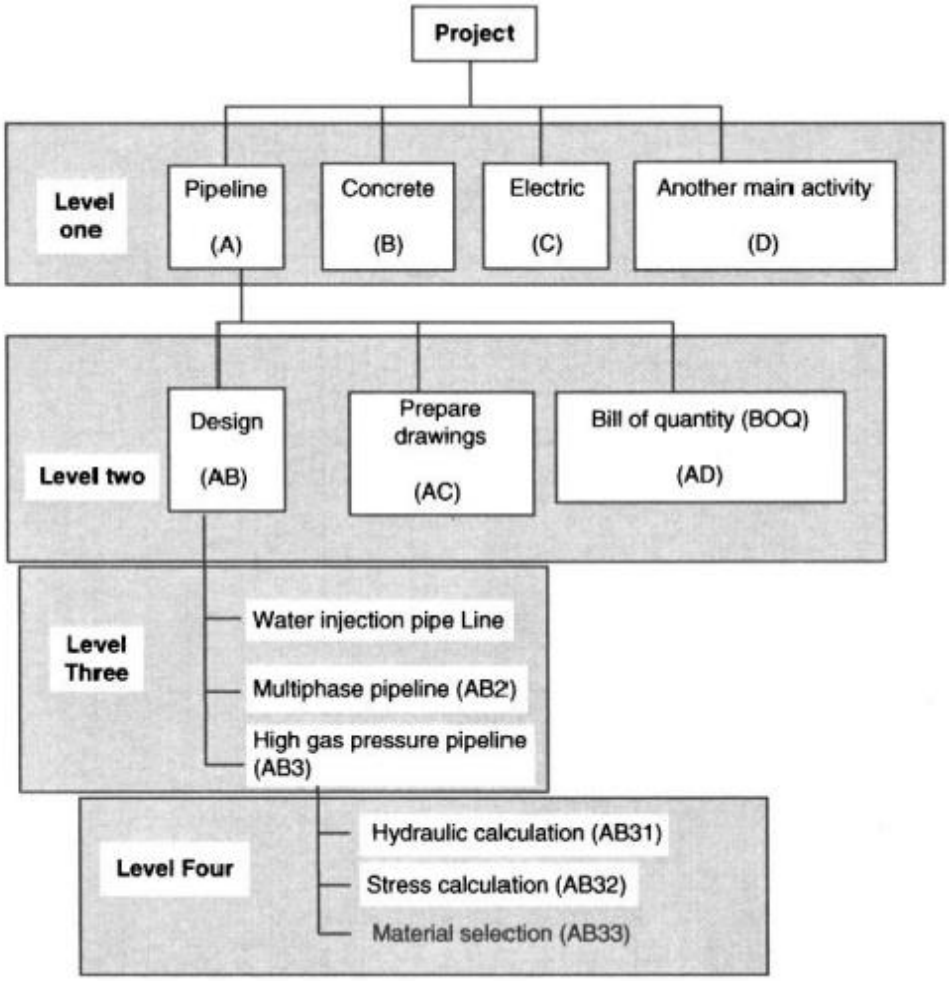


Figure 3: Presents work break down structure (WBS)[AccessEngineeringLibrary].

Table 1: Table summarizes the processes used to apply the WBS.

What	The WBS is a high-level breakdown of work scope, a list of main project deliverables, and can be broken down by materials, contracts, area, or defined work packages.
Why	The WBS is used to break jobs into linked tasks. It is the basis for the estimate, the cost report, and the execution plan. Having a common format across all elements of the project results in simpler cost tracking and forecasting.
How	The project team should brainstorm the best way to control and implement the project by assessing the project execution methodology together with the commissioning sequence.
When	The WBS should be included in the project execution plan, early in the select phase, and revised throughout to define and execute.
Who	Project Leader, Planner, SPA, Construction Engineer, Commissioning Engineer, Estimator

In this example, level three focuses on the design stage and is separated into sections for the design of the gas pipeline, the oil pipeline, and the water pipeline. In the fourth level, we design a gas pipeline using hydraulic design and pipe stress analysis to pick the pipe thickness and support locations and to guarantee that the next step is the selection of the

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

necessary valves. Depending on the kind of each project, it may take numerous phases in some. For convenience of usage in the future, we mention each step in each level code. You may complete the WBS at any degree of description. The WBS neither explains how the activities relate to one another nor does it display the duration or timing of each activity. In conclusion, the processes listed in Table. 1 are used to apply the WBS.The next phase is to create an approximate time frame on the calendar after choosing the key stages and WBS, but there is a crucial step that comes before that: defining roles.

CONCLUSION

A core component of project management, time planning is essential to the efficient completion of projects. The main ideas about time management and its importance in project management are summed up in this conclusion.Time management refers to the methodical allotment and Organisation of time to perform project activities and achieve project goals within the allotted time frame. It includes resource allocation, schedule preparation, milestone definition, activity identification, sequencing, and duration prediction. Project managers may improve project efficiency, achieve project goals, and raise the chance of project success by successfully managing time via thorough preparation.Project management gains a number of advantages from effective time management. It enables project managers to allocate resources and effectively manage project timelines by helping them to identify essential pathways, dependencies, and possible bottlenecks. Project execution may be mapped out clearly with the help of time planning, which guarantees that activities are carried out in the correct order and within the allotted time limit. In order to prevent delays or schedule overruns, it also aids in managing project dependencies and creating realistic expectations with stakeholders. Time management's assistance to project monitoring and control is one of its main benefits. Project managers may spot any deviations and implement corrective measures to keep the project on track by monitoring progress in relation to the projected timetable.

The management of project timeframes, resource use, and overall project performance is made easier by this proactive approach. Effective time management, resource optimization, and timely decision-making are made possible by time planning, which results in successful project outputs.Additionally, time management helps project team members and stakeholders collaborate and communicate effectively.

It facilitates coordination and alignment of activities by giving everyone involved a common knowledge of project deadlines, milestones, and dependencies. Project managers may make sure that everyone in the team is aware of their tasks and can cooperate to complete the project successfully by having a well-defined timetable.In order to effectively execute projects and deliver them on time, time planning is a critical project management technique. It entails the identification of activities, their sequencing, duration estimate, the establishment of milestones, resource allotment, and schedule formulation. Project managers may optimize resource utilization, manage project timelines, and raise the possibility that project goals will be accomplished within the specified timetable by efficiently managing time via thorough planning.

REFERENCES:

[1] R. M. Adzmi and Z. Hassan, “A theoretical framework of critical success factors on information technology project management during project planning,” *Int. J. Eng. Technol.*, 2018, doi: 10.14419/ijet.v7i4.35.23078.

[2] Y. Derenskaya, “Project Scope Management Process,” *Balt. J. Econ. Stud.*, 2018, doi: 10.30525/2256-0742/2018-4-1-118-125.

[3] A. Jrade and J. Lessard, “An Integrated BIM System to Track the Time and Cost of Construction Projects: A Case Study,” *J. Constr. Eng.*, 2015, doi: 10.1155/2015/579486.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[4] Z. T. Kosztyán, R. Jakab, G. Novák, and C. Hegedűs, "Survive IT! Survival analysis of IT project planning approaches," *Oper. Res. Perspect.*, 2020, doi: 10.1016/j.orp.2020.100170.

[5] F. J. I. Khalid, "The Impact of Poor Planning and Management on the Duration of Construction Projects: A Review," *Multi-Knowledge Electron. Compr. J. Educ. Sci. Publ.*, 2019.

[6] P. Aramvareekul and D. J. Seider, "Cost-time-risk diagram: Project planning and management," *Cost Eng. (Morgantown, West Virginia)*, 2006.

[7] A. M. Keshk, I. Maarouf, and Y. Annany, "Special studies in management of construction project risks, risk concept, plan building, risk quantitative and qualitative analysis, risk response strategies," *Alexandria Eng. J.*, 2018, doi: 10.1016/j.aej.2017.12.003.

[8] E. F. Churchill, "Planning time: HCI's project-management challenges," *Interactions*. 2017. doi: 10.1145/3125391.

[9] Z. T. Kosztyán and I. Szalkai, "Hybrid time-quality-cost trade-off problems," *Oper. Res. Perspect.*, 2018, doi: 10.1016/j.orp.2018.09.003.

[10] E. T. Banobi and W. Jung, "Causes and mitigation strategies of delay in power construction projects: Gaps between owners and contractors in successful and unsuccessful projects," *Sustain.*, 2019, doi: 10.3390/su11215973.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 11

SIGNIFICANCE OF THE DESIGN PROPOSALS IN MANAGEMENT

Mr. Venkatesh Ashokababu, Assistant Professor,
Masters in Business Administration, Presidency University, Bangalore, India,
Email Id-ashokababu@presidencyuniversity.in
Prof. Zabiulla, Regional College of Management, Bangalore, India

ABSTRACT:
The project manager is in charge of overseeing the design activity. The design project manager is thus meant when the term project manager is used in this chapter. This chapter's information on engineering design serves as an illustration of how to put project management principles and methods to use. It describes the suggested design approach while taking into consideration elements like usability, safety, sustainability, and adherence to pertinent rules and standards. For instance, scope denotes the amount of work necessary for the design effort, budget denotes the cost of the design services, and timetable denotes the timeline for completing the design job.

KEYWORDS:
Budget, Design, Plan, Project, Scope.

INTRODUCTION

Project management for engineering and building projects heavily relies on design ideas. They act as a thorough blueprint and road map for developing and putting into action several project components, such as the architectural, structural, mechanical, and electrical ones. In the context of project management for engineering and construction, this introduction gives a general overview of design suggestions while emphasizing their relevance. Design proposals are created for engineering and construction projects to describe the design methodology, technique, and technical requirements needed to satisfy the project's goals. They act as a medium for communication between project managers, design teams, clients, and other stakeholders to ensure that the project's design needs are understood.In engineering and construction, a design proposal's main goal is to offer a thorough plan that takes into account the project's design requirements, limitations, and technical factors[1]–[4].

Clients, governing organizations, and other pertinent stakeholders often examine and approve design concepts before they are used in engineering and building projects. Project managers may use them as a foundation for decision-making in order to assess the technical viability, cost-effectiveness, and feasibility of the suggested design solution. As a thorough strategy and road map for developing and executing project components, design proposals are used in project management for engineering and construction projects. They include design goals, technical requirements, risk analysis, timetables, budgets, and cooperation techniques. Engineering and construction projects need efficient communication, decision-making, and project coordination, all of which are made possible by design proposals.As a project progresses from conception to completion, it is always changing. Because projects are always changing, the design project manager should become engaged early on and stay on board until the project is finished. A project's success depends on the design project manager being in place[5]–[8]. The project manager is always the main point of contact with the project's sponsor. The design team faces a lot of challenges when a project changes. As a project advances through the following stages, changes take place:

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

1. Sponsor's development phase.
2. Project organization phase.
3. Engineering phase.
4. Procurement phase.
5. Construction phase.
6. System testing and start-up phase.
7. Project completion and contract close-out phase.

A request for proposals (RFP) to advance the project is often sent after the conclusion of the sponsor's development phase. The proposal request and the sponsor's objectives must be understood well at this stage of the project's development.

The sponsor may be referred to as the owner, a business unit, an operational group, a client, a customer, or an end user. In essence, the sponsor is the company that requests the work and will utilize it after it is finished. The design team must have a comprehensive knowledge of the project's intended results as well as the sponsor's motivations for pursuing the project.The creation of the project execution plan to control the design process is the first stage in creating a design proposal. The scope of work specified in the RFP and interactions with other project participants, including both internal and external contractors, must be included in the plan. RFPs sometimes contain ill-defined scopes of work that eventually result in unanticipated extra work that has a negative effect on the budget and schedule. A milestone timeline with key due dates and important stages of work must also be included in the plan. To guarantee there are no unpleasant surprises as the project progresses, an overall preliminary budget must be created[9], [10].

DISCUSSION

Too frequently, not enough effort is spent outlining a project's needs. Typically, individuals outside of the engineering and construction fields define projects. In the sponsor's company, these people often hold jobs with financial or business unit management responsibilities. Their duties and areas of expertise often have little to do with formulating project specifications in Tennessee that may be translated into engineering design and construction. Sometimes the owner's budget is the only certain piece of knowledge regarding the project, and the owner has just a general sense of what he or she wants to achieve with the money spent.

The owner can have a wish list of things they'd want, but the only certain knowledge is the overall amount of money they have to work with. For this kind of circumstance, the designer must carefully collaborate with the owner to determine the project's intended operational requirements, or what the owner plans to do with it after it is finished.

The designer must help the owner distinguish between what he or she requires and what they desire.

To create the finished product, the designer must translate the owner's requirements into the technical scope of work and the construction expenses. To make sure the project won't cost more than the owner has available, each component's cost must be calculated. Another issue with identifying goals is a high staff turnover rate. Numerous owner organizations constantly transfer and promote employees. Changes in personnel might result in priorities shifting. The individuals who created the original project definition may no longer be engaged by the time a project reaches the approval stage. When determining if the created project definition will satisfy their aims and objectives, members of the existing operational group who will make use of the project after it is finished should be included.

The aims and goals must be well quantified and recorded. Coordination between the project team and the sponsoring organizations is necessary for this. Planning the job requires a clear description of the project since the team members need to be aware of its scope in order to do so. Too often, the implementation phase is jumped into without clear knowledge and

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

consensus on the project definition. Early team consensus on definition prevents the project's scope from ballooning out of control.

Design Proposals

The design project manager should carefully read an RFP after receiving it to become familiar with the global issues surrounding environmental and community relations, hazardous waste, bidding strategy, necessary pennants and regulations, expectations, and customer goals. The project manager must be knowledgeable about every area of the project, even if these concerns will be explored in more depth at a later time. The proposal's goal is to define the scope, create the budget, and provide the timetable for producing the design. The project proposal might be as formal as a request for sponsorship qualification or as simple as a quick scope statement. for extending current work. The design engineer must translate the sponsor's project description into an engineering scope of work at this early stage of the project's development. But the design engineer could think the sponsor's description is insufficient or that something is missing. Any questions should be directed to the sponsor. However, there are situations when the sponsor is unable to properly address or react to the inconsistencies.

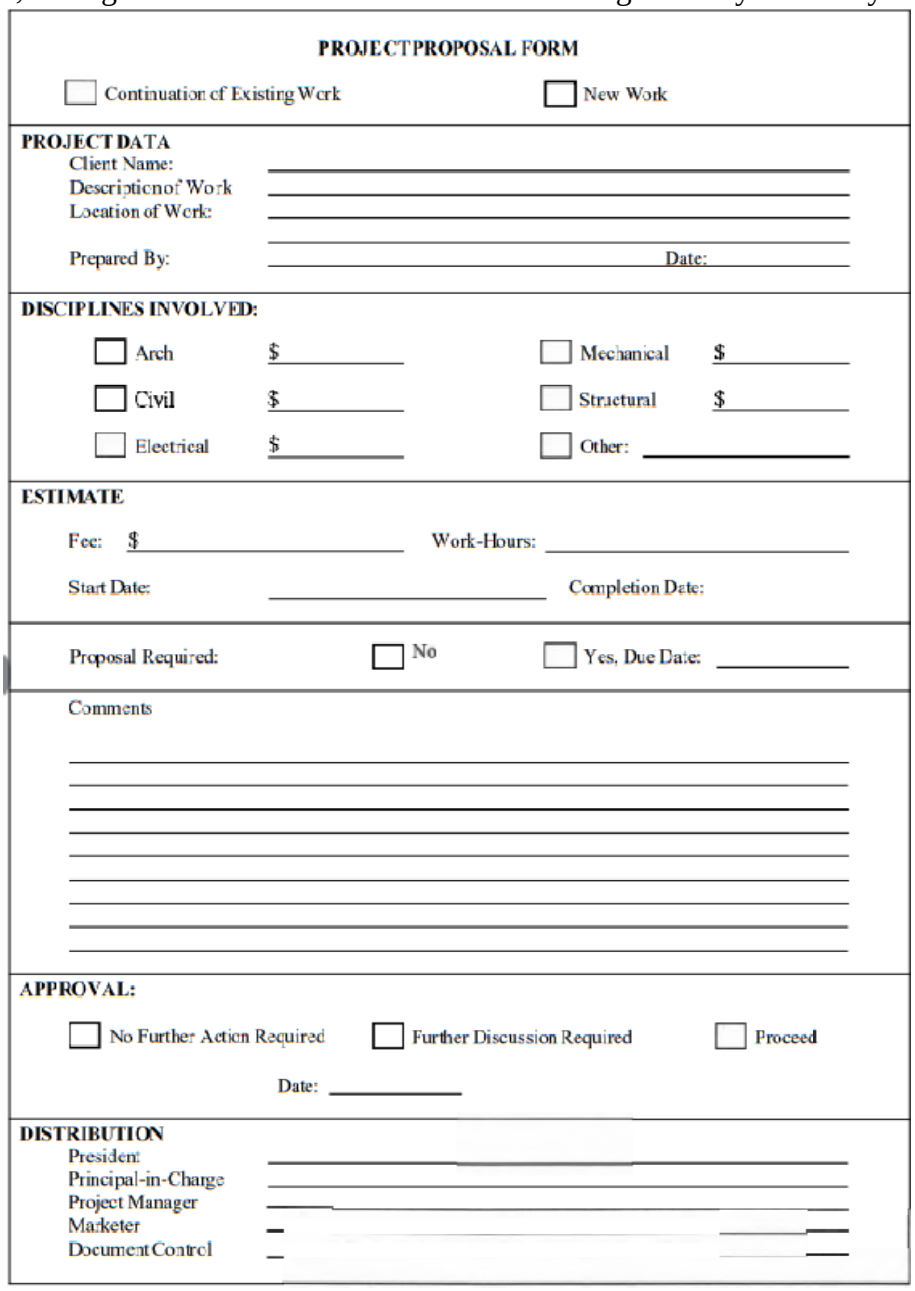
In these circumstances, the design engineer must, to the best of his or her abilities, specify the scope of engineering work before developing a budget and timeline based on the designer's expected scope of work. The assumptions made and the effects of the work on the overall project must then be documented and communicated to the sponsor. This effectively fixes the project's scope of work at this point. The projected scope, budget, and timeline for that part of the task may then be modified as necessary later on when new information becomes available. An example of a project proposal form is shown in Figure 1. An overview of the work should be included in the project data. If necessary, you may convey information crucial to the idea in the area marked Comments. The project should identify all disciplines that will be engaged, including architectural, civil, electrical, mechanical, and structural, as well as any other specialized knowledge. The scope of the project or the projected cost of construction should be provided if the budget or estimated design fee is unknown. The top section of the form must be completed before sending it to management for approval. Management will be able to make choices based on a thorough analysis of the completed project proposal form. The entire coordination of the proposed endeavor must be managed by the design project manager. Certain obligations include

1. Defining the scope of work for the project.
2. Establishing a work plan, including budget and schedule, for the proposal effort.
3. Monitoring the work plan to ensure effective communication among team members.
4. Communicating with discipline managers to identify key personnel.
5. Assist in the preparation of the proposal documents Attend the sponsor's interview.
6. Participate in establishing a rate schedule.
7. Assimilating the list of project deliverables.

The proposal's technical assistance is to be provided by the discipline managers. Assigning staff, creating draught drawings, checking sponsor data, and conducting quality-control reviews of proposal materials are some examples of this service. Establishing discipline is another duty of discipline managers. The entire number of labour hours required for the project, to guarantee that enough technical know-how will be on hand when it's time to finish it on schedule. A checklist for a project proposal is shown in Figure 1. The project information need not differ from what is on the project proposal form. The project manager should develop a list of potential participants, an agenda, and a list of the presentation materials, such as boards, photos, slides, or electronic media presentations like PowerPoint, before the sponsor's interview. The area given must at the very least cover the project's overall scope of work. The form may include an attachment containing further details, such

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

as listings of drawings, equipment, specifications, or unique sponsor needs. Prior to creating the proposal, management receives the filled-out form along with any necessary attachments.



PROJECT PROPOSAL FORM

☐ Continuation of Existing Work ☐ New Work

PROJECT DATA

Client Name: _____

Description of Work _____

Location of Work: _____

_____

Prepared By: _____ Date: _____

DISCIPLINES INVOLVED:

☐ Arch $ _____ ☐ Mechanical $ _____

☐ Civil $ _____ ☐ Structural $ _____

☐ Electrical $ _____ ☐ Other: _____

ESTIMATE

Fee: $ _____ Work-Hours: _____

Start Date: _____ Completion Date:

Proposal Required: ☐ No ☐ Yes, Due Date: _____

Comments

_____

_____

_____

_____

_____

_____

_____

_____

_____

APPROVAL:

☐ No Further Action Required ☐ Further Discussion Required ☐ Proceed

Date: _____

DISTRIBUTION

President _____

Principal-in-Charge _____

Project Manager _____

Marketer _____

Document Control _____

Figure 1: Represting the Project Proposal Form for Design[AccessEngineeringLibrary].

Engineering Organization

The design team should be included in the project as early as possible, ideally while the proposal is being prepared. The design engineers who will be carrying out the work themselves may be of great assistance in defining the project's scope, seeing possible issues, and developing workable budgets and timetables. Too often, the designers are not engaged in the proposal preparation or do not become involved until the owner has seen and accepted the plan. By that time, the project's scope, budget, and timeline may have been set, but they may not have taken into account the actual effort required to accomplish it as the owner had envisioned. A project's success depends on the design team's input and early engagement. For each project, an organizational chart has to be created in order to manage the design work successfully. The engineering manager and the members of his or her team's duties and

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

responsibilities throughout the design are laid out in the organizational chart. All members of the engineering team's reporting connections must be understood well. If there are any external consultants, their duties and responsibilities, as well as their reporting connections, must be explicitly stated. Key members of the engineering team must be included, together with their contact information phone, fax, and email addresses, as well as consultants where appropriate. A list of the technical skills that can be required for engineering design. The project manager should create an organizational chart outlining the interrelationships, roles, and duties of each member of the project team for the list of specific technical competence that is specific to each project.

Development of the Design Work Plan

The majority of design firms use billable hours. Hours that may be billed to and paid for by the sponsor's organization are known as billable hours. Design calculations, establishing specifications, creating drawings, doing testing, and giving inspections are typical examples. Many sponsors don't pay the design firm's organization anything for creating a design work plan. As a consequence, creating a comprehensive design strategy could get little or no attention. This is a serious error, however, since even a little preparation ahead of time may save numerous future issues, such as overpaying for the design effort and completing the design job late. A solid design work plan aids in reducing rework that might result in design flaws. Even if the supporting organization won't cover the costs, every design effort needs a detailed work plan.

The timetable and money allotted for creating the design and contract papers determine the amount of complexity in the work plan. The timetable should be created either during the proposal-writing process or right away after the contract award. For bigger or more complicated projects, a CPM schedule, as shown, is advised since it offers a higher degree of detail and a clearer specification of the sequence and interdependency of the work activities. The interdependency and interrelationships of the different design disciplines' activities are made explicit for the user by using the CPM technique of scheduling. Consequently, a more thorough design schedule is produced. For a modest design job that has to be finished quickly, a bar chart that lists each work in chronological sequence is straightforward and simple to understand. For tiny, simpler design jobs, the bar chart is less complex and more practical. To plan the complete design work, it could be helpful to combine all of the separate design bar charts into a single master CPM graphic. A study and illustration of CPM scheduling for engineering design are provided in the Chapter, asthe integration of the CPM design schedule with procurement and construction. A further example of how to integrate a project's design, procurement, and construction schedules can be found in Appendix A. Regardless of the techniques used, whether CPM or bar charts, the timetable should include all necessary activities, commencing with a careful examination of all supporting documentation utilized in creating the proposal. The timetable should, in particular, include a study of the backup materials to find any circumstances that could have an impact on the design work, such as the sponsoring organization's unique needs, relevant regulations, and regulatory bodies. The timeline should also include significant progress assessments, final checks and adjustments, work to be done by outside consultants, and any specific problems that would prevent the design from being completed successfully. Construction should drive the design timeline since it is often the most expensive part of a project. Lack of enough contingency in the project timeline is a typical error in the formulation of design schedules. Too often, the design work plan contains all tasks known to be completed but omits reasonable permission to account for unavoidable delays that will undoubtedly occur throughout the design endeavor. Delays in the procurement of permissions, answers from regulatory bodies, client assessments of designs, vendor reactions, and requests for

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

information (RH) from external organizations that provide information to the design team are a few examples.

The design timetable and the design budget must be coordinated. Because design is a labor-intensive process, it is better to establish the budget for design work in work hours as opposed to money. A methodical approach to controlling the budget and schedule at the same time is offered by including the total employee hours in the timetable.A progress schedule may be created utilizing information from the work plan, including the mini-drawings that anticipate the full-scale drawings, once the work plan has been prepared. The amount of time needed to complete each set of drawings should be assessed by their complexity, their potential for reuse in production designs, and work-hour statistics derived from previous projects with a comparable scope. Every regular reporting period, which often coincides with the submission of time cards, the progress schedule should be reviewed and revised. A predicted result at the present level of effort is provided by an assessment of actual progress, which is based on an examination of the degree of completion of each drawing or group of drawings or job, compared to the allocated hours vs expected hours to finish. Consistent reporting of overall progress is made possible by regular evaluations. This enables any timely modifications that may be required to complete the project on time and within the specified budget.

When the mini-drawings are finished and the work plan is developed. Setting ground rules for the &sign team and outside consulting experts is the responsibility of the project manager. There must be defined, recorded, and team-wide reviews of the CADD and drawing standards. The American Institute of Architects (AIA) has layering guidelines that are often used for construction projects. Process industry sponsors or customers may have drawing specifications that engineering companies doing design work on their projects must adhere to. The specific CADD system that must be utilized for a project's design is often specified. To make sure everyone is aware of what is expected of them, the project management system should be reviewed with the team. To guarantee minimal mistakes and constructability, a system of validating design calculations and a process for checking drawings are required. The contract for design services and the associated work plan for creating the contract papers serve as the foundation for the design budget. To guarantee that the construction documents are finished profitably, careful monitoring of actual expenditures in comparison to the agreed budget is required.

Engineering Project Controls

Any design project must have a strategy in place to manage scope changes. The scope change process should make sure that every member of the project team, especially the sponsor's organization, fully understands the implications of scope modifications on project cost and schedule. The sponsor must be informed of the negative effects of late changes in scope. It is necessary to set up a system for monitoring progress and managing the timetable.The engineering WBS, together with the roles and responsibilities of the engineering manager and the engineering team with regard to progress measurement and schedule management, should be included in the system. The system should also incorporate the duties and obligations of external advisors. It's also necessary to set up a system for cost management. The system needs to outline the obligations of the engineering manager and the team members, including any external consultants. The CBS for engineering should be included in the system. One of the most important factors in the cost management of the design effort is the engineering cost contingency and how it will be controlled.

CONCLUSION

The goal of the project plan is to properly manage the project to guarantee that it is completed within the parameters of the budget and time. Monitoring a project's progress helps management create a practical strategy for its execution and gives the project manager and

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

client a consistent review of the project's performance. An early warning system for scope expansion and project plan deviations is also provided through progress measurement. A drawing list, specification list, equipment list, and instrument list are used to manage engineering work and to assess the project's current and future planning.The procedure for getting permission for modifications to the engineering budget must be specified in a cost control system. The productivity measurement and cost performance reporting processes must be part of the cost control system.

REFERENCES:

[1] M. McShane, "Enterprise risk management: history and a design science proposal," *J. Risk Financ.*, 2018, doi: 10.1108/JRF-03-2017-0048.

[2] R. Taufiq, R. T. Prasetyo, and D. Yusuf, "Analisis dan Desain Sistem Pengambilan Keputusan Pengangkatan Karyawan Tetap di PT. Aerofood ACS," *J. Teknol. Sist. Inf. dan Apl.*, 2020, doi: 10.32493/jtsi.v3i3.5457.

[3] H. S. Lee and S. Lim, "A Study on Management Priority of Design Changes Through Technical Proposal Tendering Case of Office Buildings," *ARPN J. Eng. Appl. Sci.*, 2019, doi: 10.36478/JEASCI.2019.1406.1412.

[4] S. Emmitt, "Design Management In Architecture, Engineering And Construction: Origins And Trends," *Gestão Tecnol. Proj.*, 2010, doi: 10.4237/gtp.v5i3.173.

[5] S. Eckartz, C. Katsma, and R. O. Maatman, "A design proposal for a Benefits Management method for Enterprise System implementations," in *Proceedings of the Annual Hawaii International Conference on System Sciences*, 2012. doi: 10.1109/HICSS.2012.53.

[6] Y. Acevedo-Correa, C. A. Aristizábal-Botero, A. Valencia-Arias, and L. Bran-Piedrahita, "Formulación de modelos de gestión del conocimiento aplicados al contexto de instituciones de educación superior," *Inf. tecnológica*, 2020, doi: 10.4067/s0718-07642020000100103.

[7] Y. Acevedo-Correa, C. A. Aristizábal-Botero, A. Valencia-Arias, and L. Bran-Piedrahita, "Formulation of knowledge management models applied to the context of higher education institutions," *Inf. Tecnol.*, 2020, doi: 10.4067/S0718-07642020000100103.

[8] M. D. Andújar-Montoya, V. Gilart-Iglesias, A. Montoyo, and D. Marcos-Jorquera, "A construction management framework for mass customisation in traditional construction," *Sustain.*, 2015, doi: 10.3390/su7055182.

[9] D. Apolo, M. Melo, J. Solano, and F. Aliaga, "Pending issues from digital inclusion in Ecuador: Challenges for public policies, programs and projects developed and ICT-mediated teacher training," *Digit. Educ. Rev.*, 2020, doi: 10.1344/DER.2020.37.130-153.

[10] T. Li, X. Zhao, and A. Zhao, "Voting with hands, earnings management and corporate governance," *Rev. Account. Financ.*, 2019, doi: 10.1108/RAF-02-2016-0016.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 12

EFFICIENT EXECUTION: PROJECT SCHEDULING FOR TIMELY DELIVERY

Dr. Bipasha Maity, Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-bipasha@presidencyuniversity.in
Prof. Anala, Regional College of Management, Bangalore, India

ABSTRACT:
The process of determining all the tasks required to carry out the project successfully is known as project planning. The process of assigning realistic durations to each activity, setting the start and completion dates for each activity, and deciding the sequential order of the scheduled activities is known as project scheduling. Therefore, project planning is a need for project scheduling since it is impossible to establish the order or start and end dates of activities before their identification.

KEYWORDS:
Project, Planning,Scheduling, Timetable, Work.

INTRODUCTION

However, due to the collaborative nature of planning and scheduling, the phrases project planning and scheduling are sometimes used interchangeably. For instance, a project may include a predetermined set of tasks that are planned and scheduled. Following a review of the schedule, it can be determined that new activities should be included or that certain activities should be moved about to create the ideal calendar of events for the project. Scheduling is easier to do than planning. The capacity of the project scheduler to identify all the tasks necessary to finish the project will serve as his or her true exam. This book's earlier chapters emphasized identifying work tasks and classifying those activities into useful groups. For instance, discussion on how to create a well-defined work breakdown structure (WBS) yields a list of tasks that must be carried out in order to finish a project[1]–[4].

Finding the project's timetable is quite simple after the tasks have been specified. It is now possible to schedule using a variety of techniques and technologies. The calculations for a project timetable are always done on a computer. However, both planning and scheduling need to get appropriate attention. When a project schedule is too focused on producing a computer-generated timetable, it may often become unworkable. Before using a computer to create the timetable, the planner must take enough time to prepare and consider all options. Simply said, being skilled with computer programs is preferable to being a good planner. The information covered and explored in the earlier chapters has prepared the ground for creating a successful project schedule.Since it serves as the hub of coordination for all parties' activity, project planning is the foundation of effective project management. Additionally, planning establishes the standard for the project control system to monitor the volume, cost, and timeline of work necessary to effectively finish the project. Although completing the project on time is the most often sought outcome of planning, there are additional advantages that may be obtained through effective project planning [5]–[8].

Project scheduling begins with planning. It is a process, not a single, isolated action, to plan. As modifications take place, more preparation is needed to account for them in the timetable. Numerous circumstances or occurrences may occur and influence the timetable of a project. Examples include staff changes, permission issues, large equipment modifications, and

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

design issues. Planning well may identify changes and adapt the schedule in the most effective way. Many design engineers often lament that they are unable to complete their tasks without delays and interruptions. Usually, poor preparationor, in some cases, no planning at allis the root of this issue. Planning should specify the tasks that each person must do as well as how their tasks interact with those of other people. It should also provide enough time for participants in the project to communicate information, taking into account the time needed for evaluations and approvals.

1. Continuous (uninterrupted) flow of work.
2. Reduced amount of rework.
3. Minimize confusion and misunderstandings.
4. Increased knowledge of status of project by everyone.
5. Meaningful and timely reports to management.
6. . You run the project instead of the project running you.
7. Knowledge of scheduled times of key parts of the project.
8. Knowledge of distribution of costs of the project.
9. Accountability of people, defined responsibility/authority.
10. Clear understanding of who does what, when, and how much.
11. Integration of all work to ensure a quality project for the owner.
12. Finish the project on time.

The quantity of rework required due to project modifications is another typical gripe of many designers. Additionally, this causes misunderstandings and uncertainty, which further impede effective work. Before work is begun, planning should contain a detailed description of the necessary tasks. However, it must be understood that adjustments are a vital component of project development, particularly in the first stages. Project planning should contain provisions for a fair allowance of the anticipated adjustments if changes to the work are predicted or likely. Too often, individuals anticipate changes but do not take them into account while planning a project. Problems may be effectively avoided by using project planning and scheduling. It may reduce work delays, which are a significant contributor to late project completion and cost overruns, which often result in legal conflicts. It may also stop the drop in productivity and poor worker morale brought on by a lack of direction[9]–[11].

DISCUSSION

To direct the whole project, a defined operational strategy is required. Scope, budget, and timeline are the three parts of the project that the plan must cover and connect. Too often, planning just considers the timeline without taking into account the crucial aspects of scope and money. The project must be divided into clearly defined work units that can be monitored and controlled in order to create an integrated complete project plan. The WBS is where this process begins. Once this is done, the project team members who are qualified to carry out the C&I work will be chosen. The level of detail work that is necessary may be precisely defined by team members. They may also specify how much time and money will be needed to complete the task. A thorough project plan may be created using this data. Individual duties, timetables, budgets, and potential issues must all be specified in detail in the project plan and schedule. Whenever there is a change in the project, the project manager should create written agreements with the required stakeholders. Both the timetable and the budget should be given equal consideration, and they should work together. Planning, scheduling, and regulating start at the beginning of the project and continue continuously until it is finished. Key guiding concepts for scheduling and planning.

1. Begin planning before starting work, rather than after starting work.
2. Involve people who will actually do the work in the planning and scheduling process 3. Include ail aspects of the project scope, budget, schedule, and quality.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

3. Build flexibility into the plan, Include allowance for changes and time for reviews and approvals.
4. Remember the schedule is the plan for doing the work, and it will never be precisely correct
5. Keep the plan simple, and eliminate irrelevant details that prevent the plan from being readable.
6. Communicate the plan to all parties; any plan is worthless unless it is known.

Responsibilities ofParties

The owner, designer, and contractor are the three main stakeholders, and they are all responsible for planning and scheduling the project. It is incorrect to believe that only one party is in charge of fulfilling this responsibility. Since the work of each party impacts the work of the others, each must create a calendar for their assigned tasks that are shared and planned with the other two parties. The owner determines the project completion date, which controls how the designer and contractor schedule their respective workloads. The project owner should assign priority to each of the project's constituent parts. The relative value of the project's three buildings, as an example, should be determined. This helps the designer organize his or her work and create the design timetable so that the drawings that are most crucial to the owner are produced. Additionally, it aids in creating the specifications and contract agreements that convey priorities to the building contractor. A design timetable that fits the owner's timeline must be created by the design organization. This schedule should be created with substantial participation from all designers who will play major roles in the design process and should contain a prioritization of work in line with the demands of the owner.

Too often, the principal designer or the project manager of the design organization creates a design timetable without consulting the people who will be doing the job. According to the contract specifications, the construction contractor must create a timetable for all construction-related tasks. It should include material sourcing and delivery, coordinating the use of labor and equipment on the task, and integrating the work of all subcontractors. The goal of the construction schedule should be to efficiently manage the work so that the owner receives the highest-quality product possible. Construction scheduling should not be used to resolve labor issues, but rather to manage the project as effectively as possible. It may be preferable for certain projects for one party to keep the timetable and the other parties to take part in its monitoring. In the end, each party will be accountable for their own portions of the timetable. Three distinct schedules might cause issues, which can be lessened by all parties working together to preserve one single timetable.

Planning for Multiple Projects

Many project managers are tasked with overseeing several small projects with short durations at the same time. A small project is often completed by a small team of workers who each focus on a specific set of responsibilities. Because each project is straightforward and well-defined, there is a propensity for the project manager to forego formal planning and scheduling for projects of this kind. The project manager's issue, however, is not with managing one project at a time, but rather with managing all of the projects at once. Managing many little tasks at once may be a very challenging and unpleasant undertaking. Consequently, the necessity for effective planning and scheduling is crucial for both managing many small projects and managing large-scale projects of one significant undertaking. The project manager must create a strategy and follow it to handle several small tasks. Regardless of how unconnected the projects may be, the schedule should cover all of the tasks the person is responsible for. This is required because the structuring of tiny projects necessitates putting people in charge of many projects at once, giving them a full-time workload. As a result, the work they do on one project influences the work they do on other

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

projects. The project manager must create a strategy and timetable for this kind of workplace that integrates the work of each person working on all the projects for which they are accountable. The plan should, in particular, make it apparent how each person's job advances from one project to the next.

Large projects are often given to a single project manager, who is solely responsible for overseeing that one project at a time. It is staffed by individuals who provide the wide range of technical knowledge needed to perform the project's multiple duties. The challenge for the project manager in such projects is to locate and connect relevant activities to make sure the work is carried out continuously. The project strategy and schedule are created with the help of the team members. To make sure that work is moving forward continuously and without interruption, a significant portion of the project manager's role entails considerable contact with team members. No matter how big or little the job, planning, and scheduling must be done. The worst error a project manager may make is to believe that planning and scheduling are not necessary because, for example, they are not necessary. After all, the project is too small, there won't be enough modifications, or they are too busy.

Techniques for Planning and Scheduling

Depending on the project's size, complexity, length, staff needs, and owner requirements, a different scheduling method will be employed. All project participants must be able to utilize and understand the scheduling method that the project manager chooses. The Critical Path Method, also known as CPM or the network analysis system, and the bar chart, sometimes known as the Cuntt chart, are the two main techniques that are often used. Henry L. Gantt created the bar chart as a graphical representation of the timetable during World War I. It is simple to understand but difficult to update, does not illustrate how tasks are related to one another and does not include expenses or resources into the calendar. The various interrelationships of activities that are necessary for construction work are not specified, thus although it is an excellent approach for overall project scheduling, its value for particular construction work is limited. The bar chart is a popular choice among project managers for scheduling engineering design work since it is straightforward, simple to use, and doesn't call for intricate activity interrelationships. However, since the links between the various operations are not well-defined, updating might take a long time.

The bar chart does not instantly adjust following activities when one activity is changed. Additionally, the bar chart does not include resources like labor hours, which are crucial for managing design, nor does it combine expenses with the timetable. Some designers contend that they are unable to specify the connections between the timetable of design-related tasks. They use this justification to defend the usage of a bar chart. Additionally, they will claim that a design's resources are continually changing. project, creating a timetable that is too challenging to keep up with. On certain projects, one of these scenarios could sometimes happen. The likelihood that these circumstances occur on every project, nevertheless, indicates that they are not adequately planned, managed, or controlled. As a deterministic method of scheduling, the Critical Path Method (CPM) was created in 1956 by the DuPont Company with Remington Rand as a consultant. In the engineering and construction sectors, CPM is often utilized. The U.S. Navy and Booz, Allen & Hamilton Management consultants created the Programme Evaluation and Review Technique (PERT) in 1957 as a probabilistic scheduling system. Although it is more often employed in the manufacturing sector, it may be used for the risk analysis of projects with significant levels of uncertainty.

The term network analysis system is often used to describe both techniques. The CPM offers linkages between activities and resources and cost schedules. It works well for both broad project scheduling and specific construction scheduling. Because it requires a thorough explanation of how various tasks are related to one another, it does have certain limits when used for complex technical design work in the early phases of a project. Despite requiring

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

more work than a bar chart, the CPM approach delivers the more thorough information needed for efficient project management. When using a network schedule to plan a project, the project team is compelled to break the project down into manageable tasks and tie those tasks to one another in a much more detailed manner than when using a bar chart. This in-depth planning and scheduling aid the project team in spotting resource issues before they arise. The project manager must exercise independent discretion when choosing the scheduling technique that effectively conveys project requirements to all parties and outlines the work to be done.

Resource Allocations for Design

Successful management depends on effective resource management. The design team's working hours are the main resource during design. The design team is entrusted with producing design choices, drawings, and specifications for the proposed project by the project manager. The project manager must make sure the right expertise is accessible when required to appropriately coordinate all areas of the design work. The home departments of the design team members often assign them to the project. The project manager must create a resource allocation strategy for each project since designers often work on many projects at once. The plan should then be sent to each member of the design team's home department to make sure that each resource is accessible when required. The project manager may include the needed work hours for each design discipline in the project plan's resource allocation. The resource plan resembles the cost distribution analysis shown previously in this chapter, with the exception that labor hours are utilized rather than cost dollars. So, for each design discipline, the resource plan is just a histogram of workhours against time. The manager of the design team should get the resource plan from the project manager for each project. The style The resource plans of all ongoing projects may then be included by managers in their department's need for technical competence. This is essential to guarantee that the initiatives will get the resources they need when they are needed.

Program Evaluation and Review Technique (PERT)

The length of each action is often predetermined with a good level of accuracy when using the Critical Path Method to schedule projects. The project manager may determine an estimated time frame for each work activity since the nature and volume of work are often understood. For instance, it may take four weeks to prepare drawings, and it may take several months to acquire and analyze soil samples. It can take two weeks to evaluate soil samples, or it might take three days to set up concrete forms. When using the CPM, giving each action a single duration offers a single completion date for the whole project, as well as a deterministic method for the beginning and ending dates of each activity. It could be challenging to determine a fair single length for one or more of the activities in the project schedule for certain projects. It might be challenging to choose a single length to apply to an activity since there may be a variety of durations that could apply.

The likelihood of a project concluding sooner or later than anticipated is calculated using the Programme Evaluation and Review Technique (PERT) technique of scheduling, which employs three durations for each activity. Although the PERT approach is not often utilized in engineering and construction projects, it offers useful data for determining the likelihood that a project's timetable may slide. In contrast to the CPM, which employs a precedence diagram as explained in other parts of this book, the PERT technique uses an arrow network diagram to depict the logical order of activities in a project. Activities are represented in a PERT diagram by arrows with circles at either end of the arrow. The circles are known as events because they represent a certain moment in time. The arrow's starting circle denotes the beginning of an activity, while the arrow's ending circle denotes the completion of an activity. The estimate of activity durations is the primary distinction between PERT and CPM. PERT is appropriate for projects where there is significant uncertainty over the length of time

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

required to accomplish any particular task, where even the most seasoned management can only provide an informed guess of the projected time, and that guess has a large margin of error. Three durations are assigned to each action when using PERT:

a = optimistic time
b = pessimistic time
m = most likely time

The optimistic time is the quickest amount of time that the action might possibly be finished, supposing all goes according to plan. The likelihood of accomplishing the task in less time than this is quite slim. If everything goes wrong, the pessimistic time is the maximum amount of time that the task might ever demand. Expecting this action to take longer than this time is quite unlikely. The most probable time is the amount of time it would take to complete the task if it could be repeated several times under identical circumstances. It would require more time at this time than at any other. The manager's most probable response, if asked for a single time estimate, is the time. It's vital to remember that the optimistic time and the pessimistic time could not depart from the most probable time by the same amount.

CONCLUSION

A crucial component of project management is project scheduling, which entails creating and overseeing a project timetable. The main ideas about project scheduling and its importance to effective project execution are summed up in this conclusion.Establishing dependencies, sequencing, and a schedule for project execution are all steps in the process of project scheduling, which also involves identifying the start and finish dates of project activities. It enables project managers to efficiently manage project timelines, resources, and progress.Project management gains some advantages from efficient project scheduling. It allows for the effective allocation of resources and management of project schedules by letting project managers identify essential pathways, dependencies, and possible bottlenecks. Project managers may guarantee that project activities are carried out in the correct order and within the appropriate timeframe by having a well-defined project plan and by setting realistic expectations with stakeholders.Project scheduling's assistance to project monitoring and control is one of its main benefits. Project managers may spot any deviations and implement corrective measures to keep the project on track by monitoring progress in relation to the projected timetable.

The management of project timeframes, resource use, and overall project performance is made easier by this proactive approach. Effective time management, resource optimization, and prompt decision-making are made possible by project scheduling.Project scheduling also encourages stakeholders and project team members to collaborate and communicate effectively. It works as a reference guide to keep everyone on board with the project's goals, schedule, and tasks. Collaboration and clear communication help to develop cooperation, improve project coordination, and provide a common knowledge of project requirements.Finally, project scheduling is an essential step in project management that guarantees project activities are carried out according to the planned timeframe. It enables project managers to efficiently manage project timelines, resources, and progress. Project managers may improve project outcomes, handle anticipated difficulties, and increase the possibility of completing projects on time, within budget, and with the intended quality by developing a well-defined project schedule.

REFERENCES:

[1] M. Pelucchi, J. Sali, L. Consalvi, and P. M. Pedroni, “Biodiversity and sensitive areas impact prevention along project lifecycle through the application of the mitigation hierarchy,” in *Society of Petroleum Engineers - SPE International Conference and Exhibition on Health, Safety, Environment, and Sustainability 2020, HSE and Sustainability 2020*, 2020. doi: 10.2118/199510-ms.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[2] J. a Copler, “On Time, Within Budget: Software Project Management Practices and Techniques, 2nd edition,” *Online*, 1996.
[3] E. Remsburg-Bell and V. Cook, “Meaningful Use: Staff Led Design for a New Perinatal Electronic Health Record,” *JOGNN - J. Obstet. Gynecol. Neonatal Nurs.*, 2013, doi: 10.1111/1552-6909.12137.
[4] H. Chijindu, “Delay Management in Project Construction Industry in EBONYI State, NIGERIA,” *Int. J. Adv. Sci. Eng. Technol.*, 2018.
[5] J. S. Jongo, D. N. G. A. K. Tesha, R. Kasonga, J. J. Teyanga, and K. S. Lyimo, “Mitigation Measures in Dealing with Delays and Cost Overrun in Public Building Projects in Dar-Es-Salaam, Tanzania,” *Int. J. Constr. Eng. Manag.*, 2019.
[6] R. M. M Mohammed and S. M. A Suliman, “Delay in Pipeline Construction Projects in the Oil and Gas Industry: Part 1 (Risk Mapping of Delay Factors),” *Int. J. Constr. Eng. Manag.*, 2019.
[7] M. Mbala, C. Aigbavboa, and J. Aliu, “Causes of delay in various construction projects: A literature review,” in *Advances in Intelligent Systems and Computing*, 2019. doi: 10.1007/978-3-319-94199-8_47.
[8] P. Shamp, “Scheduling Strategies for Construction Project Managers toward on Time Delivery,” *ProQuest Diss. Theses*, 2017.
[9] P. A. Pinamang, T. A. Gyamfi, H. Danso, and J. A. Kwame, “Schedule Delay Analysis of Construction Projects in Ghana: Objectives, Importance and Effects,” *Civ. Environ. Res.*, 2018.
[10] Y. Limon and A. Krishnamurthy, “Dynamic resource scheduling of biomanufacturing projects,” *Comput. Ind. Eng.*, 2020, doi: 10.1016/j.cie.2020.106527.
[11] A. E. Husin, F. Fahmi, S. Rahardjo, I. P. Siregar, and B. D. Kussumardianadewi, “M-PERT and lean construction integration on steel construction works of warehouse buildings,” *Int. J. Eng. Adv. Technol.*, 2019.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 13

TRACKING WORK: ESSENTIAL COMPONENTS OF MANAGEMENT

Dr. Vankadari Gupta, Associate Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-chithambargupta@presidencyuniversity.in
Prof. Smitha, Regional College of Management, Bangalore, India

ABSTRACT:
An important part of project cis tracking work, which is keeping track of and evaluating the performance of project activities. An overview of the significance of tracking work, its essential elements, and how it affects project order to make sure that project activities are moving along as intended, tracking work entails routinely checking in on and assessing their status. It enables project managers to see any delays or deviations, act to fix them, and keep the project moving forward.
The importance of monitoring work in project management and its role in ensuring project effectiveness and timely delivery are highlighted in this abstract. Project management has various advantages from effective task tracking.
It gives project managers real-time insight into the status of their work, allowing them to plan ahead, allocate resources wisely, and keep track of deadlines. Because team members are aware that their progress is being tracked, tracking work encourages accountability, which boosts productivity and expedites job completion. Additionally, monitoring work makes it easier to manage stakeholders and communicate effectively. Project managers may keep stakeholders informed and control their expectations by giving accurate and current information on task status. In addition to ensuring alignment with project goals, it promotes transparency and confidence among project participants.Project management requires the monitoring of work to make sure that tasks are being completed as expected.
It includes task supervision, performance evaluation, milestone tracking, dialogue, and cooperation. Project managers may improve project efficiency, deal with problems as they arise, and raise the probability that their projects will succeed by keeping thorough records of their work.

KEYWORDS:
Activities, Construction, Management, Tracking, Work.

INTRODUCTION

A key component of project management is tracking work, which is keeping track of and evaluating the execution of project activities. It gives project managers access to real-time information on the state of project activities, empowering them to decide wisely, allocate resources sensibly, and guarantee project completion on schedule. An overview of the value of task tracking and its function in project management is given in this introduction. Work tracking is crucial for every project for a number of reasons. First off, it enables project managers to keep track of how each work is doing and make sure it is being completed in accordance with the project plan. Project managers may discover potential delays, bottlenecks, and difficulties and take the necessary steps to overcome them by monitoring activity. By doing so, project deadlines, timetables, and delays may all be kept on track. Project managers may assess the effectiveness and efficiency of project activities by monitoring work, second. Project managers may evaluate how well the task is being done by

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

establishing predetermined metrics or key performance indicators (KPIs). They may use this to pinpoint problem areas, allocate resources more effectively, and improve the performance of the whole project[1]–[4].

The recording of milestones is a crucial component of keeping track of work. The completion of critical deliverables or the accomplishment of important goals are indicated by milestones, which act as checkpoints within the project's timeframe. Project managers may assess the overall status of the work in progress and make sure objectives are being met by keeping track of milestones. In addition to raising feelings of success, this also serves to control stakeholder expectations. Additionally encouraging communication and teamwork among project team members is effective monitoring work. Team members may coordinate their work thanks to regular updates on task progress, difficulties encountered, and any changes in requirements. It makes sure that everyone is on the same page and makes it possible for problems or disagreements that could emerge throughout the project to be resolved quickly.Work tracking also makes risk management easier. Project managers may proactively address risks and concerns by keeping an eye on job progress and seeing any early warning signs of trouble. This promotes project quality maintenance, lowers the possibility of rework, and guarantees a seamless project execution[5]–[8].

To sum up, tracking work is an essential step in project management that enables managers to keep tabs on and evaluate the performance of project activities. It guarantees that projects are completed on schedule, boosts productivity, and allows project team members to work together and communicate effectively. Project managers may maximize resource allocation, quickly resolve problems, and raise the likelihood of project success by keeping good track of their work. Planning, measuring, assessing, predicting, and managing every component of a projectincluding the quality and amount of work, prices, and schedulesare necessary for effective project management. Before beginning a project, a comprehensive project plan must be established; otherwise, there is no foundation for control. Without a well-defined work plan, budget, and timeline, as covered in the earlier chapters of this book, project tracking cannot be completed. The project plan must be created with input from those who will really be doing the job, and it must be shared with everyone involved. The project plan's activities, expenses, and timeframes provide the benchmarks and checkpoints required for comparing actual successes to anticipated accomplishments, allowing for the measurement, evaluation, and management of a project's progress.

A project is anticipated to have completed an amount of work (X) with a certain degree of quality (Q) at the estimated cost (C) at the end of any reporting period (N). In order to assess whether the project is on track to accomplish its goals and the work plan's deadlines, project control measures the actual values of these variables and makes any required adjustments. Because it requires evaluating a project that is always changing on both a quantitative and qualitative level, project control is challenging. A project control system must be easy to use and understandable by all project participants in order to be successful. Control systems often fall into one of two categories: either they are too complicated, making it impossible for anybody to understand the findings, or they are underpowered because they only apply to costs or schedules rather than combining costs, schedules, and work completed. A control system must be created to enable information to be regularly gathered, validated, analyzed, and transmitted to all project participants; this way, the information may be used to enhance the project rather than to point out annoying defects[9]–[11].

The automation of the idea of an integrated project management system has been a hot topic since the debut of tiny personal computers in the early 1980s. There are several publications that discuss various but related integrated project control system methods. The creation of a well-defined work breakdown structure (WBS) as the system's foundation is a feature shared by all systems. A work package is the smallest item in the WBS, and it outlines the work in

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

enough detail so that it can be measured, budgeted for, planned, and managed. By integrating and sequencing the work in line with the work packages, the Critical Path Method (CPM) is used to build the overall project schedule from the Work Breakdown Structure (WBS). Each WBS component is assigned a unique code so that data from the WBS may be connected to the project control system. The cost breakdown structure (CBS) and WBS are connected by the code of accounts in order to regulate expenses. The organizational breakdown structure (OBS) and the WBS are connected to manage employees and maintain the project on time. Information may be sorted using a coding system to create a number of reports that are parts of the overall project. The Department of Energy proposed this fundamental idea of project control for federal and energy programmers. Since then, a number of changes have been proposed to make the process of moving data from the WBS to the CPM, connecting the WBS and OBS to the coding system, and measuring the amount of work completed simpler.

DISCUSSION

Tracking work is a crucial procedure in project management for engineering and construction that guarantees the effective completion of projects. Project managers may keep updated on the state of operations, spot possible bottlenecks, and take remedial action by monitoring and analysing the progress of project tasks. An overview of the importance of monitoring work in project management for engineering and construction projects is given in this introduction. Numerous jobs, activities, and dependencies are often involved in complicated engineering and building projects. Project managers may keep an eye on how these activities are being carried out and make sure everything is going according to plan by tracking work. It offers real-time insight into the project's development and aids in finding any timetable deviations or other problems that can affect project delivery. To guarantee timely completion, tracking work is essential in engineering and construction projects. Project managers may see any delays or possible stumbling blocks early on and take the required action to keep the project on track by regularly monitoring the progress of project activities.

To reduce any possible delays, this includes providing more resources, changing deadlines, or reassigning duties. Keeping track of tasks is essential for resource management. Project managers may spot any inefficiencies or anomalies and optimize resource allocation by keeping an eye on how resources like labor, equipment, and materials are being used. As a result, production is increased, expenses are cut, and resources are always available. Tracking work also makes it easier for project stakeholders to collaborate and communicate effectively. Project managers may keep customers, contractors, and team members updated on the state of the project by giving real-time information on task progress. This encourages openness, fosters trust, and enables prompt problem-solving and decision-making. Safety and quality are of the utmost importance in engineering and construction projects. Project managers may monitor and enforce safety procedures by tracking work to make sure it is done in compliance with accepted standards and laws. By spotting any variations or instances of non-compliance with requirements, it also enables quality control and enables fast remedial action. Tracking work is an essential component of engineering and construction project management. Project managers may use it to keep an eye on work progress, spot possible problems or delays, allocate resources more effectively, and guarantee on-time project completion. Project managers may improve project efficiency, encourage good communication and cooperation, preserve safety and quality standards, and more by keeping track of their work properly.

Linking the WBS and CPM

The data required to create a CPM logic network diagram is provided by the task packages of the WBS. A single work package often becomes one activity on the diagram with a well-defined, thorough WBS. However, it is sometimes necessary to develop a single work package into many activities or to integrate multiple work packages into a single activity. The

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

creation of the CPM diagram demands sound judgement and considerable input from important project participants. Although the amount of information should be kept to a minimum, the diagram has to cover all actions that might affect the project's completion date. There are three different kinds of CPM diagrams for project scheduling and control design, construction, and engineering/procurement/construction (EPC).The WBS for each outlines the project framework for work planning, scheduling, and control. The completeness of the WBS determines how detailed the CPM diagram will be. Production drawings and specifications are the end results of design. A bar chart is typically favored for arranging distinct design activities. But in order to effectively manage the projects schedule as a whole, a composite the interdependence and sequencing of related activities must be shown in a CPM diagram that incorporates each of the separate bar charts. A CPM diagram for design is thus frequently, is a summary level schedule. Current industrial practice of scheduling and control of design is well-described in CII Publication 6-1, Project Control for Engineering.

For many years, CPM logic diagrams have been utilized effectively for construction scheduling and control. The project control, field operations management, and estimating staff may work together to create a thorough WBS. In order to assign costs, times, and resources to work packages in the WBS, the estimate must be generated. On the CPM diagram, the work packages then turn into activities. The graphic also has to incorporate the ordering and shipping of materials with extensive lead times. To create a comprehensive integrated CPM diagram, the work completed by subcontractors on the project must also be merged with other tasks. A distinct CPM diagram may be created for each individual section of a major project, and a master CPM diagram linking the different area diagrams can then be created. The design work packages must be interfaced with the procurement and construction activities in the CPM diagram for an EPC project. Creating distinct individual work schedules for design, procurement, and construction is often the best course of action. Link the various schedules together to create a summary EPC schedule that incorporates the whole system. It is crucial to order all connected tasks in a way that won't affect when the project will be finished. The WBS is used to create the CPM to demonstrate how the two are connected.

The design project described has been expanded into an EPC project to also encompass the procurement and construction operations. Site work, on-site utilities, an employee office building, and a maintenance building make up this service facility for maintenance activities. In-house staff will be used to design the maintenance facility, site work and on-site utilities as part of the project's contracting approach. The design of the employee's building is under a separate contract. On the WBS and CPM, the office building is referred to as Building B and the maintenance building as Building A. A heavy construction contractor will be given a single contract to build all on-site utilities and site-work operations as part of the construction contracting strategy. For the office building and the industrial maintenance building, respectively, two construction companies will be engaged. The EPC schedule only covers a portion of the construction operations; however, each construction contractor will go into more depth as part of his or her contractual obligations. The proper design activities are closely related to the materials and equipment procurement operations. As an example, design for the overhead crane for Building A is done first, then procurement, and finally construction. Likewise, the procurement and construction processes for Building B's lift are connected to its design.

Project Measurement and Control

The goal of the project plan is to properly manage the project to guarantee that it is completed within the parameters of the budget and time. An indicator of timetable performance is the S-curve, which charts expense versus time. The labor, materials, and equipment components of a project are often valued in common dollars. The pace at which various project components are occurring as planned costs is indicated by the schedule performance. Earned-value

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

principles and S-curve analysis are the foundations for performance evaluations. The earned-value notion offers a quantifiable comparison between the budgeted values of the work that was actually completed as opposed to the budgeted value of the work that was planned. Monitoring a project's progress helps management create a practical strategy for its execution and gives the project manager and client a consistent review of the project's success. Progress monitoring further offers an early warning system to detect scope expansion and project plan deviations. A drawing list, specification list, equipment list, instrument list, progress S-curve, and histogram of work hours are used to manage engineering work and to assess the project's state for future planning. For various levels of the WBS, the project manager may employ progress curves and work-hour histograms.

Interpretation of Performance Indices

The graph is a useful tool that the project manager may use to track the development of the project. It offers a gauge of how the anticipated cost stacks up against actual outlays and work completed. There are several interpretations that may be used when values deviate from one another. SPI values higher than 1.0 show that the project is moving ahead of schedule. If the initial production rates were projected too low or the actual working circumstances are better than anticipated, the project may be developing more quickly than anticipated. The project may have more workers than planned, which would also indicate that it is moving more quickly than expected. SPI values lower than 1.0 indicate that the project is running behind schedule. Weather delays, a lack of manpower, or sloppy labour might cause the project timetable to slide. CPT values above 1.0 imply successful project cost performance. If real productivity is higher than anticipated or if the measured % of finished work is too high, good cost performance may be reported. CPI values less than 1.0 indicate poor cost performance, which may be brought on by productivity that is lower than expected or by an underestimation of the measured percent of work performed.To offer a more accurate understanding of the significance of project performance indicators, the project manager should gather information from the team. The CPI and SPI statistics are further interpreted.

CONCLUSION

For engineering and construction projects, tracking work is a crucial component of project management. By allowing fast decision-making, offering real-time insight into task progress, and supporting efficient resource allocation, it plays a critical role in assuring the successful execution of projects. The essential points on the significance and advantages of tracking work in project management are enumerated in this conclusion. Engineering and construction projects may benefit from effective monitoring work in a number of ways. It enables project managers to keep tabs on the development of tasks and see any possible snags or problems at an early stage. Project managers may take proactive steps to keep the project on track and guarantee its timely completion by maintaining updated about its progress. Additionally, tracking work promotes effective resource management. Project managers can spot any inefficiencies, improve resource allocation, and boost productivity by keeping an eye on resource use. This minimizes downtime and lowers project costs by ensuring that resources are used efficiently and are accessible when required. Additionally, keeping track of activities encourages project stakeholders to collaborate and communicate effectively. Project managers may keep all parties involved informed and focused on project goals by giving real-time updates on task progress. This openness makes it easier to make decisions quickly, encourages collaboration, and improves the coordination of the whole project. Work tracking also helps with quality assurance and safety administration. Project managers may verify that work is completed in accordance with quality standards and safety guidelines by monitoring job execution. This aids in risk reduction, upholding project quality, and ensuring the safety of project people. In engineering and building projects, tracking work is a crucial procedure that assures project success. Project managers may efficiently manage projects, reduce risks,

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

and produce successful results by keeping track of task progress, optimizing resource allocation, fostering communication, and preserving quality and safety standards. For engineering and construction projects, tracking activity is essential to project management. It gives project managers the ability to keep tabs on the status of tasks, allocate resources efficiently, encourage good communication, and enforce quality and safety requirements. Project managers may improve the likelihood of project success and execute projects on schedule, within budget, and with the intended level of quality by putting efficient monitoring work practices into place.

REFERENCES:

[1] V. Rivera-Pelayo, A. Fessl, L. Müller, and V. Pammer, "Introducing mood self-tracking at work: Empirical insights from call centers," *ACM Trans. Comput. Interact.*, 2017, doi: 10.1145/3014058.

[2] V. Rivera-Pelayo, A. Fessl, L. Müller, and V. Pammer, "Introducing Mood Self-Tracking at Work," *ACM Trans. Comput. Interact.*, 2017, doi: 10.1145/3014058.

[3] J. Nieminuszczy, R. A. Schwab, and W. Niedzwiedz, "The DNA fibre technique – tracking helicases at work," *Methods*. 2016. doi: 10.1016/j.ymeth.2016.04.019.

[4] A. Kusumi, T. A. Tsunoyama, K. M. Hirosawa, R. S. Kasai, and T. K. Fujiwara, "Tracking single molecules at work in living cells," *Nature Chemical Biology*. 2014. doi: 10.1038/nchembio.1558.

[5] B. Huang and Q. Yang, "Double-loop sliding mode controller with a novel switching term for the trajectory tracking of work-class ROVs," *Ocean Eng.*, 2019, doi: 10.1016/j.oceaneng.2019.02.043.

[6] M. Ahmed, C. T. Haas, and R. Haas, "Using digital photogrammetry for pipe-works progress tracking," *Can. J. Civ. Eng.*, 2012, doi: 10.1139/L2012-055.

[7] N. Saputra and G. E. Hutajulu, "Engaging the millennials at office: Tracking the antecedents of holistic work engagement," *Polish J. Manag. Stud.*, 2020, doi: 10.17512/pjms.2020.21.1.25.

[8] F. Bosché, A. Guillemet, Y. Turkan, C. T. Haas, and R. Haas, "Tracking the Built Status of MEP Works: Assessing the Value of a Scan-vs-BIM System," *J. Comput. Civ. Eng.*, 2014, doi: 10.1061/(asce)cp.1943-5487.0000343.

[9] J. Kim *et al.*, "Use of Nanoparticle Contrast Agents for Cell Tracking with Computed Tomography," *Bioconjugate Chemistry*. 2017. doi: 10.1021/acs.bioconjchem.7b00194.

[10] D. Tosi, "Review and analysis of peak tracking techniques for fiber bragg grating sensors," *Sensors (Switzerland)*. 2017. doi: 10.3390/s17102368.

[11] S. Moon, S. Xu, L. Hou, C. Wu, X. Wang, and V. W. Y. Tam, "RFID-Aided Tracking System to Improve Work Efficiency of Scaffold Supplier: Stock Management in Australasian Supply Chain," *J. Constr. Eng. Manag.*, 2018, doi: 10.1061/(asce)co.1943-7862.0001432.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 14

\MASTERING FINANCES: EFFECTIVE COST MANAGEMENT STRATEGIES

Dr. Jayakrishna Herur, Associate Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-jayakrishna.udupa@presidencyuniversity.in
Prof. Manjula B C, Regional College of Management, Bangalore, India

ABSTRACT:
Estimating, budgeting, and managing project expenditures are all essential components of cost management. By facilitating efficient resource allocation, tracking project expenditures, and maintaining financial management, it contributes significantly to assuring project success. While cost budgeting guarantees proper financial allocation for project operations, accurate cost estimating assists in defining realistic budget objectives and facilitating informed decision-making. Project managers may monitor actual costs, compare them to the budget, and take corrective action to prevent cost overruns by using cost control. A project's profitability is increased, resource use is optimized, and overall project control and monitoring are all impacted by effective cost management. Project managers may improve project performance, reduce financial risks, and accomplish project goals within the allotted budget by putting good cost management practices into practice.

KEYWORDS:
Budgets, Costs, Management, Managers, Project.

INTRODUCTION

The chapter before this one explained the importance of and covered the best practices for organizing and managing the resources needed to finish a project. Project expenses are the second crucial piece of data that the project manager has to have a clear grasp on. Managing them is the project manager's primary objective. Costs. The discussion that will follow will focus on how much a project will ultimately cost from a decision-making perspective. Bring to light the numerous other topics that cost management policies might affect. The first goal information to gather at the start of each project is a cost estimate. The management team may use it to set a project budget. Cost control management techniques are used to monitor and track the project's progress during execution. Cost estimates are often computed and validated during many project phases. Costs are determined using very straightforward methods in the early studies phase, also known as the assessment phase, with the areas and lines delineating right and wrong being broadly established. As the project develops, cost estimate calculations get more accurate. The likelihood that the project's real cost will exceed its predicted cost will diminish with time until 100% of expenditures have been incurred and the project has been completed[1]–[4].

The feasibility studies phase involves professionals with substantial experience in cost-estimating comparable projects, ideally persons with specialized skills in the specific sort of project at hand, to guarantee the highest likelihood of developing an accurate estimate of a project's expenses. Construction projects for homes vary from those for industries and oil refineries, which all have unique traits and requirements of their own. We'll use the classic illustration of asking a friend for help buying land for a new home to show the phases in cost estimation. Your buddy needs a ballpark budget cost estimate, but getting one will be exceedingly difficult since you lack the necessary calculations, drawings, or hard facts.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Consequently, there will be a lot of ambiguity in your anticipated cost amount at first. A budget may be provided by someone with engineering office knowledge, but that person must at the very least be aware of the number of floors and the location of the property. The price for this particular location, the number of floors, and other factors will then be given to him in terms of (USD/m2). This is a very early stage, comparable to smaller enterprises like constructing a house. However, for major projects, surveys and soil boreholes must be taken in order to create a credible budget for this same stage before the project's cost can be determined. Once there is some meaningful data to draw these and other conclusions from, the whole project must be reexamined to determine the potential profit. Major projects, such those involving large-scale, expensive industrial projects, particularly those involving one-of-a-kind manufacturing equipment and technology, may have an initial cost estimate that is accurate to within +50%.

At first glance, the discrepancy between predicted and actual costs seems to be substantial. The discrepancy between actual and expected expenditures will, however, be less if data from a comparable project is provided as a benchmark. This is due to the fact that the cost of building industrial facilities is heavily reliant on the gear and equipment utilized in production. However, certain projects, including the replacement and repair of residential or commercial buildings, have a relatively low accuracy rate and will function with an initial error margin of around 50%. The accuracy of the predicted cost after front-end engineering design (FEED) completion will be 30%. The estimated cost will be determined based on quantity and will offer an approximation of the cost for each component after the comprehensive construction design for the whole project is complete[5]–[7].

At that time, the project's anticipated cost appears with a predictable little variance that is closer to the real and generally acknowledged accuracy, which is about 15%. When seen in this light, such a margin seems to be a significant improvement. But carrying out such a project under these circumstances still involves a significant amount of risk. In a situation like this, a project manager must understand that a 15% cost overrun may materialize and have become irreducible, causing a complete or partial suspension, even after calculating the cost of the project, defining its budget, and starting to execute it for a certain amount of time. If expenses do, however, arise It will be a waste of money for the Organisations as a whole if expenses end up being less than 15% of the projected amount. Because the owner or contracting business may book this sum of money, the owner could even be able to use the savings to fund another project. According to the explanation above, the cost estimate's accuracy is crucial to the project's success and only becomes more so as time goes on[8]–[11].

DISCUSSION

Estimating, budgeting, and managing project expenditures are all important components of cost management. An overview of the significance of cost management, its essential elements, and how it affects project success is given in this abstract. Cost estimating, cost budgeting, and cost control are just a few of the procedures that go under the heading of cost management. It enables project managers to efficiently plan and distribute resources, keep an eye on project expenditures, and make sure the project is completed within the agreed-upon budget. In the beginning of a project, accurate cost assessment is essential. Predicting costs for different project activities, resources, and deliverables is necessary. Project managers may define realistic financial goals and decide on the viability of a project, resource distribution, and procurement tactics by doing detailed cost estimating. Allocating the expected costs to certain project activities or work packages is the process of cost budgeting. It helps in setting a baseline against which real expenses may be assessed and figuring out the financial needs for each project phase. Effective cost planning makes ensuring that enough money is set aside to cover project needs and makes it possible to monitor expenses throughout the course of a

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

project.Monitoring and controlling project expenses to make sure they remain within the allocated budget is a continuous activity known as cost management. It entails monitoring actual expenses, contrasting them with anticipated expenditures, and acting appropriately if discrepancies arise. To keep the project financially on track, cost management techniques assist in spotting cost overruns, managing scope modifications, and optimizing resource utilization.

It is impossible to exaggerate the role that cost management plays in a project's success. Project managers may reduce financial risks, preserve project profitability, and make well-informed choices with the help of effective cost management. It ensures openness and accountability throughout the project lifecycle by giving stakeholders a comprehensive picture of project expenses. Resource allocation may be optimized with the aid of effective cost management. Project managers may allocate resources effectively, ensuring that resources are used effectively and waste is minimized, by being aware of the cost implications of various tasks. This enhances the overall efficacy and cost-effectiveness of the project. Cost management is also very important for project control and monitoring. Anticipate managers can see patterns, anticipate future costs, and put corrective measures in place on time by routinely monitoring and analyzing project costs. This proactive strategy assists in avoiding financial shocks, eliminating cost overruns, and ensuring that project deliverables are met within the authorized budget. Cost management, which includes estimation, budgeting, and spending control, is an essential step in project management. It helps project managers to make wise choices, allocate resources optimally, and keep projects profitable. Project managers may raise the chance of project success and execute projects within the specified budgetary restrictions by putting efficient cost management practices into practice.

Cost Types

There are several expenses associated with building projects for the owner, such as capital costs and asset costs. The price of the project's initial facility composition is covered by this rubric. These capital cost components may be divided into the following categories:

1. Cost of land and property registration procedures.
2. Planning and feasibility studies.
3. Engineering activities and studies.
4. Construction materials and equipment and supervision on site.
5. Insurance and taxes during the project.
6. The cost of the owner office.
7. The cost of other equipment that is not used in construction, such as private cars to transport owner engineers.
8. Inspections and tests.

The following maintenance and operational expenses are incurred for each year of the project's life:

1. Leasing land.
2. Employment and labour wage.
3. Materials required for maintenance and repairs annual renewal.
4. Taxes and insurance.
5. Other costs of the owner.

The precise sums will change depending on the nature, scope, location, and organizational structure of the project. Regarding this exercise, it's crucial to bear in mind the owner's intention to lower project costs overall, keeping with the overall investment aim. The construction cost is the biggest factor in real estate and building structure projects. Contrarily, the cost of civil engineering and structural work is low in comparison to the prices of mechanical and electrical equipment in industrial construction and petrochemical projects.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

For instance, a power turbine's concrete base may cost about 30,000 USD, whereas the actual power turbine itself might cost more than 5 million USD. Nuclear power plants and other sources of electricity production exhibit comparable equipment/construction cost differences. Projects. When assessing costs from the owner's perspective, it is crucial to account for the cost of operations and maintenance for each of the design choices that are available as well as the cost of the project's life cycle as a whole. It is also necessary to assess the prospective costs of the different project-related hazards. Calculating the range within which actual costs may deviate from those anticipated in the project budget and the cost of risk or an unforeseen occurrence during project execution are crucial here. Each item's risk percentage must be estimated, along with its share of the entire project cost. These estimations are based on prior encounters with and understanding of the issues that are often foreseeable throughout project execution. The increasing expenses of potential emergencies, which often happen as a consequence of the next incident, are related to this.

1. Changes in the project design.
2. Differences in the timing of various phases of the project's work schedule especially those that tend to increase the time it will take to complete the project.
3. Administrative charges such as salary increases
4. Special onsite circumstances, including unexpected obstacles or defects in the soil in some location.
5. The need of additional or special permits for project construction work.

Cost Estimate

Cost estimates are revised during the course of the project to reflect the most recent costs of resources needed to complete it. Beginning with the project, proof-of-concept estimations are carried out in order to provide information for the decision on whether to approve the project's continuation. The order of magnitude estimate is one such estimate. These may be 50 to 100 percent accurate. More precise estimates are needed as the project develops. The range of values that are indicated for a certain estimate may differ from one Organisations to another, as well as the name assigned to it. For instance, conceptual estimates are those that are between thirty and fifty percent accurate. The accuracy range for preliminary estimates is +20 to +30%. The accuracy range for definitive estimates is between 15 and 20 percent. The control estimate, which has a precision of between 10 and 15 percent, is then computed. There is no use in investing more time than necessary to make an estimate with a greater range of accuracy than needed at any specific stage of the project since there is still a great deal of uncertainty regarding the work that will actually be done in the project at its commencement. According to the level of precision needed for the cost estimate and the quantity of work, there are many types of estimates. Michel describes numerous techniques. We'll talk about a few of the common kinds presently.

Top-Down Estimates

Top-down estimates are utilized in the early stages of a project when there is very little specific information available. The phrase top-down refers to an estimate that is really created at the project's highest level, producing a single overall ball park value. This kind of estimate may be created quickly and with minimal effort. However, it's not as accurate as it might be with a more thorough effort.

Bottom-Up Estimates

When project baselines or a cost-control kind of estimate are needed, bottom-up estimates are employed. The method is known as bottom-up estimation since it starts by estimating the project's precise expenses and then summing them up at the appropriate level. You may utilise the work-breakdown schedule (WBS) for this roll-up. The benefit of this kind of estimate is that it yields reliable outcomes. The level of that accuracy mostly depends on the amount of information included; when more information is included, the calculations

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

statistically move in the direction of the most probable cost estimate, or cost range estimate. Of course, the cost of the time needed to develop such a reasonably thorough estimate is greater as well as the time needed to fulfil it.

Analogous Estimates

An example of a top-down estimate is analogous estimating, which uses the actual costs of previously finished projects to estimate the cost of the present project. The estimates may be highly accurate if the project being used as the analogue closely matches the project being estimated; nevertheless, if the stated analogy is more apparent than genuine, the estimate may not be at all accurate. This idea is essential. With software development projects, it usually occurs that numerous comparable earlier projects may be identified and evaluated, frequently sharing an ostensibly identical architecture of many of the important code modules. If the projects' problems are comparable, it would first seem that a new project's 30-percent larger overall Programme code size should result in a 30-percent higher cost than the analogue used as the comparison standard. The new project may still cost less even if it employs more code if time-saving productivity techniques for programmers have improved since then. Alternatively, a 30% increase in coding will actually cost the new project more than an inaccurately informed analogous estimate would predict if the previous project was using some of these newer productivity tools but those tools are not yet included in the planning of the current project.

Parametric Estimates

It includes estimating project costs depending on certain factors or variables utilizing historical data and mathematical models. To anticipate the cost of related future projects, parametric estimates use statistical analysis and trends found in earlier initiatives. Various variables or factors known as parameters are discovered and quantified in parametric estimation. Project size, length, complexity, needed resources, and any other pertinent metrics are examples of these factors. Then, historical information from earlier projects with comparable characteristics is examined to create a mathematical formula that connects the parameters to the project cost.By entering the values of the indicated factors, the relationship or formula may be used to estimate the cost of future projects. At different stages of project planning, from high-level estimates at the early project idea stage to more precise estimates throughout project execution, parametric estimates may be used. Speed, consistency, and the ability to produce early cost estimates when specific project information may be scarce are just a few benefits that parametric estimating provides. When previous data is available and a project has repeating or comparable qualities, it may be very helpful. It's crucial to keep in mind that parametric estimates may not account for all particular project characteristics or unanticipated events since they are based on assumptions and previous data. Therefore, to achieve accuracy and dependability in project cost estimate, they should be used in combination with other estimating methodologies and expert judgement.

CONCLUSION

Estimating, budgeting, and managing project expenditures are all important components of cost management. By providing financial management, optimizing resource allocation, and sustaining project profitability, it plays a crucial part in guaranteeing project success.Project managers that practice effective cost management are able to base their judgements on precise cost estimates and budgeting. It assists in establishing reasonable goals, effectively allocating resources, and detecting possible risks and difficulties pertaining to project financing.Project managers may monitor actual costs, compare them to the budget, and take the appropriate corrective steps to stop cost overruns using cost control procedures. This entails handling scope adjustments, maximizing resource use, and putting cost-cutting measures in place. Effective cost management encourages accountability and transparency, enabling stakeholders to comprehend project expenses and financial performance. It makes it

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

easier to communicate and make decisions that are in line with the project's goals and the available funding. Cost management also improves the efficacy and efficiency of projects. Project managers may maximize the value of the project and accomplish desired results within the allotted budget by optimizing resource allocation, minimizing waste, and spotting cost-saving options. Project management includes cost management, which demands proper thought and care. Project managers may reduce financial risks, preserve project profitability, and raise the likelihood of project success by employing efficient cost management procedures. To guarantee that project costs are properly managed and controlled, it is a continuous process that requires monitoring, analysis, and modification throughout the project lifetime.

REFERENCES:

[1] Y. Hilpisch, "Python for Finance Mastering Data-Driven Finance," *The FEBS journal*. 2019.

[2] F. Amalina, M. Matin, and A. Muhammad, "Manajemen Pelatihan Mastering Islamic Finance di Pusdiklat Keuangan Umum," *Improv. J. Ilm. untuk peningkatan mutu Manaj. Pendidik.*, 2017, doi: 10.21009/improvement.04109.

[3] Faizal Karbani, "Mastering Islamic Finance," *Antimicrob. Agents Chemother.*, 2014.

[4] R. Narayan, "Note: Page numbers followed by," *Rapid Prototyp. Biomater. - Tech. Addit. Manuf.*, 2020.

[5] V. Suryan, P. Persadanta, M. D. B. Alddi, and J. Putri, "The Adoption of Public-Private Partnership Concessions for a Development Project in Emerging Economies," *J. Airpt. Eng. Technol.*, 2020, doi: 10.52989/jaet.v1i1.3.

[6] W.-S. Chan and Y.-K. Tse, "Stochastic Interest Rates," in *Financial Mathematics for Actuaries*, 2017. doi: 10.1142/9789813224681_0010.

[7] E. Portmann, "Rezension „Blockchain: Blueprint for a New Economy"," *HMD Prax. der Wirtschaftsinformatik*, 2018, doi: 10.1365/s40702-018-00468-4.

[8] M. J. Peláez,"The Complete finance companion: mastering finance," *Choice Rev. Online*, 1998, doi: 10.5860/choice.36-1065.

[9] L. A. Isabella, R. Kuruvilla, J. Pilachowski, and P. Prasad, "Harry and Learning Team 28," *Darden Bus. Publ. Cases*, 2017, doi: 10.1108/case.darden.2016.000148.

[10] S. Dietz, "An Introduction to Quantitative Finance," *J. R. Stat. Soc. Ser. A Stat. Soc.*, 2014, doi: 10.1111/rssa.12082_1.

[11] M. Swan, *Blockchain: Blueprint for a new economy*. 2015.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

MANAGEMENT THEORIES AND MODELS

SALMA SYEDA DR.
BIPASHA MAITY
PROF. ANAND SINGH

Regional College Of Management Bangalore
IQAC
Bangalore

ALEXIS PRESS
JERSEY CITY, USA

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

MANAGEMENT THEORIES AND MODELS

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Regional College Of Management Bangalore
IQAC
Bangalore

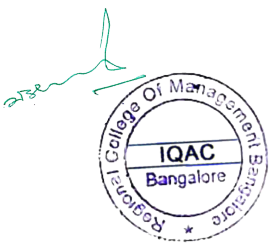
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

MANAGEMENT THEORIES AND MODELS

Salma Syeda

Dr. Bipasha Maity

Prof. Anand Singh



ALEXIS PRESS

Published by: Alexis Press, LLC, Jersey City, USA
www.alexispress.us

© RESERVED

This book contains information obtained from highly regarded resources.
Copyright for individual contents remains with the authors.
A wide variety of references are listed. Reasonable efforts have been made
to publish reliable data and information, but the author and the publisher
cannot assume responsibility for the validity of
all materials or for the consequences of their use.

No part of this book may be reprinted, reproduced, transmitted,
or utilized in any form by any electronic, mechanical, or other means,
now known or hereinafter invented, including photocopying,
microfilming and recording, or any information storage or retrieval system,
without permission from the publishers.

For permission to photocopy or use material electronically
from this work please access alexispress.us

First Published 2022

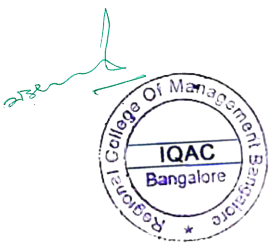
A catalogue record for this publication is available from the British Library

Library of Congress Cataloguing in Publication Data

Includes bibliographical references and index.

Management Theories and Models by *Salma Syeda, Dr. Bipasha Maity, Prof. Anand Singh*

ISBN 978-1-64532-992-3



CONTENTS

Chapter 1. Workplace Management: Bridging Disciplines for Understanding 1
– *Mrs. Salma Syeda, Prof. Anand Singh*

Chapter 2. Real Estate Management: Model for the Maturity of Corporate 9
– *Dr. Nishant Labhane, Prof. Nikita*

Chapter 3. A Brief Overview about Systems ThinkingTheory..... 16
– *Ms. Swati Sharma, Prof. Veersh G P*

Chapter 4. St. Gallen Model:Workplace Management and Organization..... 23
– *Ms. Neha Saxena, Prof. Mallika*

Chapter 5. Real Estate Management Levels: Procedures, and Organisational Structures 30
– *Dr. Vijayarengam Gajapathy, Prof. Mihir Das*

Chapter 6. AnOverview:Uncovering the Socio-TechnologicalTransition..... 37
– *Mr. Venkatesh Ashokababu, Prof. Jayshree*

Chapter 7. A Brief Overview about Tempo of Built -Environment Changes..... 44
– *Dr. Bipasha Maity, Prof. Rumela*

Chapter 8. Model for Disaster Resilience of Place..... 51
– *Dr. Vankadari Gupta, Prof. S R Mandal*

Chapter 9. Strategy-As-Practice: Social Implications of Workplace Design..... 58
– *Dr. Jayakrishna Herur, Prof. Kamal Bhowmik*

Chapter 10. Understanding Multifaceted Decision-Making for Workplace Strategies..... 65
– *Dr. Lakshmi Prasanna Pagadala, Dr. Sivaraman*

Chapter 11. Alignment Theory for CRE and Workplace..... 72
– *Dr. Akhila Udupa, Dr. Anala*

Chapter 12. A Brief Introduction about Corporate Real Estate Alignment 79
– *Dr. Nalin Chirakkara, Prof. Smitha*

Chapter 13. Workplace: Principal-Agent Perspectives and Techniques..... 86
– *Dr. Pramod Pandey, Prof. K N Swamy*

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 1

WORKPLACE MANAGEMENT: BRIDGING DISCIPLINES FOR UNDERSTANDING

Mrs. Salma Syeda, Assistant Professor,
Master in Business Administration, Presidency University, Bangalore, India,
Email Id-syeda.s@presidencyuniversity.in
Prof. Anand Singh, Regional College of Management, Bangalore, India

ABSTRACT:
For a thorough knowledge of the topic of workplace management, a multidisciplinary approach is necessary. An overview of the significance of evaluating ideas to develop an interdisciplinary knowledge of workplace management is given in this abstract. It emphasises the advantages of combining ideas from many fields and the positive effects it has on improving workplace procedures and results. Traditional management practises often fail to handle the complexity and range of difficulties confronted by Organisations in today's quickly developing work settings. Organisations may get a better knowledge of workplace dynamics by adopting an interdisciplinary viewpoint, which can draw ideas from a variety of domains including psychology, sociology, organisational behaviour, economics, and more. An integrated perspective on workplace management is made possible by the evaluation of theories from multiple disciplines, taking into account a number of variables that affect organisational structure, communication patterns, leadership styles, and decision-making processes, as well as individual and group behaviour. It assists in identifying trends, relationships, and guiding ideas that support efficient workplace administration. When solving complicated workplace challenges, integrating ideas from other fields also encourages innovation and creativity. Organisations may explore fresh views and solutions that might not be obvious from a single discipline lens by bridging disciplinary boundaries. A more nuanced approach to workplace management is made possible by this multidisciplinary knowledge, which takes into account the particular conditions and dynamics of each Organisation.

KEYWORDS:
Discipline, Estate, Organizational, Management, Workplace.

INTRODUCTION

Since the earliest structures devoted to carrying out activities connected to work began to arise, workplace administration has existed in some capacity. The focus on office layouts and the best way to perform work tasks wasn't paid much attention until the late 19th and early 20th centuries, during a boom in office building development, and was heavily inspired by scientific management founder Frederick Winslow Taylor.

As construction methods advanced and employee rights expanded, workplaces began to change and provide greater chances for customization. Dedicated managers for overseeing physical space began to emerge in the middle of the 20th century. The timely distribution of square meters remained their major concern, and they gave real estate consumers just a cursory thought. In the 1980s, a new facilities management (FM) regime emerged in research as a result of the necessity to arrange activities scattered over several sites. Corporate real estate management (CREM) study was developed as a result of Jaroff et al.s introduction of

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

corporate real estate as the fifth resource, whose strategic value is just emerging. While CREM first placed more of an emphasis on the financial management of real estate, FM initially focused on a more operational level of building management [1]–[4].

Organisational studies were expanding understanding about Organisations and human behaviour in organisational settings at the same time. Organisational scholars originally proposed the notion that group dynamics and job performance are related, and that the physical environment of the workplace has an impact on both formal and informal connections inside the company, in the first part of the 20th century. The scientific management method was criticized by studies on the social work environment, which is today seen as the inception of the human relations discipline. Physical space is considered a component of organisational space in organisational studies, but is often just seen as the context for organisational connections that may be observed and researched. The number of research on the interaction between employees and the physical workplace, however, began to increase from the 1990s forward, indicating a desire to match workplace design to employee demands as well. Despite the fact that workplace management is a hot topic, academics and professionals don't all agree on the same concept[5]–[8].

Workplace management is described as the management of all resources needed to design and maintain appropriate, effective, and economical workplace experiences that align to strategic business objectives by the International FM Association (IFMA). encourage individuals to perform at their highest level each and every day, no matter where they are. Similar to how Redlin et al. describe workplace strategy, it is the alignment of the organization's workplace with the business strategy in order to optimize the effectiveness of its people and achieve its strategic business goals. It considers a company's many aspects, including its physical and virtual work environments, culture, operational procedures, technology, and other resources.Workplace management has traditionally been seen as a responsibility of the departments of facility management (FM), corporate real estate management (CREM), or human resource management (HRM). Facilities management (FM) is now formally described as the integration of processes within an Organisation to maintain and develop the agreed services which support and improve the effectiveness of its primary activities in a European Committee for Standardization (CEN).

Corporate real estate management (CREM) has no official definition, but it is typically understood to be the management of a corporation's real estate portfolio by matching the services and portfolio to the needs of the core business with the ultimate goal of increasing the corporations value.

Although there is no one definition for human resource management (HRM), it may be described as the practises and policies that affect workers behaviour, attitudes, and performance.

One of these three departments in most firms is in charge of workplace management. But as Redlin et al. point out, creating a workplace that is efficient for the Organisation and healthy for the workers actually requires coordination across HRM, FM, CREM, as well as finance, marketing, IT, business unit executives, employee advocates, and the C-suite.Therefore, it seems that everyone agrees that workplace management is a cooperative job aimed at bringing the workplace into alignment with the company and the people who use it. The areas of economics, organisational management, architecture, engineering sciences, medical sciences, and psychology all study various facets of workplace. These several research fields offer various management strategies to the workplace, focusing on either people, the environment, or the Organisation. Each of these disciplines focuses on a different facet of how workplace management works and how its many components interact with one another. Academics from these various backgrounds also often work in various universities and departments, and they frequently present their workplace-related research at various

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

conferences and publish in certain discipline publications. Due to this fragmentation, a great deal of information is lost between disciplines, and many ideas are not included in an overarching theoretical framework or employed in actual workplace management[4], [9], [10].

DISCUSSION

In general, academic disciplines other than workplace management are not thought to exist. Workplace management requires input from many different disciplines, as shown in both this introduction and the first chapter of the first book in this series as a result, it can be described as a complex problem that must be viewed as a whole rather than the sum of its parts. Complex real-world issues may be hampered by fragmented information and need expertise from several areas. specialized reasoning for a certain field. Managing workplaces inside organisations may sometimes be seen as a wicked issue. Wicked issues are difficult to identify and are impacted by a variety of factors. Politics and social conditions that evolve throughout time. Workplace management procedures obviously fall within the four categories of wicked challenges that Kreuter et al. identified:

1. The problems nature is regarded differently based on the viewpoints and prejudices of people who have an interest in it,
2. Multiple stakeholders are involved which disagree about the problem and the optimal solution,
3. It is unclear when the problem is actually solved,
4. What functions in one setting does not always function in another, comparable setting.

A transdisciplinary approach has been shown to be successful in several sectors that deal with complicated real-world challenges. The first volume in this series provides a thorough explanation of the term transdisciplinary. Here is a summary of its main points: To grasp the complex world, one must walk across the disciplines, between the disciplines, and beyond and outside all disciplines. Two key characteristics of transdisciplinary may be identified. It is a new way of seeing the world, to start with. It implies that similar patterns rather than distinct concepts are sought for, leading to a greater comprehension of the world and the complexity of it. The relationship between science and society is a second topic covered by transdisciplinary. It emphasizes demand-driven research on issues facing the actual world. Interdisciplinary research differs from transdisciplinary research in that the knowledge gained can only be really shared with practice when there is a shared process of making sense of it all. Additionally, the focus of this book series and its works is a transdisciplinary one.

Even if there are several additional publications and periodicals devoted to workplace management and design, very few of them engage in a theoretical debate spanning numerous ideas from other fields. Furthermore, there isn't a comprehensive, multidisciplinary framework for workplace management that connects these ideas. This second volume in the series is specifically intended to fill this research gap. This book offers insights into the application of 18 ideas from several academic domains to managing the complex working environment made up of organisations, structures, and workers. Each chapter discusses a single theory or a group of related ideas that is or may be applied to practice and research in the workplace. It discusses the fundamental presumptions of the theory and the research methodology. Additionally, it offers insights into how each theory's expertise might help workplace managers in real-world situations. The last chapter of this book begins the process of integrating these presumptions from 18 theories into a transdisciplinary framework in order to develop a comprehensive theory of workplace management.

This framework was established using data from empirical concept-mapping research that included the authors of this book as respondents. Discipline-specific, multidisciplinary, or interdisciplinary research should not be seen as competing with transdisciplinary research, but rather as a complimentary strategy. According to Jahn et al. (2012), a transdisciplinary

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

approach advocates for mutual learning between academics, practice, and other stakeholders in order to forge new links between disparate groups and produce new forms of communication and knowledge. Our desire to provide an overarching framework for workplace management that incorporates the many ideas discussed in the various chapters of this book was what inspired us to write the concluding chapter, in particular.The next parts of this introduction chapter will first describe the many disciplines covered in this book and then explain the reasoning for the chapter sequence. Then a quick to avoid terminology misunderstandings across disciplines, a discussion on terminologies will come next. The chapter structure for the other chapters of the book will then be discussed, along with the 35 co-authors of the various chapters.

Selecting theories

The goal of this book is to shed light on the complexity of workplace management and to motivate academics and professionals to seek outside their specialised domains in search of other ideas and concepts that can be used to create a more all-encompassing approach to workplace management. Despite the fact that management science is often seen as being multidisciplinary, workplace management has long been dispersed across many academic fields, particularly the physical vs the psychological environment. Additionally, from a managerial perspective, space design had long since lost its appeal. It is a challenging effort to balance the interests of many stakeholders, but workplace management scholars and practitioners attempt to identify the best methods to manage an organizations resource via the lens of the (physical) work environment. The separation between real and virtual surroundings is becoming hazier, which adds another aspect of time and space that has to be controlled, making the situation even more complicated. Additionally, the significance of human wants and conduct has increased significantly.

Mathematical, social, psychological, and natural disciplines were initially influential on the development of management science. The ideas in this book also cover a range of management-related topics, including service management, performance management, and decision-making. Many of the ideas may be attributed to numerous disciplines, while others originate from more specialised subjects, such building science or ICT. This list of ideas was not intended to be complete due to the multidisciplinary nature of workplace research. The editors are unable to review every prospective contribution because of the editor's inability to control the issue of workplace management and its indefinite bounds. As a result, the selection of ideas was unstructured and unrestricted. The editors asked their networks and online communities such as LinkedIn for hypotheses and writers to go with them. As a consequence, the book offers a fascinating collection of hypotheses from several pertinent domains and sub-fields, including:

1. Management
   - **a)** Process management.
   - **b)** Decision-making in management.
   - **c)** Innovation management.
   - **d)** Service management.
   - **e)** Operations management.
2. Business
   - **a)** Human relations.
   - **b)** Marketing.
   - **c)** Economics.
3. Others
   - a) Systems-thinking.
   - b) Information science.
   - c) Building science.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

There is a logical reading sequence in the book, despite the disorganized distribution of the chapter numbers in this list suggesting otherwise. On purpose, the chapters were not grouped by disciplines but rather by the logical flow of their material, starting with the organisational viewpoint and moving on to managing people and/or buildings.The Corporate Real Estate Management (CREM) Maturity model is presented in the books opening pages, along with an explanation of how real estate has evolved to play a more strategic role as a source of competitive advantage. Many people consider this paradigm to be the birth of the CRE and workplace management industries. The model that is provided serves as a wonderful introduction to the chapters that follow, which explore various topics linked to organisational management as a means of bringing people and resources together to achieve the objectives of diverse stakeholders.

The systems-thinking theory chapter that follows presents a philosophical perspective on organisations as comprehensive systems made up of several interrelated system-components and features. The chapter lays emphasis on the need of comprehending the connections between the elements for sound decision-making and effective workplace management. The St. Gallen Management Model, which is discussed in the next chapter, may be thought of as a systems thinking approach that has been incorporated into a framework that takes into account the links between organisations, surroundings, and management. It is a helpful tool for analysing the complexity of organisational environments and for breaking down management tasks into operational, normative, and strategic components. The consideration of various system levels is continued in the chapter on socio-technical systems theory, which also introduces the concept of time in connection to change. It clarifies how corporations affect their built environment at various rates. The resilience chapter then goes into further detail, focusing on systems that go through transitions, underlining the necessity to comprehend the risks and devise countermeasures. An integral part of a resilient Organisation is a longitudinal perspective of vulnerability. Finally, the chapter on strategy as practises asserts that organisational strategy is a social phenomenon that is greatly impacted by human relationships. As a result, not only may workplace solutions be impacted by organisational strategy, but so can organisational strategy.

As one of the fundamental components of management, decision-making is the subject of the following group of chapters. In order to assist decision-makers cope with the complexity of the process, a chapter on Multiple Perspective Strategic Decision Making presents a systemic approach of decision-making. The iterative technique that has been explained may also be useful for creating workplace goals. The importance of organisational strategy and corporate real estate alignment is also shown by effective strategy execution. The chapter on alignment presents models and model elements for real estate-related activities and overarching organisational strategy alignment. The interactions between the various organisational units may have an impact on how well they are aligned. The principal-agent theory chapter then discusses the key agency difficulties that may emerge from the interaction between corporate real estate units and business real estate units. The branding chapter focuses on this issue by highlighting the need for improved communication of how workplace choices may assist core business operations in order to build credibility and establish a respected position both inside the company and with customers. The debate on alignment is concluded in the chapter on the Value Adding Management model, which also introduces the notion that although amenities like offices and meeting spaces may benefit businesses, various values may be prioritized differently depending on the company.

The next chapters go over how changing the physical work environment may enhance workplaces. The section on the Toyota Production System covers the following: problems that CRE managers encounter while addressing building utilization. It encourages less wasteful production and resource overuse, as well as greater system, work, and personnel

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

alignment. The radical innovation chapter then goes into more detail on how technology fits into the whole workplace and how to combine physical and digital worlds The many innovation typologies that have been developed suggest that technology may change workplaces in a variety of ways.The last group of chapters discuss issues pertaining to a workplaces end user. They put a strong emphasis on the human aspect and the role of workers as both service providers and users of the workplace. According to the usability chapter, a work environments primary goal should be to facilitate user behaviour and results. The writers stress that user experience is more crucial than a buildings architectural or technological excellence. This is further elaborated in the user-centric design thinking chapter, which explains how workplace management choices may be made better by knowing user's requirements and preferences and taking their comments into account. The hospitality chapter further indicates that the social milieu that surrounds the physical environment and amenities also contributes to the user experience.

Therefore, workplace management should be concerned with giving workers a welcoming working environment. Similar to this, the service management chapter underlines the link between organisational practises and human conduct, arguing that experiences are influenced by both individual views and service staff behaviour. Last but not least, the chapter on organisational socialization describes how to socialize those personnel that service providers have hired outside to assist with FM service tasks. This enables them to blend in, adopt appropriate behavioral patterns, and so provide the client organizations workers and employees' greater service. Despite the books established rhythm, it is not required to read the whole thing from start to finish. You might choose a new or intriguing hypothesis to read about and go from there. One might alternatively begin by reading the last chapter describing the overall structure connecting the ideas before moving on to particular theories later. The meanings of various terminology used in this book are provided in the next section. If you are already acquainted with them, which introduces the writers and the format of the next chapters.

Relevant terminologies

The ideas, models, and frameworks that are used in workplace research are introduced in this book. Although there is no universally accepted definition of a theory in the academic community, often academics define a theory as a means of describing a certain area and explaining how it functions. A theory ought to be able to aid in foretelling or exploring the reasons why certain factors result in particular outcomes. Theory is described as a statement of concepts and their interrelationships that shows how and/or why a phenomenon occurs, taking into account workplace management research at various depths and in various ways. A theory may be classified at the meta-, grand-, mid-range, and micro levels depending on its degree of abstraction, generalizability, and function. Grand theories, on the other hand, depict broader theoretical concepts, whilst metatheories express more of a global perspective on the nature of knowledge.The mid-range theories are what social scientists often consider to be real theories rather than a functioning theory.

Micro-theories describe a specific occurrence within a constrained context and often have limited potential for generalisations. Several academicians contend that They should be referred to as models, for instance, claims that models are theories with a more constrained scope of explanation that are more descriptive than explanatory. Framework is a phrase that is connected. Frameworks don't provide answers; instead, they categories phenomena to characterize them. This is what this book last chapter creates as the foundation for a comprehensive philosophy of workplace management. Several words that are used often in the workplace and in management will be mentioned in the following chapters. Even though some of them have formal definitions, their breadth and points of emphasis might sometimes vary among disciplines, nations, and/or historical periods. This part presents a quick review

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

of the most important concepts and their interpretations without attempting to choose the best meaning for each phrase in order to set the stage for the next chapters. The terminology used by the writers of the various chapters will vary depending on their individual academic background and expertise.

The phrases workplace and workspace are both used initially. It is crucial to note how differently, interchangeably, and as definitions of various scale levels of the workplace, two words are utilised. The distinctions may be seen in how people define a space and a location, where the physical component of each occurs, and where the borders. Total workplace and organisational space are supplementary terminology used in the area of organisational management to describe built settings and the items and social practises inside them. It is a system of social and physical elements which is experienced by users and providing the context in which they live their work lives Since the editors did not wish to impose terminology definitions on the authorswho come from all the aforementioned disciplinesall these words are used differently across the various parts of the book. Also used are broader phrases like work environment or workstation. The terms used in the chapters of this book include both FM and CREM.

CONCLUSION

To conclude, developing an interdisciplinary perspective of workplace management requires critically evaluating ideas from several disciplines. Organisations may get a thorough grasp of the intricate dynamics that define the workplace by embracing ideas from psychology, sociology, organisational behaviour, economics, and other subjects.A more comprehensive and sophisticated approach to workplace management is made possible by the integration of ideas from several disciplines.

It recognises the interconnection of numerous elements and their effects on organisational performance and employee wellbeing, including human behaviour, group dynamics, organisational culture, and external influences.

Organisations may find patterns, trends, and underlying ideas that support efficient workplace management by evaluating theories.

This multidisciplinary knowledge offers a wider viewpoint and helps in developing plans and solutions that take into account the particular difficulties and setting of each organisation. A multidisciplinary approach to workplace management also fosters creativity and innovation. It promotes businesses to experiment with novel concepts, question accepted wisdom, and adjust to changing conditions.

Organisations may take use of different viewpoints and find creative solutions to challenging workplace problems by bridging disciplinary barriers.Furthermore, evidence-based practises are supported by an interdisciplinary knowledge of workplace management.

Organisations may adopt effective strategies and make informed choices by critically analysing ideas and empirical evidence from diverse fields. This improves workplace management programmes efficacy and efficiency. Collaboration and integration across disciplines are essential for gaining the full benefits of an interdisciplinary knowledge of workplace management. Organisations should promote information sharing between experts from many disciplines, develop cross-functional cooperation, and build a culture of interdisciplinary research. Organisations may use the potential of multidisciplinary methods in tackling workplace difficulties by dismantling silos and embracing multiple viewpoints.The evaluation of ideas from many disciplines is, thus, a useful strategy for developing an interdisciplinary knowledge of workplace management. Organisations may use it to foster innovation, negotiate the intricacies of the contemporary workplace, and make choices using solid data. Organisations may create settings that enhance productivity, employee well-being, and long-term organisational success by adopting multidisciplinary viewpoints.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

REFERENCES:

[1] J. E. Booth, A. Shantz, T. M. Glomb, M. K. Duffy, and E. E. Stillwell, "Bad bosses and self-verification: The moderating role of core self-evaluations with trust in workplace management," *Hum. Resour. Manage.*, 2020, doi: 10.1002/hrm.21982.

[2] H. O. Falola, O. O. Ogueyungbo, and O. O. Ojebola, "Influence of Workplace management initiatives on talent engagement in the Nigerian pharmaceutical industry," *F1000Research*, 2020, doi: 10.12688/f1000research.23851.2.

[3] H. O. Falola, O. O. Ogueyungbo, and O. O. Ojebola, "Workplace management initiatives and talent engagement in the Nigerian pharmaceutical industry," *F1000Research*, 2020, doi: 10.12688/f1000research.23851.1.

[4] M. Palvalin, T. van der Voordt, and T. Jylhä, "The impact of workplaces and self-management practices on the productivity of knowledge workers," *J. Facil. Manag.*, 2017, doi: 10.1108/JFM-03-2017-0010.

[5] S. M. Clancy, M. Stroo, A. Schoenfisch, T. Dabrera, and T. Østbye, "Barriers to Engagement in a Workplace Weight Management Program: A Qualitative Study," *Am. J. Heal. Promot.*, 2018, doi: 10.1177/0890117117696373.

[6] J. A. Caldwell, J. L. Caldwell, L. A. Thompson, and H. R. Lieberman, "Fatigue and its management in the workplace," *Neuroscience and Biobehavioral Reviews*. 2019. doi: 10.1016/j.neubiorev.2018.10.024.

[7] O. Longe, "Impact of Workplace Conflict Management on Organizational Performance: A Case of Nigerian Manufacturing Firm," *J. Manag. Strateg.*, 2015, doi: 10.5430/jms.v6n2p83.

[8] L. Y. Lin, C. W. Juan, and C. Chu, "The needs and potential solutions for improvement of workplace violence management in emergency departments in Taiwanese hospitals," *J. Acute Med.*, 2014, doi: 10.1016/j.jacme.2013.11.001.

[9] F. D. Dick, R. A. Graveling, W. Munro, and K. Walker-Bone, "Workplace management of upper limb disorders: A systematic review," *Occupational Medicine*. 2011. doi: 10.1093/occmed/kqq174.

[10] J. Oakman, W. Macdonald, T. Bartram, T. Keegel, and N. Kinsman, "Workplace risk management practices to prevent musculoskeletal and mental health disorders: What are the gaps?," *Saf. Sci.*, 2018, doi: 10.1016/j.ssci.2017.09.004.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 2

REAL ESTATE MANAGEMENT: MODEL FOR THE MATURITY OF CORPORATE

Dr. Nishant Labhane, Assistant Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-nishantbhimrao@presidencyuniversity.in
Prof. Nikita, Regional College of Management, Bangalore, India

ABSTRACT:
In order to maximize their real estate assets, support company goals, and foster a productive work environment, Organisations must practice effective corporate real estate management. This abstract offers a framework to evaluate and enhance the efficacy of real estate management practices inside an Organisations by presenting a model for the maturity of corporate real estate management. The approach is founded on the idea of maturity levels, which stand for various degrees of complexity and growth in corporate real estate management. It describes a progression from a fundamental level of maturity to an elevated degree of excellence, with certain requirements and traits for each stage.The model includes a number of aspects of corporate real estate management, such as sustainability, financial performance, portfolio management, lease administration, space management, and space management. It takes into consideration how real estate is incorporated into overall company strategy and how real estate choices are in line with organizational objectives.Organisations may identify areas for improvement and create objectives for improving their real estate management practices by comparing their present status to the maturity model. The model gives Organisations a road map for creating plans, putting best practices into action, and tracking progress towards reaching greater degrees of maturity.

KEYWORDS:
Business, Corporate, Estate, Model, Workplace.

INTRODUCTION

The Corporate Real Estate 2000 project was launched in 1991 by a group from the Industrial Development Research Foundation (IDRF), the research division of the International Development Research Council IDRC (now CoreNet Global). Michael Joroff was the project's leader. Its goals were to put current experiences in a framework that would encourage more learning, discussion, and change in the field, as well as to understand how changes in the business environment affect the need for services by corporate real estate professionals and their suppliers and partners in the industry[1]–[4].Making the benefits of corporate real estate management evident to higher levels of corporate management was one of the primary obstacles. Dewulf et al. (2000) defined corporate real estate management as the management of a corporation's real estate portfolio by aligning the portfolio and services to the needs of the core business, in order to obtain maximum added value for the business and to optimally contribute to the overall performance of the corporation. They identified added value as a key issue in their definition of corporate real estate management. According to this definition, management refers to the strategic, tactical, and operational management of all real estate assets and associated facilities services. The real estate portfolio includes all of a corporation's buildings and physical workplace(s). Facilities management (FM) and workplace management are hence intimately tied to CREM.Due to the real estate market meltdown in the early 1990s, there was a feeling of urgency that led to a change in

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

perspective on the function that real estate plays for businesses. Corporate leaders, in particular finance officers, were aware that their companies had more real estate than was necessary for their operations, that many of these assets were built for obsolete purposes and procedures, and that many of these assets were located in the inappropriate places for the requirements of the company[5]–[8].

Particularly with the many firms that had bought real estate because of the promised return on investment, calls for reform emerged.A five-stage CREM maturity model was one of the findings provided in 1993 by the CRE 2000 Phase One Research Team (see Figure.1). Similar to prior maturity models created in the early 1970s to organize and manage information and Total Quality Management. This model offers a framework for understanding, developing, and implementing a strategy for change. It does this by using information technology (IT) in a better and more integrated manner. The capacity of an Organisation to consistently increase its effectiveness and efficiency is referred to as maturity. In addition to capital, people, technology, and information, the model considers corporate real estate as a fifth resource of a firm, outlining a route for the growth of CREM. As a result, Joroff et al. would also want to help corporate real estate managers realize that their industry is the business of the business, not real estate.

In addition to the five-stage CRE evolutionary model, the 1993 IDRF report covers topics like designing the CRE unit, providing management with information they can use to make decisions, and integrated workplace strategies to bring together the workforce and support corporate goals. Surprisingly, this research already covered a lot of contemporary topics, including activity-based working, teleworking, retaining a feeling of community, cost savings, productivity, flexibility, contentment, and the added value of CRE. As a result, the IDRF report was clearly in the lead.The CRE 2000 study assisted in a paradigm change in how business executives see the value of the real estate they own or rent, as well as the idea of workplace. When individuals like Franklin Becker and Frank Duffy aggressively investigated where and how people worked in the late 1980s, the mindset regarding today's workplace had already begun to take shape. Their investigation shed light on the significance of alignment between workplace management and design. In turn, this led to a greater understanding of workplace tactics and associated management policies to support certain work practises determined by the nature of the job, who is participating, the instruments utilised, and the culture of both the Organisation and the individual work groups[9]–[12].

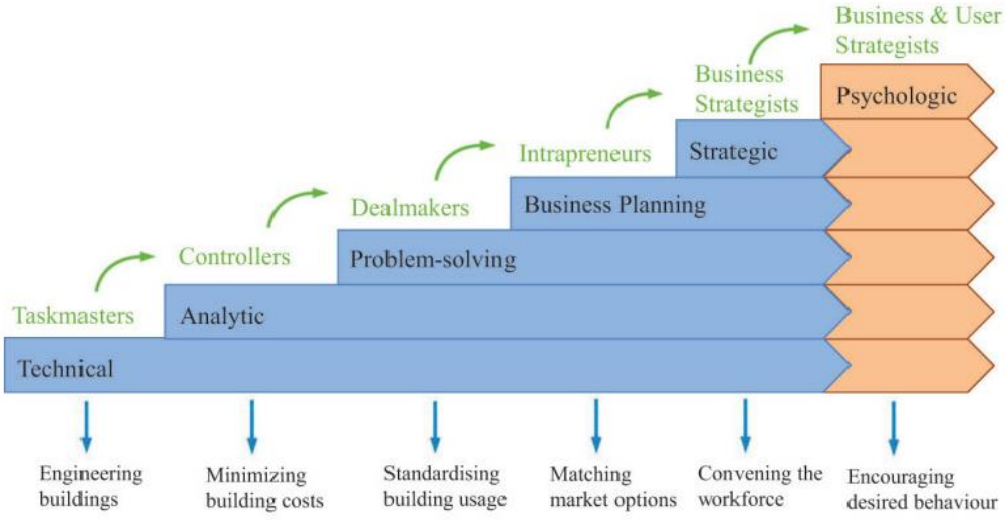


Figure 1: Five-stage real estate evolutionary model of Jor off et al[Library Open.].

Phase 2 of the CRE 2000 project was announced, and it would include, among other things, validating and adapting the five-stage model, examining the necessary skills, and creating recommendations on how financial real estate strategies might better complement the life-

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

cycle position of business units. Instead, it was followed by studies of the workplace and the application of fresh ideas, with an emphasis on data management, working environments, financial and service models, and just-in-time real estate management.The CRE 2010 project used a portion of it. The integration of CRE with IT, HR, and other support activities was a major focus in this study and other CoreNet Global research initiatives [13]–[15].

DISCUSSION

The IDRF report describes a situation in which Organisations are changing into strategically linked business units, in which every function is becoming more concerned with the bottom line, and in which the needs for corporate real estate professionals are significantly increasing. One of the team members, Michael Bell, recognized twelve transitions in this process of change:

1. shifting from a real estate focus to a business focus.
2. Shifting from a transactional to a process focus.
3. Shifting from control to service orientation.
4. Shifting from reactive to proactive.
5. Shifting from decentralized to centralized.
6. Shifting from in-house expertise to collaboration.
7. Inviting service providers to join the team.
8. Shifting from automate to automation, i.e., using information technology. and
9. Shifting from relationships based on people.

According to Jaroff et al. in accordance with these concepts, the traditional role of a corporate real estate manager (Stage 1) has changed to a more strategic role, with a cumulative integration of reducing real estate costs and cost efficiency (Stage 2, controller), standardizing building usage (Stage 3, dealmaker), and matching real estate with business plans of the company.1. The fifth step entails taking deliberate, proactive action in collaboration with other disciplines, strategically aligning the accommodation with the organization's vision, purpose, and objectives, and involving various stakeholders. Each step builds on the ones before it, and they are cumulative. Table .1 provides a summary of the five phases' key characteristics.In the quest to increase value via real estate, each more challenging level introduces a new position. The first three steps are mostly accomplished via project-level work pertaining to corporate internal requirements. Stage four addresses demand throughout the whole portfolio, paying attention to trends.

Table 1: Main characteristics of the five stages according to J roff et al.

1	Taskmaster	Supplies the corporation's need for physical space as requested
2	Controller	Satisfies senior management's need to better understand and minimise real estate costs
3	Dealmaker	Solves real estate problems in ways that create financial value for the business units
4	Intrapreneur	Operates like an internal real estate company, proposing real estate alternatives to the business units that match those of the firm's competitors
5	Business strategist	Anticipates business trends, monitors and measures their impacts, contributes to the values of the corporation as a whole by focusing on the company's mission rather than focusing only on real estate

influencing the operational units. The fifth stage, which involves several stakeholders outside of the corporation's more conventional boundaries, focuses on overall firm competitiveness. The advantages received by stakeholders also vary from short to long term, with a rising user orientation and a need for continual learning and change, as the organisational stages go from taskmaster to strategist. The real estate division gets nearer to senior company management with each step. Each step is goal-oriented, connected to a specific goal, and intricately entwined with the real estate finance and information systems. Process, and hence people, are driving the phases more and more. Joroff et al. have covered all five phases in great

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

detail.According to Lambert et al. who conducted a study of 82 CRE departments and associated business units, each subsequent level comprises additional activities and services (See Table .2). The shift from one stage to the next is not always clear-cut. Additionally, the five phases are not exclusive of one another. In an interview on May 6, 2020, Joroff noted that although the five phases cannot be directly related to the changes observed by Michael Bell, they are nevertheless highly helpful in team conversations on how to manage CRE. In this way, the five phases may have comparable themes on a different level, resulting in some stage-to-stage overlap in terms of traits. In this interview, Joroff also made the case that, given what is known today, he would think about adding a stage called a service aligner between the deal maker and the intrapreneur as well as a stage called a business driver, who not only supports adding value through real estate but also generates business value.

Table 2: Represting the Cumulative increase of activities and services.

1. Taskmaster	*2. Controller*	*3. Deal maker*	*4. Intrapreneur*	*5. Business strategist*
Renovation	Maintenance of portfolio	Acquisition space	Extension and intension	Joint BU meetings
Planning and management of equipment	Space use	Lease contracts	Strategic CRE plan	Participation in BUs and corporate strategy planning
Maintenance of indoor environment	Satisfaction	Lease negotiation	Market trends and prices	Impact analysis of capital market
Maintenance schedules	Taxation of value of assets	Sale, subletting	Sale and lease back contracts	Impact analysis of changing legislation
Building codes	Building cost analysis	Purchase	Pricing methods	Impact analysis of economic and demographic trends
		Space standards	Benchmark portfolio performance	City planning
		Management of large projects	Benchmark CRE unit performance	Masterplans
		Project management tools	Operating as a profit centre	Match BUs and providers

Extension with a Sixth Stage

Organisations and their corporate real estate are now undergoing further significant transformations.Due to three concurrent trends, workplace managers must react more forcefully to the requirements and preferences of users, especially knowledge workers.First off, knowledge workers today live with IT-enabled time and location independence, as was predicted in the 1990s activit -based working quickly seem to have become the new standard globally as part of the move towards workplaces as integrated ecological systems, as previously mentioned by Joroff and Becker. Workers are increasingly empowered, permitted, or encouraged to use a variety of workspaces, including open and enclosed workstations, phone booths, lounge areas, project rooms, client or partner offices, home offices, coworking spaces, and mobile workspaces. Individual employees and teams are finding and implementing their own preferred working methods in tandem with the rising variety of options. This trend could be accelerated by the COVID-19 pandemic.

Second, the role of organisational behaviour in carrying out company strategy has increased. Desired results heavily rely on workplace behaviours such as how employees cooperate, learn, focus, and rest, especially for knowledge-based firms. As a result, we regularly see corporate programmes that concentrate on behavioural change, which is closely related to workplace reform. For instance, practise and research are paying more attention to the possibility of nudging desirable behaviour via workplace design. The promotion of healthy behaviours at work such as exercise, relaxation, social interaction, and nutrition is a

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

significant issue that is receiving more attention in relation to sick days, burnout, and long-term employability. In reality, health insurance firms, in particular Medibank in Australia and VGZ in the Netherlands, are pioneers in establishing healthy workplaces and encouraging healthy behaviour.

Thirdly, knowledge workers are becoming more empowered to voice and adhere to their preferences with respect to workplaces and working methods as a result of the worldwide war for talent Employers may no longer compel workers to labour in unpleasant settings or in unattractive places in this situation. Instead of being a goal, convening the workforce has become necessary. This is shown, among other things, by Leesman's explosive expansion, which has allowed them to assess the workplace satisfaction of more than 550,000 employees across approximately 4,000 buildings. Enhancing the workplace experience has emerged as a major CREM issue. It should be highlighted that the user-cantered approach seems to be moving away from a goal-oriented emphasis on particular user requirements and behaviours that are crucial for organisational performance and towards a focus on maximising user happiness. The Real Estate and Workplace Services team at Google changed its motto from We create environments that make Googlers excel to We create environments that make Google excel, according to Van Eersel, and his team at Netflix has the goal of delivering workplace experiences to move Netflix forward.

In light of these advancements, Boomeranger et al. expanded the CREM maturity model by adding a sixth stage (Figure .1). The sixth stage adds a user-centred approach, while the fifth stage concentrated on adding value in connection to company strategy. A CRE manager, who is both a business & user strategist, develops workplaces that encourage work practises and behavioural change in accordance with both company objectives and individual employee requirements and preferences. To examine, support, and motivate employees varied and shifting needs and behaviour, psychological knowledge is necessary in addition to the abilities required in stages 1 through 5. A person-environment fit strategy has been used in workplace research as a result.A recent change in the related field of facility management (FM) is consistent with the addition of a sixth stage in CREM. The current definition of FM, according to ISO 41011, is an organisational function which integrates people, place, and process within the built environment with the purpose of improving the quality of life of people and the productivity of the core business. This definition reflects the need to take into account both the needs of the business and the end user.

The earlier EN15221-1 definition solely focused on services which support and improve the effectiveness of its primary activities, while quality of life is people-oriented. Jaroff welcomed this expansion of the original model in an online interview on May 6, 2020, while also highlighting that a user-centred focus should be part of all prior models.Phases are also. Workplace strategists who function as company and work practise promoters needto create and sustain agile workplaces and IT supports by working together with business unit executives and the employees themselves to discover and co-develop productive work practises. in a rowIt is anticipated that the cooperation between CREM, FM, HRM, and IT will be further expanded in the sixth stage as a result of an earlier suggestion to include Corporate Infrastructure Resource Management (CIRM) as a sixth stage to the CREM maturity model. Other academic fields, such occupational therapists, neurologists, data scientists, and artists, could also become involved as a result of this.

Applicability to Workplace Studies

Despite the fact that the CRE framework was primarily created with CRE portfolios in mind, the basic concepts are also quite transferable to the workplace. Workplace design and management may take on a variety of forms, from a taskmasters, or caretakers, viewpoint that reacts to the need for space and technological upkeep, to a strategic approach. The latter takes into account the requirements and preferences of all parties involved and allows for a flexible

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

and intelligent workforce that includes younger generations with evolving work habits and time-space preferences. In addition to focusing on the company, clients and users, and society at large, a strategic approach also emphasises value addition. Moesker conducted additional literature research and expert interviews to further operationalise each stage regarding different levels of communication and information, competencies, governance, stakeholder involvement, and added value. This allowed health care organisations to use the five-stage framework to professionalise their CREM function. The use of sensors and other devices to gather and analyse workplace data such as the occupancy rate would be added in the sixth stage, along with psychological knowledge and skills, shared responsibility between management and end users, end-user involvement in design and management processes, and adding value through improved employee satisfaction, health and wellbeing, creativity and innovation, and productivity.

CONCLUSION

Organisations may evaluate and enhance their real estate management practises using the model for the maturity of corporate real estate management. Organisations may improve their strategic decision-making, maximise their real estate assets, and synchronise them with their corporate objectives by moving through the maturity stages.The model emphasises the significance of taking into account various real estate management factors, such as strategy and planning, portfolio management, lease administration, space management, facility management, sustainability, and financial performance. It emphasises how crucial it is for businesses to maintain and develop their skills in corporate real estate management.Organisations may determine their present maturity level and establish targets for development by utilising the maturity model. The model offers organisations a road map for creating plans, putting best practises into action, and tracking their progress towards reaching greater degrees of maturity.The strategy must be implemented with a dedication to ongoing development and a wholistic view of real estate management. Standardised procedures must be established, technology and data analytics must be used, cooperation amongst stakeholders must be encouraged, and personnel training and development must be funded.The maturity model has a wide range of advantages. Organisations may boost operational efficiency, reduce risks, optimise costs, promote transparency and accountability in real estate management, as well as improve decision-making processes. Organisations may respond to shifting market circumstances and improve overall organisational performance by matching their real estate assets with business requirements. Organisations may examine, plan, and improve their real estate management practises using the model for the maturity of corporate real estate management, which offers a systematic and all-encompassing approach. By using this methodology, businesses may maximise the value of their real estate assets, create strategic value, and achieve a competitive advantage.

REFERENCES:

[1] B. Marona and A. van den Beemt-Tjeerdsma, “Impact of public management approaches on municipal real estate management in Poland and The Netherlands,” *Sustain.*, 2018, doi: 10.3390/su10114291.

[2] E. Ziemba, K. Śmietana, T. Ramian, and K. Kania, “The Concept of a Sustainable Approach to Corporate Real Estate Management,” *Real Estate Manag. Valuat.*, 2015, doi: 10.1515/remav-2015-0039.

[3] E. Maslesa and P. A. Jensen, “Drivers for IWMS implementation in real estate management,” *J. Corp. Real Estate*, 2019, doi: 10.1108/JCRE-08-2018-0025.

[4] M. Gross and R. Źróbek, “Good governance in some public real estate management systems,” *Land use policy*, 2015, doi: 10.1016/j.landusepol.2015.08.017.

[5] V. Del Giudice and P. De Paola, “Real estate economics, management and investments: New perspectives and frontiers,” *Buildings*. 2018. doi: 10.3390/buildings8030040.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[6] R. Grover, M. Soloview, and V. Zakharchenko, "Corporate real estate management during the transition in Russia," *J. East Eur. Manag. Stud.*, 2007, doi: 10.5771/0949-6181-2007-3-205.

[7] F. Shafie, W. Z. W. Yusoff, and S. M. D. Al-Edrus, "A framework study of Islamic Real Estate management for property inheritance in Malaysia," *J. Eng. Appl. Sci.*, 2017, doi: 10.3923/jeasci.2017.1710.1714.

[8] A. Mittal, B. Sharma, and P. Ranjan, "Real Estate Management System based on Blockchain," in *7th IEEE Uttar Pradesh Section International Conference on Electrical, Electronics and Computer Engineering, UPCON 2020*, 2020. doi: 10.1109/UPCON50219.2020.9376540.

[9] E. Klumbyte and R. Apanaviciene, "Real estate strategic management model for Lithuanian municipalities," *Int. J. Strateg. Prop. Manag.*, 2014, doi: 10.3846/1648715X.2014.942407.

[10] J. Freybote and K. M. Gibler, "Trust in corporate real estate management outsourcing relationships," *J. Prop. Res.*, 2011, doi: 10.1080/09599916.2011.592207.

[11] S. Hartmann, P. Linneman, A. Pfnür, and B. Siperstein, "Realizing the value of Corporate Real Estate Management," *Whart. Real Estate Rev.*, 2009.

[12] I. Puķīte and S. Geipele, "Determining Customer Satisfaction in the Real Estate Management Sector in Riga," *Balt. J. Real Estate Econ. Constr. Manag.*, 2017, doi: 10.1515/bjreecm-2017-0017.

[13] C. Kühni and B. Christmann, "Corporate real estate management at Aventis," *J. Corp. Real Estate*, 2004, doi: 10.1108/14630010410812388.

[14] A. J. Omar, M. L. Mohd Diah, and A. md Yassin, "Exploring financial performance for Corporate Real Estate Management (CREM) in Malaysia," *Soc. Sci.*, 2016.

[15] T. Ginevičius, A. Kaklauskas, P. Kazokaitis, and J. Alchimovienė, "Recommender System for Real Estate Management," *Verslas Teor. ir Prakt.*, 2011, doi: 10.3846/btp.2011.26.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 3

A BRIEF OVERVIEW ABOUT SYSTEMS THINKINGTHEORY

Ms. Swati Sharma, Assistant Professor,
Master in Business Administration, Presidency University, Bangalore, India,
Email Id-swatisharma@presidencyuniversity.in
Prof. Veersh G P, Regional College of Management, Bangalore, India

ABSTRACT:
The Theory of Systems Thinking offers a useful framework for choosing actions that will enhance the workplace over time. The foundations and ideas of systems thinking are examined in this abstract, which also emphasizes how it may be used in organizational decision-making. Systems thinking acknowledges that businesses are complex systems made up of interdependent parts that interact with one another. It places more emphasis on comprehending the whole system than just concentrating on certain components. Organizations may identify and solve the root causes of workplace challenges by adopting a comprehensive approach using Systems Thinking, which also helps them to make better informed and efficient choices.Systems thinking encourages the study of several linked aspects, such as organizational culture, procedures, communication, and employee well-being, in the context of enhancing the workplace. It pushes businesses to examine the connections and feedback loops between these variables in order to fully comprehend their effects on the workplace. The awareness of unexpected effects is one of the fundamental tenants of systems thinking. It emphasizes how important it is to consider and evaluate how actions and interventions could affect the overall system. This aids businesses in avoiding quick fixes that can have unanticipated negative impacts and implementing sustainable solutions that take the long view.

KEYWORDS:
Components, Decision, Systems, Thinking theory, Workplace.

INTRODUCTION

Since its inception in the 17th century, the concept of systems has been studied in practically all academic fields, including physics, biology, and chemistry. Later, it was used to explain phenomena in fields like ecology, engineering, economics, anthropology, geography, sociology, cybernetics, and more. Both a meta-discipline and a meta-language have developed. Check land has written the primary work on systems-thinking using the concept of systems. The concept of systems thinking refers to intentionally ordered thought processes. A worldview known as systems-thinking enables the comprehension of comprehensive systems and has links between its constituent parts, known as system-components. This encompasses both human and non-human system components, comprising physical, natural, social, economic, cultural, and cognitive qualities that are established in the form of larger, connected interactions between the systems users and its non-human technologies or structures. These system-components may be used to solve issues across many disciplines and contribute to features like drivers, results, and feedbacks. Systems thinkings central principle is that of the adaptive whole. A system functions as a whole with its own emergent characteristics, layered structure, and communication and control mechanisms Systems-thinking is based on a number of ideas, each of which may be considered a discipline in and of itself[1]–[4].

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

1. The Big Picture approach calls for broadening ones vision in order to come up with a more effective solution for instance, during stressful situations, one tends to concentrate on the most immediate, urgent issue and only sees the impacts of changes elsewhere in the system. As a result, taking a step back to consider the wider picture and delve into the problems origin would likely lead to the discovery of a more practical solution.
2. The Long-Term, Short-Term principle contends that the best way to strike a balance in any decision is to look for a course of action that incorporates both short-term such as a week, quarter, or year and long-term such as strategic changes impacting better overall performance of the business options.
3. The Dynamic, Complex, and Interdependent philosophy emphasises that life is messy, things change constantly, and everything is interconnected. In essence, this emphasises how dynamic, intricate, and interrelated the world is. The concept also asserts that linear thinking, simplicity, and structure all have their own limits and that systems should be considered in terms of their interactions with one another as well as with their surrounding environment.
4. The Measurable vs. Non-measurable Data concept encourages companies to value both quantitative measurable, such as sales statistics and expenses and qualitative non-measurable, such as morale and attitude) data and challenges the propensity to see only what can be measured.
5. The We Are Part of the System principle emphasises how decision-makers frequently contribute to their problems for instance, a current problem may be the result of unintended consequences of a decision made or a solution implemented in the past, including decisions made based on certain types of mental assumptions, values, and beliefs.

Systems-thinking is well suited to serve as a vocabulary for talking about intricate systemic problems. Most significantly, it underlines the need for experts to approach the project as a whole as opposed to focusing on their own, more comfortable, isolated system components. Managers and engineers, who come from separate professions with distinct language, duties, and responsibilities, are fundamentally brought together by this. However, because they are familiar with the terminology of their respective fields and come from diverse and compartmentalized backgrounds, the professionals involved in the project may prevent others from viewing it as a system, which may prevent them from engineering or transforming the system for better performance.This exemplifies the basic set of obstacles that must be overcome in order to comprehend and implement systems-thinking in a challenging interdisciplinary project. Prior research on decision-making, which was framed within the context of Complex Adaptive Systems (CAS), greatly advanced our knowledge of the dynamics of decision-making at the organizational level.

According to Choi et al., the primary characteristics of CAS include interaction between the system-components and their environment, as well as adaptive capabilities and responsiveness to feedback. The ability of CAS systems to display traits like self-organization, emergence, and adaptability highlights the strategic value of the CAS framework, which is especially useful for understanding complex issues in the context of Organisations. These characteristics are crucial for examining current connections in general, since the results may guide decision-makers in how to approach a challenge. Socio-technical systems have received a lot of attention in the literature on sustainable transformations. The macro, mesa, and micro-operational levels of the socio-technical system correspond to the three analytical notions of landscape, regimes, and niches, respectively. The socio-technical systems multi-level perspective) offers a framework for analysing institutional system innovations and changes, thereby realizing the potential of transition. To enable successful

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

transition, institutional innovations and changes in fundamental principles, rules, and procedures occurring at both the inter-organizational and organisational levels must be in context with the individual level. Therefore, including governance in relational and dynamic changes happening at all three levels may considerably aid in the creation of successful, long-lasting transitions[5]–[8].

The developing philosophy of sustainability, which is also significant, mandates that businesses build their workplace plans on the ideas of resource efficiency and resilience, using precious Human resources must be managed and conserved efficiently if an Organisation is to become resilient. In order to move towards a full and effective participation of various organisational system-components in decision-making processes, the theory of sustainability also takes into account the balance between various contextual themes and processes, such as economic activities, ecological constraints, social behaviour and influences, organisational behaviour and growth, cultural influences, and the political environment. This calls for a comprehensive strategy, so systems-thinking that is skilled at evaluating interconnectivity and many mutual interactions between system-components may be practical. However, ideas for using systems thinking in the workplace and evaluations of employee performance are not easily accessible. The Integrated Complex Adaptive and Socio-technical Framing (Figure.1), supported by sustainability science, system innovations, and system-transformations, can therefore be adopted to assess both responses at individual and collective levels, and how these collaboratively impact on sustainable transformation. This is because both CAS and socio-technical systems can contribute to strategic and dynamic decision-making[9]–[11].

DISCUSSION

Each employee has a designated workstation in a setting that is more like a traditional workplace. Traditional workplace practises are unsustainable because they have an adverse effect on people's quality of life or have a cumulative negative environmental impact on the manufacturing process. For instance, energy usage and resource consumption at work increase emissions of greenhouse gases, dangerous air pollutants, chemicals, ozone-depleting substances, and radioactive substances. In turn, they have negative effects on health, including considerably higher temperatures, greater levels of humidity, poor indoor air quality, inadequate lighting, and inadequate ventilation. In order to make work and workplace practises sustainable, technological innovations, inventions, and digital innovations must be adopted. Examples of such innovations include technological software, project management systems, and various communication devices and channels. For instance, technologies like broadband and laptops enable working from anywhere and eliminate the requirement for each individual to have a permanent workstation. Desk ratios are often used in agile workplace ideas, which allow the team to work on-site in the office or off-site even from home. As a result, the organizations environmental impact and sustainability are affected, and most crucially, energy use per employee is decreased.

There have been several requests over the last three decades to increase resource efficiency and sustainability in the built environment's development activities, notably in workplaces. Resource efficiency and sustainability policies are advocated on a variety of scales, including the global, national, regional, and municipal levels as well as the regional level in Europe. This will help the ecosystem function better while maintaining economic development Increased resource utilization is still a new issue, however.

Resource utilization must be reduced completely Its vital to remember, however, that just increasing resource efficiency is insufficient. Despite improvements in material efficiency, the worlds use of materials and the associated effects of extraction, processing, and disposal are on the rise. Consumption must be sustainable as a result. This ought to be principally by

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

human action with attempts to improve at the organisational and social levels, combined with ecological consistency and reaching sufficiency in performance levels.

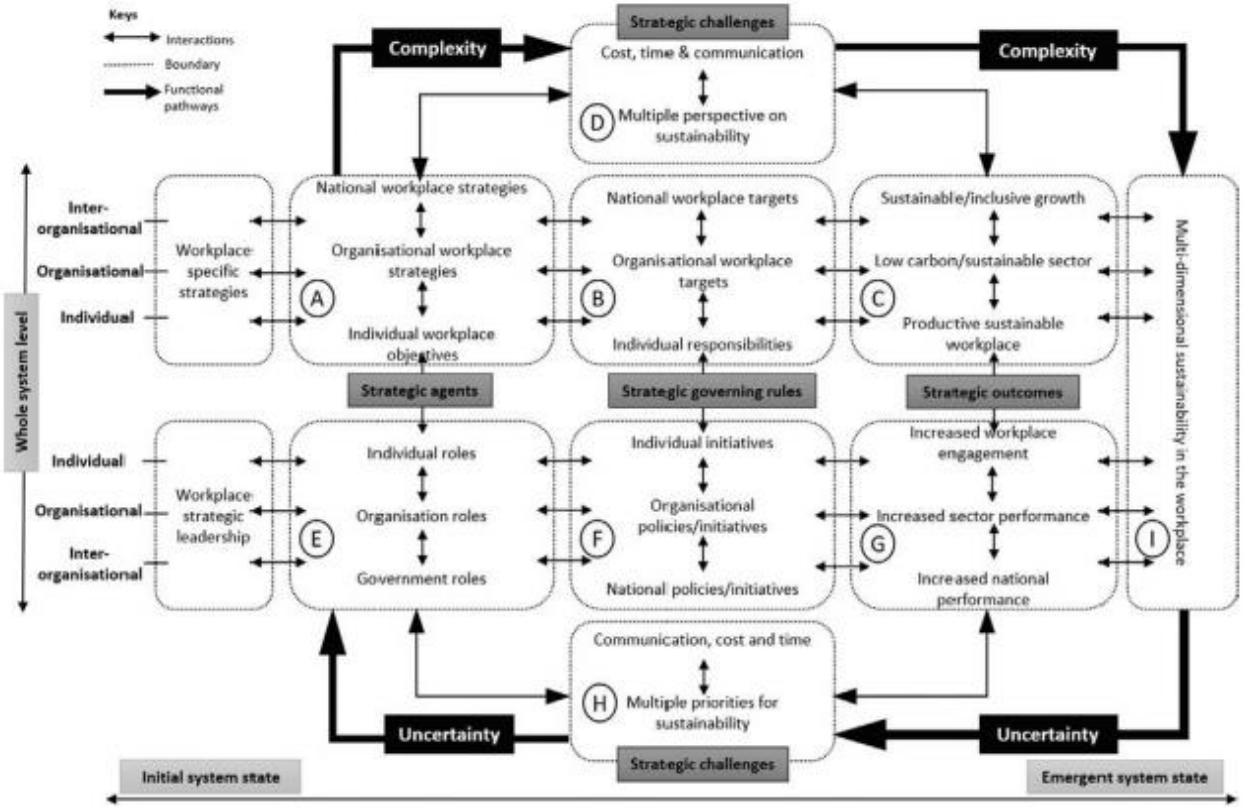


Figure 1: Integrated complex adaptive and socio-technical framing[Library Open.].

The driving, decision-making, and assessment processes are the three primary components of the integrated complex adaptive and socio-technical framework (see Figure .1). Boxes A, B, C, and D depict non-human system components, Boxes E, F, G, and H depict human system components, and Box I depict the outcomes of interconnected human and non-human system components. The driving is done by the strategic systems-agents (Boxes A and E), the decision-making is done on the basis of the strategic governing rules (Boxes B and F), and the evaluation is done by other strategic processes like interactions double-headed arrows, feedbacks (Boxes D and H), and inputs and outputs single headed arrow). The strategic outcomes of these mechanisms rely on the efficient coordination of all of them while having each system component operational in them. This is due to the interdependence of these mechanisms. For instance, under the effect or pressure of strategic governing norms, strategic systems-agents would behave and contribute to the strategic outputs/objectives.

Positive strategic outputs might increase the systems overall capacity to accomplish its goals (system-objectives) and lessen uncertainty in its functional pathways. Similar to positive strategic outputs, negative strategic outputs might undermine the systems overall capacity to attain system-objectives and raise system uncertainty. In the form of challenges, these uncertainties are communicated to or fed back to the strategic system agent. The complexity of the functional pathways is increased by these difficulties. For the system to achieve the required goals in this case, governing rules may need to be evaluated and changed. Therefore, repeated trips to these processes might improve abilities to cope with difficulties and expand understanding of the systems complexity. This paradigm primarily incorporates systems-thinking traits and emphasises the necessity for multi-level system components to cooperate over an extended period of time in order to provide multidimensional sustainability.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

In particular, they relate to enhancing organisational productivity energy efficiency, and sustainability at all three levels. The goals of organisational performance are associated with the best practises at inter-organizational level international level or sectoral association level, such as enabling competitiveness and market, attracting talent, and conveying brand value. A variety of strategic governing principles are shown in Boxes B and F, which outline strategic interventions and their goals. Strategic systems agents are given instructions by strategic governing rules on how to operate in order to deliver on productivity (performance), energy efficiency, and sustainability. As opposed to the typical top-down form of governing-rules, emerging governing-rules might be both top-down and bottom-up. For instance, agile workplace practises at the corporate and individual levels can include working from home. This is related to repurposing the time and resources used for travel and space occupancy to adopt more productivity, social, and well-being measures, which is particularly helpful for individuals juggling various responsibilities at home and at work. Without requiring firms to invest in more areas, it may improve wellbeing and draw in young talent at the individual level.

The consequences of the interactions between the governing rules and the systems agents are shown in boxes C and G. Changes in organisational performance levels, such as productivity, health and well-being, energy usage, and energy security, make the results clear. The strategic problems in Boxes D and H limit the achievement of strategic results; for instance, the most significant strategic barrier may be cost. Other strategic difficulties could relate to prioritization, funding/grants, and communication. Uncertainties are brought on by these obstacles at every level. Through dialogue, education, and training, they must be addressed and ultimately ingrained into the culture. A strategic workplace leader plays a crucial role. Senior managements strategic leadership increases the likelihood that workplace initiatives will be successful nevertheless, senior coworkers may sometimes be averse to such change. To ensure that employees have a welcoming workplace environment, efforts should be made to adopt the principles of workplace strategies, organisational productivity, employee health and well-being, energy efficiency, and sustainability.

Systems-thinking theory was used by Lavandera et al. to study workplace practises in Hong Kong. This exploratory study looked at the organisational motivations for and personal preferences for an agile workplace. The research evaluated individual and group results of the agile workplace as well as workplace competency. It was discovered that some of the main forces for the adoption of agile workplace techniques at the corporate level were the changing nature of work, productivity, and employee wellbeing. On the other hand, it was discovered that preferences at the individual level were favorably correlated with the degree of exposure to agile workplaces. This introduction research highlighted the need for additional study to examine these subjects in more depth while offering an early assessment of workplace practises, habits, and trends in Asian locations like Hong Kong.

Limitations

A number of systems-thinking implications, such as understanding a holistic system or adaptive whole and having links between system-components, are favorable for sustained transformative processes. The characteristics of systems thinking, such as drivers, outputs, and feedbacks, are relevant to issues in many fields and have the power to alter theoretical frameworks for long-lasting changes. Systems-thinking can reveal a number of advantages for sustainable workplace transformations, such as understanding multiple stakeholder perspectives, gaining a deeper understanding of mutual influences and interactions, impacting desired outcomes like productivity and energy efficiency, and providing a way to achieve multidimensional sustainability by coordinating different levels: individual, organisational, and inter-organizational levels that are interconnected. However, the application of systems-thinking in the workplace setting now only provides an examination and observations of

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

workplace methods and adjustments, missing out on the benefits mentioned previously. This is due to systems-thinking's inability to comprehend the language and conversation in the workplace. These difficulties highlight the limited perspective the top management team or managers have for their workplace or business.

There is a need to go beyond the immediate concerns of the internal environment and the external environment for systems-thinking to have a wider influence. A common language should be created among the stakeholders, and the ideas of systems-thinking should be communicated via various channels so that everyone interested in the transformation may readily participate and contribute to its discussion. Employees should conceptualize this notion and make it workable at the same time. via their corporate policies or workplace goals. This might be accomplished by transforming the company into a learning Organisation and researching the relationships between practice, learning, and transformation. external advice, career-related professional development initiatives, or it could be beneficial to employ masters' programmes that support the ideas behind systems thinking or other comparable approaches to improve comprehension and implementation. Future research may concentrate on offering a thorough knowledge of each new strategic advantage related to people management practises and organisational design, such as promoting a high-performance culture, offering flexibility, quick decision-making, and execution of strategic objectives.

CONCLUSION

The Theory of Systems Thinking offers a potent method for making choices that will sustainably enhance the workplace. Organisations may address workplace challenges at their underlying causes and effect long-lasting positive change by adopting a holistic view and taking into account the interconnection of diverse elements. Instead, then concentrating on specific issues or isolated sections, systems thinking places an emphasis on comprehending the whole system.

With a better knowledge of how various components interact, organisations are able to discover the connections, feedback loops, and interdependencies within the workplace system.Systems thinking enables organisations to have a long-term perspective and think about the larger repercussions of their actions by recognising the possibility of unintended consequences. This aids in avoiding hasty fixes or solutions that could resolve one issue but lead to the development of additional ones. Instead, businesses may conduct sustainable initiatives that take into account employee welfare, business objectives, and a wider social and environmental context.

Additionally, Systems Thinking emphasises teamwork and involvement since it understands that many viewpoints and areas of expertise are crucial for comprehending complicated issues and coming up with workable solutions. Participating stakeholders from all levels and departments encourages a feeling of ownership and group accountability, which makes it easier to execute workplace reforms. Systems thinking also encourages ongoing learning and adaptability. Monitoring the results of choices, getting feedback, and using this data to improve strategy and tactics are all options open to organisations. This iterative method enables continuous development, guaranteeing that the workplace stays in line with the objectives of the organisation and its changing demands. Organisations may design workplaces that are not just effective and productive, but also sustainable and friendly to workers well-being by using the systems thinking concepts. Organisations may solve workplace difficulties in a complete and integrated way according to the Theory of Systems Thinking's useful framework for decision-making. Organisations may embrace systems thinking to make informed choices, put sustainable interventions into place, encourage cooperation, and constantly enhance the working environment. This strategy produces beneficial results for both the organisation and the people, promoting long-term success and a more sustainable workplace.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

REFERENCES:

[1] R. L. Flood, "Liberating Systems Theory: Toward Critical Systems Thinking," *Hum. Relations*, 1990, doi: 10.1177/001872679004300104.

[2] R. Goede, "The descriptive properties of prescriptive theories: an application of systems thinking in data warehousing," *J. Transdiscipl. Res. South. Africa*, 2012, doi: 10.4102/td.v8i2.233.

[3] P. Checkland, "Systems Theory and Management Thinking," *Am. Behav. Sci.*, 1994, doi: 10.1177/0002764294038001007.

[4] S. H. Young and S.-F. Wang, "Measuring the Learning of Systems Thinking: Theory and Method," *Proceedings of the 1996 International System Dynamics Conference*. 1996.

[5] T. T. Irijanto, M. A. S. Zaidi, A. G. Ismail, and Noraziah Che Arshad, "Al Ghazali's Thoughts of Economic Growth Theory, A Contribution with System Thinking," *Sci. J. PPI-UKM*, 2015.

[6] D. J. Carr-Chellman and A. Carr-Chellman, "Integrating Systems: the History of Systems from von Bertalanffy to Profound Learning," *TechTrends*, 2020, doi: 10.1007/s11528-020-00540-1.

[7] R. Renger, J. Foltysova, J. Renger, and W. Booze, "Defining Systems to Evaluate System Efficiency and Effectiveness," *Eval. J. Australas.*, 2017, doi: 10.1177/1035719X1701700302.

[8] J. Barton, M. Emery, R. L. Flood, J. W. Selsky, and E. Wolstenholme, "A maturing of systems thinking? Evidence from three perspectives," *Systemic Practice and Action Research*. 2004. doi: 10.1023/B:SPAA.0000013419.99623.f0.

[9] M. van der Bijl-Brouwer and B. Malcolm, "Systemic Design Principles in Social Innovation: A Study of Expert Practices and Design Rationales," *She Ji*, 2020, doi: 10.1016/j.sheji.2020.06.001.

[10] D. H. Peters, "The application of systems thinking in health: Why use systems thinking?," *Health Research Policy and Systems*. 2014. doi: 10.1186/1478-4505-12-51.

[11] L. O. Cezarino, M. F. R. Alves, A. C. F. Caldana, and L. B. Liboni, "Dynamic Capabilities for Sustainability: Revealing the Systemic Key Factors," *Syst. Pract. Action Res.*, 2019, doi: 10.1007/s11213-018-9453-z.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 4

ST. GALLEN MODEL:WORKPLACE MANAGEMENT AND ORGANIZATION

Ms. Neha Saxena, Assistant Professor,
Masters in Business Administration, Presidency University, Bangalore, India,
Email Id-nehasinha@presidencyuniversity.in
Prof. Mallika, Regional College of Management, Bangalore, India

ABSTRACT:
A systemic-constructivist strategy that offers a thorough framework for workplace management and Organisation is the Management Model of St. Gallen. The main ideas and principles of the St. Gallen Management Model are examined in this abstract along with how it may be used to promote organisational performance and flexibility.
The St. Gallen Management Model places a strong emphasis on the interaction between an organizations external environment and itself, acknowledging that businesses are open systems that engage with a variety of stakeholders and are impacted by shifting market forces.
It encourages an all-encompassing perspective of organisations, seeing their goals, plans, organisational structure, operational procedures, and workforce as linked factors that affect how well they operate.The idea of organisational identity, which includes the organizations purpose, values, and culture, is essential to the St. Gallen Management Model.
It emphasises how crucial it is to match organisational identity with its surroundings, constituents, and strategic objectives. An Organisation may develop a strong sense of purpose and direction, driving decision-making and forming its connections with workers, clients, and other stakeholders, by recognizing and fostering its identity. The approach also highlights the significance of knowledge generation and organisational learning. It urges businesses to adopt a constructivist mindset in order to acknowledge how knowledge is socially formed and how it develops via communication and interaction. This encourages an environment of constant learning, innovation, and adaptation, allowing businesses to efficiently adjust to shifting market dynamics and changing client wants.

KEYWORDS:
Environment, Management, Organisations, Processes, Value.

INTRODUCTION

The Hans Ulrich and Walter Krieg (1972) writings, which established an integrated management theory, serve as the foundation for the St. Gallen Management Model (SGMM). Knut Bleicher, Ulrichs replacement at the University of St. Gallen, continued to improve the model throughout the next decades. The original version of the book, titled Das Concept Integrities Management the Concept of Integrated Management Visions, Missions, and Programmes, was released in 1991. Since then, the idea and the book have become staples of management literature in German-speaking nations. Now, 30 years later, the 10th edition will be released.The concepts focus has been on the holistic understanding and integrative treatment of complex management challenges in their unique and differentiated contexts. The St. Gallen method is a systems-oriented framework for the primary responsibilities of managers and their total corporate responsibility, as opposed to discrete business administration sub-disciplines, such as production, marketing, and accounting.Unfortunately, up until recently, the overwhelming majority of German-speaking scholars papers in the

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

social and economic sciences were only available in that language, which significantly hampered the widespread diffusion of many concepts and conclusions[1]–[4].

This is true for the majority of publications from German-speaking nations and the SGMM that deal with integrative management-related concerns. A ground-breaking English-language essay by Bleicher did, however, make it into the global scholarly community. It has been and continues to be used as the foundation for writings on governance, ethics, and business principles, as well as stakeholder management, competitive advantage, innovation management, supply chain management, change management, sustainability management, and performance management. Higher efficiency, better performance, better protection of people and the environment, and especially increased capability to deliver consistent and improved services and products, thereby increasing value to customers and all other stakeholders are some advantages of well-defined management systems, according to ISO (ISO, 2020). The MSS may function as one cohesive management system since they all adhere to the same High-Level Structure[5]–[8].

DISCUSSION

The issue of whether humans will be able to manage the forces at play in the 1990s is raised by the expanding complexity of the business environment and the faster rate of change in systems, technologies, and markets, according to Bleicher, who expressed this in the abstract. The issue is pertinent to our institutions as well as to our social and natural environments. System controllability seems to be reaching its limit. Thus, a paradigm shift in organisational management that seeks novel solutions to management issues in challenging times seems to be under way.He wanted to discuss how, in view of a rapidly changing environment, the ability of systems for survival and development can be ensured and enhanced. This was the goal of his essay and the concepts that formed the basis of the SGMM.The SGMM, a systemic-constructionist approach to integrative management, focuses on providing a comprehensive picture of complex organisations, their surroundings, stakeholders, value creation, processes, management, and the interaction of all aspects.Purposeful growth may be started and carried out based on this and by facilitating a cooperative interchange of viewpoints. As a consequence, a bigger and better outcome will be obtained in place of only improving individual cause-and-effect relationships[9]–[12].

The SGMM doesnt provide any detailed instructions on what to do. As a framework, it prefers to model an applied or projected business idea with its core processes in order to provide the desired results. It is important to emphasize that normative, strategic, operational, and dynamic factors are all taken into account. The end product, the particular model, is a condensed illustration of the activities, roles, and interactions involved in value generation. These aid in generating money, securing competitive advantage, and enhancing consumer value. A model like this makes it easier to describe, analyses, and create anything holistically, particularly if it includes, as the SGMM recommends, all important contexts and expectations political and legal, economic, socio-cultural, technical, and ecological.

They are included because doing so makes complexity apparent, which is a need for managing it. Together with the SGMM dimensions, an integrated model ensures that all factors critical to success are considered in full, with clearly defined, structured components. Additionally, a clear and visual explanation of the value-generating components and how they interact paves the way for collaborative thought, design, and creation of organization-specific management practises. Enabling collaboration is another key to successfully managing complexity because of the multifaceted nature of management and its manifold prerequisites. Complexity is the result of many interconnected and dynamic factors.Topics call for a mix of generalists and experts. Both of them often speak in separate disciplinary tongues, as do the many other stakeholders that must be taken into account. Communication

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

and cooperation amongst all of these players are considerably facilitated by shared terminologies and comprehension of organisational, procedural, and managerial factors.

Essentials of the Model

The SGMM is a reference framework for system-oriented management that tackles the ongoing design and growth of connections between the following:

1. An Organisation business, public, governmental, pluralistic, NPO/NGO.
2. Its unique, dynamic environment, which Registers & Grand describe as the space of possibilities and expectations specifically relevant to an Organisation.
3. The managerial emphasis is on the consequent value generation.

According to the system-oriented perspective, every Organisation is seen as a complex system that adds unique value to a particular setting. According to Registers & Grand, the Organisation is a system, a separate entity that delimits itself from an environment and consists of diverse elements Depending on the perspective, the Organisation is simultaneously a social, economic, technological, legal, and human structure. It comprises relevant components, such as acts, choices, and connections, as well as resources, pricing, and incentives, as well as rights, duties, and rules, to mention just a few. Due to their intricate connections and interdependence with one another and with their surroundings and context, these components interact in ways that are difficult to completely comprehend.

Therefore, they cannot be foreseen but can only be modified by structuring forces and by various development modes.Accordingly, the SGMM is made up of the following components, which Rüegg-Stürm and Grand refer to as model categories and which deal with the fundamental job and design sectors of management practice.

1. Environmental Spheres.
2. Stakeholders.
3. Interaction Issues.
4. Processes.
5. Structuring Forces.
6. Development Modes.

While categories 4-6 provide an inside perspective, categories 1-3 primarily deal with the social, economic, and ecological outside of the Organisation.Environmental Spheres relate to the organisational environments that are pertinent to the organization and serve as its primary points of reference for the production of organisational value. Although societal conditions are the most complete, it is nevertheless important to regularly monitor and assess changes in nature, technology, and the economy as well as how they affect these areas (Figure 1), While it was formerly widely believed that an organization could little affect its surroundings, increasing numbers of instances such as Apple, Facebook, and Google demonstrate that companies and the appropriate environmental spheres are co-evolving.

Management must take into account this reflective exchange.Stakeholders are people, groups, or Organisations that have an impact on or influence organizations.

Any organization’s goal is to create value for at least some of its stakeholders. A concept called management as a social function substitutes ownership-only leadership, according to Ulrich et al.

It is referred to as From Ownership Management to Stakeholder Management who noted an essential shift at an early stage. The needs, interests, and preferences of stakeholdersa collection of objectives rather than a simple goal hierarchyis frequently extremely diverse and even at odds with one another. As a result, the perceived value creation for different stakeholder groups varies greatly, and management must establish normatively acceptable rules and techniques for prioritization.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

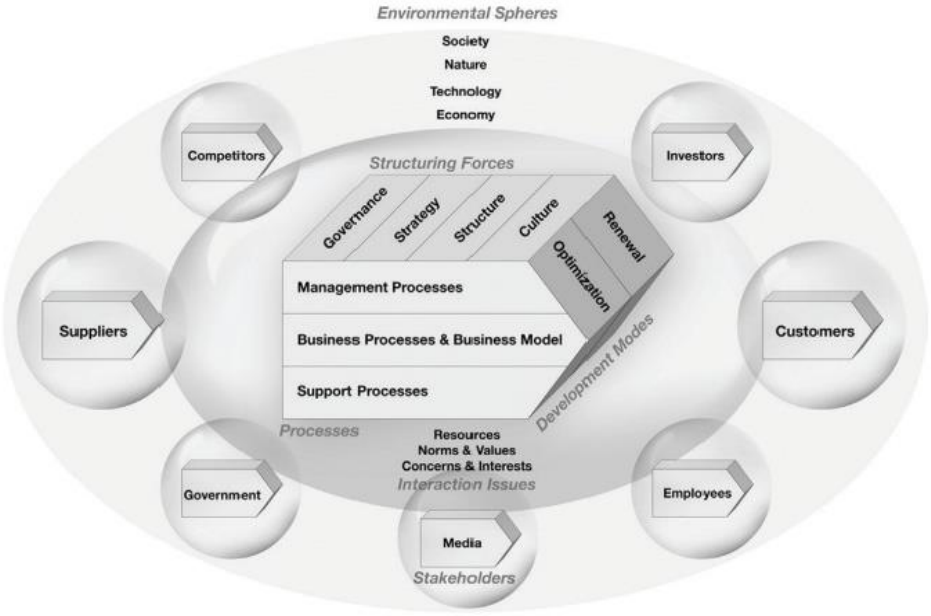


Figure1: The New St. Gallen Management Model [Library Open.].

The pertinent points and subjects of communication between an Organisation and its stakeholders are known as Interaction Issues. At first sight, conversations seem to be mostly about resources/tradeable items and their distribution, but often the most crucial problems are concerns, interests, and values that need to be clarified and adjusted. These are known as thematic points of reference.Instead of being considered interaction issues in the initial iteration of the SGMM, norms and values were referred to as the Integrating Power in the Management Philosophy. The way that a company's leaders think and act is referred to as its management philosophy.Those are impacted by the fundamental beliefs, attitudes, and values of the CEOs that come from themfrom moral or religious beliefs, or from earlier experiences. In order to adapt an Organisation to a dynamic environment, Bleicher believed that balancinga comforting managerial stance against innovation openness.The SGMM is centres on several Processes, their roles, and how they connect to one another. This is also what most people know about the SGMM. A particular Organisation is distinguished by its own system of processes, with processes being the organizations standard operating procedures that direct daily operations.

Owning and exploiting efficient processes of all sorts and at all levels is crucial to an organization's success.According to the concept, business processes, support processes, and management processes may be distinguished (Figure .2).The business processes are at the center because they are those that are most closely related to the market, customers, clients, and the development of organisational value. As a result, they are sometimes referred to as the primary activities or core processes. These include finding new customers and keeping them, branding, manufacturing and delivery, and innovation/R&D Business processes can only be carried out effectively, efficiently, and value-creakingly with the support of infrastructure e.g., ICT, real estate, and facilities and support processes often referred to as secondary processes, such as procurement, HR, and legal advice.Value creation often calls for specialization and the division of labour, which necessitates collaboration, cooperation, and communication in order to accomplish predetermined goals.Thus, management procedures that analyses, plan, align, and organize the Organisation and its processes are necessary for both business and support operations. Normative, Strategic, and operational management levels are distinctions made in management processes due to their vastly diverse functions. The normative level provides direction; the strategic level spots potential and grows the company, its employees, and

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

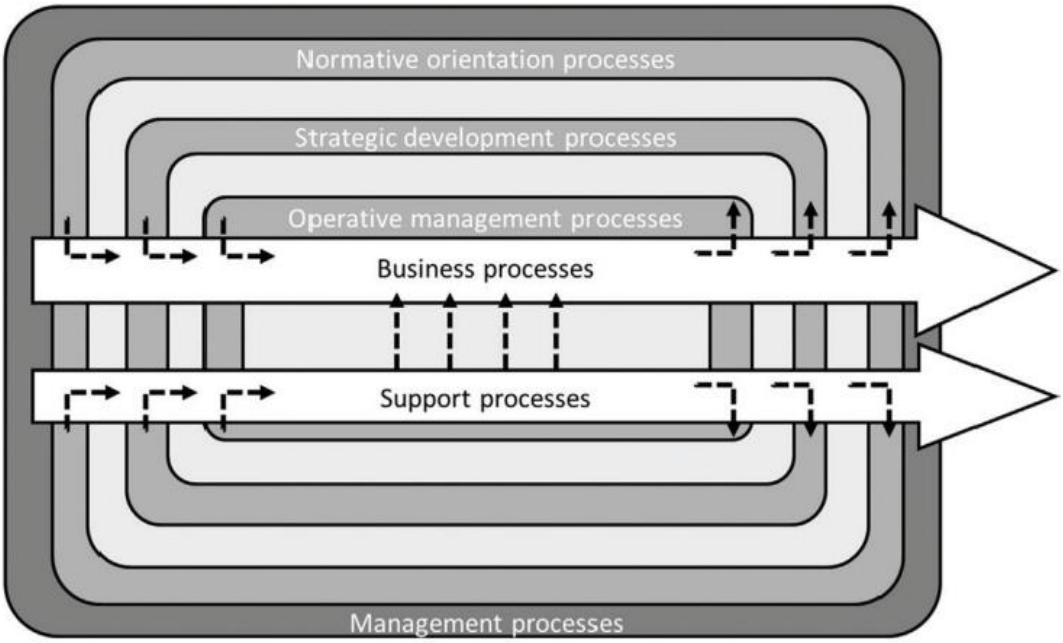


Figure 2: Represting the Process categories and architecture [Li rary Open].

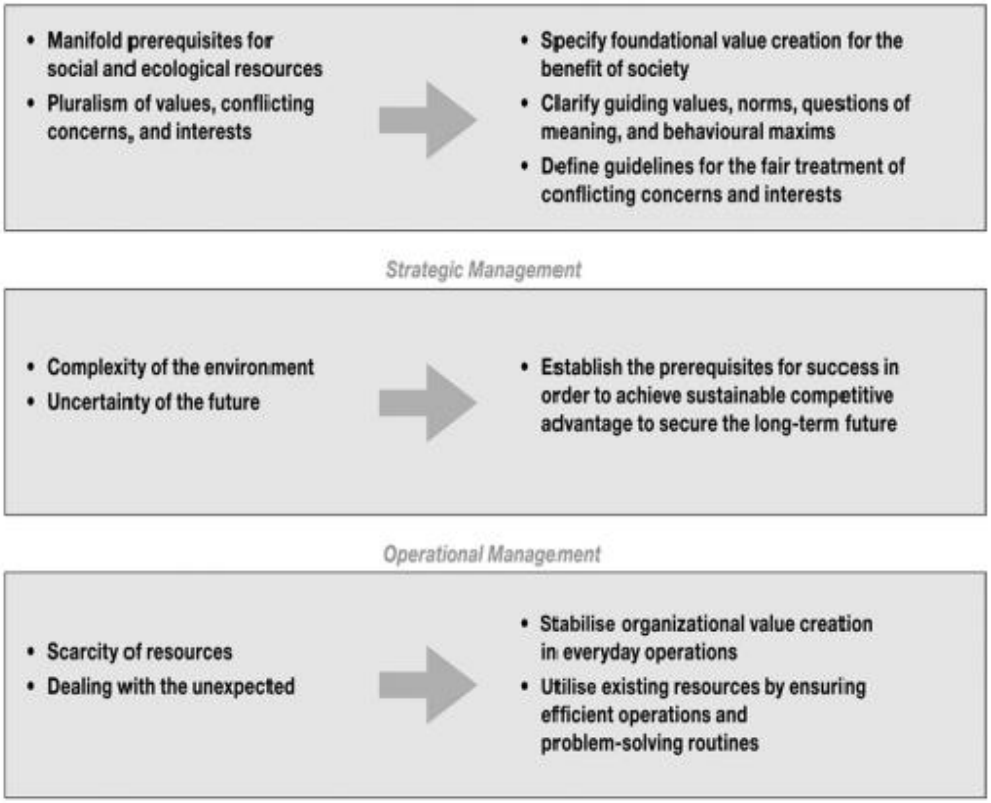


Figure 3: Represting the strategic and operational management [Library Open].

And procedures; the operational level oversees each person and procedure on a daily basis, taking care of their financial and quality concerns. (Figure. 3).Normative management addresses general business objectives and defines the constitutive values, principles, standards, and rules that shape an organization's identity and establish the creative framework for business actions. As a result, it denotes the direction. To both internal and external stakeholders, all organisational operations and member conduct must be justified and legitimized in this manner.Developing and directing the organization to attain strategic

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

advantage and the organizations overall objectives while following to established standards, principles, and regulations is the responsibility of strategic management. This will be accomplished by initiatives and projects pertaining to the basic design and purpose of organisational structures and management systems, as well as through staff behaviour and problem-solving skills influenced by learning and corporate culture.The actual execution of normative and strategic duties as well as individual people management are the realms of operational management. In order to improve performance, finances, and information, operational management must put the activities demanded by the two superordinate dimensions into practice.

CONCLUSION

A useful systemic-constructivist approach to workplace management and organisation is offered by the St. Gallen Management Model. This model highlights how different organisational components are interrelated and emphasises how crucial it is to take the external environment into account when making decisions.The role of organisational identity and culture in influencing the workplace is highlighted by the St. Gallen Management Model. Organisations may establish a unified and purpose-driven work environment that encourages employee engagement and productivity by coordinating their organisational values, purpose, and strategy.The approach also highlights the significance of knowledge generation and organisational learning. It acknowledges that knowledge is not fixed but rather develops via conversation and engagement within the organisation. Organisations are better able to respond to changing conditions and enhance their overall performance by developing a culture of continual learning and innovation.Additionally highlighting the value of adaptable organisational structures and procedures is the St. Gallen Management Model. In order to satisfy the changing needs of the business environment, it promotes the use of agile and adaptable practises by organisations. Organisations may improve efficiency, cooperation, and overall effectiveness by matching structure and procedures with strategic goals.The St. Gallen Management Model also emphasises cooperation and stakeholder involvement. It acknowledges the value of including a range of viewpoints and knowledge in decision-making processes. Organisations may take advantage of collective knowledge and make better choices by encouraging cooperation and developing solid connections with stakeholders.Overall, the Management Model of St. Gallen provides a thorough framework for organising and managing the workplace. Organisations may develop productive and sustainable work environments that enhance employee wellbeing, organisational performance, and adaptation to changing conditions by using a systemic-constructivist approach.Organisations may boost organisational performance, enhance workplace practises, and achieve long-term success in todays complicated business environment by putting the ideas and concepts of the St. Gallen Management Model into practise.

REFERENCES:

[1] K. Klimek, “The implementation of ‘the st. Gallen model for destination management (sgdm)’ in the polish carpathians: A case study of six bieszczady communes,” *Turyzm/Tourism*, 2019, doi: 10.18778/0867-5856.29.2.06.

[2] O. Gassmann, K. Frankenberger, and M. Csik, “Revolutionizing the Business Model - St. Gallen Business Model Navigator,” *Manag. Fuzzy Front End Innov.*, 2014.

[3] M. Grabowska, “Business Models of High-Growth Enterprises in the St. Gallen Business Model Navigator Conception,” *Education Excellence And Innovation Management: A 2025 Vision To Sustain Economic Development During Global Challenges*. 2020.

[4] A. Kämpf-Dern, “St. Gallen Management Model,” in *A Handbook of Management Theories and Models for Office Environments and Services*, 2021. doi: 10.1201/9781003128786-4.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[5] P. Beritelli, G. Crescini, S. Reinhold, and V. Schanderl, "How Flow-Based Destination Management Blends Theory and Method for Practical Impact," in *Tourism, Hospitality and Event Management*, 2019. doi: 10.1007/978-3-030-16981-7_17.

[6] B. R. Bodenmann and K. W. Axhausen, "Destination choice for relocating firms: A discrete choice model for the St. Gallen region, Switzerland," *Pap. Reg. Sci.*, 2012, doi: 10.1111/j.1435-5957.2011.00389.x.

[7] V. C. Nguyen *et al.*, "Application of St Gallen Categories in Predicting Survival for Patients With Breast Cancer in Vietnam," *Cancer Control*, 2019, doi: 10.1177/1073274819862794.

[8] V. Hoyer and K. Stanoevska-Slabeva, "Towards a reference model for grassroots enterprise mashup environments," in *17th European Conference on Information Systems, ECIS 2009*, 2009.

[9] C. Schroth and B. Schmid, "A modular reference architecture framework for electronic cross-organizational interoperation," in *Lecture Notes in Computer Science (including subseries Lecture Notes in Artificial Intelligence and Lecture Notes in Bioinformatics)*, 2008. doi: 10.1007/978-3-540-85204-9_26.

[10] O. Gassmann, K. Frankenberger, M. Csik, O. Gassmann, K. Frankenberger, and M. Csik, *Geschäftsmodelle entwickeln- 55innovative Konzepte mit dem St. Galler Business Model Navigator*. 2013.

[11] M. Schwaninger, "System theory and cybernetics," *Kybernetes*, 2001, doi: 10.1108/eum0000000006551.

[12] J. Rüegg-Stürm, *The new St. Gallen management model: Basic categories of an approach to integrated management*. 2004. doi: 10.1057/9780230505162.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 5

REAL ESTATE MANAGEMENT LEVELS: PROCEDURES, AND ORGANISATIONAL STRUCTURES

Dr. Vijayarengam Gajapathy, Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-vgajapathy@presidencyuniversity.in
Prof. Mihir Das, Regional College of Management, Bangalore, India

ABSTRACT:
To guarantee effective and economical use of real estate assets, managing real estate requires a variety of management tiers, tailored processes, unique perspectives, and organisational structures. The main elements of management levels, practises, views, and organisational structures in real estate are exploredStrategic, tactical, and operational management levels are all included in real estate. The top management establishes the overall real estate objectives and harmonies them with the organisational strategic objectives at the strategic level. Middle management is in charge of converting the strategic goals into workable plans and policies at the tactical level. The operational level is concerned with carrying out routine tasks including facility management, leasing, and property upkeep.To guarantee successful management, procedures in real estate include a wide range of processes and practises. These involve purchasing real estate, negotiating leases, maintaining facilities, designing spaces, managing finances, and implementing sustainability programmes. Standardizing processes may improve resource allocation, decision-making, and operational efficiency. The administration of business real estate requires a variety of perspectives. These opinions could come from executives, financial, operational, legal, and facilities teams, among other stakeholders. Every stakeholder contributes special knowledge and interests that have an impact on how decisions are made. The inclusion of many points of view promotes teamwork, allows for thorough problem-solving, and aids in the making of informed decisions.

KEYWORDS:
Business,Corporate, Estate, Organisational, Structures.

INTRODUCTION

Since they are relatively new fields, real estate and facilities management have long lacked appropriate terms. Therefore, in the works of Kampf-Dern and Pfnür and Kämpf-Dern, key concepts from the SGMM were converted into real estate and its administration. This is notably true for the dimension processes, which distinguishes between operational, strategic, and normative real estate management processes. It also holds true for the management levels. In addition, the stakeholders and environmental spheres components of real estate were discussed.Parts of these terminological definitions that were required as a basis for further real estate management and workplace research are shown in Figure. 1. The St. Gallen management concept states that although management procedures with varied functional functions have been distinguished, they have also been modified to reflect the terminology used in real estate. Real estate investment management, or REIM, is the standard management level. Real estate portfolio management REPM and real estate asset management REAM are the two components of the strategic management level for real estate portfolios and individual assets, respectively. Property Management PrM for investment real estate and Operative Real[1]–[4].

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

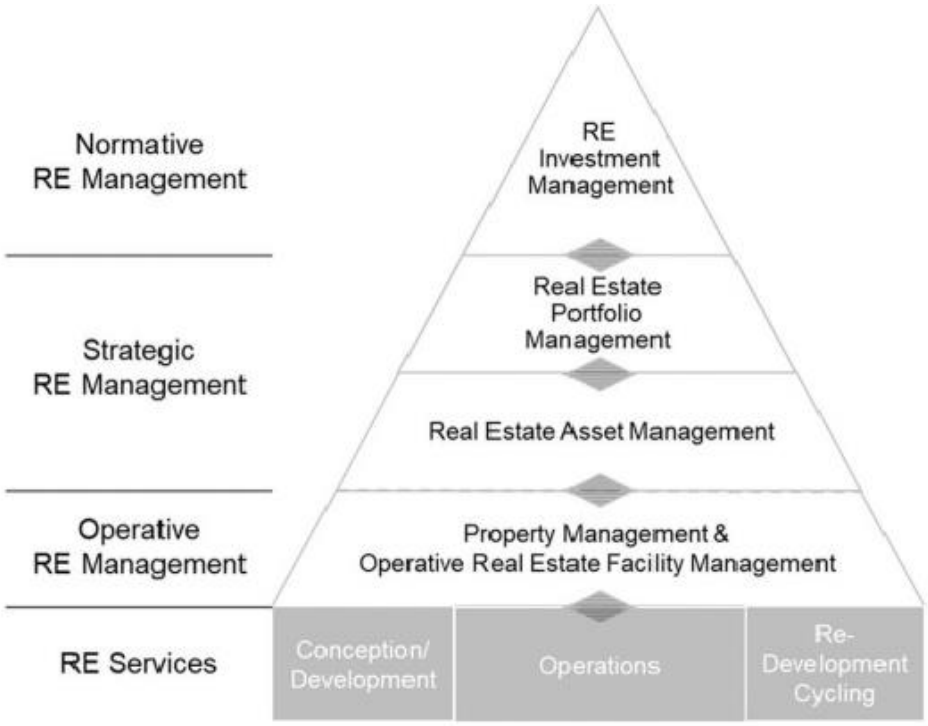


Figure 1: Real estate management and core processes [Library Open].

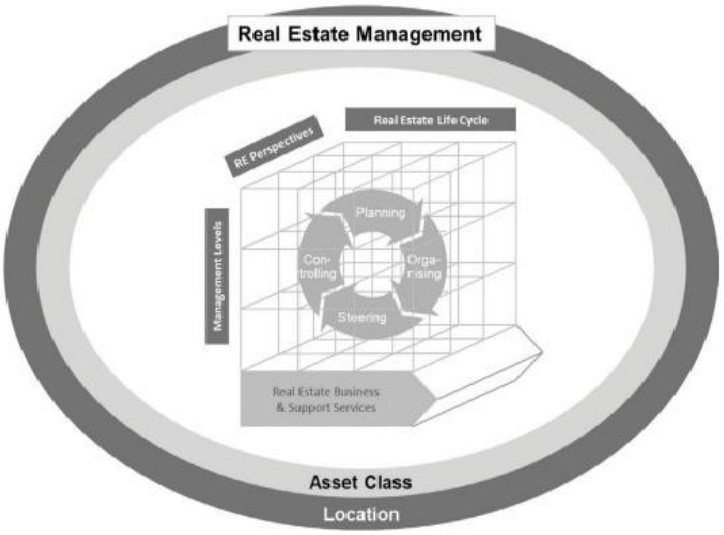


Figure 2: Represting the Real estate management basic concept [Library Open].

Estate Facility Management OREFM for corporations and the general public are both at the operational management level. Real estate management procedures plan, arrange, direct, and control real estate business and real estate support processes referred to as real estate services or RES below across the whole real estate life cycle. Additional information and the conversion of the current RE management and service standards to the SGMM model dimensions are not presented here. Adds more categories Perspectives investor, user, producer, which represent the majority of pertinent stakeholders and include their interests and aims, were introduced to the basic organization in place of development modes.Shown in Figure. 2. Asset classifications such as whether the real estate belongs to Office or Logistics and location have a direct influence on environmental spheres in real estate.The bulk of real estate research could be found inside this real estate adapted, integrated management concept because of these thorough representations ability to zoom in and out, which offered clarity to the communication of real estate management responsibilities[5]–[8].

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

DISCUSSION

Larger businesses with a portfolio of locations must decide how to organize their CREM&FM operations and associated organisational divisions. In essence, the economic model for their infrastructure supply is the main issue that has to be addressed.The CREM-Map, which is discussed in the article Best Practises? Large portions of the SGMM are transferred to the CREM&FM world.The alignment of the CREM entity with the corporate entity, as well as the alignment with business objectives and context, were the main points of emphasis in this case. The study also described and looked at the structural forces that are connected to CREM, such as corporate governance, goals, strategy, and culture, in addition to CREM objectives, strategy, and structure. Another area of inquiry focused on the alignment of structuring forces with CREM processes inter- versus intra-system fit. The SGMM provided the framework for systematic interviews with multinational corporations to find the best CREM practises, but unsurprisingly, neither the best models nor the best practises could be found. Instead, certain principles became clear, and it was discovered that the configurational fit, or the alignment of the components with the management philosophy, was crucial for the creation of perceived value[9]–[12].

Performance-Oriented Workplace Environments

A framework for joint reflection on holistic models for value generation. When it comes to the interactions and interdependencies of Organisations and their environment, including their stakeholders, the SGMM is a comprehensive, multidisciplinary, systems-oriented approach.The development of the office ecology model into a performance-oriented office environments framework was motivated by managements emphasis on value creation.The framework encourages collaborative reflections and the creation of cohesive, effective workplace settings as well as how to include change-related factors or development modes.Stakeholders who build and develop their workplaces are both actors Management, User Representatives, and various support roles and the model's central focus.The Leadership/Management Subsystem is composed of Management Processes and Structuring Forces. Work processes/activities are used to depict business processes. They are expected to be made possible and supported by the Physical Workspace, Workspace Technology, and Workspace Services, all of which are thoroughly detailed in this conceptual paper, along with a survey of the literature on workspace-related topics. The objective is to provide a summary of current theories and guidelines for creating and implementing workspaces. According to the SGMMs Development Modes and Corporate Culture sections, social elements of management are just as crucial to a companys success as its strategy and organisational design. The specified performance metrics will only be attained if the change process is planned and carried out with the same level of professionalism as the workplace design. This study also illustrates and addresses this.

Finding commonalities in context-configurational design and efficient performance-improving procedures/actions. Current research takes a totally different approach to identifying workplace context-configurational design patterns. It makes an effort to collect and evaluate huge data using the SIM-OFFICE gamified survey app. A system approach enables the analysis of different categories with strong links rather than discrete cause-and-effect structures. The categories include both soft and hard workplace-related issues. In order to conduct additional study, the research searches for configurational clusters of personality, task, value, and workplace factors.From the performance-oriented office ecology model, the following clusters are subtracted: personality, job design, leadership, physical workplace, workspace technology, and workspace services.The underlying presumption is that there are configurational patterns of personality characteristics and job design, with particular preference structures for the latter four category variables, which, when satisfied, lead to greater performance metrics.Shown in Figure 4.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

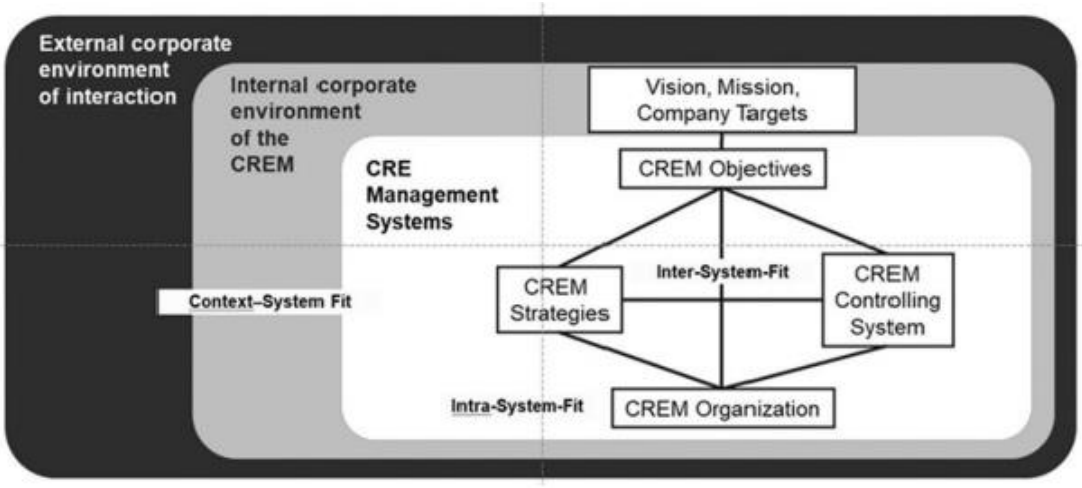


Figure 3: Represting the CREM Map [Library Open].

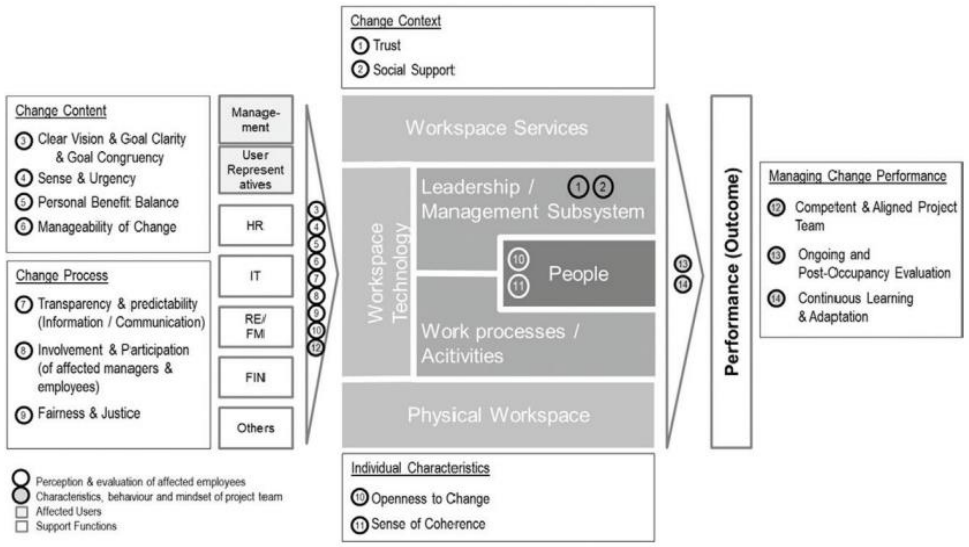


Figure 4: Represting the performance-oriented office ecology model [Library Open].

Collaboration and Sharing with Various Academic Fields

Only via the use of transdisciplinary knowledge and appropriate cooperation with researchers from management, real estate, architecture and engineering, ICT, and sociology/psychology were the aforementioned study examples made feasible and are still made possible. Bleicher states that Stakeholder management necessitates a higher frequency of border-crossing relationships to other systems that have thus far been kept separate.Cross-border co-operation in networks.This is supported by using the SGMM as an integrated management paradigm to address workplace concerns. It is also evident in the flourishing growth of Organisations like the TWR Network that support and foster cross-border collaborations.

Limitations

Systematic approaches to a complex subject like workplace management need a lot of preliminary research and a wide range of techniques, and they then only provide sophisticated, context-dependent solutions. In any event, they need large datasets and are excessively descriptive before being able to recognize patterns that result in fact-based insights and reliable conclusions.recommendations. These samples must also be acquired, which costs a lot of money, takes time, and is less precise. Therefore, businesses use consultants to address their unique and particularrather to funding management research projects that develop broad ideas and promote the field but do not immediately pay back,

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

difficulties with conventional wisdom and information from consultants' expertise.Furthermore, generalisations in this area of system analysis will always be challenging to make, both inside the Organisation and relating environmental sectors as well as stakeholders, owing to the context dependence and interaction. As a result, simple fixes like best practises or best models cannot be created, which makes these sorts of methods less alluring. But pattern recognition is both doable and incredibly powerful. For this, a workspace-specific SGMM may serve as a solid foundation.

Theory Relevance to Practice

The SGMMs benefit and point of distinction is that it views an Organisation as a whole, in its context, and with regard to social relationships. It takes into account the surrounding environment, including stakeholders outside the Organisation and their reflexive interdependencies and interactions, in addition to isolated components of the Organisation or the particular unit. The model's ability to zoom in and out, altering the emphasis while maintaining an integrated, comprehensive, and multidisciplinary perspective, is highly useful in a globalized, networked, and quickly-moving world.The following limitations list the models' limitations: It is too extensive, requiring a substantial quantity of paperwork and requirements in addition to a great deal of management general knowledge to comprehend and follow up on the many components. Even if everyone, practitioners as well as academics, would prefer a simple over a systemic approach, this is important since complex concerns cannot be handled with simple responses. Despite these drawbacks, the SGMM has had a much higher influence on business than on science, making it less appealing for practitioners to apply it to workplace research. Almost a thousand corporate managers have received training using this approach, and they use the key components in their everyday work. So, learning the approach may also be highly beneficial for workplace managers who often lack business training.Additionally, the SGMM might solve the following research gaps in workspace management that would be interesting for practice:

1. Review and further refinement of a management vocabulary tailored to workplaces.
2. Workplace stakeholder groups interests, conventions, and values, as well as the resultant management philosophies and value generating measures.
3. The organisational structure of workplace entities in various contexts business size, industry, and culture, as well as the competency standards.
4. Aligning corporate strategy and culture with workplace strategy development processes
5. Including workplace-related issues in company sustainability and innovation management procedures.
6. Process maps for the management, support, and core processes in the workplace.
7. Increasing the quality and effectiveness of essential workplace operations such workspace design and facility service supply via the use of modern technologies and digitalization.
8. The involvement of larger stakeholder groups in workplace management procedures.

Last but not least, despite the models' origins dating back more than three decades, they could not be more modern. Particularly after the COVID-19 outbreak, the VUCA10 atmosphere has permeated the workplace. As a result, it is no longer feasible to manage organisational infrastructure, such as the workplace, as if it were strong, dependable, and stable.Professional workplace management is now required in order to handle complexity and assist the production of organisational value via proper workplace provision and operation.Practitioners have a lot of potential when they comprehend and use the SGMM in its fourth iteration and use insights from its general usage to interview questions. This may be exacerbated when businesses and academics work together to expand the SGMMs use

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

beyond just defining and Organising workplaces to recognizing trends and making fact-based suggestions as opposed to just experience-based and reasonable ones.

CONCLUSION

Careful consideration of management levels, practises, perspectives, and organisational structures is necessary for successful management of corporate real estate. Organisations may maximise the use of their real estate assets and contribute to overall success by comprehending and applying these components.A complete approach to real estate management is ensured by the strategic, tactical, and operational levels of management in business real estate. While tactical management transforms these objectives into workable plans and procedures, strategic management establishes the overarching objectives and connects them with organisational aims.

Operational management is concerned with carrying out regular tasks to properly maintain and manage real estate assets.By developing standardised processes for real estate acquisition, lease negotiations, facility maintenance, financial administration, and other tasks, procedures play a critical role in corporate real estate management.

These protocols guarantee uniformity, effectiveness, and efficiency in all real estate activities.It is important to take into account a variety of views and experience while managing business real estate. Stakeholders from many departments, including the executive, financial, operational, legal, and facilities teams, each provide their own unique perspectives and ideas. Organisations may make wise choices that reflect the interests and goals of all engaged stakeholders by embracing these points of view.Depending on the organizations size and complexity, many organisational structures may be found in corporate real estate. Centralised structures provide control and consistency by concentrating corporate decision-making power. Decentralised structures provide for local autonomy and flexibility by delegating decision-making to specific business units or regions. To maximise the advantages of each paradigm, hybrid structures include components from both centralised and decentralised techniques. Its critical to choose the right organisational structure for real estate management to enhance collaboration, communication, and productivity. It takes a thorough grasp of management levels, practises, opinions, and organisational structures to manage corporate real estate effectively. Organisations may maximise the use of real estate assets, enhance decision-making, and promote overall success in their real estate management initiatives by coordinating these factors and putting best practises into practise.

REFERENCES:

[1] R. Tong, N. Zhang, X. Wang, and H. Zhao, “Impact of safety management system on safety performance: the mediating role of safety responsibility,” *Eng. Constr. Archit. Manag.*, 2020, doi: 10.1108/ECAM-03-2020-0197.

[2] M. Siejka, “The Role Of Spatial Information Systems In Decision-Making Processes Regarding Investment Site Selection,” *Real Estate Manag. Valuat.*, 2017, doi: 10.1515/remav-2017-0023.

[3] S. Mosallaeipour, S. M. Shavarani, C. Steens, and A. Eros, “A robust expert decision support system for making real estate location decisions, a case of investor-developer-user organization in industry 4.0 era,” *J. Corp. Real Estate*, 2020, doi: 10.1108/JCRE-03-2019-0019.

[4] P. S. W. Fong and P. Dettwiler, “Entrepreneurial firms and their knowledge creation: A study of real estate management,” *Facilities*, 2009, doi: 10.1108/02632770910956120.

[5] P. Tuan Anh, “Key Factors Affecting Earning Management Of Real Estate Listed Firms In Vietnam,” *Int. J. Entrep.*, 2020.

[6] D. Broekhuizen, M. Arkesteijn, P. De Jong, and F. Van Nieuwamerongen, “Conversion strategies for dutch primary schools: Practice and refinement,” *J. Archit. Urban.*, 2020, doi: 10.3846/jau.2020.11448.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[7] M. M. Spanner and J. Wein, "Carbon risk real estate monitor: making decarbonisation in the real estate sector measurable," *J. Eur. Real Estate Res.*, 2020, doi: 10.1108/JERER-05-2020-0031.

[8] T. Ntene, S. Azasu, and A. Owusu-Ansah, "Corporate real estate and corporate strategy alignment in South Africa," *J. Corp. Real Estate*, 2020, doi: 10.1108/JCRE-05-2019-0025.

[9] L. Too, M. Harvey, and E. Too, "Globalisation and corporate real estate strategies," *J. Corp. Real Estate*, 2010, doi: 10.1108/14630011011094676.

[10] I. C. Osmond, O. S. Adesiyan, A. M. Olusola, and D. O. Daniel, "Towards an Effective Real Estate Agency Education: A Stride to Efficiency in Nigeria," *Procedia - Soc. Behav. Sci.*, 2015, doi: 10.1016/j.sbspro.2015.04.360.

[11] H. M. Teicher, "Practices and pitfalls of competitive resilience: Urban adaptation as real estate firms turn climate risk to competitive advantage," *Urban Clim.*, 2018, doi: 10.1016/j.uclim.2018.04.008.

[12] E. M. E. Abdullah, A. A. Rahman, and R. A. Rahim, "Adoption of financial technology (Fintech) in mutual fund/ unit trust investment among Malaysians: Unified Theory of Acceptance and Use of Technology (UTAUT)," *Int. J. Eng. Technol.*, 2018, doi: 10.14419/ijet.v7i2.29.13140.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 6

ANOVERVIEW:UNCOVERING THE SOCIO-TECHNOLOGICALTRANSITION

Mr. Venkatesh Ashokababu, Assistant Professor,
Masters in Business Administration, Presidency University, Bangalore, India,
Email Id-ashokababu@presidencyuniversity.in
Prof. Jayshree, Regional College of Management, Bangalore, India

ABSTRACT:
An organisational environment with various levels and a change-focused perspective is provided by the Theory of Socio-Technical Transition. It acknowledges that office space is a dynamic system affected by social and technical elements rather than just being a static physical object. The main ideas and applications of the Theory of Socio-Technical Transition are examined in this abstract. The approach emphasises how social and technical parts of an Organisation are intertwined. It acknowledges that interactions between people, groups, technology, and a larger socio-cultural milieu define organisational space. This viewpoint emphasises how crucial it is to comprehend the social dynamics and technical foundation that affect the creation, use, and adaptability of organisational space. The idea acknowledges that people's behaviour, choices, and interactions with technology have an influence on the spatial arrangement of the Organisation at the individual level. When creating and managing organisational space, it emphasises the need of taking human factorssuch as work habits, communication preferences, and demands for collaboration into account. The idea places a strong emphasis on how technology shapes organisational space. The physical design, equipment, and systems used inside an Organisation are impacted by technological developments and improvements. Technology integration may facilitate innovative working methods, improve communication and teamwork, and boost organisational effectiveness. The Theory of Socio-Technical Transition also emphasises the significance of adjustment and change in the organisational setting. It acknowledges that businesses are dynamic entities that change over time in response to both internal and external forces. The idea places a strong emphasis on the need for organisations to embrace change, ease transitions, and foster an atmosphere that encourages creativity and adaptability in the use of space.

KEYWORDS:
Organisational, Level, Technical, Theory, Social.

INTRODUCTION

The theory of socio-technical transitions STT, which is seen as an expansion of the socio-technical system theory will be introduced in this section. Applying STS to organisations is based on two fundamental presumptions. First of all, organisations are systems in which modifications to one component result in modifications to a different component. Second, organisations are susceptible to environmental effects because they are in an interrelationship with their surroundings, affecting and being affected in a constant state of flux. Similar ideas are supported by the STT theory, which goes further in examining how socio-technical systems drastically change from one system to another, addressing shifting social needs like housing. The sociology of technology, institutional theory, evolutionary economics, niche management, and technological transitions serve as the STT's theoretical. In the STT,

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

technology lacks power on its own; instead, human agency, social structures, and organisations are necessary for it to serve its purpose. Thus, technological changes also affect infrastructure, industrial networks, infrastructure regulation, user practises, and symbolic meaning. The multi-level perspective MLP, The three levels are structures that differently influence local practises, where actors interact, according to Geels and Schot According to Geels, the levels are layered inside one another see Figure.1. The highest level, known as the landscape level, operates at the macroscale and generates an external environment made up of profound structural trends and diverse elements like macroeconomic or profound cultural patterns. As a result, it alludes to a larger external framework or context for actor interactions[1]–[4].

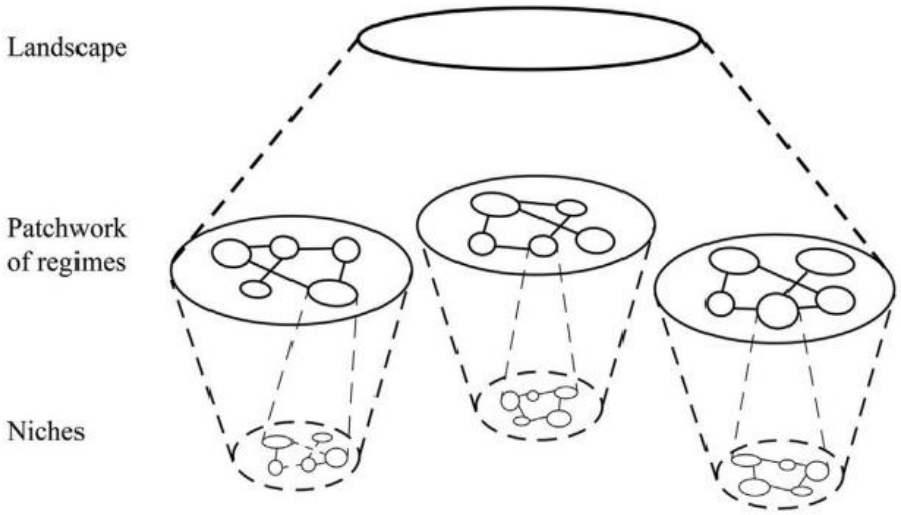


Figure 1: Represting the Multiple levels as a nested hierarchy interpreted [Library Open].

Geels and Geels and Schott, in contrast, define the regime level at the mesoscale, taking into account the community of social groups, including policymakers, users, and scientists, as well as their activities. The norms that permit or impede community-level activity make up the socio-technical regimes. The level stabilises developments in a variety of ways, such as via rules and standards, investments in the built environment, and so on. However, this internal stability is also dynamic. Within the regime, innovations do occur, but they tend to be incremental. However, according to Geels and Geels and Schot, radical innovations happen in the microscale phenomenon's niche for more information on the radical innovation hypothesis. Because they serve as incubators for ideas, niches are crucial. They provide a setting for the formation of social networks between committed individuals as well as for learning processes. When innovations are first developed at the niche level, they tend to be unstable socio-technical systems that function poorly and have a high rate of change[5]–[7]. All levels are involved in the transition process because the regime is under pressure from landscape changes if regime actors don't adapt, niche-level innovations can take hold and replace the old system see Figure.2. Furthermore, based on the time and kind of multi-level interactions, developed several transition routes. In the route of transformation, the landscape exerts only mild pressure on the regime during a time when niche innovations are not yet sufficiently advanced to change the regime, and regime actors react by making adjustments. The government is put under a lot of strain in the de-alignment and re-alignment route, which causes internal issues and eventual collapse. The landscape shift is massive and rapid, like an avalanche. Several niche inventions coexist along this road, but they have not yet reached a stage of development where they are ready for the pressure of the landscape. Niche inventions strive for supremacy, and one finally prevails and realigns the regime.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Contrarily, the route of technological substitution varies from the preceding one, allowing for the necessary development of niche inventions, but the regime's supremacy has prevented them from overcoming it. The regime may then be replaced by dramatic changes in cases of intense landscape pressure. According to Geels and Schot 2007, the reconfiguration route involves a series of many innovations that result in the emergence of a new regime from an earlier one[8]–[10].when initially adopted in the regime to solve local problems symbiotic niche-innovations are used. A series of transition paths may occur if the terrain brings about a disruptive transformation. Geels and Schot 2007 assert that this initially results in transformation with mild alterations, followed by the regime's reconfiguration, replacement, or de- and re-alignment.

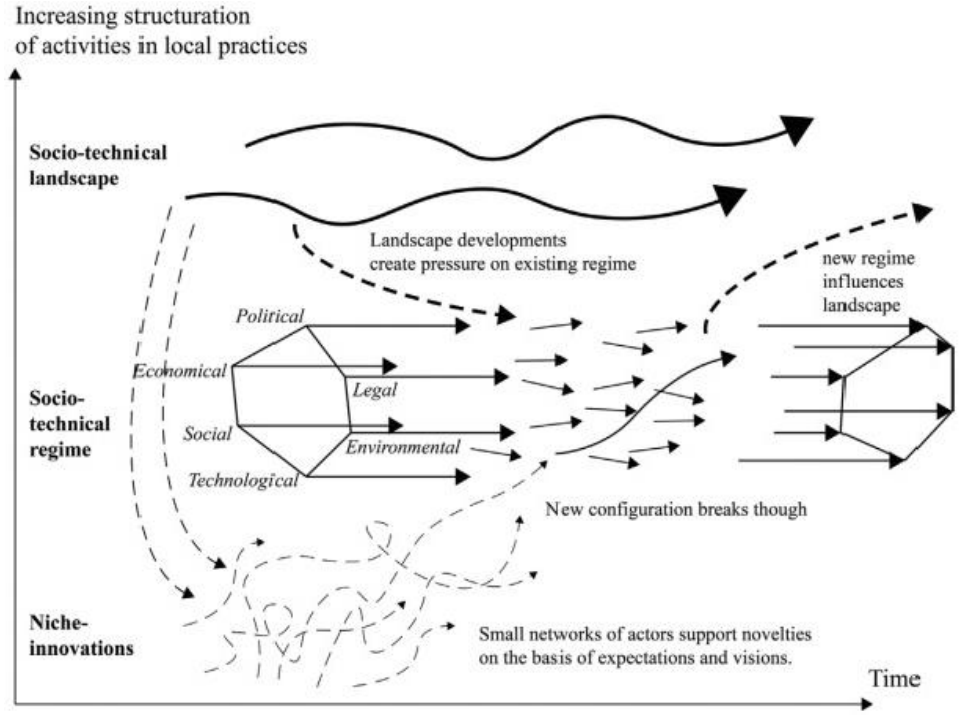


Figure 2: Multi-level perspective on transitions adapted with built environment aspects by Schmidt III [Library Open].

DISCUSSION

First, STT offers a framework for Organising interconnected information on nested levels in the context of workplaces, showing links in the multi-level view. Second, it emphasises how each level interacts with the others and maintains its stability. In other words, the STT theory focuses on both internal and external workplace changes, but mainly those resulting from the niche level that have the potential to modify the workplace's status quo. Thirdly, each level's shift pace differs both inside and between them. The flexible architecture is brought up since time is theoretically important to the design of the workplace.An integrated viewpoint might be advantageous for the complex, unit-crossing, change-connected office design and relocation work. The numerous levels in the STT/MLP are conceptualized analytically and heuristically, and the interrelated features are examined not just in terms of each scale but also in terms of their interaction, dynamics, and influence. It is feasible to comprehend the many yet related scales via the examination of Organisation. Organisations are created by people and embodied by people and objects; therefore, they exist in a physical environment, but they may also cross the borders of many sizes, from the individual to the universal. The discussion of workplace design is thus done in the context of organisational spaces.

Workplace as an Object of Analysis

The theory of socio-technical transitions was created to investigate organisational sectors like the land transportation system, as was previously mentioned. The workplace, on the other

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

hand, is a system with a considerably limited scope. Geels and Schot 2007 state that before using the framework, researchers must specify the empirical level of the topic of study. Institutional theories differentiate between the following organisational levels: the person, the organisational subsystem, the organisation, the organisational population, the organisational field, society, and the global system. Whether or not individuals are conscious of it, organisation, space, and architecture in workplaces have an impact on how people conduct their everyday lives Figure .3. Lefebvre's 1991 three concepts of conceived space, perceived space, and lived space are the foundation for many organisational space studies. These concepts can be understood as formal representations of space, spatial practises, and experiences and interpretations of space Figure .4. As a result, it is possible to conceptualise space as a process that is created not just via planning but also through the living, occupying, and picturing of it by members of an organisation Stephenson et al., 2020. Consequently, the social-spatial work environment is a sophisticated socio-technical system[11]–[14].

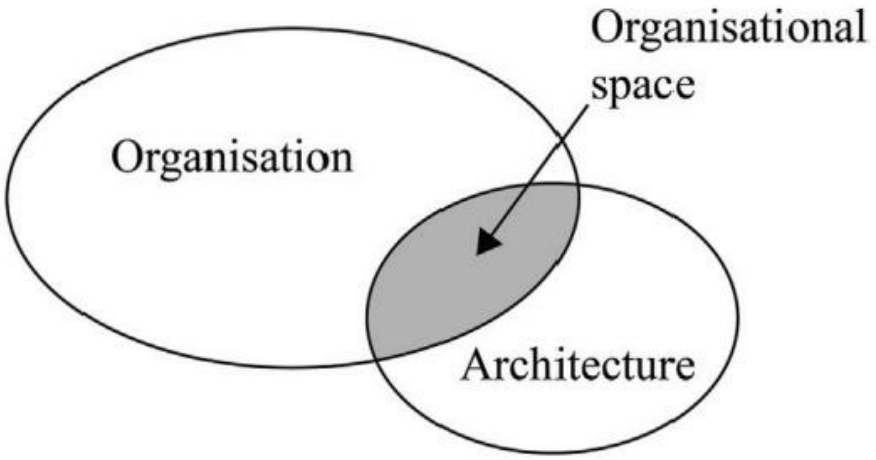


Figure 3: Workplace as a system of organisation, space, and architecture[Library Open].

Lefebvre 1991 asserts that there are many tiers of social reproduction and creation of space that link the global and local scales. on other terms, the macro-scale of space is contrasted with the micro-scale of place, or between the abstract space of the macro-scale such as globalisation and the lived space of daily activities on the micro-scale Dale & Burrell, 2008. Therefore, Organisation may also be considered as the mediator between scales in the development of social-spatial practises, according to Dale and Burrell's 2008 argument. In order to create a more stable and long-lasting meso-scale at the regime level, where organisational space is a factor that both contributes to and changes the Organisation Dale & Burrell, 2008, it is important to keep in mind that embedded organisational practises transform spatial relations beyond the entity of the Organisation itself.They are considered as an organisational sub-system in accordance with Geels and Schott's 2007 definition in order to apply the STT to the study of the organisational space and, in particular, its design. It is interesting that all three levels, according to the STT theory, are comparable types of structures that only vary in size and permanence. In other words, if a regime is examined inside the framework of an Organisation, then examination of niche-level innovations within that framework is also necessary.As a result, the STT's idea of scale presents challenges when compared to the scales of the constructed world. According to van der Voordt et al. 1997 and Dale & Burrell 2008 as well as Weinfurtner & Seidl 2018, the varying sizes of the levels are not directly related to things like the room, building, or location. The idea of organisational space as a process also challenges the idea of scale as a nested, rigid hierarchy and emphasises on the dynamic features of space, such as activities that scale up and down.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

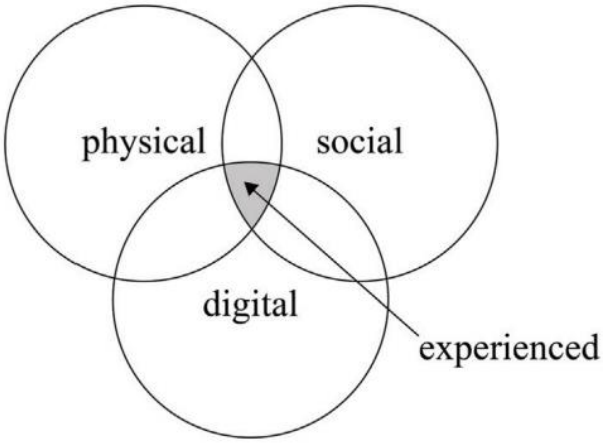


Figure 4: Organisational space aspects the interlinks of physical, social, digital, and expe ienced environments[Library Open].

Levels and Impact

When using the framework to study workplaces, the emergence of mobile and digital technology is one of the well-known landscape-level trends. Although they had a significant influence on workplace and organisational space design and management, the change took two decades, possibly in part because the physical environment is durable and naturally prone to stability Geels & Kemp, 2007, and as will be explored later. The transformations at the landscape-level, however, occur at various velocities Geels & Schot, 2007. For instance, the COVID-19 epidemic transformed workplace practises fairly immediately to remote working, which was made possible by the ongoing, decade-long revolution in mobile infrastructure.

The policies, legislation, and regulations connected to workplace design that determine the physical, social, and digital surroundings of the workplace make up the regime level in terms of workplaces Geels, 2002, according to Neonen 2005. The actors, or the producers and users of the workplace, play a crucial part in STT because of their complex and dynamic interaction with the structure and active creation of new rules and functions Geels, 2002; Nieminen et al., 2011; Schmidt III and Austin 2016 underline that structures are systems of representations outlined in composition and experienced in perception, as opposed to being just systems of components. The usage and impression that a building fosters in people, which are inextricably linked to the setting it exists in, should also be considered when defining a building. Conventions, on the other hand, continue to define architecture in response to a brief, defining each space for a specific sub-function or activity.Thus, Lefebvre's representations of space anddefined as imagined spaces that are intentionally constructed by scientists, architects, and planners to address issues like functionality and control in material form and that establish the boundaries.

While daily, assumed, experienced environments are empirically understood as spaces via spatial practises that are produced by interactions between people and location. Consequently, spatial practice might be seen as the limits of administeredenabling, for instance, whether or not the user may modify the space Peltonen, 2011 As previously said, the regime level sets limitations on where innovations at the niche level may or may occur. According to Dale & Burrell 2008 and Weinfurtner & Seidl 2018, architecture establishes the social-spatial borders and links, the divisions and integrations, and the degree of hierarchy across locations. In other words, patterns of circulation, copresence, awareness, and encounters are the essential contributors to the establishment and maintenance of social ties in organisations, and spatial arrangement substantially facilitates these processes Wineman et al., 2009. For instance, writes that faculty-specific buildings on university campuses are often dominated by outdated, formal designs that support individual knowledge practises. Cross-organizational

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

structures and informal campus spaces that promote knowledge exchange among communities and foster social networks, which are crucial for innovations, provide a challenge to the built environment regime as a result. Even at the lowest level, spatial practises are prevalent. The combination of people, places, and technology results in ongoing niche developments that may or may not alter the workplace's regulatory environment. In other words, while each person is a member of the organisational sub-system and a player within it since each level is made up of interconnected components, the size of an individual micro- is not equivalent to the niche level.

The niche level can be understood to include Lefebvre's 1991 lived space representational space, which fuses material and cultural aspects as well as user experiences and interpretations Peltonen, 2011 that take place only in an individual's mind Figure.4.In terms of workplaces and organisational spaces, for instance, social developments lead to innovative methods of utilizing spaces, which in turn give rise to opportunities for new uses or provide obstacles to them. Therefore, niche-level innovations might include a variety of unique practises to stand out locally and be able to compete worldwide Rytkönen, 2016, as well as new methods to utilised spaces or modifications to uses, and appropriations of existing places to novel purposes. They might also be small-scale retrofits or spatial experiments. In order to safeguard and communicate unique practises, Organisations might establish transient experimental spaces as quoted in Stephenson et al., 2020. Additionally, specialized inventions could provide fresh methods for creating spaces via collaboration, and so forth. All of these developments might change workplace culture or design standards. The ideas and experiments that try to meet the demands of modern university communities, for instance, fall under the category of niche innovations in the context of university Organisations.

CONCLUSION

The Theory of Socio-Technical Transition provides insightful information on the intricate dynamics of organisational space. This theory acknowledges that organisational space is not static but continually developing, impacted by both social and technology variables. It does this by adopting a multiple-level, change-focused perspective.The idea emphasises the need of taking both factors into account when creating and managing organisational space by highlighting how social and technology components interact inside an organisation. Organisations may design environments that foster collaboration, communication, and productivity by acknowledging the influence of human behaviour, preferences, and interactions with technology.The Theory of Socio-Technical Transition also emphasises the impact of technology on organisational structure. The structure, equipment, and systems utilised inside an organisation might alter as a result of technological developments and advances. Organisations may improve efficiency, flexibility, and overall performance by using technology properly.The idea also emphasises how crucial it is for organisational spaces to alter and adapt. Organisations must be adaptable to change, assist with changes, and provide an atmosphere that encourages creativity and adaptability. Organisations may maximise their use of space and continue to be responsive to changing work dynamics by embracing change and cultivating a culture of continual improvement.The Theory of Socio-Technical Transition offers an all-encompassing framework for comprehending and controlling organisational space. Organisations may design spaces that support their aims, assist their people, and foster success in today's dynamic work environment by taking into account the numerous levels of influence, embracing technology improvements, and encouraging a change-focused mentality.

REFERENCES:

[1] J. Blažek, “Economic micro-systems? Non-market and not-only-for-profit economic activities in eco-communities,” *Hum. Aff.*, 2016, doi: 10.1515/humaff-2016-0032.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[2] P. Mesarić, D. Dukec, and S. Krajcar, "Exploring the potential of energy consumers in smart grid using focus group methodology," *Sustain.*, 2017, doi: 10.3390/su9081463.
[3] L. Li, "The Governance of Low-Carbon Transitions in a Multilevel Perspective Framework: How Does the Concept of 'System Transformation' Work?," *Energy Res. J.*, 2020, doi: 10.3844/erjsp.2020.45.53.
[4] K. Velibeyoğlu and O. Mengi, "The multi-level policy learning of environmental policy: insights from Izmir," *Turkish Stud.*, 2019, doi: 10.1080/14683849.2018.1502041.
[5] A. Cherp, V. Vinichenko, J. Jewell, E. Brutschin, and B. Sovacool, "Integrating techno-economic, socio-technical and political perspectives on national energy transitions: A meta-theoretical framework," *Energy Res. Soc. Sci.*, 2018, doi: 10.1016/j.erss.2017.09.015.
[6] J. Koehrsen, "Boundary bridging arrangements: A boundary work approach to local energy transitions," *Sustain.*, 2017, doi: 10.3390/su9030424.
[7] S. Fastenrath and B. Braun, "Lost in transition? Directions for an economic geography of urban sustainability transitions," *Sustain.*, 2018, doi: 10.3390/su10072434.
[8] M. P. Hekkert and S. O. Negro, "Functions of innovation systems as a framework to understand sustainable technological change: Empirical evidence for earlier claims," *Technol. Forecast. Soc. Change*, 2009, doi: 10.1016/j.techfore.2008.04.013.
[9] T. Lempiälä, E. L. Apajalahti, T. Haukkala, and R. Lovio, "Socio-cultural framing during the emergence of a technological field: Creating cultural resonance for solar technology," *Res. Policy*, 2019, doi: 10.1016/j.respol.2019.103830.
[10] J. mname Schuunemann, J. mname Cilliers, Z. mname Donnenfeld, C. mname Aucoin, and A. mname Porter, "African Futures - Key Trends to 2035," *SSRN Electron. J.*, 2018, doi: 10.2139/ssrn.3099362.
[11] A. Wesselink, O. Fritsch, and J. Paavola, "Earth system governance for transformation towards sustainable deltas: What does research into socio-eco-technological systems tell us?," *Earth System Governance*. 2020. doi: 10.1016/j.esg.2020.100062.
[12] G. Ollivier, D. Magda, A. Mazé, G. Plumecocq, and C. Lamine, "Agroecological transitions: What can sustainability transition frameworks teach us? an ontological and empirical analysis," *Ecol. Soc.*, 2018, doi: 10.5751/ES-09952-230205.
[13] M. A. E. van Sluisveld *et al.*, "Aligning integrated assessment modelling with socio-technical transition insights: An application to low-carbon energy scenario analysis in Europe," *Technol. Forecast. Soc. Change*, 2020, doi: 10.1016/j.techfore.2017.10.024.
[14] C. Roberts and F. W. Geels, "Conditions and intervention strategies for the deliberate acceleration of socio-technical transitions: lessons from a comparative multi-level analysis of two historical case studies in Dutch and Danish heating," *Technol. Anal. Strateg. Manag.*, 2019, doi: 10.1080/09537325.2019.1584286.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 7

A BRIEF OVERVIEW ABOUT TEMPO OF BUILT -ENVIRONMENT CHANGES

Dr. Bipasha Maity, Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-bipasha@presidencyuniversity.in
Prof. Rumela, Regional College of Management, Bangalore, India

ABSTRACT:
The pace and rate at which changes take place in the physical environment, including buildings, infrastructure, and urban landscapes, is referred to as the tempo of built-environment changes. The idea of the built-environment change's pace and its importance to the fields of architecture, urban design, and construction. The built environment is continually changing as a result of social requirements, economic development, population increase, and technology breakthroughs. These changes may occur at various rates, ranging from slow, incremental alterations to quick, upsetting ones.For those working in the fields of design, urban planning, and construction, it is essential to comprehend the pace of change in the built environment. They are better able to foresee new trends and adapt to them, as well as adopt new technology and design concepts and make sure constructed environments are long-lasting and sustainable.Due to a number of variables, the pace of built environment modifications has increased recently. Connectivity, mobility, and the need for creative and sustainable architectural solutions have all risen as a result of globalisation, urbanisation, and technology breakthroughs. Professionals have possibilities and problems as a result of the quick rate of change, which necessitates that they remain knowledgeable, flexible, and adaptive in their methods.Beyond simple physical changes, the pace of built environment changes is significant. It affects a community's social, economic, and environmental elements as well. Rapid changes may have an effect on local identities, cultural heritage, and social cohesiveness. They may also solve urgent environmental issues, spur the development of jobs, and open up economic possibilities.

KEYWORDS:
Built, Change, Design, Environment, Social.

INTRODUCTION

The pace and rate at which changes take place in the physical environment, which includes buildings, infrastructure, and urban landscapes, is referred to as the tempo of built-environment changes. In the domains of architecture, urban planning, and building, this idea is very important. The built environment is always changing due to a variety of variables, including population increase, technological progress, economic growth, and shifting social demands. These adjustments may take a variety of forms, from slow and incremental adjustments to abrupt and dramatic alterations. For those who shape and manage physical environments, it is crucial to comprehend the velocity of built-environment changes. They may include cutting-edge design ideas, assure the long-term sustainability and usefulness of constructed buildings, and foresee and respond to new trends[1]–[3].

Recent years have seen a noticeably faster pace of built environment changes as a result of urbanisation, globalisation, and quickening technology development. In order to stay up with

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

the changing requirements of the built environment, professionals must adopt a proactive and agile approach. This increased pace brings both possibilities and problems.Examining the ramifications of the pace of built-environment changes beyond simple physical changes becomes vital in this situation. Numerous factors, such as social cohesiveness, cultural legacy, economic progress, and environmental sustainability, may be impacted by the pace of change. It emphasises the need of a comprehensive strategy that strikes a balance between communities' evolving demands and the preservation of their unique identities and histories.Professionals must use forward-thinking approaches to properly negotiate the pace of built-environment changes. This entails keeping up with new technology, design principles, and sustainable practises, as well as thinking about how their choices will affect society, the economy, and the environment. To effectively manage the pace of built-environment changes, collaborative methods, multidisciplinary collaborations, and an emphasis on resilience and flexibility are essential. the speed at which the built environment is changing has a significant impact on how we design, develop, and build physical places.

Professionals may adapt to new trends, embrace innovation, and build settings that fulfil changing community demands while balancing social, cultural, economic, and environmental factors when they recognise and comprehend this pace.The rate of change in the built environment is not primarily determined by outside forces. The combined efforts of experts in the domains of architecture, urban planning, and construction also influence it. Their originality, knowledge, and foresight influence the speed and scope of changes in the built environment.Professionals nowadays must actively participate in continual learning and professional development because of the dynamic nature of the world we live in and the constant evolution of social requirements and technology breakthroughs. To successfully adapt to the pace of built-environment changes, they must keep current on the most recent market trends, scientific discoveries, and best practises[4]–[7].

The speed of built-environment changes also extends beyond specific projects or developments. It covers a wider range of contexts, such as interconnections between various projects, the connectivity of metropolitan regions, and the overall effects on ecosystems and communities. Professionals must adopt this systemic approach to guarantee that their choices and deeds support harmonious and sustainable built environments.The speed at which the built environment is changing also emphasises how crucial cooperation and stakeholder involvement are. To comprehend their wants, goals, and concerns, professionals must collaborate closely with customers, communities, legislators, and other pertinent stakeholders. Professionals may make sure that the built environment supports the general interests and well-being of society by including all relevant stakeholders in the decision-making process[8], [9].The pace, rate, and direction of changes in the physical environment are all included in the idea of the tempo of built-environment changes, which has many different facets. To develop sustainable, useful, and inclusive built environments, experts must take a proactive, adaptable, and collaborative approach. Professionals may negotiate the speed of built-environment changes and help create vibrant, resilient, and habitable settings for both the current and future generations by embracing innovation, remaining educated, and involving stakeholders[10], [11].

DISCUSSION

The built environment is prone to sluggish changes and also adds to the stability of the regime, thus when STT is used to workplace design and research, the tempo of the transitions has to be further addressed. In addition, buildings and architecture are often seen as static finished goods that are meant for initial usage in the design business. On the other hand, it is important to acknowledge that structures and architecture evolve with time in order to survive. Depending on the permanence of the construction layer, the interconnected spatio-functional aspects and socio-cultural aims and values have varying temporal spans. Buildings

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

may be seen of as containers that hold evolving assemblages of administrative intentions, material artefacts, and human groups whose design is crucial for the emerging forms of the collectives shaped in the ongoing flux of Organising.As a result, the physical environment of a workplace is always changing, however the rate of change varies based on cyclical and linear periods . The relationships between political, economic, social, technical, environmental, and legal issues in specific circumstances will be reflected in the cyclical and linear periods, according to Schmidt III and Austin (Figure 1). Architecture expresses ideas of particular time bound to the material environment and acknowledges time as embedded in social, spatial, and embodied experience (Dale & Burrell, 2008). However, the validity of these ideas may change over time, and design and redesign of space responds to the needs of a specific organisation as well as to changes in institutional conditions. The complexity and uniqueness of the work are increased by the fact that buildings are always contextual entities with a wide range of stakeholders interested in various elements.

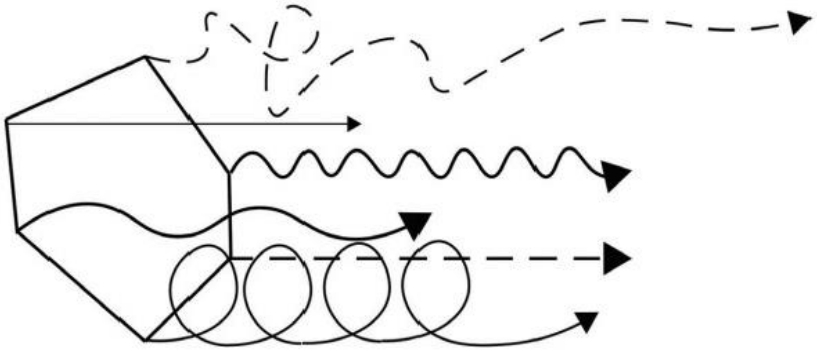


Figure 1: Change drivers affect built environment in both cyclical and linear timeframes [Library Open].

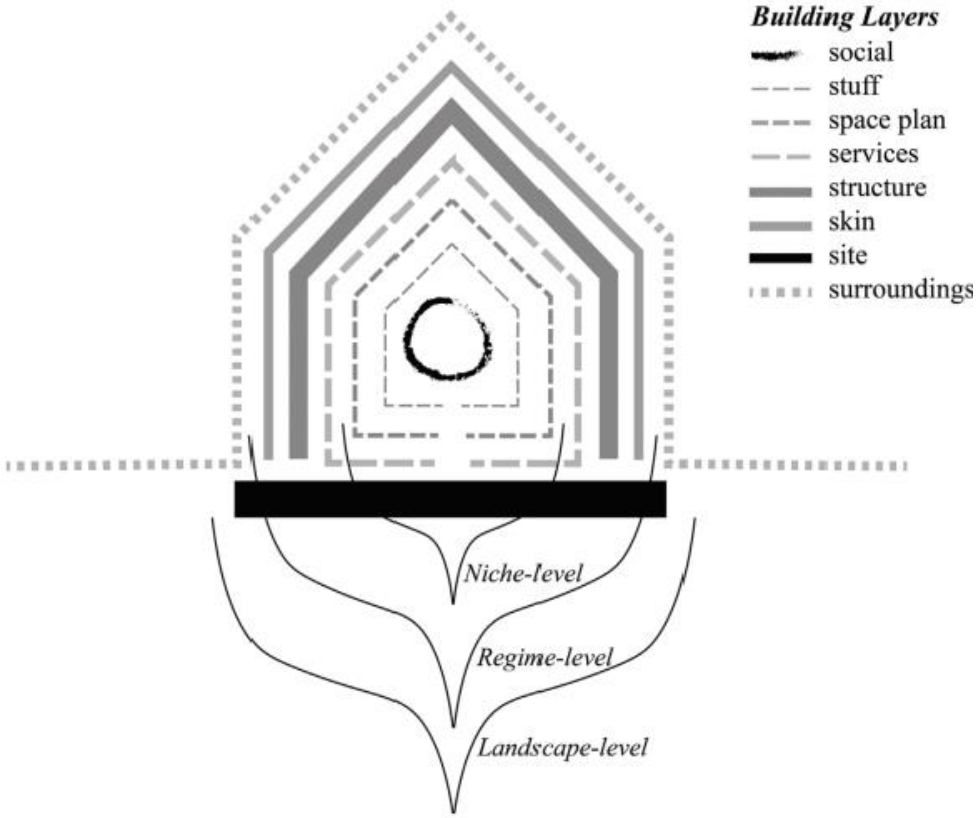


Figure 2: Represting the buildings as layers with socio-technical transition levels [Library Open].

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Schmidt III and Austin have accumulated from the literature the following change drivers that affect the buildings and thus the built environment of a workplace physical changes are related to, e.g., weathering economic changes to financial issues, such as market fluctuation in real estate functional changes to, e.g., user needs but also issues related to landscape-level changes such as type of work technological changes include, e.g., landscape-level information technology change, but also, e.g., product life cycles; whereas social entails all from landscape-level lifestyle and demographic changes to the regime and niche-level skills of the user; and legal changes incorporate, e.g., regime-level safety regulations and government incentives On the other hand, these change drivers may be understood as originating from but also having an impact on several levels, depending on how size and perspective are interpreted. The fundamental ideas in reacting to changes in the built environment are adaptation and flexibility since the change drivers themselves are many. According to Schmidt III and Austin (2016), dynamic building typessuch as offices, hospitals, and schoolsare more subject to change than stable building types. For the purposes of this chapter, the idea of buildings as layers enables the application of STT levels to workplace-built environments and the examination of the rate at which changes occur both within and across levels.Brand (1994) created the buildings as layers model, which divides and classifies a building intoa number of interdependent layers that change over time.

The more connected the layers are, the more difficult and expensive adaptation is going tobe . There are eight layers that make up the expanded model by Schmidt III and Austinsocial, things, space plan, services, structure, skin, location, and surrounds Individuals, work groups, departments, branches, and organisations are all included in the social levels. As a result, the three layers of niche, regime, and landscape all experience changes that affect the social layer. The layer of stuff, or the components and things that are present within a place, as well as the layer of the space plan, or the elements that define the spaces the users occupy, may be considered to make up the niche level. In comparison to the other levels that would enable user-driven adjustments at a quicker rate, the components of these layers have the shortest lifespans and are also the most independent.

According to Brand, the structure layer of a building has a lifespan of 30 to 300 years and is naturally the most dependent on other layers, which prevents changes. Both of these factors contribute to the stability of the built environment.The whole structure, with all of its levels, may be thought of as the regime, where the core layers are where the niche-level innovations arise (Figure 2).

The social reasons of change in the layer of stuff are connected to tasks or users, and their impact on the physical environment manifests as furniture and equipment.

The social factors are in the activities and operations that impact the spatial arrangement in both the stuff and the space plan levels.When ownership changes, the space plans and the function are affected.As previously said, innovations at the niche level refresh the system top-down, and new compositions are produced quickly, but they need time and the right conditions to stabilise.

This has to do with using trials to create work procedures and office layouts that will improve employee welfare at work and boost output.A single experiment may have a little influence, but a sequence of tests over time might have a larger impact (Figure 3).

Therefore, under current circumstances, experiments in the built environment that would normally be deemed high risk, for example in the'structure' layer, would be permitted by the'stuff' and'space plan' layers. The ongoing management of physical space is typically handled at low organisational level, whereas larger changes are made in the organisational structure at high, strategic level, which are frequently closely related to changes in a physical setting. As a result, these are also linked to organisational change. In other words, large changes are implemented top-down, although they inevitably take longer than small

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

renewals. hence, theThe regime may be stable due to the varying lengths of the building layers, and at the niche level, changes and innovations happen more quickly but there is less permanence.

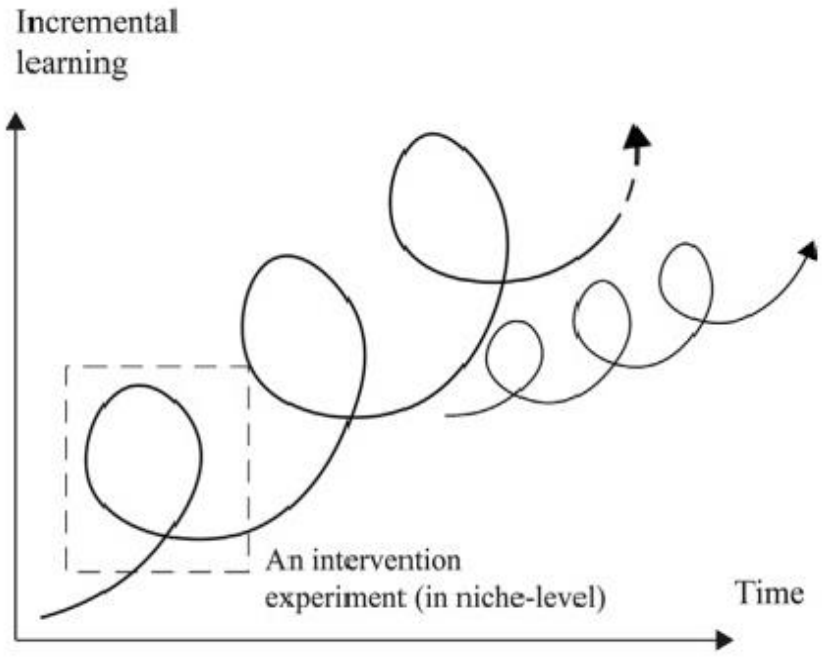


Figure 3: Impact on learning in relation with time. Pop Up Development Model for Produ tive Knowledge Work [Library Open].

Methodology

The operationalization of the multi-level viewpoint on the study of space design will be covered in this part. The emphasis on transitions within and across levels, particularly how niche-level innovations may move to the regime, is where the STT's advantages may be highlighted. The socio-technical transition theory is concerned with how one system transforms into another, while adaptive architecture explores how changes within a system, such as the building, are accommodated. As a result, the STT concentrates on the fundamental causes, particularly on the analysis of the consequences of internal, small-scale changes, i.e., niche innovations, as well as on the effects of the external elements resulting from the landscape level that affect the transformation of the workplace. Therefore, using the MLP framework as a matrix might be a future research application. The matrix would, in the first place, enable us to combine and reorganise the multidisciplinary knowledge on organisational space and its design as well as adaptable architecture into numerous sizes and related dimensions and would also highlight the varied tempos of the changes. Second, the matrix might be utilised as a tool for development as well as to investigate the systemic changes in the workplace.

However, the applicability to empirical research relies on the study's study subject. Geels and Schot (2007) since there aren't any ready-made operationalization methodologies or approaches. For instance, Bögel et al. have developed an integrated framework for studying the organisational change in transition projects by connecting the STT research with organisational change management. They view macro-level elements as the institutionalised logics that set the framework for organisational action in the multi-scale heuristic. The design and character of transition efforts as well as intra-organizational variables are examples of meso-level factors, which concentrate on the organisational level. The microlevel components in their heuristic relate to the social psychology of specific people. STT is extensively used in various industries, although the systems' scope often exceeds that of the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

workplace.Workplaces are intricate systems that are continually changing. Whereas, existing phenomena and known systems are frequently studied through the empirical systematisations of reality and with delimited factors that inevitably narrow understanding about the phenomena. As a result, qualitative narratives might present the transformation in a more thorough manner. In fact, the majority of STT research has used qualitative techniques.

Different techniques of material and data gathering may be required for the inquiries on several levels, which might make it impossible to compare the levels side by side. However, in qualitative investigations, using the distinctive triangulation and first examining transitions at the micro-scale for example, social-spatial relations at the size of a person enables information to be accumulated at the sub-system scale. Pre- and post-occupancy assessments also document the use patterns that arise as a result of experiments and spatial interventions, as well as their consequences. Longitudinal studies and these analyses combined would help to show how an experiment series' results were affected. On the other hand, case study interventions and experiments are also a component of the action research methodology.For instance, rather than being spontaneous occurrences, strategic workplace changes are planned. But pre- and post-occupancy assessments may also be used to gather data on the effects of the change from one workplace to another. For instance, the Space Syntax family of techniques may be used in conjunction with quantitative and qualitative methodologies to assess the consequences of changes in the spatial arrangement over time.

Theory relevance to practice

As MLP offers analytical and heuristic concepts to structure the interconnected factors to different levels, the framework of the STT theory may assist practitioners in evaluating the impact of strategic choices on the operational level and implications on spatial design . In other words, employing the framework would also make the links between features associated inside and between each level evident. The key concerns outlined at the strategic level lead to a multitude of aspects at the operational level. As the framework emphasises the niche level, for instance, intentionally made changes in practises, designs, and their application would illuminate how these niche-level changes might be used on a broader scale to modify the regime, or the status quo. Before the strategic workplace development, for instance, experimenting with the design and operational procedures of the present workplace would, on the one hand, permit testing with, for example, an activity-based environment (ABE), and, on the other hand, the niche-level changes could work as an educator with the move to the ABE. A systematic instrument to enhance workplace management at the micro- and niche-innovations level might also be provided by the STT's emphasis on niche-level innovations, which could emphasise user-initiated practises and improvements.

CONCLUSION

In the fields of design, urban planning, and building, the speed of built-environment changes is crucial. The pace and speed at which the physical environment changes has significant effects on both professions and communities.The rapid speed of built-environment change offers both benefits and problems. On the one hand, quick changes need that professionals remain knowledgeable, flexible, and creative in their methods. To handle changing requirements and trends, they must be ready to adopt new technology, design concepts, and sustainable practises. On the other side, the pace of change may also open up business possibilities, promote employment growth, and aid in community development.Professionals must comprehend the larger effects of the speed of built-environment changes. Rapid changes may have an impact on local identities, cultural heritage, and social cohesiveness on the social, economic, and environmental levels. These elements must be taken into account by professionals when they make decisions and seek to design inclusive, resilient, and sustainable built environments.Professionals should use proactive and forward-thinking strategies to successfully negotiate the pace of built-environment changes. This entails

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

including all relevant parties, encouraging teamwork, and relying on technological and data-driven solutions. Professionals may adapt to the changing demands of communities and help to create flourishing, dynamic, and sustainable built environments by embracing innovation and flexible design concepts. It is critical for experts in the sector to understand and adapt to the pace of changes in the built environment. Professionals may contribute to the creation of resilient, sustainable, and inclusive built environments that improve the quality of life for both the current and future generations by comprehending the dynamics, embracing innovation, and taking into account larger implications.

REFERENCES:

[1] A. Pardede, "Pengaruh Motivasi Kerja, Kemampuan Kerja, Dan Sistem Kompensasi Terhadap Prestasi Kerja Karyawan (Studi Kasus Pada PT. Bank BNI Syariah Gedung Tempo Pavilion I Jakarta Selatan)," *Constr. Build. Mater.*, 2015.

[2] C. Fletcher, R. Boyd, W. J. Neal, and V. Tice, *Living on the shores of Hawai'i: Natural Hazards, the environment, and our communities*. 2010.

[3] A. M. L. L. da Costa, "Microscale modelling of exposure to atmospheric pollutants in urban areas TT - Modelação de microescala da exposição a poluentes atmosféricos em áreas urbanas," *PQDT - Glob.*, 2008.

[4] D. Lusk and G. Skinner, "A Structured , Yet Agile Approach To Designing C2 Operating Environments," in *Proceedings of the 17th ICCRTS*, 2012.

[5] R. C. Baird, "Sustainable coastal margins: Challenges of tempo and mode for the policy domain," in *Sustainability Science: The Emerging Paradigm and the Urban Environment*, 2012. doi: 10.1007/978-1-4614-3188-6_10.

[6] A. N. Goring-Morris and A. Belfer-Cohen, "Houses and Households: a Near Eastern Perspective," in *One World Archaeology*, 2013. doi: 10.1007/978-1-4614-5289-8_2.

[7] K. M. Hirniak, "Independent means of business communication in manager personnel," *Sci. Messenger LNU Vet. Med. Biotechnol.*, 2018, doi: 10.15421/nvlvet8609.

[8] Z. Jasni, T. Lihan, W. M. R. Idris, Z. A. Rahman, M. A. Mustapha, and S. A. Rahim, "Potential of vetiver grass and kim chiam as slope stabilizer at different elevation in good agricultural practices (MyGAP) area," *J. Teknol.*, 2020, doi: 10.11113/jt.v82.14021.

[9] M. D. Sutton, "Motion and the Noise," *JAAAS J. Austrian Assoc. Am. Stud.*, 2020, doi: 10.47060/jaaas.v1i2.131.

[10] X. M. Zhao, F. Hui, X. Shi, J. Y. Ma, and L. Yang, "Concept, architecture and challenging technologies of ubiquitous traffic information service system," *Jiaotong Yunshu Gongcheng Xuebao/Journal Traffic Transp. Eng.*, 2014.

[11] A. C. N. R. Veiga and P. R. P. Andery, "Gestão do processo de design de arquitetura efêmera em museus," *Ambient. Construído*, 2014, doi: 10.1590/s1678-86212014000400014.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 8

MODEL FOR DISASTER RESILIENCE OF PLACE

Dr. Vankadari Gupta, Associate Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-chithambargupta@presidencyuniversity.in
Prof. S R Mandal, Regional College of Management, Bangalore, India

ABSTRACT:
The Model for Disaster Resilience of Place DROP is a conceptual framework created to assist facility managers in determining how resilient their built environments are to catastrophes and making improvements to that resilience. It offers a methodical way to comprehending and improving the ability of infrastructure and structures to endure and recover from numerous dangers.One essential element of the DROP model is the Resilience Assessment and Improvement Framework RAIF. It provides facility managers with a systematic process to assess the resilience of their buildings, pinpoint their weaknesses, and put improvement plans into action. The RAIF includes components of physical, operational, social, and economic resilience, among others.The significance of a comprehensive and integrated strategy to catastrophe resilience is emphasized by the DROP model. It acknowledges that constructing resilience necessitates taking into account not just the physical infrastructure but also the people, procedures, and systems that make up it. Facility managers may identify interdependencies, resolve vulnerabilities, and improve the overall resilience of their facilities by taking a holistic approach.The concept also emphasises the need of taking preventative action as opposed to reacting in an emergency. It encourages facility managers to think about possible risks and future situations throughout the planning, building, and maintenance stages. Facilities may be better equipped to resist catastrophes and recover from them by implementing resilience techniques early on.The DROP model also encourages cooperation and information exchange amongst parties. It acknowledges that building resilience is a shared duty that calls for group effort. To guarantee coordinated efforts in disaster planning and response, facility managers are urged to interact with local communities, emergency management organisations, and other pertinent stakeholders.

KEYWORDS:
Disaster, Drop, Model, Performance, Vulnerability.

INTRODUCTION

Natural or man-made disasters, such as floods, heat waves, earthquakes, pandemics, and terrorism, have a significant impact on business organizations private, public, and not-for-profit performance as well as the health and well-being of the communities to which they belong. Depending on how vulnerable and resilient an Organisation is to a catastrophic occurrence, this will affect how they plan for, react to, and recover from these repercussions. Organisations with low vulnerability and high resilience recover more rapidly, learning from their mistakes and identifying mitigating measures to improve their readiness and/or minimize their susceptibility to future events. Organisations with high levels of vulnerability and low levels of resilience may recover more slowly or never at all[1]–[3].

Resilience

Holling 1973, 1996, 2001 proposed the idea of resilience to characterize the changes that occur over time in ecological systems that are subject to outside disturbance disaster event.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Such systems, according to Holling 1973, 1996, exhibit both engineering resilience and ecological and eventually socio-ecological resilience. Using resistance to the disturbance and speed of return to the equilibrium point as indicators of the systems resilience, engineering resilience characterizes the systems behaviour near to its pre-existing equilibrium point. The main goal of engineering resilience is to keep the system stable both during and after a catastrophic occurrence. Ecological resilience refers to a systems capacity to reorganize itself into a new equilibrium state in the wake of an external disruption. It is concerned with how much disturbance the system can withstand before reconfiguration takes place[4]–[7].

Ecological resilience primarily addresses the systems adaptability or rigidity to a catastrophe occurrence. Holling 2001 expanded the idea of ecological resilience to include social-ecological systems, noting the role that resilience and vulnerability play in either sparking desired creative reconfiguration change or thwarting unwanted destabilizing change. In its most basic form, social-ecological resilience is concerned with the systems innate ability to adapt to a disastrous occurrence. The many resilience concepts have been used to study urban environments since 2001.resilience across a range of spatial and temporal scales, including population, environment, organisational, physical, lifestyle, economic, and socio-cultural resilience in addition, resilience to the systems infrastructure, lifelines, business, etc. that modern society depends on for its existence and prosperity. The emphasis of this chapter will be on company resiliency[8], [9].

Vulnerability

While vulnerability focuses on a systems susceptibility to a particular catastrophe threat, resilience is mainly concerned with a systems capacity to resist, absorb, accommodate, adapt to, transform, and recover from a catastrophic event Bakken Sen et al., 2016. Vulnerability is defined by the UNDRR 2020 as the circumstances resulting from physical, social, economic, and environmental factors or processes that increase the susceptibility of an individual, a community, assets, or systems to the impacts of hazards. Vulnerability can also be viewed as the potential losses that a system would suffer as a result of a disaster event Murnane et al., 2016, which is related to resilience through a focus on disaster risk reduction Zhou et al., 2016. Vulnerability, hazard, and exposure are the fundamental components of disaster risk Prevention web, 2020. In general, a system is less susceptible to the effects of a disastrous occurrence the more robust it[10], [11].

DISCUSSION

Catastrophe resistance of Place DROP is a model developed by Cutter et al. 2008 to examine the link between susceptibility and resistance to catastrophe occurrences Figure .1 The DROP model asserts that a systems vulnerability and resilience to a disaster event are determined by the antecedent relationships inherent vulnerability and resilience that exist between the interaction of natural systems, social systems, and the built environment a system of systems model. This model views vulnerability and resilience as distinct but related concepts. The antecedent circumstances interact with the disaster event features which will change according on the kind of catastrophe, location, etc., as well as the disasters immediate repercussions.events come to pass. Any post-event coping strategies such as disaster management and resilience plans might lessen or amplify these consequences, and the full catastrophe impact is manifested. The system's ability to absorb damage reduces the effect of a catastrophic occurrence on it.Recovery happens quite quickly if the body's absorption capacity is not exceeded. When the absorptive capacity is surpassed, the system either adjusts, which causes recovery to happen rather rapidly, or it doesn't adapt, which causes recovery to happen either slowly or, in the worst circumstances, not at all. The antecedent circumstances are improved before the next occurrence of the catastrophic event if mitigation and preparation take place.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

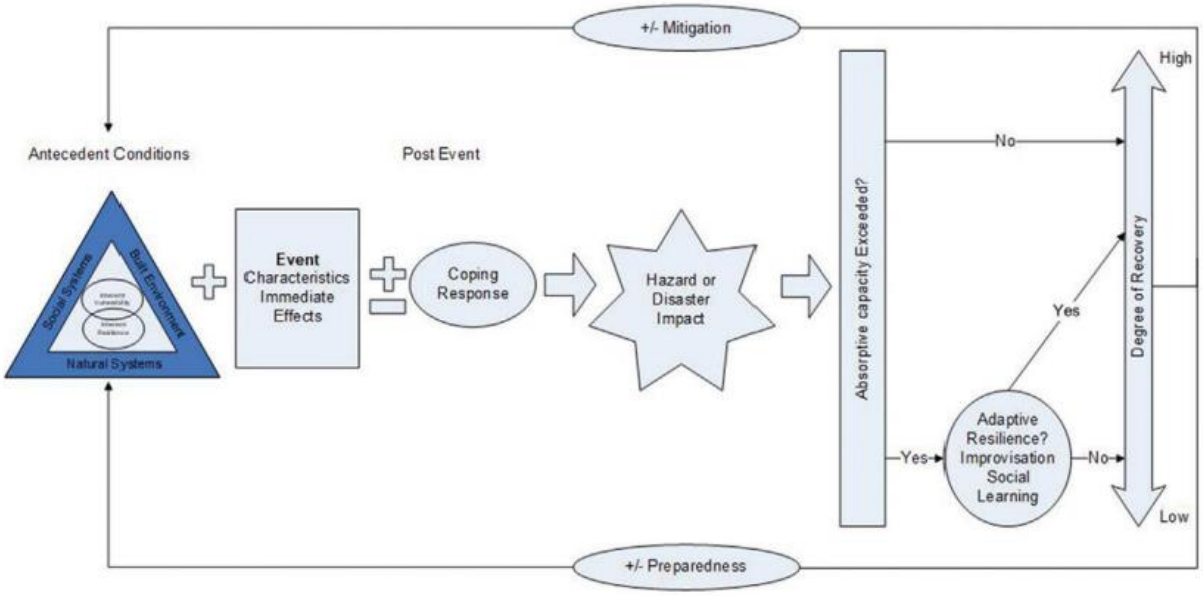


Figure 1: Represting the DROP model[Library Open].

In 2010, Cutter et al. used the DROP model to evaluate the disaster preparedness of communities in the southeast of the United States. They created a variety of metrics to gauge the resilience of social, economic, institutional, infrastructure, and community competence factors. These metrics allowed them to recognize patterns of resilience and pinpoint mitigation tactics to increase community preparedness. The capacity of the DROP model to construct a baseline assessment of the factors that contribute to community resilience, track changes in resilience over time in a specific location, and compare the disaster resilience of several locations was proven by Cutter et al. 2010.In order to evaluate the effects of climate change on community resilience to severe weather events in South-east London, Jones et al. 2013 employed the DROP model Jones & Ali, 2013.

In order to determine a public housing organizations vulnerability and resistance to severe weather events flooding and overheating, Jones et al. 2013 incorporated the DROP models underlying assumptions into a framework for risk assessment. By identifying and incorporating building adaptations into the built asset management process, Jones et al. 2017 showed that even though the DROP model was initially created for a community scale, it could be applied at an organisational scale to identify the vulnerability and improve the resilience of a public housing Organisation Jones et al., 2017. Resilience Assessment and Improvement Framework RAIF was created as a conceptual model for researchers to use in developing the tools that business organisations need to assess their vulnerability to earthquake-induced liquefaction events and improve their resilience to such events as Morga et al. 2020 expanded the application of the DROP model to a wider range of Organisation types.

Application to Workplaces

According to Denyer 2017, organisational resilience refers to an organizations capacity to plan for, react to, and adapt to gradual change as well as rapid shocks. According to Denyer 2017, resilient firms exhibit the capacity to protect their Organisation via proactive management and thoughtful action as well as capitalize on disruptive possibilities through performance optimization and adaptive innovation. Despite this, there is little study on the effects of catastrophic events on organisational resilience, despite the fact that it has a significant influence on both community resilience and organisational survival Gibson & Tarrant, 2010. The RAIF was created especially to provide a framework for making decisions that would assist businesses better understand their vulnerabilities and resilience to catastrophic occurrences.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Understanding Organisational Resilience

The author would contend that organisations for business, both in the public and commercial sectors, have many traits of complex adaptive systems. For the production and delivery of their primary services, business organisations rely on physical assets such as buildings and information and communication technology Hard FM systems; however, at the operational level, they rely on socio-economic assets such as people and money to support their primary services Soft FM systems. Business organisations, however, are also a part of the larger community ecosystem and are dependent on other businesses to survive.supply chain and on supplying the general public with products, services, and jobs business and FM strategy. Additionally, given that corporate organisations are a system of systems, it is important to comprehend how resilient they are to catastrophic occurrences and to find mitigation measures.They must comprehend not just the effects that a catastrophic event might have on their organization's functional performance but also on its relationships with its clients and the larger community before they can take any steps to strengthen their resilience. Business organisations must therefore adopt a hybrid perspective of resilience, where engineering resilience drives the functional performance of the organization's physical assets and social-ecological resilience drives the functional performance of its services and wider business and community relationships.

Theory Underpinning the RAIF

The RAIF offers a collection of tools to assist facilities managers in determining what mitigation and preparation measures should be implemented to lessen vulnerability and increase resilience to a catastrophe occurrence, as well as instructions on how to include these measures into FM strategies and plans. The strategic built asset management model created by Jones and Sharp 2007 and the DROP model Cutter et al., 2008 are combined in the RAIF.

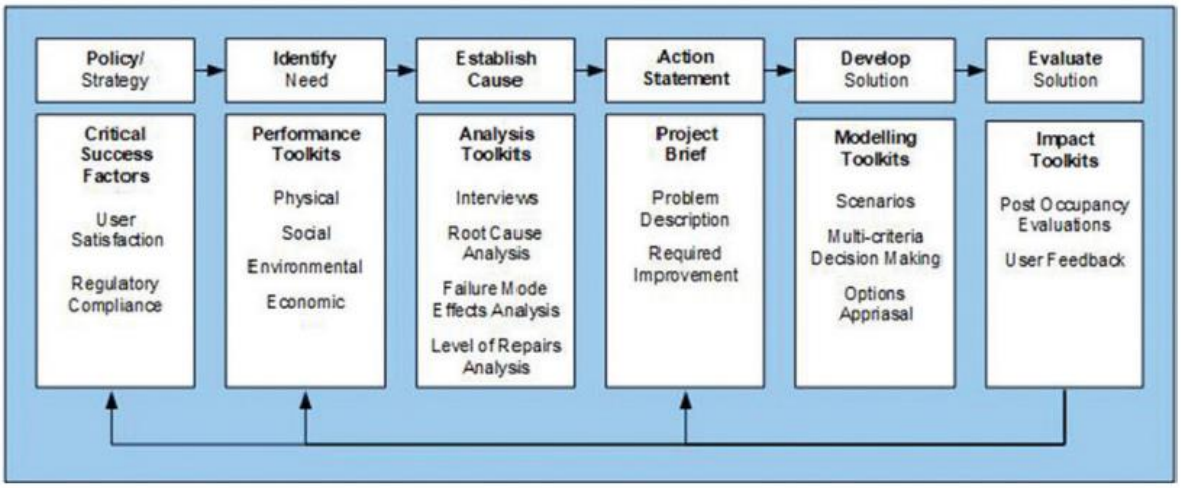


Figure 2: Performance-based built asset management [Libra y Open].

Through maintenance and renovation, businesses may align their built assets with their strategic requirements. This process is known as strategic built asset management. Strategic built asset management frequently evaluates the built assets of the organizations capacity to fulfil its major business function as indicated via crucial success factors using a variety of key performance indicators.

Analysis toolkits determine the cause of any obsolescence and identify performance improvements required to close the obsolescence gap Action Statement. Performance toolkits measure current performance and identify any obsolescence the difference between current performance and desired performance from a business perspective. Through an Options Appraisal process, modelling toolkits identify potential solutions physical, operational, and organisational in relation to the Action Statements directives, and those that are found to be cost-effective are then incorporated into the organizations strategic built asset management

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

plans maintenance, renovation, and estate management plans. The RAIF Figure .3 incorporates business resilience planning and catastrophe management into the strategic built asset management process.

The RAIF provides a number of important performance indicators against which the effects of various catastrophe scenarios deterministic studies and risk models probabilistic analyses may be evaluated using a variety of performance toolkits e.g., hazard assessments, resilience scorecards, etc. This gives the facilities manager an evaluation of the organization's historical vulnerability and resilience to a certain catastrophic occurrence.

Once the disaster events characteristics have been modelled, their impact on the functional performance of the Organisation can be evaluated by assessing how those characteristics would affect the organizations operational Soft FM and physical Hard FM performance. No more action is necessary if the organization finds the overall effect of the catastrophic occurrence to be acceptable.

To lessen susceptibility and/or strengthen the organizations resilience to the catastrophic occurrence, mitigation activities physical, operational, and organisational are required if the total effect is undesirable as assessed against the organization's important success criteria. The facilities manager receives a problem statement from this stage, which he or she may use to assess possible mitigation strategies.

Utilizing multi-criteria analysis tools, it is possible to evaluate the potential performance enhancement of various mitigation strategies against a variety of scenarios and compare the results to the organisational critical success factors individual mitigation interventions will affect a variety of performance metrics.

In this step, the facilities manager is given a brief list of potential mitigation measures that can be thoroughly investigated through an options appraisal process. Cost-benefit analyses can then be used to identify the mitigation measures that should be implemented as part of a framework for improving disaster risk reduction. In this step, the facilities manager receives the business cases to assess the potential improvement in functional performance of the disaster mitigation interventions. Additionally, this step supports the integration of the most effective mitigations based on a cost/risk reduction basis into the organization's strategic built asset management plans.

The RAIF offers a conceptual model of organisational resilience to disaster events, but the tools needed to operationalize the model must be created to take into account the unique situations hazard events, impact on functionality, mitigation options, and attitudes towards risk that different Organisations must deal with. It's important not to underestimate how long it takes to convert a conceptual model into an operational one.

The RAIFs operational tools, in instance, required many person-months to design, and although certain risks may already have the operational tools in place, many others do not. A comprehensive application of the RAIF is thus likely out of the question for all but the biggest firms, and it is more probable that small Organisations will be utilised the RAIF as a decision support framework to better comprehend the catastrophic risks they face.Understanding the intricate relationships between the variables that impact an organizations susceptibility, resilience, and adaptive capability is crucial from a research standpoint.In order to provide facilities managers a framework through which they may better understand the effects that a natural catastrophe occurrence has on service delivery, the RAIF takes a built asset-centric viewpoint on disaster resilience Last but not least, although the RAIF offers a general framework for decision-making that facilities managers can adapt and apply to any disaster event, scenario facilities managers should not underestimate the time and financial resources that an Organisation will need to adapt the RAIF for its specific context and disaster event scenario.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

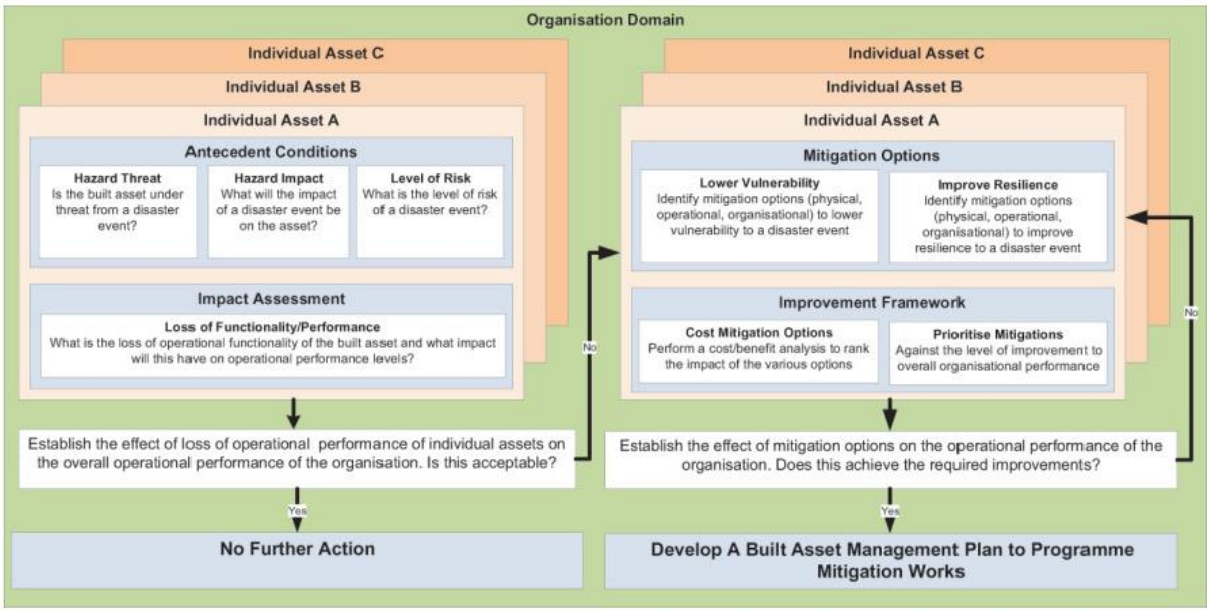


Figure 3: Represting the Resilience Assessment and Improvement Framework [Library Open].

CONCLUSION

Facility managers may improve the resilience of their built environments with the use of the Resilience Assessment and Improvement Framework RAIF and the Model for Disaster Resilience of Place DROP.Facility managers may examine the resilience of their buildings and pinpoint opportunities for improvement using the RAIF, which gives a standardised methodology. Facility managers may get a thorough awareness of the strengths and vulnerabilities of their facilities by taking into account a variety of resilience dimensions, such as the physical, operational, social, and economic elements.Facility managers may address resilience pro-actively by using the RAIF. Facility managers may boost their building's ability to survive calamities and recover by including resilience concerns into the design, construction, and maintenance stages. With this proactive approach, risks potential effects are reduced, and the built environment as a whole is made more resilient.The DROP model also stresses the value of interaction and cooperation with stakeholders. To guarantee coordinated efforts in disaster planning and response, facility managers are expected to collaborate closely with regional communities, emergency management organisations, and other pertinent stakeholders. This cooperative strategy encourages a feeling of shared accountability and makes resilience more all-encompassing and potent.Facility managers may make a significant contribution to the development of disaster-resilient physical environments by using the DROP model and the RAIF. Their actions help to ensure peoples safety and wellbeing, lessen the impact of catastrophes, and promote the long-term viability of communities.The Resilience Assessment and Improvement Framework RAIF and the Model for Disaster Resilience of Place DROP provide facility managers with the skills and techniques necessary to improve the resilience of their built environments. Facility managers may help make communities more sustainable and resilient to catastrophes by integrating resilience concerns into their daily operations.

REFERENCES:

[1] S. L. Cutter *et al.*, "A place-based model for understanding community resilience to natural disasters," *Glob. Environ. Chang.*, 2008, doi: 10.1016/j.gloenvcha.2008.07.013.

[2] S. K. Aksha and C. T. Emrich, "Benchmarking Community Disaster Resilience in Nepal," *Int. J. Environ. Res. Public Health*, 2020, doi: 10.3390/IJERPH17061985.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[3] K. O. Twum and M. Abubakari, "Cities and floods: A pragmatic insight into the determinants of households' coping strategies to floods in informal Accra, Ghana," *Jamba J. Disaster Risk Stud.*, 2019, doi: 10.4102/JAMBA.V11I1.608.

[4] R. M. Adams, D. P. Eisenman, and D. Glik, "Community advantage and individual self-efficacy promote disaster preparedness: A multilevel model among persons with disabilities," *Int. J. Environ. Res. Public Health*, 2019, doi: 10.3390/ijerph16152779.

[5] L. Siebeneck, S. Arlikatti, and S. A. Andrew, "Using provincial baseline indicators to model geographic variations of disaster resilience in Thailand," *Nat. Hazards*, 2015, doi: 10.1007/s11069-015-1886-4.

[6] N. W. Lazarus, "Re-specifying disaster risk: concepts, methods, and models," *GeoJournal*, 2014, doi: 10.1007/s10708-014-9521-6.

[7] S. L. Cutter and S. Derakhshan, "Implementing disaster policy: Exploring scale and measurement schemes for disaster resilience," *J. Homel. Secur. Emerg. Manag.*, 2019, doi: 10.1515/jhsem-2018-0029.

[8] C. Salazar-Briones, J. M. Ruiz-Gibert, M. A. Lomelí-Banda, and A. Mungaray-Moctezuma, "An integrated urban flood vulnerability index for sustainable planning in arid zones of developing countries," *Water (Switzerland)*, 2020, doi: 10.3390/w12020608.

[9] J. M. Lawrence, N. U. Ibne Hossain, R. Jaradat, and M. Hamilton, "Leveraging a Bayesian network approach to model and analyze supplier vulnerability to severe weather risk: A case study of the U.S. pharmaceutical supply chain following Hurricane Maria," *Int. J. Disaster Risk Reduct.*, 2020, doi: 10.1016/j.ijdrr.2020.101607.

[10] S. Pauleit, H. A. El Wafa, and D. O. Pribadi, "Peri-urban agriculture: Lessons learnt from jakarta and addis ababa," *F. Actions Sci. Rep.*, 2019.

[11] J. Sahani *et al.*, "Hydro-meteorological risk assessment methods and management by nature-based solutions," *Science of the Total Environment*. 2019. doi: 10.1016/j.scitotenv.2019.133936.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 9

STRATEGY-AS-PRACTICE: SOCIAL IMPLICATIONS OF WORKPLACE DESIGN

Dr. Jayakrishna Herur, Associate Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-jayakrishna.udupa@presidencyuniversity.in
Prof. Kamal Bhowmik, Regional College of Management, Bangalore, India

ABSTRACT:
Strategy-as-Practice is a concept that emphasises the social ramifications of workplace design and how it affects unexpected strategic activities inside Organisations. This viewpoint acknowledges that strategy is not only a top-down, formal procedure but also develops via the routine behaviour and interactions of people and groups at work.An organization's social dynamics, interpersonal interactions, and behavioral patterns are significantly influenced by workplace design. It includes the general working environment as well as the physical layouts, office configurations, and technological infrastructure. These design choices have a significant effect on how employees engage, communicate, and collaborate.The social effects of workplace design are directly related to organisational strategy.Information exchange, knowledge transfer, and invention may all be facilitated or hampered by the physical design and structure of the workplace. Employee engagement, teamwork, and cooperation levels may all be affected. These social factors in turn influence how teams and individuals react to unanticipated opportunities and challenges and how strategic decisions are made.In order to maximize employee productivity and foster strategic agility, Organisations must understand the social consequences of workplace design. Organisations may motivate people to take strategic activities that boost creativity, flexibility, and competitive advantage by fostering an atmosphere of open communication, trust, and cooperation.

KEYWORDS:
Design, Interaction, Organisations, Strategic, Workplace.

INTRODUCTION

A unique method for examining organisational strategy that focuses on micro-level social practises is known as strategy-as-practises. Richard Whittington first proposed SaP, which was then expanded into a comprehensive study agenda by Johnson in the early 2000s. The emphasis of strategy studies has switched from strategies something that companies have to strategizing something that Organisations do. As a result, strategy makers came into emphasis instead of Organisations. SaP has its roots in practises theory, an approach that, before being applied to strategy, had been used by social scientists in other disciplines to research the practises of scientists , accountants, and architects. his approach is linked to the larger practises turn in social sciences. Prior to SaP, mainstream strategy research focused on the causal relationships between intentionally made strategic plans and organisational performance results, and statistical techniques of analysis dominated strategy research at the time. The introduction of SaP led strategy researchers to refocus their attention on the strategy makers themselves and on the actual process of strategy creation. The change in emphasis was matched by a switch from quantitative to qualitative methodology, which allowed for observations of the routine behaviour and interactions of strategy practitioners.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

This method of doing strategy research has improved our theoretical comprehension of strategy formulation while also providing useful information for strategy practitioners [1]–[3].

The long-term direction that an organization realizes is a widely acknowledged description of what makes up its strategy. This concept leaves room for the idea that not every strategy is consciously designed. As most of the early study in the subject of strategy had this emphasis, it is easy to conceive of strategy making as major choices made by top executives in boardrooms that purposefully affect the long-term path of a company. This understanding of strategy, however, was refuted in the 1980s by data showing that not all organisational strategies were consciously developed. The long-term course that an Organisation actually takes may be the consequence of planning, but it may also be the result of activities that were not included in the official planning process. This is conceivable because the choices and behaviour that influence an organization's trajectory are decisions made by agents outside of the Organisation that may have an impact on decisions that are not merely taken in the boardroom. Despite having an impact on organisational strategy, strategic agents may be found at any level of the organisational hierarchy[4]–[6].

In addition, they are not always operating strategically consciously. Many decisions and actions are taken instinctively in response to everyday problems, which leads to unintentional strategy-making. SaP research has also shown that these instinctive decisions can accumulate into patterns that we eventually recognize as strategic. Emergent strategy is the term used by strategists to describe the unplanned component of a realized strategy. All Organisations exhibit emergent strategies, at least in part. Strategic planning almost seldom yields the long-term direction that an Organisation really follows in reality[7], [8]. In fact, the data shows that emergent strategy becomes increasingly obvious as the Organisation competes in more volatile, unpredictable, and complicated environments. It is more likely that components of the path an Organisation actually takes in practises have developed the quicker the environment changes and the more rapidly strategic plans go out of date. As a result, we now have a far greater grasp of the range of individuals who are purposefully and unwittingly engaged in the strategy-making process, and this understanding has highlighted the social aspect of strategy. SaP academics see strategy as a social phenomenon and strategy implementation as a social achievement [9]–[11].

DISCUSSION

The recognition of strategy-making as a social achievement has sparked SaP experts' interest in social interaction as a crucial analytical unit. According to several studies strategy is created through embodied social interaction. As a result, the interaction profiles who interacts, how often, and for how long found in Organisations have a significant impact on the characteristics of strategy that are realized in practises.The majority of SaP research to date has concentrated on the social interactions of purposefully strategic actors, with new insights being produced in the roles of strategy meetings and away days, the influence of middle managers in strategy making, the use of strategy tools in facilitating specific types of interaction, and the role of strategy professionals. The importance of interaction in emergent strategy has received less attention, despite recommendations for additional SaP research, and it is in this context that the relevance of workplace studies is seen as being especially important.

Applicability to Workplace Studies

Combining workplace design with strategy-as-practice presents possibilities for both groups and has the ability to provide practitioners practical insights. to choices made on workplace layout. Senior corporate executives and other strategists may now be included in the

Regional College Of Management Bangalore IQAC Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

research's audience, in addition to facilities managers and architects. Workplace studies have the potential to advance our knowledge of how space and spatial arrangements affect strategy, according to SaP researchers. The following there have been several requests to do this in recent years, and some exceptional but rare replies to these requests have been made. The lack of a chapter on space in any of the top strategy books now used in business schools serves as possibly the finest example of how early this subject is.The following may be used to explain the reasoning for collaboration. The patterns of social interaction that take place in companies are influenced by the spatial arrangements that come from workplace design. Because it affects who interacts with whom when making strategic decisions, patterns of social interaction that take place inside companies have an effect on the strategies that are ultimately implemented by such Organisations. There is a shared interest in the causes of social interaction in the workplace at the nexus of these two disciplines.

Research in architecture and workplace design is the main source of proof that the spatial structure of the workplace affects patterns of social interaction.The contemporary workplace is a network of social spaces where individuals are connected by physical infrastructures. These social spaces build the framework under which the social infrastructure of the workplace developsneed by the way the offices are set up, where the interactions take place. According to Hillier and Hillier & Hanson, the location of each space in respect to all other spaces is known as spatial configuration. According to research, offices may be physically structured in a wide range of ways that can be quantitatively analyzed and compared in an impartial manner. These techniques provide quantifiable measurements of the spatial layout of a workplace, such as integration and segregation. When all areas are easily linked to one another, as may be the case with open-plan offices, workplaces may be highly integrated. In contrast, segregated workplaces develop in poorly linked locations, as can be the case in businesses with cellular offices. It has been shown that these integration indicators have an effect on social interaction. The number of unplanned interactions and interactions across teams tends to increase in more integrated workplaces.

Several additional elements influence the interaction profile that emerges. For instance, proximity increases contact, therefore where individuals are located in the workplace matter. Employees are more likely to engage inside teams and discourage connection between teams if they are placed near to one another, which might result in organisational silos.However, attractors, which are amenities like kitchens that are known to accentuate the organically integrated nature of space by inviting more movement, may be used to promote mobility inside the workplace. Watercoolers, photocopiers, meeting places, breakout areas, and coffee makers are a few examples of attractor items. 'Functional zones' of social contact are created at work by proximity and mobility.Sailer and Thomas look at the link between the workplace's physical layout and the organization's declared goals using quantitative methodologies for understanding space. Wineman et al. investigate the relationship between organisational social structure and spatial layout and how it affects innovation. A metric that may be used to objectively gauge the degree to which spatial and social structures correlate has been further developed from the complicated interaction between an organization's geographical layout and its social structure.

The authors show how socio-spatial correspondence may significantly affect the interaction patterns that lead to Organisation, coming to the conclusion that social structures and spatial layout cannot be separated from one another.It is clear that the spatial arrangements created by workplace design have an effect on the social interaction patterns that take place in businesses. It is uncommon for this study, nevertheless, to take the next logical step and link the social interaction patterns that exist inside firms to the tactics that such Organisations implement. This evidence mostly comes from SaP research, which continually shows the significance of space and spatial arrangements in the workplace via qualitative accounts that

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

detail how planned and unplanned social contact in the workplace affects strategic results.In three unique sorts of space, Jarzabkowski et al. demonstrate how three forms of strategic work carried out inside a reinsurance broker are socially performed. The social activities that take place in the spaces are demonstrated to be both enabled and constrained by them, with implications for the strategic work undertaken. In three high-end restaurants, Bouty and Gomez show how the spatial entanglements of the workplace affect social connections, which in turn affect the creativity that is readily apparent in such businesses. According to Bouty & Gomez, the authors specifically show that each thread of creativity is related to specific spaces.

The arrangement of these areas contributes to the social integration of working on ideas inside the business.The study results that demonstrate the significance of unexpected contacts for creativity and invention serve as the foundation for this work. New and creative ideas may emerge through encounters with individuals you didn't realize you needed to engage with and interactions beyond organisational boundaries can result in genuine originality. Pinch also demonstrates how the physical layout of the office may affect creative thinking. Pinch, however, emphasises the intricate nature of creativity and its connection to space by positing that the creative act is related neither to one place nor to one specific person, but rather to the intricate and frequently impromptu social interaction made possible by spatial configurations in some sort of spatial system. New sorts of social actions arise as a result of the way space is set up making impromptu contact feasible.

Bucher and Langley demonstrate how venues with various qualities, which they refer to as reflective and experimental, foster social interaction that facilitates strategic change using routine dynamics approaches. The arrangement of these areas and how they interact promote cross-group social contact, which aids in the process of transformation. In contrast, Siebert et al. demonstrate that spatial arrangements that limit social contact to pre-selected groups might actually operate to thwart tactical change, SaP research has shown how social contact affects strategy.According to the data, everyday social contact that is unwittingly strategic has the most influence on the strategies that companies eventually implement. Workplace design should be increasingly crucial to an organization's strategic planning as business settings grow ever more unpredictable, as shown by workplace research that shows how the spatial architecture of the workplace impacts social interaction. As a consequence, the SaP theory's approaches might put workplace design, facilities management, and corporate real estate management on the agendas of organisational leaders.

Methodology

Despite the unmistakable contributions of research in workplace design and SaP, there are still gaps in the prevalent approaches of both fields that impede continued development of a deeper comprehension of how workplace design affects strategy. The methodological contributions and gaps in the two disciplines are discussed in this part in order to better understand how workplace design affects strategy.Strategy-as-Practises largely use qualitative approaches to identify and investigate strategic work. How to identify non-deliberately strategic activity that results in the establishment of long-term organisational orientations has proven to be a particular problem for the SaP community. The SaP research community has used and created three techniques that improve researchers' capacity to identify and analyses both purposeful and emergent strategic activity.

The first makes use of ethnographic approaches, which include the researcher's prolonged immersion in the daily environment lived by strategists. By using ethnographic techniques, SaP researchers have concentrated on the micro-foundations of strategy and the apparently routine daily activity of strategy makers. This has allowed examination of the embodied nature of strategy practises to be included.The second approach makes use of routine analysis, which has improved our capacity to spot interactional and behavioral patterns that

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

support organisational strategy. According to Feldman & Pentland, routines are repetitive, recognizable patterns of interdependent actions carried out by multiple actors. Although these practises may be effortful, they may also be emergent. SaP academics have been able to pinpoint behaviour and interactions that actively and passively support the organization's long-term goals by examining organisational routines.

Utilizing critical discourse analysis is the third technique. Through the examination of narratives and other organisational discourse forms, this line of study pinpoints strategy work. According to reports, this analytical technique is thought to be especially helpful in locating the brief strategic decisions that lead to emergent strategy.Each of these methodologies has improved the SaP researcher's capacity to recognize intentional and accidental strategic practises, which, in the context of this chapter, gives the researcher the chance to observe and examine the nature of social interaction as well as the physical environment in which these strategic practises take place.

These strategies may close gaps in the approaches normally employed by workplace researchers to analyses how workplace design affects business strategy. Benefits, however, do not just accrue in one direction since the majority of SaP research is conducted using qualitative approaches that are often context-specific, leading to a mostly descriptive examination of space and spatial arrangement. This makes it more difficult to compare space across enterprises objectively.

The emphasis on the micro actions of strategy makers also makes it more difficult to identify possible macro trends or patterns, which makes it more challenging to draw bigger, more general conclusions. These criticisms imply that SaP might benefit from an acknowledged technique for conducting more systematic and consistent analyses of spatial systems.

Comparative approaches may be able to resolve the issues with There have been suggestions to integrate more quantitative analysis in SaP research due to its generalizability. Researchers in the workplace have created quantitativetechniques for analysing space and spatial systems, particularly those created by the Space Syntax group.

The late 1970s saw the development of Space Syntax, a social theory of space that is today used in universities and architectural practises all over the globe as a way to quantify the properties of spatial systems.

The sociocracies nature of Space Syntax is significant because it makes the idea of strategy as a social achievement advocated by SaP academics compatible. Space grammar is a theoretical representation of human space that explains how space is organized, how it functions, how it is comprehended, and how it interacts with what we refer to as society.

The Space Syntax technique employs graph theory to define the spatial system using metrics like the degree of integration or segregation, as previously mentioned, and develops a mathematical link between each space and every other space in a geographic system. by incorporating the ideas and techniques employed by strategy-as-practice academics into workplace studies, it may be possible to comprehend the impact that workplace design has on the strategies that are implemented by firms. Working towards this goal would put workplace management and design at the top of boardroom agendas.

Limitations

The issue of detecting strategic behaviour in real time is one of the key constraints of SaP research. A single agential activity or a specific social interaction may only be perceived as having a strategic aspect in retrospect since strategy is defined as patterns of behaviour that an Organisation realizes over the long-term stresses, a board of directors' attendance in lengthy strategy workshops does not ensure that their conclusions would ultimately result in materialized patterns of action for the firm. Equally as important, inadvertently strategic players may influence realized long-term patterns of activity by the way they react to common issues. This implies that every choice or social interaction may only be described as

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

strategic after the fact.For the SaP group, which has the stated goal of understanding how practitioners do strategy in their regular activities and interactions, the challenge of retrospective attribution is crucial.

This constraint has the effect that although social interaction profiles of potentially strategic players may be investigated in real time, researchers will only be able to determine if the interactions were strategic after the fact. This issue is acknowledged as the constant and unfinished task for social theory and is not exclusive to strategy study.This chapter's suggested cross-disciplinary strategy will not be able to resolve the issue. However, it does have the ability to provide novel viewpoints that bring us one step closer to comprehending the regularity of unforeseen strategic behaviour. For instance, SaP research has shown that firms with various social interaction profiles exhibit varied strategic traits. Investigating a connection between the workplace and the interaction profiles discovered might suggest that the physical layout of the workplace serves as a real-time stand-in for the intricate network of interactions that eventually affects the organization's long-term strategy.

Theory Relevance to Practice

Producing insights that strategy practitioners might use was one of the main goals of the SaP research agenda from the start. Due to its focus on the routine practises of strategy makers, SaP is seen as a complement to conventional strategy research. According to what has already been said, this has led to research that has significant practical relevance on topics like how middle managers contribute to the creation of strategies, how meetings are used, how strategists use tools, how strategists use professionals and consultants, and how strategists use language.This chapter has argued that the importance of space in strategy formulation, especially with respect to emergent strategy, should be included to this list of scientific discoveries with practical application. According to some, SaP is especially well adapted to meet this problem because of its methodologies, which are sensitive to the phenomena of emergent strategy. However, it has also been claimed in this chapter that SaP requires the assistance of the research community in workplace studies in order to comprehend and assess the impacts of space and spatial layout.

Such a study plan may have major practical value since it may provide new information about how workplace design choices may affect the organization's long-term goals. Managers already have an intuitive understanding of this since it is known that office architecture has an impact on who interacts with whom and how often, and that this has an impact on outcomes that are essentially strategic in nature. High-tech corporations often construct enormous open-plan offices that advertise themselves as cathedrals to innovation, for instance. The influence of the workplace layout on social interaction is what makes the difference, according to the architects of these.According to Gehry, Zuckerberg did not want the Facebook headquarters to be too designed. Additionally, it needed to be adaptable to the constantly-evolving nature of his firm it needed to be both collaborative and not impose itself on their open and transparent culture.

Similar to this, Norman Foster stated that the layout of the Apple Inc. HQ in Cuppertino, California, with the majority of the staff gathered around a large table rather than in individual offices, was intended to foster collaboration. Of course, there is debate over the effect of these huge open-plan offices. According to Sailer and Thomas, open-plan workplaces provide a dichotomy between perception and reality. such who really work in such offices tend to genuinely despise working there, in contrast to what some of the world's top architects and the CEOs they work for assert.Research on firms switching to open-plan offices is far from definitive as one-third of studies claim good benefits, one-third show a decline in communication, and the other third is inconclusive.These findings imply the need for new theoretical foundations that would have significant practical application for the interaction between organisational strategy and the workplace.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CONCLUSION

The idea of Strategy-as-Practice underlines the social effects of workplace design and how they influence unforeseen strategic activity inside of enterprises. This point of view recognizes that strategy is not simply a top-down, formal process but also evolves as a result of everyday interactions and interactions between individuals and groups at work.Workplace design has a big impact on how social dynamics, interpersonal relationships, and behavioral patterns are in an Organisation. In addition to the physical layouts, office setups, and technical infrastructure, it covers the overall work environment. These design decisions have a big impact on how workers interact, communicate, and work together.Organisational strategy is intimately tied to the social consequences of workplace design. The physical layout and Organisation of the workplace may either help or hinder knowledge transfer, information sharing, and creation. Levels of collaboration, teamwork, and employee engagement may all be impacted. These social elements then affect how teams, people, and strategic choices are made in response to unforeseen possibilities and obstacles. Organisations must be aware of the social implications of workplace design in order to enhance staff productivity and create strategic agility. By promoting an environment of open communication, trust, and collaboration, Organisations may encourage employees to engage in strategic activities that increase creativity, adaptability, and competitive advantage.

REFERENCES:

[1] U. Wilkens, "Artificial intelligence in the workplace – A double-edged sword," *International Journal of Information and Learning Technology*. 2020. doi: 10.1108/IJILT-02-2020-0022.

[2] S. Nijjer and S. Raj, "Social media use in academia," *J. Information, Commun. Ethics Soc.*, 2020, doi: 10.1108/jices-08-2019-0093.

[3] M. Tu, Z. Cheng, and W. Liu, "Spotlight on the effect of workplace ostracism on creativity: A social cognitive perspective," *Front. Psychol.*, 2019, doi: 10.3389/fpsyg.2019.01215.

[4] A. Backhouse and P. Drew, "The design implications of social interaction in a workplace setting," *Environ. Plan. B Plan. Des.*, 1992, doi: 10.1068/b190573.

[5] T. Foy, R. J. Dwyer, R. Nafarrete, M. S. S. Hammoud, and P. Rockett, "Managing job performance, social support and work-life conflict to reduce workplace stress," *Int. J. Product. Perform. Manag.*, 2019, doi: 10.1108/IJPPM-03-2017-0061.

[6] T. Wushe and J. Shenje, "The relationship between social media usage in the workplace and employee productivity in the public sector: Case study of government departments in Harare," *SA J. Hum. Resour. Manag.*, 2019, doi: 10.4102/sajhrm.v17i0.1116.

[7] M. M. Hopkins and R. D. Yonker, "Managing conflict with emotional intelligence: Abilities that make a difference," *J. Manag. Dev.*, 2015, doi: 10.1108/JMD-04-2013-0051.

[8] C. X. J. Ou, R. M. Davison, X. Zhong, and Y. Liang, "Empowering employees through instant messaging," *Inf. Technol. People*, 2010, doi: 10.1108/09593841011052165.

[9] J. B. Justesen, P. Eskerod, J. R. Christensen, and G. Sjøgaard, "Implementing workplace health promotion - role of middle managers," *International Journal of Workplace Health Management*. 2017. doi: 10.1108/IJWHM-04-2016-0030.

[10] K. Amponsah-Tawiah and F. Annor, "Do Personality and Organizational Politics Predict Workplace Victimization? A Study among Ghanaian Employees," *Saf. Health Work*, 2017, doi: 10.1016/j.shaw.2016.08.003.

[11] R. Gerards, A. de Grip, and C. Baudewijns, "Do new ways of working increase work engagement?," *Pers. Rev.*, 2018, doi: 10.1108/PR-02-2017-0050.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 10

UNDERSTANDING MULTIFACETED DECISION-MAKING FOR WORKPLACE STRATEGIES

Dr. Lakshmi Prasanna Pagadala, Associate Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-lakshmi.prasanna@presidencyuniversity.in
Dr. Sivaraman, Regional College of Management, Bangalore, India

ABSTRACT:
The Theory of Decision-Making examines the complex nature of organisational decision-making processes and emphasises how taking a complete approach may help create successful workplace strategies. Making decisions is a crucial part of organisational management since it entails choosing the best course of action from a variety of options in order to accomplish desired results.The goal of this abstract is to go further into the idea of decision-making and how it may be used to create strategies for the workplace. It tries to investigate the many decision-making components, such as cognitive, emotional, social, and environmental elements, and how they all affect decision-making as a whole.Organisations may adopt a comprehensive strategy that includes diverse views, analytical tools, and decision-making models by acknowledging the complexity of decision-making. This method guarantees a more thorough review of the information available, risks, and possible outcomes while acknowledging the variety of variables that influence choices.The significance of include stakeholders in decision-making processes will also be covered in the abstract. Organisations may improve the quality of decision-making and promote stakeholder buy-in and support for ensuing workplace policies by requesting feedback from various people and groups inside the Organisation as well as taking into account outsider opinions.

KEYWORDS:
Approach, Decision, Stakeholder, Strategy, Workplace.

INTRODUCTION

In the middle of the 20th century, the phrase decision-making was borrowed from the field of public administration and introduced to the corporate sector. Numerous academic fields, including mathematics, sociology, psychology, biology, economics, and political science, have investigated decision-making. Business management and organisational be behaviour are the fields that are especially relevant to the workplace.When it comes to management decision-making, there are often two opposed viewpoints known as generations. The first generation makes the erroneous assumption that humans are endowed with perfect reason, leading to the development of normative judgmental techniques based on numerical values and utilitarian considerations. Although these theories began with the notion of perfect rationality, they soon came to embrace the idea of bounded rationality, which states that there are many cognitive agents that affect a person's decisions, such as access to information, computational ability, and other environmental factors. Contrarily, the second acknowledges the importance of personal emotions in any decision-making process [1]–[3].

According to the latter perspective, qualitative problem-solving and solution mediation processes are impacted by the decision-makers' styles, backgrounds, personalities, and prior experiences. These generations may be categorized as hard systems approaches or soft

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

systems approaches, respectively. As an alternative paradigm to traditional perspectives of decision-making, the multiple viewpoint approach (MPA) may be seen as a significant revamp. Technical, organisational or social, and personal or individual views on an issue are among those that MPA aims to sweep in under a unbounded system thinking. According to this method, several technical perspectives of a system should be combined via the acquisition of data and close examination using analytical models. Additionally, as many stakeholders and sources as feasible should be included in the collection of the organisational and individual viewpoints. The interdependencies and reciprocal effects of perspectives are given particular emphasis by MPA. Despite the fact that MPA has not been explicitly legislated, it has 'Messy' situations that are marked by are described as holistic and all-encompassing, and are particularly ideal as a generic analytical framework for usage onUncertainty and conflict. This method establishes a collection of general concepts that may be applied to other situations outside of the one in which it was originally established, acting as a changeable knowledge base.The fundamental concepts of Strategic Decision Making (SDM), Stakeholder Approach, and Multiple Criteria Decision Analysis (MCDA), within which MPA is founded, are used in management situations to illustrate how MPA might assist workplace choices in this chapter[4]–[7].

DISCUSSION

The process by which decisions that result in major long-term effects and the commitment of large resources are actually implemented is referred to as SDM. Given that the future is somewhat uncertain, SDM provides useful tools to produce longer-term judgements that are more correct, even if they are merely based on a collection of broad assumptions. By its very nature, SDM distributes resources, mostly financial ones, in the present to set up rewards in the future. Unlike operational or tactical decision-making, SDM takes longer time horizons into account. When used in the context of the built environment, SDM seems to be more relevant to real estate choices when taking into account long-term investments in the building than to workplace decisions where changes occur more often. Additionally, there are often more factors to consider when making a decision than just maximizing financial value. Multiple Criteria Decision Making or Analysis (MCDM or MCDA), which identifies the decision alternatives, generates and selects solutions, and evaluates the tools designed to support decisions involving either one or several decision makers acknowledges the existence of various conflicting criteria in various decision-making settings[8].

However, MCDA often fails to properly identify and include stakeholders and seems to be utilised more as an assessment tool than a design approach. The stakeholder model as put out by Free, albeit not without criticism, might get over these restrictions. Although the concept of stakeholders acknowledges the presence of several constituencies, their interests are nevertheless often solely seen in economic and financial terms. The role of developing a single-valued aim as a synthesis for efficient decision-making is absent from stakeholder theory per se since it does not specify principled criteria for decision-making. The Multiple Perspective Strategic Choice Making theory, which the authors of this chapter advocate for use in choice contexts relating to the workplace, combines and advances these three strategies[9]–[11].

Strategic Decision Making from Multiple Perspectives: Key Ideas and Challenges

You may think of Multiple Perspective Strategic Decision Making (MPSDM) as one of the many streams that make up the overall SDM methodology. In order to bridge the gap between theoretical analysis and action in the real world, the multiple viewpoint method was developed between the late 1970s and the early 1980s by operation researchers and system practitioners The initial military applications came from the United States. System choices, regional development, planning for the healthcare and education sectors, predicting and evaluating the energy sector, and corporate policy decisions. The use of numerous

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

viewpoints, such as the aforementioned T, O, and P, is based on them basic presumptions that each viewpoint contributes distinctive insights to the others and that the O and P views assist close the gap between analysis and action, which are the phases of a decision process that are primarily focused on T.This technique, which integrates T, O, and P, offers a particular three-dimensional perspective to handle frequent problems faced in real-world systems needing decision-making.Although there is no established methodology or formula for this theory, it can be supported by rules for applying the concept (Figure.1), such as those re-elaborated by Wainfan for the RAND Corporation under the definition of Multiple Perspective Strategic Decision Making (MPSDM), which are as follows:

1. Define the issue, specifically.
2. Framing the strategic challenge with suitable scorecards.
3. Addressing numerous points of view in the study by investigating both objective and perspectivesubjective characteristics concurrently.
4. Reducing the complexity of the issue at hand by assigning dimensions to uncertainties and viewpoints in order to provide a collection of options that can be contrasted and combined.
5. Formulating a plan based on careful study, including communication and execution via briefing, while taking into account requirements for flexibility for any future adjustments.
6. MPSDM is thus founded on a number of ideas. It promotes systematization of a wide range of stakes, first. The idea behind it is that decision-makers could never come to an agreement.
7. Values or what people think is significant.
8. Opinions, or the unique mental models that describe how the world functions.
9. Anticipations, or a person's idea of how the future will play out. However, it suggests a number of approaches to categories various stakeholders, take into account their viewpoints, and identify a shared point of agreement among them.

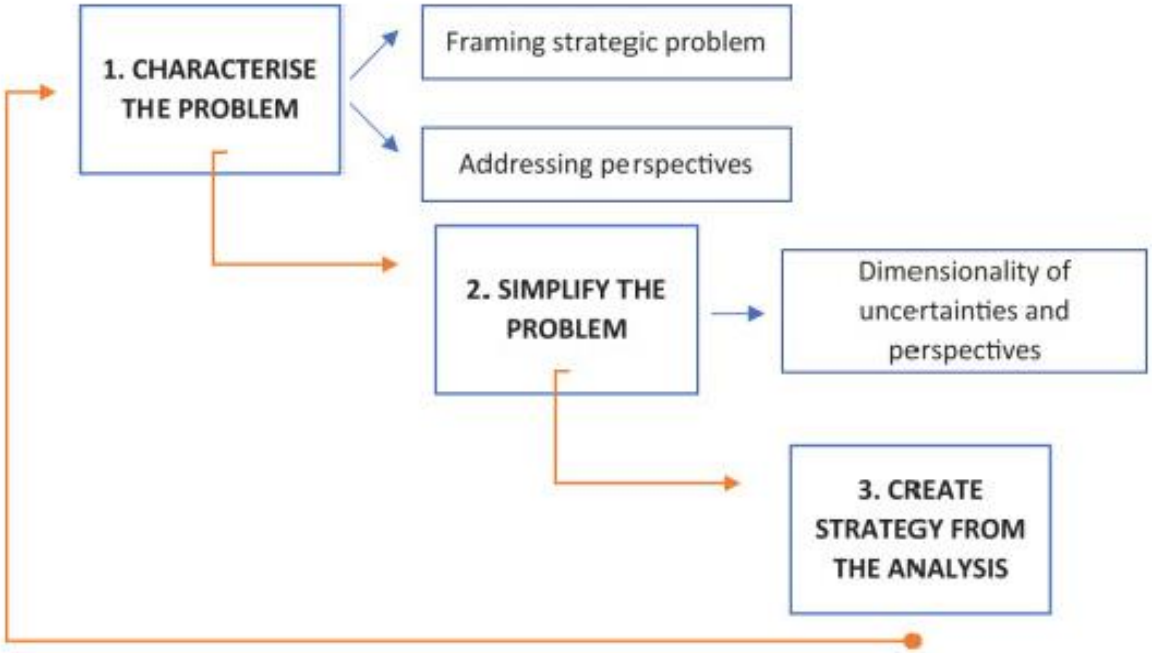


Figure 1: Represting the MPSDM approach [Library O en].

Second, it is evident that this paradigm encourages the use of several disciplines and methods in issue resolution. Actually, in the so-called T-O-P Balance, the examined Technical (T), Organisational (O), and Personal (P) viewpoints depend on various disciplinary domains and

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

enquiring styles. T exemplifies the logical problem-solving strategy often used in research and engineering, where data is processed quantitatively. O and P stand for the arbitrary opinions of people, namely the individuals or groups both official and informal participating in the choices, when data is acquired, for instance, by qualitative techniques like interviews, surveys, or other means.

Although they have been included into later iterations of the model, ethical and aesthetic viewpoints have not yet been fully specified.Third, after certain elements have been discovered to affect the choosing of choices, the technique is iterative and suggests recurrent examination and group debate.Finally, by developing a strategy from analysis, this methodology shows that strategy does not just relate to making a decision but also to forging forward.

The multi-perspective strategic decision-making method looks to be a helpful support for workplace management practises and research as a result of these solid conceptual underpinnings, as the next section shall elaborate. Its focus on the many views that define the players participating in the process, in particular, might provide fresh perspectives on workplace operations.

Adaptation of MPSDM to Workplace Management

In conclusion, it is strongly advised that strategic decision-making in the workplace be done using a systematic multiple-perspective paradigm since it can:

1. Increase the number of participants to include a variety of viewpoints.
2. Using a systematic set of values that might encompass social, environmental, and economic factors using both quantitative and qualitative criteria, direct the development of workplace strategy.
3. Coordinate the decision-making process for a workplace plan using a systematic approach that is based on the study of various circumstances and demands.
4. Three major methodological steps make up the theory presented in this chapter (Figure .2).

As it emphasises the close relationship between the analytical phase and the implementation phase via the ongoing participation of stakeholders, this theory extends earlier research and hypotheses on MCDA and CRE alignment models.

This theory supports conventional stakeholder methods by going beyond simple stakeholder identification and description to include them in the development of a workplace strategy.

The Preference-based Accommodation Strategy (PAS), developed by Arestin, may be connected to this idea. While this MPSDM delves into the workplace component to enable workplace strategy generation, PAS applies at the CREM level with the aim of aligning the portfolio to the overall corporate strategy.

Methodology

It is important to establish the suggested MPSDM theory's viability before applying it to workplace tactics. Then, Tan et al, for example, affirm four aspects or factors of RE/FM alignment using a questionnaire. Senior specialists in the fields of FM and real estate/property, many of whom operate at strategic levels and represent numerous nations, would grade the concept's level of applicability, completeness, robustness, and soundness on a five-point Likert scale.

To address the topic of how to develop, form, and make a workplace strategy based on an MPSDM approach, more research should be conducted to assess the applicability of this theory. Empirical research methods have typically been employed by academics to examine the subject in the decision-making area and when applying versions of the MPSDM model in various situations.

For instance, pilot studies have been created to test Preference-based Accommodation Strategy (PAS) design in a university campus with the participation of four main stakeholder

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

categories, such, as well as to measure facility performance in local government with the participation of four stakeholder groups, such as in.

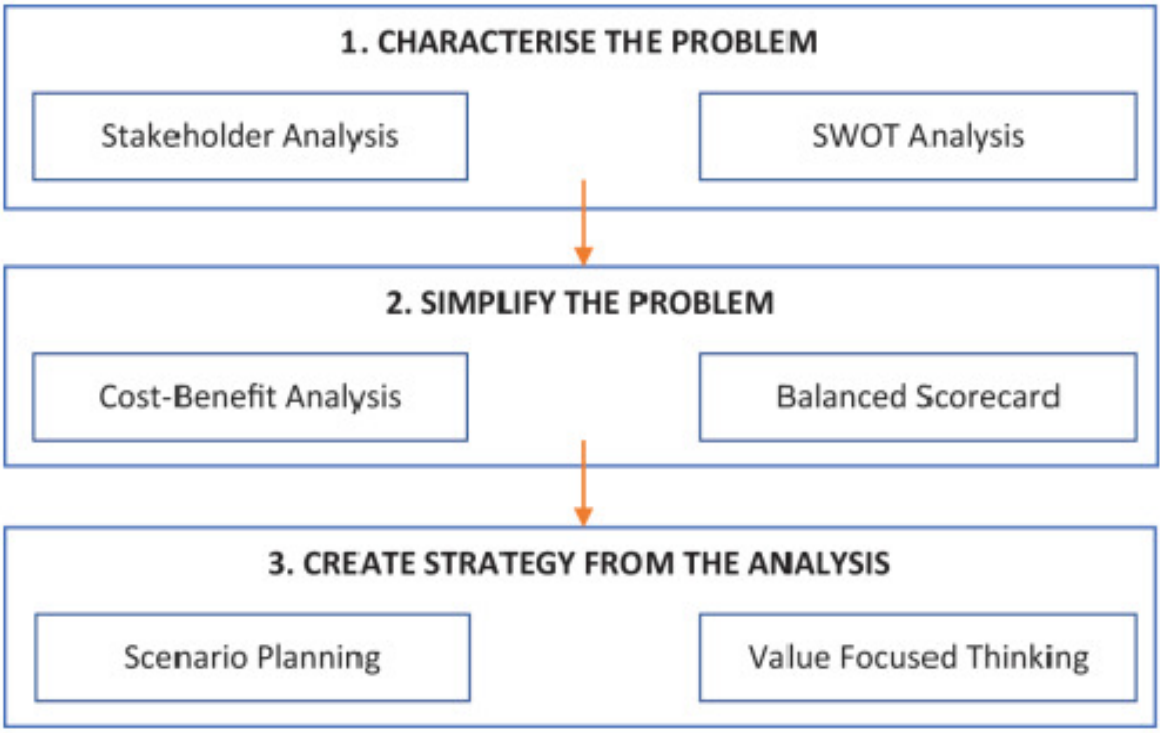


Figure 2: Represting the Three strategic phases of workplace decisions[Library Open].

Overall, it is advised to conduct multiple-case research in order to get more insightful findings than to apply a pilot to a single example, which runs the risk of revealing context-dependent findings.The stakeholders who will ultimately benefit from the theory and its associated application must also be consulted in order to confirm the applicability of this strategy. In this context, Arkesteijn has conducted interview rounds and ethnographic approaches, building once more on soft operations research methodologies that investigate:

1. Interviews with people who have used the approach.
2. The approach's allure. and efficiency of the procedure in both.
3. Participants' observations.
4. Participants' views, i.e., researchers.

The MPSDM hypothesis might be tested using similar research methods as well. To assess the efficacy of the final workplace strategy's execution, ideally, a second verification step would be required. By conducting Post-Occupancy Evaluations and monitoring the previously established KPIs throughout the execution of the plan until the adoption of workplace design and management solutions, the latter aim would be addressed. The suggested theory's use would promote research into the perspectives that maycontrol over workplace administration. There is a shortage of cogent research on users and stakeholders in the workplace on user-centered design thinking. First, using stakeholder analysis techniques would encourage the participation of more stakeholders in business decisions, as various writers have argued. However, participation in these events is not always properly planned, and as a result, results are often weak.

All necessary stakeholders in a workplace plan or project would be represented by the systematic implementation of MPSDM.Second, MPSDM would encourage stakeholders to be categorized in more precise ways. Instead, then classifying stakeholders' groups in a deductive manner based on presumptions and habits such as organisational charts and the like, MPSDM recommends inducing stakeholders' groups via individual analysis.It could be insightful to examine the values, opinions, and goals of stakeholders in the workplace on an

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

individual basis. These paradigms may be examined with certain surveys, interviews, or focus groups, but ethnographic and action research approaches that include watching over or taking part in workplace decision-making are even more effective.Stronger connections between the decision-making process and the implementation stages that follow the development of a workplace strategy would result from more study on the use of MPSDM concepts in the workplace setting.

CONCLUSION

In order to establish effective workplace tactics, the Theory of Decision-Making emphasises the need of using a diverse approach to decision-making. Making decisions is a difficult process that is impacted by a variety of environmental, social, emotional, and cognitive elements.

Organisations may improve the quality and efficacy of their decision-making processes, resulting in the creation of more effective workplace strategies, by taking into account these variables and using a holistic strategy.

The incorporation of numerous viewpoints, the collecting of varied information, the use of various analytical tools, and the use of distinct decision-making models are all components of a multifarious approach to decision-making. This method acknowledges that choices are not just based on logical analysis but also take into account social and emotional factors as well as the specific organisational situation.

Organisations may use the expertise, experience, and viewpoints of stakeholders by including them in the decision-making process to produce choices that are more inclusive and well-informed.

This encourages a feeling of ownership and commitment among stakeholders, boosting the possibility that workplace plans will be successfully implemented.Additionally, an organised and methodical approach to decision-making, including the use of scenario analysis and decision frameworks, helps organisations to weigh several possibilities, foresee possible hazards, and make well-informed decisions.

This lessens the influence of biases and improves the precision of forecasts, resulting in stronger and more efficient workplace tactics.The Theory of Decision-Making places a strong emphasis on the significance of taking into account various decision-making factors and how they affect business strategy.

Organisations may handle complexity, make wise choices, and create strategies that are in line with their aims and objectives by adopting a multidimensional approach.Ultimately, the organization's capacity to adapt to change, take advantage of opportunities, and achieve long-term success is improved by the use of the Theory of Decision-Making in the creation of workplace strategies. Organisations may design methods that promote good outcomes in the workplace by recognising the intricacies of decision-making and applying a complete strategy.

REFERENCES:

[1] K. W. Eva *et al.*, “Towards a program of assessment for health professionals: from training into practice,” *Adv. Heal. Sci. Educ.*, 2016, doi: 10.1007/s10459-015-9653-6.

[2] L. Campbell, I. Novak, S. McIntyre, and S. Lord, “A KT intervention including the evidence alert system to improve clinician’s evidence-based practice behavior-a cluster randomized controlled trial,” *Implement. Sci.*, 2013, doi: 10.1186/1748-5908-8-132.

[3] O. A. Elrahman, “Technical note: Workzone safety for hearing-impaired transportation workers -A decision making support tool,” *Road Transp. Res.*, 2010.

[4] D. McCloskey, “Other Things Equal - Economical Writing: An Executive Summary,” *East. Econ. J.*, 1999.

[5] P. Abdolrezapour *et al.*, *Politeness in Historical and Contemporary Chinese*. 2011.

[6] T. Rhodes and M. W. Morgaine, “Show Me the Learning,” *Res. Facil. …*, 2009.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[7] B. L. Rinehart, "How Christian leaders become their best-self: A generic qualitative study," 2016.
[8] E. H. Chang and K. L. Milkman, "Improving decisions that affect gender equality in the workplace," *Organizational Dynamics*. 2020. doi: 10.1016/j.orgdyn.2019.03.002.
[9] B. Cuesta-Briand *et al.*, "Understanding the factors influencing junior doctors' career decision-making to address rural workforce issues: Testing a conceptual framework," *Int. J. Environ. Res. Public Health*, 2020, doi: 10.3390/ijerph17020537.
[10] K. E. Toth and C. S. Dewa, "Employee Decision-Making About Disclosure of a Mental Disorder at Work," *J. Occup. Rehabil.*, 2014, doi: 10.1007/s10926-014-9504-y.
[11] H. Thampy, E. Willert, and S. Ramani, "Assessing Clinical Reasoning: Targeting the Higher Levels of the Pyramid," *J. Gen. Intern. Med.*, 2019, doi: 10.1007/s11606-019-04953-4.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 11

ALIGNMENT THEORY FOR CRE AND WORKPLACE

Dr. Akhila Udupa, Associate Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-akhila.udupa@presidencyuniversity.in
Dr. Anala, Regional College of Management, Bangalore, India

ABSTRACT:
The Alignment Theory for Corporate Real Estate CRE and Workplace emphasises the significance of matching organisational objectives and strategies with the physical workplace. The main ideas and tenets of alignment theory are examined, along with how they apply to CRE management, The central tenet of Alignment Theorythat organisational behavior, culture, and performance are significantly influenced by the physical environmentis discussed in the abstract. It highlights the need of having a strategic alignment between the demands of the organization's workers, its goals, and the workplace itself.The different alignment-related topics, such as geographical alignment, functional alignment, cultural alignment, and experience alignment. It draws attention to how these aspects are interrelated and how they affect worker well-being, productivity, and engagement.
The approach of creating alignment in CRE and workplace management is also covered in the abstract. It goes through how crucial it is to comprehend organisational goals, carry out requirements analyses, and include stakeholders in order to create a thorough plan for coordinating the physical workplace with the aims of the Organisation.

KEYWORDS:
Alignment, Design, Organisational, Strategy, Workplace.

INTRODUCTION

According to the Shorter Oxford Dictionary definitions, alignment is the process of making things that are inconsistent or in disagreement with one another harmonious.Strategic alignment is known as the link between an organization's overall goals and the goals of each of the units that contribute to the success of those overall goals, according to Andersen highlight the importance of organisational alignment or fit between internal and external organisational factors as a common theme and distinctive focus in the management literature, demonstrating how alignment theory has indeed become a thread of strategic management thinking.
They conclude that alignment can be understood from the following three dominant perspectives, which rest on a different set of agreements about how organisations learn and perform: process, relational, and strategic. They state that there is a significant lack of agreement on a discrete definition of alignment. In addition, they categories organisational alignment into five categories: environment alignment, cultural alignment, vertical alignment, structural alignment, and horizontal alignment [1][2]–[4].
Strategic management, strategic alignment theory, and organisational performance evaluation are the origins of alignment theory in corporate real estate and the workplace. For example, human resources and information technology, corporate real estate and workplace, along with other organisational infrastructure functions like human resources and information technology, have all independently wrestled with questions of their relationship with organisational strategy and performance. Corporate Infrastructure Integrated Resource Infrastructure Solutions take into account the interrelationships between various

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

infrastructure services. Questions about future organisational aims and performance, as well as their role in supporting that, are common to all of them. These inquiries concern the physical settings and administration of the organization's workplace and corporate real estate. Mintzberg et al. highlight many schools or interpretations of what strategy is and their approaches within the context of strategic management in their book Strategy Safari. The Design and Positioning Schools, which 'prescribe' strategy and its methodologies, are two schools that are often represented in corporate real estate and workplace alignment. Porter, Norton, and Kaplan are members ofthese supposedly prescriptive techniques. Although they aren't addressed in Strategy Safari, Kaplan and Norton may be added to the Design School, with Porter serving as its primary exemplar.School. In these prescription strategies, the strategy is the result of the strategy design process, and the emphasis is on the optimal procedures and contents for strategies. The work on organisational core competences by Prahalad and Hamel, which is a component of the descriptive schools of strategy, belongs to the Learning School. The construction of a strategy is taken into consideration, and descriptive schools explain how a strategy is developed in practises. They underline the ongoing nature of strategy formulation and reject the notion that a strategy is a finished, separate product that is just ready to be put into action. The prescribing Design and Positioning of Schools are covered in this chapter[5]–[7].

DISCUSSION

Case study instructors at Harvard were the school's supporters when Selznick founded it in 1957. A match between internal Strengths S and Weaknesses W and external Opportunities O and Threats T is the goal of SWOTed by strategy, as described by Mintzberg et al. The benefits of this viewpoint include being clear-cut and uncomplicated, requiring little preparation, and providing a framework for thoughts; yet, Mintzberg et al. claim that it has developed into a ritual that is often used but also exploited. The authors claim that while this school's intended message is fit, its actual message is thinking. Congruence, unique competency, competitive advantage, SWOT, formulation, and execution are the school's main words. This school's procedures are well-organized, its administration is strict and unforgiving, and its setting is convenient. This school's contextual component is distinct it may be broken down into economic, technological, social, etc. and stable. 'Machine-like' is a description of organisational structure that denotes a more centralized and regimented approach to strategy [8], [9].

There are drawbacks to the Design School as well. There is no consensus about SWOTs since there is no such thing as a general SWOT. For instance, would the current strengths and weaknesses also apply to other current and future activities? SWOT analyses overestimate possibilities and strengths, which supports the status quo. It breaks through corporate culture, defines strengths and flaws using many criteria, is motivated by anecdotes, and the statements are difficult to corroborate.The borders between Organisations and surroundings are sometimes unclear, the vulnerabilities are veiled, and the threats and weaknesses are often misinterpreted. Opportunities and dangers are unrelated to strengths and limitations. When metrics and criteria are made clear, when SWOTs are prioritized, when outside consultants are utilised, and when SWOTs are stated and supported, SWOTs may be improved.

The Balanced Scorecard BSC, developed by Kaplan and Norton, is a component of the Design School since it places an equal focus on assessing both internal and external circumstances. The BSC is founded on the idea that just financial performance indicators are unreliable and ineffective for making forward-looking management choices. The financial, customer, internal process, and innovation performance aspects are the four performance factors that make up the balanced score. Because firms have obligations to several stakeholder groups, including workers, suppliers, consumers, the community, and shareholders, it examines these aspects. Both forward and backward facing dimensions are

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

included. The BSC has origins in organisational behaviour, strategic management, sociology, and other fields. It is the managerial counterpart of stakeholder theory. In the Design School, alignment refers to the process of comparing strengths and weaknesses, possibilities and rewards, or the four dimensions of financial, customer, internal process, and external process and creativity[10].

Design School and Alignment

Case study instructors at Harvard were the school's supporters when Selznick founded it in 1957. A match between internal Strengths S and Weaknesses W and external Opportunities O and Threats T is the goal of SWOTed by strategy, as described by Mintzberg et al.The benefits of this viewpoint include being clear-cut and uncomplicated, requiring little preparation, and providing a framework for thoughts; yet, Mintzberg et al. claim that it has developed into a ritual that is often used but also exploited. The authors claim that while this school's intended message is fit, its actual message is thinking. Congruence, unique competency, competitive advantage, SWOT, formulation, and execution are the school's main words. This school's procedures are well-organized, its administration is strict and unforgiving, and its setting is convenient. This school's contextual component is distinct it may be broken down into economic, technological, social, etc. and stable. 'Machine-like' is a description of organisational structure that denotes a more centralized and regimented approach to strategy. There are drawbacks to the Design School as well. There is no consensus about SWOTs since there is no such thing as a general SWOT. For instance, would the current strengths and weaknesses also apply to other current and future activities? SWOT analyses overestimate possibilities and strengths, which supports the status quo. It breaks through corporate culture, defines strengths and flaws using many criteria, is motivated by anecdotes, and the statements are difficult to corroborate.The borders between Organisations and surroundings are sometimes unclear, the vulnerabilities are veiled, and the threats and weaknesses are often misinterpreted. Opportunities and dangers are unrelated to strengths and limitations. When metrics and criteria are made clear, when SWOTs are prioritized, when outside consultants are utilised, and when SWOTs are stated and supported, SWOTs may be improved.The Balanced Scorecard BSC, developed by Kaplan and Norton, is a component of the Design School since it places an equal focus on assessing both internal and external circumstances.

The BSC is founded on the idea that just financial performance indicators are unreliable and ineffective for making forward-looking management choices. The financial, customer, internal process, and innovation performance aspects are the four performance factors that make up the balanced score. Because firms have obligations to several stakeholder groups, including workers, suppliers, consumers, the community, and shareholders, it examines these aspects. Both forward and backward facing dimensions are included. The BSC has origins in organisational behaviour, strategic management, sociology, and other fields. It is the managerial counterpart of stakeholder theory. In the Design School, alignment refers to the process of comparing strengths and weaknesses, possibilities and rewards, or the four dimensions of financial, customer, internal process, and external process and creativity.

Positioning School and Alignment

The Positioning School views the development of a strategy as an analytical issue that requires data. Porter's work, which epitomizes this school, was inspired by the industrial Organisation theory and the behaviour of industries in economics. By extension, how to function or place oneself within that industry is the issue for each individual Organisation. The needed analysis comprises two components:

1. External to the Organisation and articulated as five industry factors that have an impact on a firm's operations: customers, suppliers, new entrants, substitutes which

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

have effects similar to those of the firm's goods, and competition between businesses in the industry.

2. Internal to the company in terms of value-adding operations carried out by a business's internal organisational components, such as logistics, marketing, and firm infrastructure.

The assessments provide three defendable generic tactics in comparison to other companies in the sector. Cost lowest cost producer, distinctiveness brand and other intangibles give value to consumers, and focus the scope of the targeted market - large or specific are these general tactics. By using the lowest cost manufacturer, products and services may be successfully priced below those of rivals.

According to Porter 1980, these tactics lead a competitive advantage that can be sustained. According to The Positioning School, developing a general strategy for the company requires top management to analyses the market.

This generic strategy is then executed at lower levels of the organization's business units and organisational roles, such as CRE or workplace management.

As a result, alignment is a top-down process.While this school's intended message is analyses, Mintzberg et al. 1998 claim that the actual message is calculate. Generic strategy, strategic group, competitive analysis, portfolio, and experience curve are some of this school's major phrases. Processes at the school are analytical, methodical, and intentional, and leadership reacts to the analysis. Here, the contextual dimension is elementary, reliable, and experienced. This suggests a more organized and centralized approach to strategy even if the organisational shape is described as a huge machine, ideally in mass or commodity manufacturing.

Workplace Alignment Models

There has not yet been a comparison of workplace alignment models, to the authors' knowledge. However, a number of models were created and used by design and consulting companies, with DEGW serving as the primary participant since 1973. Using the cutting-edge technologies of space budgeting, post occupancy evaluation POE, and participatory briefing, DEGW has been enthusiastic about architecture and integrated building and organisational design. As an early model for workplace alignment, their combined design and research efforts produced the so-called DEGW Den concept Figure1.

Organisations are determined by the kind of work performed, the mostly used procedures, and the physical environments necessary. In The New Office, Duffy argued that flattened hierarchies, important information technology developments, the focus on collaboration and cross-functional contact, and service-led economies were fundamentally changing organisational work patterns.

The rationale of workplace layouts was altered as a result.

Prior to it, the design was mostly centres on organisational structure and hierarchy. Interaction and autonomy are the two main factors that influence the work of any Organisation as a result of the emphasis on work processes. These factors when combined resulted in the four primary labour patterns of hives, cells, dens, and clubs.This model is a part of the Positioning School methodology since it analyses how work processes result in work patterns, which alter office layout. The four fundamental work patterns are comparable to the general tactics taught at the school.The Human Experience Model HX is a more contemporary model for workplace alignment that was created in practises. According to this study, one of the fundamental differentiators in how people interact with an Organisation is the ability to decode, or comprehend, the human experience for real estate. Employee experience is similar to consumer experience in that it focuses on how a person interacts with their colleagues and their surroundings physical, virtual, and even spiritual. This design has three.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

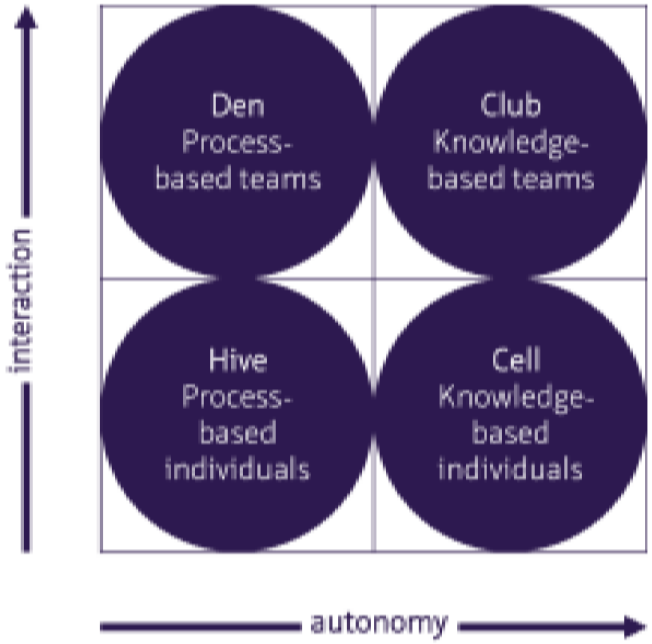


Figure 1: DEGW's Den model organisational demands reflect the processes undertaken [Library Open].

.

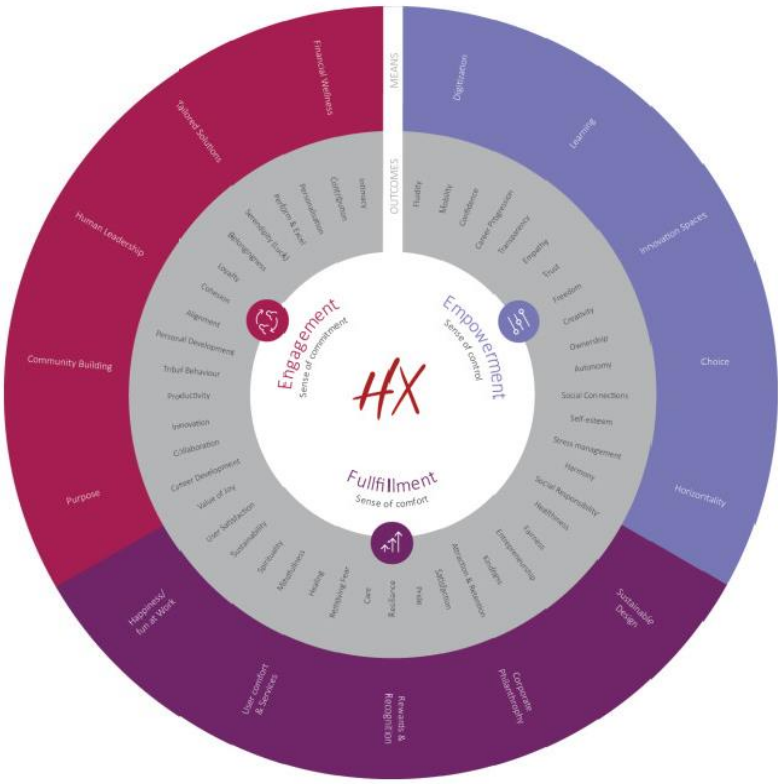


Figure 2: Represting the human experience model [Library Open].

Engagement, empowerment, and fulfilment are the experience pillars, often known as priorities see Figure 2. Engagement has to do with encouraging a feeling of commitment, which motivates workers' productivity and effectiveness. People who feel empowered in their workplace perform better because they feel in control of their surroundings. Work should feel comfortable beyond the degree of satisfaction on the surface. The results and methods associated with each of these pillars. The decoding of human experience may be understood

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

as analysing human experience and then connecting it to workplace components according to this concept from the Design School.Some distinctions are clear from these instances. The HX model emphasises on the methods and results to be taken into consideration while constructing the physical environment, in contrast to DEGW's model, which focuses on various work patterns that are related to the physical environment via the selected metaphors. These models aid practitioners in concentrating on the elements that they must take into account while aligning workplaces.Even though organisational performance is a key component of the CRE alignment models, not all fourteen of them share the same fundamental philosophy. Some models adopt a shareholder viewpoint and concentrate primarily on financial value, while others adopt a stakeholder perspective and concentrate on other views, or different sorts of values. Over time, the emphasis has evolved from efficiency, effectiveness, productivity, innovation, greenness, smartness, health and well-being, and pleasure to experience the emphasis in Organisations has changed from involvement to productivity and to experience now

CONCLUSION

The importance of coordinating the physical environment with organisational aims and strategies is highlighted by the Alignment Theory for Corporate Real Estate CRE and the workplace. The idea places a strong emphasis on the interconnection of the spatial, functional, cultural, and experiential alignment aspects and their effects on worker satisfaction, output, and wellbeing.Organisations may reap a number of significant advantages by using Alignment Theory in CRE and workplace management. First, better alignment results in happier employees since their demands are met and their working environment is enhanced. Increased productivity and efficiency result from this.Additionally, alignment encourages improved staff engagement and communication, dismantling organisational divisions and fostering a feeling of cohesion. Employees have a greater connection to their job and are more driven to contribute to the overall success of the organisation when the physical workplace reflects the organization's culture and values.Alignment Theory also emphasises the need of constant assessment and modification to preserve alignment as organisational demands change. In order to discover opportunities for development and make sure that the environment continues to support the organization's aims and objectives, regular evaluations of the physical workplace and employee input are helpful.Alignment Theory's use in CRE and workplace management results in a more strategic and goal-oriented approach overall. It helps businesses to design workplaces that are consistent with their mission, goals, and values, leading to improved productivity, teamwork, and organisational performance, among other favourable effects. For organisations looking to build a supportive and aligned work environment, Alignment Theory provides a useful paradigm for CRE and workplace management. Organisations may improve performance, encourage employee engagement, and realise their strategic goals by taking into account the numerous alignment factors and routinely assessing and modifying the physical workplace.

REFERENCES:

[1] J. A. Laub, “Assessing the servant organization; Development of the Organizational Leadership Assessment (OLA) model. Dissertation Abstracts International,” *Procedia - Soc. Behav. Sci.*, 1999.

[2] D. Christopher Heywood and D. Waddell, “Pacific Rim Real Estate Society (PRRES) Conference The Cre Toolbox: Addressing Persistent Issues In Corporate Real Estate Management,” 2009.

[3] D. Christopher Heywood and D. Waddell, “The CRE Toolbox: Addressing Persistent Issues In Corporate Real Estate Management,” 2009.

[4] Ronald Beckers,“Corporate Real Estate Alignment Strategies in Dutch Higher Education,” 2014. doi: 10.15396/eres2014_23.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[5] C. Heywood and M. Arkesteijn, "Analysing fourteen graphical representations of corporate real estate alignment models," *J. Corp. Real Estate*, 2018, doi: 10.1108/JCRE-02-2017-0005.
[6] R. Beckers, D. Van Der Voordt, and G. Dewulf, "Management strategies for aligning higher education accommodation with the user needs," *J. Corp. Real Estate*, 2015, doi: 10.1108/JCRE-10-2014-0025.
[7] Heywood, "European Real Estate Society (ERES) Conference 2011 , Eindhoven , Approaches To Aligning Corporate Real Estate And," *Victoria*, 2011.
[8] C. Heywood, "Approaches to aligning corporate real estate and organisational strategy," 2011.
[9] R. Beckers, D. Van Der Voordt, and G. Dewulf, "Journal of Corporate Real Estate Management strategies for aligning higher education accommodation with the user needs," *J. Corp. Real Estate J. Corp. Real Estate Downloaded by Univ. GREENWICH*, 2016.
[10] C. Heywood and M. Arkesteijn, "Alignment and theory in Corporate Real Estate alignment models," *Int. J. Strateg. Prop. Manag.*, 2017, doi: 10.3846/1648715X.2016.1255274.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 12

A BRIEF INTRODUCTION ABOUT CORPORATE REAL ESTATE ALIGNMENT

Dr. Nalin Chirakkara, Associate Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-nalinkumar@presidencyuniversity.in
Prof. Smitha, Regional College of Management, Bangalore, India

ABSTRACT:
Corporate real estate (CRE) alignment is the process of strategically matching a company's real estate holdings to its overarching corporate aims and objectives. An outline of the idea of CRE alignment and its importance in promoting organisational performance. the major ideas and factors to be taken into account while establishing CRE alignment. It emphasises how crucial it is for the CRE function to work closely with the overall organisational strategy and for real estate choices to be in line with the organization's mission, vision, and values., such as the financial, operational, and strategic components. The significance of coordinating the real estate portfolio with the organization's financial goals, enhancing operational effectiveness, and assisting in the accomplishment of strategic goals is emphasized. Achieve CRE alignment, which entails doing in-depth analyses of the organization's real estate requirements, creating a complete real estate strategy, and putting in place efficient portfolio management procedures. It emphasises the need for continuing review and monitoring to guarantee continued alignment as market circumstances change. The advantages of CRE alignment, including higher cost savings, improved operational performance, improved staff productivity, and improved organisational agility. Additionally, it discusses possible dangers and difficulties related to CRE alignment and provides advice on how to lessen them.

KEYWORDS:
Alignment, Business, Corporate, Estate, Strategic.

INTRODUCTION

Real estate holdings of the company in relation to its broader corporate aims and objectives. It entails making sure that the organization's facilities and real estate assets are used effectively and created to support its purpose, vision, and values.An overview of the significance and relevance of coordinating real estate with business strategy is given in the introduction to CRE alignment. The fact that operational effectiveness, staff productivity, and overall company performance are all directly impacted by real estate emphasises the critical role that real estate plays in an organization's success.The introduction also highlights the difficulties organisations confront in matching their real estate assets with their strategic goals and the complexity of managing a real estate portfolio. It highlights the need of a methodical approach to CRE alignment, which involves determining the organization's real estate requirements, creating a thorough real estate strategy, and putting in place efficient portfolio management procedures[1]–[3].

The introduction could also mention the advantages that CRE alignment can bring to organisations, including cost savings, higher operational performance, increased employee satisfaction, and a more unified and aligned organisational culture.In general, the introduction to CRE alignment lays the groundwork for understanding how crucial it is to match company

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

strategy with real estate. It draws attention to the possible influence of CRE on organisational performance and outlines the fundamental ideas and factors needed to achieve alignment. To maximize their real estate assets and accomplish their business goals, organisations must handle corporate real estate (CRE) alignment, a crucial component of strategic management. The successful integration of real estate with the entire company strategy is crucial for success in today's dynamic business climate, as organisations must deal with ongoing transformation and shifting market circumstances.

An thorough analysis of the organization's real estate requirements serves as the foundation for harmonizing CRE. Analysing present and future space demands, comprehending the unique requirements of various organisational units or departments, and taking into account variables like location, size, functionality, and sustainability are all part of this process. Decision-makers may choose the best distribution and use of real estate assets by having a thorough awareness of the organization's real estate needs.The next critical stage in CRE alignment is creating a thorough real estate plan. The larger business aims and objectives of the Organisation should be in line with this plan. Setting specific goals for the real estate portfolio, choosing the ideal ratio of owned to leased properties, and creating rules for buying, selling, and negotiating leases are all part of it. The real estate plan should also take into account elements like cost effectiveness, risk management, and adaptability to changes in the future.In order to align CRE, effective portfolio management procedures are essential. To make sure it continues to be in line with the broader company plan, organisations must regularly monitor and assess their real estate portfolio[4]–[6].

This entails performing routine performance evaluations, analysing financial and operational data, and spotting chances for real estate asset consolidation or optimization. Organisations may increase the value of their real estate assets and make educated choices about buying, selling, and renewing leases by adopting a proactive and data-driven approach to portfolio management.A key component of CRE alignment is financial alignment. Organisations must make sure that their real estate choices support their financial goals and are financially viable. This entails taking into account variables including rental rates, upkeep and running costs, property taxes, and the possibility for profit-making from real estate assets. Organisations may increase overall profitability by maximizing financial performance and reducing real estate-related expenses. This will free up funds for other company investments.In CRE alignment, operational alignment is equally crucial. Employee productivity, teamwork, and overall organisational success may all be strongly impacted by the design, structure, and functioning of the workplace. When harmonizing their real estate assets, organisations must take into account elements like space utilization, workplace design principles, technology integration, and employee well-being. Organisations may improve employee happiness, engagement, and retention by fostering a work environment that meets employee needs[7]–[9].

Strategic alignment makes ensuring that the real estate portfolio is in line with the organization's larger strategic goals. When making real estate selections, this involves taking the organization's growth strategies, market positioning, and industry trends into account. For instance, the real estate strategy should assist these growth ambitions by taking into account the availability of appropriate assets in desired areas if the company intends to expand into new markets or offer new product lines. The process of achieving corporate real estate alignment is complex and ongoing, and it calls for careful evaluation of the organization's real estate requirements, corporate goals, and market dynamics. Organisations may maximize their real estate assets, increase operational effectiveness, boost employee productivity and happiness, and ultimately promote company success by integrating real estate with the entire business plan. Collaboration across several organisational departments, such as facilities management, finance, human resources, and strategy planning, is necessary for this

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

continuous project. Organisations may use their real estate as a strategic asset and obtain a competitive edge in the market by putting a high priority on CRE alignment[10], [11].

DISCUSSION

At least fourteen models of CRE alignment have been created in the last thirty years. Heywood and Arkesteijn methodically mapped the various models in a meta-study on corporate real estate alignment. It was impossible to demonstrate CRE alignment as a single, unambiguous 'thing' since it turned out to be multifaceted and pluralistic, being several things at once. Heywood and Arestin investigated what the authors of the models meant when they used the word alignment, and Heywood and Arestin's metatheory reconciled the observed variability of the CRE alignment models to more accurately represent CRE alignment as having four Building Blocks with twelve components, feedback loops between them, and underlying alignment aspects.Because so few model writers gave it a clear definition, alignment was not a single, definite thing. Although it was evident that this was intended, the writers typically did not mark their concept as alignment.

Some authors did, however, allude to the strategic alignment school they belong to. In the absence of definitions, three things occur reliance on dictionary definitions reliance on a general understanding of what is meant in the fieldand use of alignment synonyms to indicate the connection between CRE and organisational strategies. Heywood and Arestin reduced it to four unique components based on the widespread knowledge in the area since providing a succinct explanation would leave out some of the now-available, clearer understanding (Table .1).First off, there are numerous cognitive-objects that align when it comes to CRE (Figure .1). There are three on the business side business strategies and their context, business performance, and business demands, and three on the CRE side. Although other objects also required alignment, strategy level objects were the most important main alignment objects. However, as a result

Table 1: Checklist of four aspects of alignment in the models.

Multiple objects (need to be aligned)	Multi-valent relationship between the objects	Multi-directionality (needed to achieve alignment)	(resulting in) Multiple forms of alignment
Business objects	A relationship	**Internal**	Artefact (plan)
Business (corporate)	between these	Vertical	Process
strategy	objects	- top-down	State
Business performance	An awareness-based	- bottom-up (corporate	Behaviour
Business needs	relationship	strategy informed	
	A derivation-based	by CRE)	
CRE objects	relationship	*Horizontal*	
CRE strategy	A consistency-based	- together with other	
CRE objects	relationship	infrastructure support	
CRE management	A integration-based	functions (HR, IT etc)	
	relationship	- across the business units for	
	A movement-based	coherent portfolio approach	
	relationship		
	A assessment-based	**External**	
	relationship		
	A usefulness-based		
	relationship		
	A strengthening-based relationship		

Second, Heywood and Arkesteijn discovered that several of the alignment synonyms used to represent the connection between these items captured various values. This demonstrated a multivalent connection many values or strengths with a hierarchy of importance within the relationship, indicating that higher-value terms nearer the bottom of that column in Table .1 are more significant in theorizing and describing alignment.Thirdly, alignment is multi-

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

directional; thus, alignment is required between demand and supply as well as vertically across organisational and functional levels and horizontally between business units and corporate infrastructure activities. This supply might come from the portfolio already in place or from the outside real estate market.Last but not least, four types of alignment were discovered, with three of them coming from the literature on corporate alignmenta state of beinga strategy or plan and a sequence of steps that make up a process as a fourth kind, behaviour, which is having a strategic mindset was included. Process-based and behavior-based combinations were both present in these four types.Since alignment encompasses most of these four features, if not all of them, a suitable alignment model should conceptualize the phenomena as follows:

1. When explaining the connection, choose terms with more semantic meaning.
2. Being a process most of the time, as well as observing behaviors in strategic mindsetsboth resulting in better aligned states sometimes recorded in a plan.
3. Coordinating corporate and CRE initiatives with other related linked cognitive objects
4. Outlining every instruction.

Table .1 has all four components with their pieces and may be used as a checklist while working on CRE and workplace alignment(see Figure 2).In addition to the four dimensions of alignment in the models, Heywood and Arkesteijn presented a metatheory of CRE alignment that divides the twelve components into four building blocks.

1. Understanding corporate strategy.
2. Understanding real estate performance.
3. Making real estate strategy.
4. Implementing real estate strategy.

This is a summary of the steps that CRE managers and their organisations take, according to some. Each building block and its constituent parts are briefly detailed in this section, which is followed by the different feedback systems that were also visible between the parts.

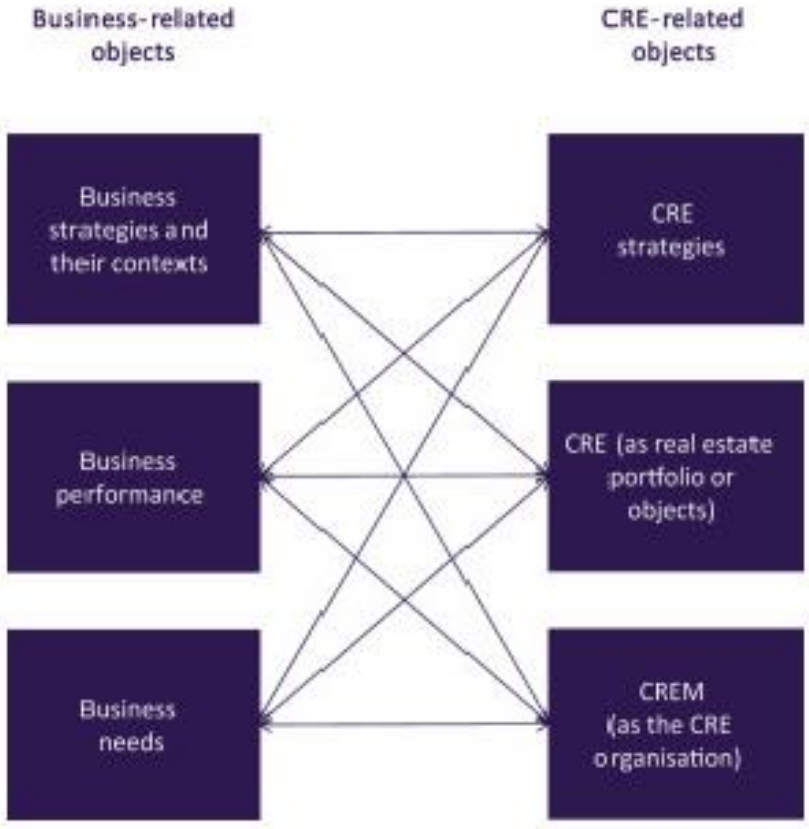


Figure 1: Represt ng the Business and CRE objects [Library Open].

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Building Block 1

Understanding corporate strategy, the causes of strategies, and strategy-making itself are the topics covered in this block. In this context, alignment entails more than simply understanding the What is the business and its strategy or the needs of the business it also calls for knowledge of its strategic underpinnings, dynamics, and organisational strategy creation process. This is crucial in CREM, particularly as the service life of real estate structures outlast economic cycles. This block's constituents are external influences and business drivers determine the external consequences on the Organisation that call for strategic solutions. They generate something like to a company's operational force-field since they are the underlying external operators that have an impact on the firm. Internal strategic forces and drives are analyzed in two different ways. One is related to those produced by internal support processes. Second, comprehending internal forces and drives is one of the so-called soft or social management elements, such as leadership techniques, organisational culture, and structures.Strategic triggers comprehend what, in the operational environment of the firm, causes organisational transformation. It is important to consider the underlying frequency of strategic triggers as well as particular changes in the forces and driverschanges in both size and timing.Corporate strategy is more than 'simply' understanding what the strategy is it also entails recognizing the corporate strategies and how the company creates strategy.

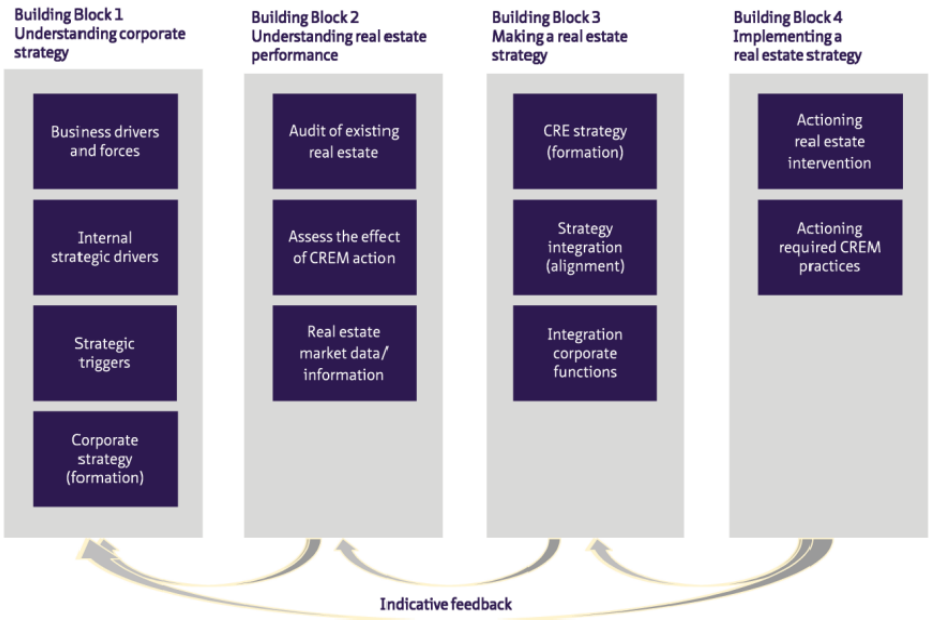


Figure 2: Represting the CRE alignment building blocks and components[Library Open].

Building Block 2

Understanding the alignment performance of the real estate items is the focus of this block. The items on the list below correspond to the current condition of the portfolio and each of its constituent real estate objects, understanding how CREM activities alter alignment states, and establishing the context of CRE alignment choices in real estate markets. CREM has a long history of measuring performance.This block's constituents are:

1. An audit of current real estate evaluates the portfolios and individual properties present conditions before alignment and serves as a standard for further evaluations.
2. Evaluate the impact of potential CREM alignment activities by assessing the impact of CREM actions. Building Block 3's CRE strategies and Building Block 4's used interventions are often decided upon after alignment but prior to learning the impacts of the CREM activities.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

3. Real estate market data/information collects the necessary data to assess a portfolio's real estate assets. It lays the groundwork for developing commercially viable CRE strategies and demonstrates the possible accessibility of real estate goods in terms of locations and costs. Additionally, it pinpoints certain real estate items in the real estate market when applied to the whole portfolio.

Building Block 3

The three elements of this block stand for the development of CRE strategies as well as the strategy itself. Prior to execution, this is where the corporate and CRE strategies are truly coordinated, including their interactions with other corporate activities also known as enterprise alignment. This block's constituents are:

1. There are two related aspects to CRE strategy listing or recording different strategies the models include CRE strategies, and methods for developing CRE strategies without necessarily predefining them.
2. Strategy integration acknowledges the need to really connect corporate and CRE strategy. Either the CRE or corporate strategy change.
3. Compatibility with other company operations acknowledges that CRE strategy is seldom implemented alone and often requires the assistance of other corporate departments, such as HR and Finance, to accomplish desired strategic results.

Building Block 4

This block really implements the adjustments necessary to bring two components into alignment the management choices and real estate operations that are key to CREM practise. Changing the individual real estate items in the portfolio is part of putting the real estate intervention into action and achieving alignment. In order to acquire, control, manage, and dispose of real property interests, choices must be made concerning suitable real estate interventions. More aligned real estate items are thought to result in better portfolio alignment states. As circumstances and needs change, business dynamics raises the issue of whether attaining complete alignment is really conceivable. Portfolio alignment may only be somewhat accurate at best; however, it is more accurate for every one piece.Implementing the necessary CREM practises acknowledges the fact that alignment also necessitates CREM practises. There have been at least 162 identified, making them numerous.Another crucial component in visually representing CRE alignment was feedback. The majority of models explicitly contained some kind of feedback, with different strategies clearly distinguishable as happening between parts of one building block and another.Before discussing workplace alignment models, it can be said that all of the fourteen underlying models concentrate on a portfolio level, with the majority of models excluding the workplace entirely. However, other writers, like Haynes Scheffer et al. and Weatherhead, incorporate work environment and workplace innovation as part of their models. Haynes mentions the work environment as a component of the place sphere. Othershave used work settings as operational decision-making strategies or as examples. While some models expressly declare that they may be used at many levels, some models concentrate on the portfolio level and zoom in on the workplace level.

CONCLUSION

Aligning corporate real estate (CRE) is essential for fostering organisational performance. Companies may maximize their real estate assets, improve operational efficiency, and foster a positive work environment by coordinating their real estate portfolio with their overarching company goals and objectives.In order to achieve CRE alignment, the CRE function must work closely with the overall organisational plan. It requires a deep comprehension of the organization's purpose, vision, and values, as well as its strategic goals and financial ambitions. Organisations may make sure that their real estate portfolio supports and helps to the attainment of business objectives by coordinating their real estate choices with these

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

variables.Assessing real estate requirements, creating a thorough real estate strategy, and putting it into practises are all steps in the process of obtaining CRE alignment. Maintaining alignment when business circumstances change and making required modifications to the real estate portfolio depend on ongoing monitoring and review.The advantages of CRE alignment are substantial. Through improved real estate utilization and effective operations, costs are reduced. By giving workers a comfortable and efficient work environment, it improves operational performance. Additionally, CRE alignment increases employee productivity and happiness since it fulfils their needs and is consistent with the organization's culture.While controlling risks and adjusting to changing business demands are difficulties that come with attaining CRE alignment, proactive management practises and constant review may help organisations overcome these obstacles.CRE alignment is a tactical strategy that guarantees the organization's real estate portfolio is in line with its corporate goals. Organisations may use their real estate assets, increase operational effectiveness, and create a work environment that fosters employee engagement and productivity by adopting CRE alignment. Organisations can react to changing conditions and keep a competitive edge in the market by regularly monitoring and analysing the alignment.

REFERENCES:

[1] C. Heywood and M. Arkesteijn, "Alignment and theory in Corporate Real Estate alignment models," *Int. J. Strateg. Prop. Manag.*, 2017, doi: 10.3846/1648715X.2016.1255274.

[2] T. Ntene, S. Azasu, and A. Owusu-Ansah, "Corporate real estate and corporate strategy alignment in South Africa," *J. Corp. Real Estate*, 2020, doi: 10.1108/JCRE-05-2019-0025.

[3] C. Heywood and M. Arkesteijn, "Analysing fourteen graphical representations of corporate real estate alignment models," *J. Corp. Real Estate*, 2018, doi: 10.1108/JCRE-02-2017-0005.

[4] R. Appel-Meulenbroek, M. G. Brown, and Y. Ramakers, "Strategic alignment of Corporate Real Estate," *Pap. Present. ERES 2010 Conf. Milan*, 2010.

[5] M. Arkesteijn, R. Binnekamp, and H. De Jonge, "Improving decision making in CRE alignment, by using a preference-based accommodation strategy design approach," *J. Corp. Real Estate*, 2017, doi: 10.1108/JCRE-10-2016-0033.

[6] H. Cooke, R. Appel-Meulenbroek, and T. Arentze, "Adjustment of corporate real estate during a period of significant business change," *Int. J. Strateg. Prop. Manag.*, 2019, doi: 10.3846/ijspm.2019.7954.

[7] M. Arkesteijn, B. Valks, R. Binnekamp, P. Barendse, and H. De Jonge, "Designing a preference-based accommodation strategy: A pilot study at delft university of technology," *J. Corp. Real Estate*, 2015, doi: 10.1108/JCRE-12-2014-0031.

[8] J. J. l. Scheffer, B. P. Singer, and M. C. c. Van Meerwijk, "Enhancing the contribution of corporate real estate to corporate strategy," *J. Corp. Real Estate*, 2006, doi: 10.1108/14630010610714862.

[9] T. van der Voordt, "Facilities management and corporate real estate management: FM/CREM or FREM?," *Journal of Facilities Management*. 2017. doi: 10.1108/JFM-05-2016-0018.

[10] M. Livingstone and B. Dibkey, "Utilising performance measurement to drive operational excellence in a post-merger environment," *J. Facil. Manag.*, 2002, doi: 10.1108/14725960310807917.

[11] S. A. Fisher, "Value management: Raising CRE strategic relevance," *J. Corp. Real Estate*, 2009, doi: 10.1108/14630010911006710.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 13

WORKPLACE: PRINCIPAL-AGENT PERSPECTIVES AND TECHNIQUES

Dr. Pramod Pandey, Associate Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-pramodkumar@presidencyuniversity.in
Prof. K N Swamy, Regional College of Management, Bangalore, India

ABSTRACT:
The principal-Agent Theory offers insightful viewpoints and methods for realistic workplace transformations.The Theory of Principal-Agent analyses the interactions between principals decision-makers or employersand agents individuals or groups charged with carrying out certain duties or responsibilities in the context of organisational administration. The theory's application to improve workplace performance and accomplish desired results is the main topic of the chapter.According to the Theory of Principal-Agent, there may be information asymmetry, competing interests, and difficulties in coordinating the objectives of principals and agents. In order to close these gaps and guarantee that agents operate in the principals' best interests, it investigates different methods, incentives, and controls that might be put in place. Organisations may develop ways to improve decision-making, accountability, and performance at work by comprehending the theory's basic tenets.further emphasises how the Principal-Agent Theory applies to actual workplace reforms. It explains how the theory might direct the creation of reward frameworks, frameworks for measuring performance, and contract forms that balance the interests of principals and agents. The chapter highlights the value of open communication, honesty, and trust-building in fostering a productive workplace where agents are inspired to provide their best efforts.The theory of Principal-Agent affects management and leadership techniques. It addresses how strong leadership can establish clear standards, provide direction, and keep tabs on agent performance. To promote a supportive and responsible workplace culture, it also highlights the need for continual feedback, coaching, and appreciation.

KEYWORDS:
Agents, Agency, Decision Making, Principle, Workplace.

INTRODUCTION

The Theory of Principal-Agent is a paradigm that offers viewpoints and methods for implementing real reforms in the workplace. The theory examines the connection between principals' decision-makers or employers andagents individuals or groups charged with certain duties or responsibilities in the context of organisational management. The purpose of this theory's introduction is to shed light on how improving workplace performance and obtaining desired results may be improved by comprehending the dynamics between principals and agents.According to the Theory of Principal-Agent, there may be information asymmetry, competing interests, and difficulties in coordinating the objectives of principals and agents. Principals work to make sure that agents follow their best interests and make choices that are consistent with the organization's overarching goals. However, agents could have their own objectives, motives, and informational limitations that might influence how they act and make decisions[1]–[3].

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The theory looks at numerous approaches and methods that may be used to close these gaps and improve workplace performance. It explores the systems, rewards, and checks that may be put in place to make sure that agents operate in the organization's best interests by balancing the interests of principals and agents. In order to have successful principal-agent interactions, the theory also emphasises the significance of good communication, trust-building, and accountability.The introduction of the principal-Agent Theory emphasises its use in enhancing workplace dynamics. It lays the groundwork for comprehending how this theory might influence organisational leadership practises, performance management plans, and decision-making procedures. Organisations may learn how to establish an environment that inspires agents to perform at their peak levels and guarantees that their actions are in line with the overall goals of the Organisation by looking at the underlying concepts and real-world implementations.the Theory of Principal-Agent introduction gives a general review of its importance in generating real workplace reforms[4]–[6].

It lays the groundwork for examining the theories' viewpoints and methods, and it emphasises how crucial it is for the best organisational performance for principals' and agents' interests to be in line. The Theory of Principal-Agent is based on the understanding that issues with delegation, information flow, and responsibility are often encountered by organizations. Organisations can identify possible causes of inefficiency, misalignment, or moral hazard and put plans in place to mitigate them by understanding the relationships between principals and agents.Principals are essential in establishing the goals, laying down the groundwork, and providing the tools and resources required for agents to complete their work. Agents could, however, have their own objectives and preferences, and there might not be flawless monitoring and informational systems in place to guarantee ideal performance.The Theory of Principal-Agent provides a variety of viewpoints and approaches to solve these issues. To align the interests of principals and agents, incentive mechanisms like performance-based compensation, profit-sharing, or bonus plans might be used. To guarantee that agents are held responsible for their activities and that their performance is monitored and judged appropriately, monitoring and evaluation mechanisms may be implemented[7]–[9].

The idea also emphasises how crucial it is for agents and principals to create trust with one another. A feeling of mutual understanding and dedication to attaining shared objectives may be fostered via open lines of communication, frequent feedback, and a collaborative work atmosphere.The Theory of Principal-Agent also emphasises the significance of choosing and assigning agents to tasks in accordance with their qualifications, propensities, and motivations. Organisations may improve performance and overall results by matching agent traits with task needs.The Theory of Principal-Agent is not a one-size-fits-all approach, it is crucial to remember, since organisational circumstances and dynamics may change. Organisations must carefully evaluate the particular issues they confront and adjust their strategies as necessary. For the theory's concepts to be effectively used, flexibility, adaptability, and constant assessment of the efficiency of initiatives are essential.The principal-agent relationship in the workplace presents unique issues that may be addressed with the help of the Theory of Principal-Agent. Organisations may put measures into place to align interests, enhance communication, build efficient monitoring methods, and foster a collaborative work environment by understanding the relationships between principals and agents. The use of this principle may result in improved organisational results, more responsibility, and better performance[10]–[12].

DISCUSSION

Principal-agent theory has seen significant development and application in recent years in the area of scientific research technique, such as in the fields of marketing, economics, political science, and organisational behaviour. According to Williamson, the New Institutional Economics, which is concerned with the economic analysis of the institutional environment

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

and institutional arrangements, is based on the fundamental question of the justification for the existence of companies, which dates back to Coase. What is often referred to as New Institutional Economics is made up of the three primary fields of transaction cost theory, principal-agent theory, and property rights theory.A technique that is closely connected to transaction cost theory is principal-agent theory. In contrast to transaction cost theory, which treats the examined service relationships as client-contractor relationships, principal-agent theory views them as client-contractor relationships.

Principal-agent theory's fundamental goal is to create the best possible contractual arrangements for the principal and the agent. The underlying assumptions, however, must be taken into account. These include the following actors behave as benefit maximizers,there are conflicting interests'actors have only limited rationality; and there is information asymmetries between principal and agent. The actors are able to exploit the discretionary latitude for actions that maximize their own advantage because to these knowledge asymmetries. The principle seeks to address this by modifying the agent's conduct via appropriate incentive systems or incentive agreements. The principal-agent theory's formulation of agency difficulties includes hidden characteristics, hidden action, hidden information, and the most difficult variation, hidden intention.Ex-ante, or before the contract is signed, the agency issue of concealed features already exists, and it has an impact on the principal-agent relationship. The agent's performance cannot be seen beforehand, and the principal is also unaware of the traits that the agent has. The principal cannot assess the fitness of the agent until after the contract has been signed or the service rendered.

He has limited or no disclosure options.giving the primary specific details, such as how well he performed, for instance. The selection of an inappropriate contractual partner may result if the contractual partner chosen by the principal is not based on accurate information Contrary to hidden qualities, agency issues with hidden action and hidden information, which only arise after the contract is signed , are related to the agent's efforts. In the first scenario, the principal is either unable to monitor the agent's efforts and actions or can do so only at a significant expense. Contrarily, in the second instance of concealed knowledge, the principal may watch the agent's acts but cannot objectively evaluate them. Despite the two asymmetries indicated earlier, the principal is aware of the agent's performance result but is unable to differentiate between an external impact that may have favored the outcome and the agent's true performance share. According to Eisenhardt, Picot et al., and Voigt , moral hazard occurs when an agent takes advantage of this knowledge imbalance. The risk grows as the actor's scope for conduct or control expands. When an agent's objectives are hidden from the principal until after the contract is signed, this is referred to as a scenario of hidden intention. The agent's opportunistic attitude is apparent to the principal. However, he has little to no chance of reversing this.and to compel the agent to alter his or her conduct. The probability of concealed intention for the principal and the ensuing hold-up issue increases with the strength of the dependent connection between the principal and the agent.

Methodology

On the one hand, descriptive or positive agency theory which is also used here, which has a stronger empirical reference and a less mathematical formulation; and on the other hand, normative theory, which is characterised by a strong mathematical reference, can be seen as two different types of directions within agency theory.

With the help of the positive agency theory, the underlying governance processes and conflict situations between principal and agent are the main topics of discussion. To demonstrate how these mechanisms limit the agent's self-serving behaviour, they are examined and described in a descriptive manner.The contractual links are methodically examined and organised utilising different success and premium curves using the mathematical reference. The objective is to identify the principle-agent relationship that will enable the agent to make

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

choices that will maximise the welfare of the principal. This is supported by incentive structures that have been mathematically defined.

Knobloch has thoroughly researched and meticulously reviewed previous investigations of various coordination mechanisms. He comes to the conclusion that agency theory's normative approach is mostly used. On the theoretical foundation given by the principal-agent theory, the contributions of, for example, Geringer and Woodcock, Lafontaine, and Fosberg deduce numerous context-dependent hypotheses.are then verified or disproved by the use of mathematical models like regression analysis.

The assumptions are evaluated using information from databases like LexisNexis Academic or readily accessible data from ministries of economics or other organisations. Knoblochimplies that the normative method is used often since information can be acquired in a reasonably straightforward and economical manner.

Hass and Boivie et al. examine their generated hypotheses utilising data obtained via surveys in addition to the pure application of mathematical models based on database information. The hypotheses are tested using both statistical analysis and mathematical models.

Overall, these contributions may be attributed to the quantitative research approach because of the characteristics of hypothesis testing.

According to Buchanan et al. principal-agent theory and qualitative research both have merits: They attempt to determine the degree to which the agency theory's assertion is supported in the setting of companies in their research with 43 interviewees and, based on their results, to provide an evaluation of the theory's propensity to evaluate interactions inside a business.Beyond a theoretical understanding, it is now clearly obvious that the implementation of new, creative workplaces, which should promote the productivity and creativity of the core company, combines a large number of participants and, above all, needs a unified and focused approach.

Otherwise, there are also inaccurate ways to determine what caused a project to succeed or fail.

The conceptual and theoretical foundation for structuring that the principal-agent theory may provide can assist both functional areas better comprehend one another and define project goals and implementations in the context of realising the goals of the company. The rigid assumptions of agency theory within this framework seem to be amended, expanded, and most importantly, moulded more realistically by means of behavioural economic techniques. This is notably true with respect to internal demand models between core and CREM company.

In light of this, it would be groundbreaking to examine effective models for the implementation of new working environments in relation to the principal-agent theory's solution mechanisms because, according to this theory, concrete actor behaviour patterns and preference structures could be gathered and derived as best practise to expand the solution instruments described here.

With the behavioural-economic enrichment of agency theory, qualitative designs would be the best suitable for this particular subject. These findings would be a significant enrichment because they would, on the one hand, eliminate the need for solution instruments to be derived descriptively and empirically in accordance with agency theory's assumptions and asymmetries, but more importantly because they would give internal actors application-oriented solution instruments to create user-centered work environments.

Limitations

At this point, it should be highlighted that a transfer to the interorganizational domain is conceivable, but that further changes are required, particularly with respect to the estimation of agency costs.The benefit of a contractual agreement is assessed using the agency costs . Their usage might sometimes result in assessment constraints since it could be challenging to

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

establish the reference line of agency expenses against which the final evaluation is done .Furthermore, it shouldn't be disregarded that CREM and the business unit already share a pastone that may be both advantageous and disadvantageous.

The hidden characteristics in regard to the internal accomplishment relations are to be judged differently, especially in light of this context. Regardless of this, the potential solution mechanisms aid in improving understanding of the performance connection and laying a strong basis for change. specifically at this point that behavioural economics ideas may be included into agency theory.

Theory Relevance to Practice

In actuality, the contracts between organisational units are primarily based on the contractual relationship of exchange against the backdrop of task specialisation and labour division. It is typical to see organisational units function as benefit maximizers, at least in relation to management, in actuality. Each function, however, strives to maximise its own objectives and, therefore, its own gain, even at the expense of the established business objectives - if carried out in an ad hoc manner.

However, agency theory establishes a wide-ranging conceptual framework that may be used to align goals. The execution of specific initiatives, including the remodelling of workspaces, as well as CREM seem to benefit from its use.Additionally, it has been shown that the principal-agent theory has only recently been used and used, both in theory and in practise, to address the organisational issue in real estate management.

The agency hypothesis is often only employed outside of the corporation, in constellations involving external contracts.

The application of agency theory to the constellation of internal contracts opens up a number of avenues for improving our comprehension of and ability to establish internal contractual relationships. However, the options and possibilities discussed in the context of the solutions may be utilised, for instance, in pilot projects involving the design of new working environments, to come to specific project agreements between the functional areas in which the objectives, requirements, and framework conditions, costs, times, etc. are recorded. Thus, they would operate as internal standards for behaviour and game rules.

When designing new working environments, which often have a greater strategic relevance, complexity, specificity, unpredictability, and limited reversibility, intensive teamwork and an active and trustworthy interchange of information are required.

Project agreements, clearly stated objectives, tools, and other elements may be useful as ground rules in its execution.

By comprehending the internal contractual connection, the CREM department might, for instance, incorporate user-confidence-boosting measures, provide platforms for information and communication, and provide already-running experimental projects, among other things. CREM would provide process standards for related projects and, more importantly, create instruments, such as those that would explain the needs and framework conditions, with a thorough grasp of the agency concerns.

CREM's own solutions might always be used as a reference and reviewed to see whether they adequately fulfil the primary business goals by using reference values or benchmarks, or by incorporating outside expertise and experience.

So it seems that there are a lot of applications that may be made, but they all need some grasp of the potential agency issues.

Consequently, agency theory may be seen as a structural and conceptual foundation for the creation of new work environments.

Additionally, internal communication and an objectified measurement of the workplace solution's created goal amount are necessary derivable bundles of measures that often depend on the trust that the partners have in one another.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CONCLUSION

The principal-agent theory provides insightful viewpoints and methods for realistic workplace transformations. Organisations may improve decision-making, accountability, and overall performance by comprehending the interactions between principals and agents and tackling the problems of information asymmetry and competing interests.

Organisations may develop and execute efficient incentive programmes, frameworks for measuring performance, and contract structures that balance the interests of principals and agents by using this approach.

In order to create a work atmosphere where agents are driven to perform at their best, it is essential to have open lines of communication, be transparent, and develop trust.Setting clear standards, offering direction, and keeping an eye on agent performance are all crucial components of effective leadership.

In order to promote a supportive and responsible workplace culture, ongoing feedback, mentoring, and appreciation are crucial.

The Theory of Principal-Agent has real ramifications for enhancing workplace dynamics and is not only a theoretical idea.

Organisations may enjoy increased productivity, efficiency, and employee happiness by putting its concepts into practise.It's crucial to recognise that the Theory of Principal-Agent does not apply to all situations.

To meet their own issues, many organisations and environments may need tailored methods. In order to modify and improve the theory to suit the changing demands of contemporary workplaces, further investigation and study are required.the Principal-Agent Theory provides insightful perspectives and methods that may result in useful workplace reforms. Organisations may build a more productive, responsible, and effective work environment by taking into consideration the views and using the tactics suggested by this theory.

REFERENCES:

[1] S. Menzo, K. Marinelli, P. Bagnarelli, S. Rolla, and M. Clementi, “Human papillomavirus infections: New perspectives for prevention and treatment,” *New Microbiol.*, 2007.

[2] A. van Mossel, F. J. Van Rijnsoever, and M. P. Hekkert, “How theories of organization inform transition studies,” *Conf. Pap.*, 2014.

[3] J. R. Knapp, T. Dalziel, and M. W. Lewis, “Governing top managers: Board control, social categorization, and their unintended influence on discretionary behaviors,” *Corp. Gov. An Int. Rev.*, 2011, doi: 10.1111/j.1467-8683.2011.00845.x.

[4] S. Gowrishankar, B. Poornima, and S. K. Pandian, “Inhibitory efficacy of cyclo(l-leucyl-l-prolyl) from mangrove rhizosphere bacterium-Bacillus amyloliquefaciens (MMS-50) toward cariogenic properties of Streptococcus mutans,” *Res. Microbiol.*, 2014, doi: 10.1016/j.resmic.2014.03.004.

[5] J. Laugesen, K. Hassanein, and Y. Yuan, “The impact of internet health information on patient compliance: A research model and an empirical study,” *J. Med. Internet Res.*, 2015, doi: 10.2196/jmir.4333.

[6] C. R. V. Matheus, L. H. Chagas, G. G. Gonzalez, E. S. Falabella Aguiar, and L. G. Appel, “Synthesis of Propene from Ethanol: A Mechanistic Study,” *ACS Catal.*, 2018, doi: 10.1021/acscatal.8b01727.

[7] J. C. Acosta-Prado, D. E. R. Ospina, and N. J. S. Landazábal, “Values and control of agency problems in family businesses,” *Rev. Lasallista Investig.*, 2019, doi: 10.22507/rli.v16n2a10.

[8] G. V. F. Brunoro *et al.*, “Differential Gel Electrophoresis (DIGE) Evaluation of Naphthoimidazoles Mode of Action: A Study in Trypanosoma cruzi Bloodstream Trypomastigotes,” *PLoS Negl. Trop. Dis.*, 2016, doi: 10.1371/journal.pntd.0004951.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[9] O. Zuberi and S. I. Mzenzi, "Analysis of employee and management fraud in Tanzania," *J. Financ. Crime*, 2019, doi: 10.1108/JFC-01-2018-0012.
[10] N. Neymark, P. Lianes, E. F. Smit, and J. P. Van Meerbeeck, "Economic evaluation of three two-drug chemotherapy regimens in advanced non-small-cell lung cancer," *Pharmacoeconomics*, 2005, doi: 10.2165/00019053-200523110-00007.
[11] C. A.J. and B. G.L., "Postoperative delirium: Risk factors and management: Continuing Professional Development," *Canadian Journal of Anesthesia*. 2012.
[12] B. M. Delattre *et al.*, "Intravoxel Incoherent Motion applied to Cardiac diffusion weighted MRI using breath-hold acquisitions in healthy volunteers," *J. Cardiovasc. Magn. Reson.*, 2012, doi: 10.1186/1532-429x-14-s1-p261.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

ORGANIZATION MANAGEMENT THEORY AND INNOVATION

Ram Srinivas
Kunal Saxena
Prof. G Purandaran

Regional College Of Management Bangalore
IQAC
Bangalore

ALEXIS PRESS
JERSEY CITY

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

ORGANIZATION MANAGEMENT
THEORY AND INNOVATION

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

ORGANIZATION MANAGEMENT THEORY AND INNOVATION

Ram Srinivas

Kunal Saxena

Purandaran

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

ALEXIS PRESS

Published by: Alexis Press, LLC, Jersey City, USA
www.alexispress.us

© RESERVED

This book contains information obtained from highly regarded resources.
Copyright for individual contents remains with the authors.
A wide variety of references are listed. Reasonable efforts have been made
to publish reliable data and information, but the author and the publisher
cannot assume responsibility for the validity of
all materials or for the consequences of their use.

No part of this book may be reprinted, reproduced, transmitted,
or utilized in any form by any electronic, mechanical, or other means,
now known or hereinafter invented, including photocopying,
microfilming and recording, or any information storage or retrieval system,
without permission from the publishers.

For permission to photocopy or use material electronically
from this work please access alexispress.us

First Published 2022

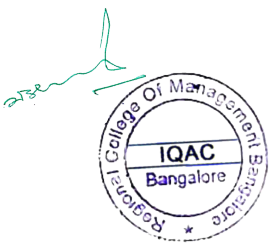
A catalogue record for this publication is available from the British Library

Library of Congress Cataloguing in Publication Data

Includes bibliographical references and index.

Organization Management Theory and Innovation by *Ram Srinivas, Kunal Saxena, Purandaran*

ISBN 978-1-64532-993-0



CONTENTS

Chapter 1. Embedding the CREM in the Corporate 1
— *Mr. Ram Srinivas, Prof. G Purandaran*
Chapter 2. Real Estate Management: Contributions of Branding Theory 10
— *Dr. Srinivasan Palamalai, Prof. Raghunandan*
Chapter 3. Management: Buildings, Workplaces, Facilities and Services 18
— *Dr. Ranganathan Kumar, Prof. Zabiulla*
Chapter 4. Toyota Production: Using the Waste Notion in Property Management 25
— *Dr. Muralidhar Sunil, Prof. Veersh G P*
Chapter 5. Theory of Radical Innovation: Designing Digital Workplaces 32
— *Mr. Ashok Bhat, Prof. Nikita K*
Chapter 6. Usability Theory: User-Centricity of Workplace Management 39
— *Ms. AnandasrinivasanDeviprabha, Prof. Mallika*
Chapter 7. Workplace Management: User-Centered Design Considerations 46
— *Dr. Narayana Srikanthreddy, Prof. Vandana*
Chapter 8. Innocence Theory: Hospitality in the Workplace 54
— *Mr. Kunal Saxena, Prof. Bala Aryan*
Chapter 9. Service Management: Focus on Customer Experience 61
— *Mr. Anil Gowda, Prof. Ashwath Reddy*
Chapter 10. Understanding Workplace Management's Organizational Role 68
— *Dr. Ramalingam Mageshkumar, Prof. Sudip Sen*
Chapter 11. Theory of Organisational SocializationIntegrating FM staff 74
— *Ms. Pramodahegde, Prof. Sumesh*
Chapter 12. Interdisciplinary Framework: Building for Workplace Management 82
— *Dr. Yagnamurthy Raja, Prof. Dinesh Roy*

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 1

EMBEDDING THE CREM IN THE CORPORATE

Mr. Ram Srinivas, Assistant Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-ramsrinivas@presidencyuniversity.in
Prof. G Purandaran, Regional College of Management, Bangalore, India

ABSTRACT:
The incorporation of real estate strategies and practises with an organization's overarching corporate strategy and goals is referred to as corporate real estate management, or CREM. This abstract examines the value and advantages of integrating CREM into business environments, demonstrating how CREM supports organisational objectives, improves operational effectiveness, and boosts financial success. It highlights the essential components of embedding CREM, such as how to make real estate choices that support company goals, include real estate into strategic planning, and encourage communication between CREM experts and other functional areas. The abstract also discusses the difficulties and factors to be taken into account while integrating CREM, such as organisational culture, change management, and the need for efficient coordination. In the end, the abstract highlights the significance of seeing CREM as a strategic role that benefits the Organisation and aids in its success. Organisations may optimize their real estate assets, enhance decision-making techniques, and gain a competitive edge in the market by integrating CREM into the corporate environment.

KEYWORDS:
Business, Corporate, Estate, Management, Principal.

INTRODUCTION

A strategic strategy called corporate real estate management (CREM) entails incorporating real estate issues and practises into the larger organisational structure. It acknowledges the enormous influence real estate assets and strategies may have on an organization's success and general performance. Organisations may optimize their real estate assets, improve operational efficiency, and stimulate value creation by integrating real estate choices with business goals and the strategic planning process.Setting the tone for comprehending the significance of seeing real estate as a strategic asset rather than merely a cost center is the introduction of integrating CREM in the business framework. It emphasises the need for businesses to understand how their real estate portfolio can support corporate goals, increase staff productivity, promote customer experience, and provide them a competitive edge in the marketplace[1]–[3].

The introduction also goes through the difficulties and complications of managing real estate in a corporate setting. The need of cross-functional cooperation, clear communication, and alignment with other crucial company areas including finance, operations, and human resources is emphasized.Organisations can develop integrated strategies that support their overarching business goals, gain a comprehensive understanding of their real estate assets, and make knowledgeable decisions about real estate investments, space utilization, workplace design, and sustainability initiatives by integrating CREM into the corporate context.Overall, the introduction emphasises the significance of seeing real estate as a strategic resource and lays the groundwork for addressing the essential elements, advantages, difficulties, and factors to be taken into account when integrating CREM into the corporate setting. Organisations are increasingly realizing the strategic importance of their real estate assets in

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

the fast-paced business climate of today. Real estate is no longer only considered as a functional requirement, but rather as a priceless asset that can boost brand reputation, generate competitive advantage, and attract and retain talent. As a consequence, business Real Estate Management (CREM) must be more integrated into the business environment[4]–[6].

Organisations may use their real estate assets to further their corporate goals by incorporating CREM into their overall corporate strategy. This entails making sure that real estate tactics are in line with the broader business strategy and that real estate choices are in line with the organization's vision, purpose, and values. To guarantee a unified and integrated strategy, the CREM team must also collaborate and coordinate with other important stakeholders, including senior management, finance, and operations. Consideration of the long-term effects of real estate choices on the organization's financial performance and sustainability is another aspect of integrating CREM into the corporate framework. Considerations for the environment must be made as well as elements like office design, leasing agreements, property management, and space utilization. Organisations may optimize their real estate assets, save expenses, and create a productive and sustainable work environment by include these factors in the strategic planning process[7]–[9].

Additionally, integrating CREM into the corporate environment helps businesses to manage real estate risks including market volatility, legislative changes, and technology improvements. Organisations may reduce risks and embrace opportunities in the dynamic real estate market by being proactive and responsive to these problems, for Organisations looking to maximize the value of their real estate assets, integrating CREM into the business environment is a strategic priority. It necessitates a comprehensive plan that analyses the long-term financial and sustainability consequences, develops cooperation and coordination among stakeholders, and aligns real estate choices with the entire business strategy. Organisations may fulfil their business goals, improve operational effectiveness, and acquire a competitive advantage in the market by doing this[10], [11].

DISCUSSION

The Organisation of all property-related operations of a firm whose primary business is not real estate is the fundamental component of corporate real estate management (CREM). Since the properties support the company's fundamental business operations, CREM is therefore viewed as a collection of several procedures in the framework of the economic acquisition, management, and exploitation of real estate with a focus on the corporate strategy distinguishes between a investor/owner, producer, and user viewpoint in this context. It suggests that striking a balance between user needs and resource availability in order to make a valuable contribution that is in line with corporate strategy can be seen as a major challenge that calls for prioritization and focus. An internal principal-agent relationship may be taken into consideration if the CREM function enters into a legal agreement with the business unit in which services, costs, and qualitative levels such as service level agreements are controlled. According to Reichert, the agency connection between the user and the CREM unit as an organisational unit of a corporation in this instance is largely brought about by the internal division of work and specialization and arises from an exchange contractual relationship rather than through hierarchical dependence; therefore, businesses are essentially a network of contracts. It is CREM's responsibility to maintain this balance while also assuring value addition in this situation. Hence, the companyThe CREM unit will be interested in maximizing its own value contribution to support the organization's corporate plan, and the unit will be interested in maximizing the cost-benefit ratio.

From an economic standpoint, the maximum quantity is always requested if there are no transfer fees for services, space, and hybrid solutions. In this scenario, a business unit would constantly want workspaces in the finest locations, structures, equipment, services, etc. as a

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

benefit-maximizing actor. In other words, these methods would often quantify a demand that is substantially larger than what is really the case. According to Figure.1, CREM unit's fundamental property is precisely this equilibrium.The CREM unit should be seen in this perspective as a bridge between market circumstances and basic company needs. However, the answer to the issue of who the principle and agent are depends on the context and changes with a movement in viewpoint multilevel principal-agent connection. Intra-organizational principal-agent interactions, such as those between CREM and a mandated business for the provision of planning services throughout the process of altering workplace arrangements, are still exposed to different difficulties than inter-organizational ones. See, for instance, Gibler and Black (2004) for the functional outsourcing of service components between CREM and the market.

Systems of division of labour in the past were often focused on gathering comparable work into departments or roles in businesses. This in turn called for certain IT systems, workflows, qualification profiles, etc. In order to execute and fulfil the needs of the business, CREM procedures must be used to manage the resources applications and IT, data, infrastructure, and people. In this regard, grouping related chores in one location is often a good idea. It is also possible to think of the combination of technological and content-related duties as an efficient means of avoiding high transaction costs. These arise, for instance, when projects are assigned to owners who lack or have little technical expertise, forcing them to repeatedly get acquainted with the subject at hand. In this situation, the CREM unit serves as a middleman for all responsibilities associated with the business' real estate-related operations while upholding and adhering to the goals of the Organisation. However, this principal-agent relationship inside an Organisation is distinct from that with outside market partners such as businesses outside the company's borders or outsourced services.

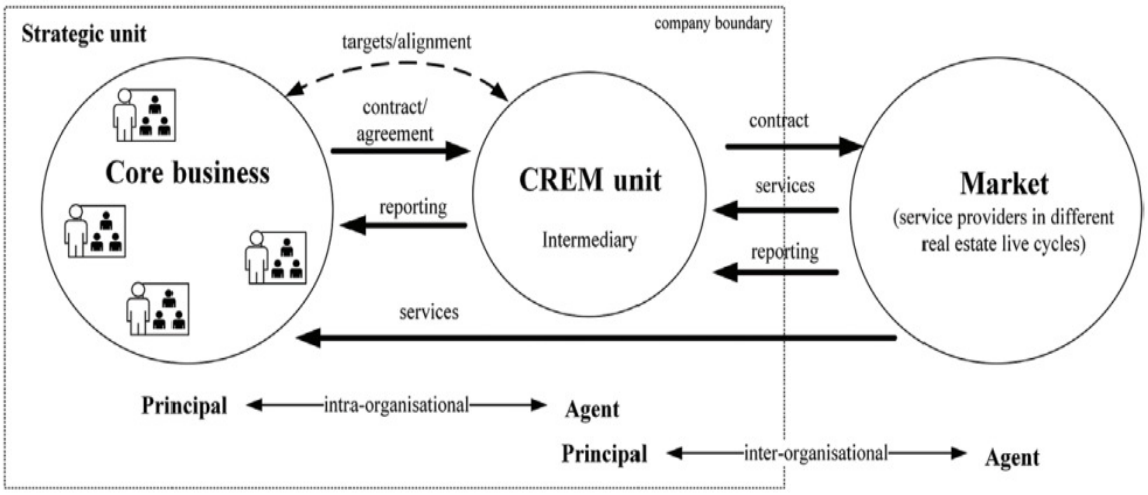


Figure 1: Represting the Multi-level principal-agent relationship [Library Open].

The significance of managing the transactional connection via contractual arrangements is made obvious within the context of this internal unit example. And the bigger the gap between the first-best and second-best solution, and therefore the associated agency costs, the more the actors use their already available range of behaviour in the design and management of workplaces. The question is how this information can be used strategically and, therefore, contractually shaped within a company with a view to ensuring a value contribution in the understanding of a possible first-best solution. There is always an unequal distribution of information between principal and agent.Due to the knowledge asymmetries that exist, judgements are sometimes taken that do not maximize value but instead best match the expectations of the actor. To obtain the lowest agency costs feasible, the issue of what contractual instruments may be utilised in the internal exchange of services emerges.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Descriptive Structuring of Intra-Organizational Relationships

A descriptive examination of the internal intra-organizational region of the business is now required, taking into account a multi-level principal-agent relationship.

In theory, these components and interactions shouldn't be seen as independent from one another and connected to outside businesses; but, for the sake of this research, a model-like breakdown is required.

At this phase, it is addressed how the principal's potential information issues function/core businesscan affect the agent's potential discretionary authority (CREM).Intra-organizational ties, in contrast to inter-organizational interactions, do not let the transaction partners to choose one another. To put it another way, the CREM unit cannot be freely chosen by the core business unit with its functions as an internal service provider among other potential service partners.

This holds true both ways and results in an internal contracting requirement and a quasi-monopoly position to support the system of division of labour. Due to the presence of a central CREM-department, choosing an appropriate contractual partner in the area of workplace solutions is thus unnecessary from the perspective of the business unit.

The agency issue may get worse if this agent pick is left out In the classic case, as was previously demonstrated, the principal is in possession of information about his potential contractual partners despite the asymmetry that exists, and he has dealt with the situation of contracting - to some extent, he has built up specific know-how that he can draw on in the context of his decision - which is now completely omitted here.

The business unit lacks knowledge about the performance and appropriateness of the internal CREM unit as a contractual partner as a consequence of the deletion of the selection procedure.

A maximum quality uncertainty may be expected since the principal cannot directly view the agent's real quality attributes, particularly in contrast to potential market partners. For instance, the business unit is unable to determine whether there would have been other, better solutions with a higher surface density, better support for productivity, a better office layout, and support for activity-based working environments than the agent's suggested solution due to a lack of market comparisons.

The CREM's exposed quasi-monopoly status strengthens this impact even more.

The creation of workplace solutions, as well as any other property-related operations, might be maintained by CREM at a reasonable level without being sanctioned, to put it another way.

There are instances when the principal's perception of the relevant uncertainty is reduced by the installation and execution of proper monitoring and control mechanisms and acceptable performance incentive systems (see Table.1), but these actions also result in organisational expenses.

At this point, it should not be forgotten that the creation of a multi-level principal-agent relationship and the creation of a CREM unit are primarily organisational in nature and that the internal contractual partners have already worked together in the past, both favorably and unfavorably.

In this regard, the shadow of the past might also lead to concerns now about the systematic deployment of new working environments for the user, which internal contracting cannot effectively address.

It may be anticipated that the information sharing and collaboration between the internal contract partners will be more reliable and effective the longer and more favorable the experiences of earlier cooperation have been.

It is now possible to use and mutually signalize the good experiences of internal contract partners (see Table .1).

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Table 1: Table summarized the Options for problem limitation (hidden characteristics).

Removal of information asymmetry		*Alignment of interests*
Signaling/screening	*Self-selection*	
• Description of the value contribution of the CREM • Publication of success stories about positive workplace concepts and solutions • Using the "shadow of the past" • Company-wide description of the degree of maturity (also in comparison to the market) • Integration of further, independent industry experts as neutral partners • Introduction of project advisory boards to support the change process	• Formulation of different possibilities of performance implementation by the principal and self-selection to identify the best solutions by the agent (measured by the achieved value contribution for the company)	• Description of internal, market-based clearing systems • Formulation of joint target agreements on the basis of the corporate goals • Development of incentive systems, which are linked to the success of the measures

If the creation of new work environments also falls under the category of object-related complexity, where the principal is required to provide specific details about the required solution such as the type and manner of cooperation, processes and activities, communication relationships, etc. so that the agent can implement these in solutions, then this complexity is frequently viewed as the root of the misunderstanding. Only when this data about the key business processes has been gathered and integrated will the agent (CREM) be in a position to generate sound solutions that can then be modified. According to Barshefsky and Glock, this intricacy may serve as the foundation for misunderstandings, transmission, and translation mistakes, all of which have a major negative influence on the success of the proposed workplace solution.

On the other hand, with these expert services of applying cutting-edge workplace ideas, the agent is also subject to the principal's directions. The principle should be able to accurately explain his wants and be able to quantify them according to the goals of the business. As long as the product doesn't have a real price, integrated systems tend to demand the highest performance in the absence of market-based fees. As a result, there will be inefficiencies in the interchange of services since often more room, functional connections, office layouts, work processes, and equipment features are required than are really necessary. Internal, collaborative target agreements with an integrated incentive system might be reached in order to avoid these maximization impulses from encouraging an inadequate business solution and instead position the project objectives in the perspective of the entire company goals. As a result, it is feasible to comprehend ex Nunc or ex post why certain objectives have not been met and how the accompanying obligations might be explained.

However, from the standpoint of the agent, the non-disclosure of information in the instance ofOnly in cases when the agent wouldn't hurt himself would the principle be presumed. However, it appears more often than not that the principal unintentionally communicates his needs insufficiently. This is especially likely to be the case in pilot projects for the implementation of novel workplace concepts, as there is frequently no established procedure with checklists, key figures, experience reports, etc. in these situations. A project advisory board might be formed to help the transformation process, for example, or it would make sense to include more external firms to specify needs from a more objective and unbiased

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

perspective (see Table.1).However, it seems that with respect to the concealed features, the first internal doubts have already been discovered, which must be resolved by certain intraorganizational countermeasures; Table.1 summarizes potential solution methods.
The intended separation of duties and task specialization between the implementation of real estate management and core business requirements, however, inevitably creates a situation where the principal is able to monitor the performance of the CREM but ultimately cannot evaluate it technically. As a result, only thorough analysis, extra information, external reports, etc., and therefore thorough information supplied by the principal, can be used to assess the real performance of the CREM unit. Specifically, a core business unit would need to understand which market solutions are available for which activities, with which structural and technical solutions and at what cost, how functional units can be best assembled following internal communication relationships, how basic space requirements and occupancy rates, etc., are described, and so on. The topic of what internal principal-introduced control and monitoring mechanisms should be used, as well as the associated organisational expenditures, would come next. For example, joint CREM workshops on the extensive integration of the user co-producer in the new working environment, the integration of real and implemented project examples, etc. are just a few of these solutions. (See also Table .2.) An external advisory board with expertise could be established to help solve the corresponding challenges. The user has to grasp what it means to be a respected partner in eye contact.

Table 2: Table summarized the removal of information asymmetry.

Removal of information asymmetry		*Alignment of interests*
Monitoring	*Proactive approach*	*Monitoring*
• Formal control • Use of normative control and an organisational 'WE' feeling (emotional attachment of employees) • Common values (workplace as an identity and image-forming characteristic) • Establishment of an externally staffed project advisory board for project implementation	• Integration and creation of confidence-building measures • Joint workshops for planning and implementation • Extensive integration of the user including early involvement (co-producer) • Technical support (e.g. Building Information Modelling visuals for the design of the workspace, surfaces, colours, functional relationships, etc.)	• Description of the objectives and measurement of the CREM value contribution (incentive-compatible reward) • Joint project reports on project progress to the management

Level and be given the impression that his needs, as well as those of others, are first taken into consideration.The assessment of project success in the form of the degree of goal attainment, however, is also becoming more and more crucial, so that investment costs are placed in relation to the benefit contribution, as projects involving innovative or even transformed working environments proceed. In light of the associated investment costs, measuring and evaluating the benefit contribution of new workplace solutions within a company appears anything but simple, which would have to exacerbate the measurement issues of the principal. It becomes apparent that the agent (CREM) may utilised discretion and knowledge advantages to forego doing agreed-upon acts or to carry out operations that should be skipped, which would be against the interests of the principal. This specific illustration highlights the significance of unidirectional advantages.
It may be predicted that when complexity rises, measurement and evaluation issues increase as well. Making a clear evaluation and measurement is likely to grow more challenging the more the current working environments are tampered with or altered in this context e.g.,

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

activity-oriented working environments, non-territorial workplaces, etc. Essentially, this will cause the principle to believe that although he may be able to see the agent's performance, it will be challenging for him to evaluate it properly. It may also cause the principal to feel that the observation and control procedure can only be done at high organisational and control costs.

The advantages of the workplace solution may be clearly outlined in mutually designed target agreements, project commitments, and target and performance evaluation systems. Control may be obtained in a number of ways. Between formal control which affects the members from the outside and normative control makes a clear distinction.

The hidden intentions of the transaction partners and, more importantly, the fact that one partner has brought in significantly more specific investments than the other are the root causes of another type of information that is distributed asymmetrically between the functional areas. Due to this dependence, there is a chance that opportunistic behaviour may result in a hold-up.

CREM units accumulate specialized knowledge over time, even only in the context of the previously described labour division; this is true for both the implementation of workplace structures in particular and real estate sector difficulties in general.

This information is based on suppliers, technologically feasible solutions, sensor usage, particular surface requirements, room temperatures, etc. According to Williamson, this specialized knowledge may be thought of as human asset specificity.

The fact that some investments cannot be employed outside the transactional connection that was originally designed with equivalent value generation or without changes is what they all have in common.Mutual reliance may be established in this context if it is considered that the demand side and CREM share an internal contract, however it need not be to the same degree. Furthermore, it should be noted that the main and agent (CREM) functional areas addressed here often answer to distinct upper echelons of management for instance, Production answers to the Chief Production Officer and CREM answers to the Chief Financial Officer. In this case, the evaluation and assessment of the solution achieved in the form of user satisfaction, along with the financial framework data such as investment costs, budget compliance, adherence to schedules, etc, is integrated into the evaluation of the CREM unit's performance It would advantage the principal and change the reliance ratio. In turn, this would provide the principal more leeway at the cost of the agent.

However, it must be noted that there can and will also be conflicting goals at the functional area level and that there is occasionally an accountability problem - both positive and negative. When considering corporate practises, it is already clear that all functional goals can be derived from the overarching corporate goals

The functional sections may potentially perform more broad opportunistic actions, based on the internal billing model for the service. In this instance, for instance, it is assumed that the principle and the CREM unit have largely reached an understanding about the solution to be put into place for the new working environment, as well as the related investment volume and rental payments (for example, cost rent).

The CREM unit then creates specific investments in the form of detailed plans, management concepts, invitations to tender, relocation plans, etc. because these solutions are only useful for their intended use and may need to be modified, which would incur additional costs. The principle foresees this and modifies the terms of the underlying contract, such as the requirement that rent be paid at cost. Given the many reporting structures inside the Organisation, this situation of a hold-up may theoretically occur.

The principal could use changing external circumstances and environmental changes as evidence to support this opportunistic activity internally.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CONCLUSION

In order to maximize the value of their real estate assets and connect them with their overall company strategy, organisations must first integrate Corporate Real Estate Management (CREM) into the corporate framework. Organisations may successfully use their real estate portfolio to accomplish a variety of strategic goals, improve operational effectiveness, and gain a competitive edge by incorporating CREM into the corporate structure.Organisations may make sure that real estate choices are made in accordance with their vision, purpose, and values by incorporating CREM. By aligning real estate plans with the larger business strategy, this offers a more comprehensive and integrated approach that fosters synergy and maximizes value development.Additionally, integrating CREM within the Organisation involves coordination and communication across various organisational tasks. In order to guarantee that real estate choices are influenced by their individual skills and viewpoints, it entails including stakeholders such as senior management, finance, operations, and human resources.

This cooperative strategy makes it easier to incorporate real estate issues into crucial business processes, leading to more strategic and informed decision-making.Organisations may efficiently manage real estate risk when CREM is integrated into the business framework. Organisations may proactively identify and handle possible risks, minimizing their effect and maximizing possibilities, by taking into account elements including market volatility, regulatory changes, and sustainability.Additionally, integrating CREM encourages real estate management that is long-term and sustainable. It promotes businesses to include environmental, social, and governance (ESG) considerations into their real estate strategy, fostering ethical and sustainable behaviour that is advantageous to both the business and the larger community. For Organisations to maximize their real estate assets and synchronize them with their overarching business plan, CREM must be integrated into the corporate environment. In order to make informed choices, manage risks, and establish a competitive and sustainable working environment, teamwork, integration, and a long-term view are necessary. By adopting this strategy, businesses may use real estate as a strategic asset and promote long-term success.

REFERENCES:

[1] A. J. Omar and C. A. Heywood, “Defining a corporate real estate management’s (CREM) brand,” *J. Corp. Real Estate*, 2014, doi: 10.1108/JCRE-10-2013-0031.

[2] T. van der Voordt, “Facilities management and corporate real estate management: FM/CREM or FREM?,” *Journal of Facilities Management*. 2017. doi: 10.1108/JFM-05-2016-0018.

[3] S. Makaringi, K. Mokoka, and J. Schmidt, “The Impact of Aligning the Strategies of CREM with Those of a Corporate Business Using Real Options,” *Appl. Financ. Account.*, 2018, doi: 10.11114/afa.v5i1.3684.

[4] E. Ziemba, K. Śmietana, T. Ramian, and K. Kania, “The Concept of a Sustainable Approach to Corporate Real Estate Management,” *Real Estate Manag. Valuat.*, 2015, doi: 10.1515/remav-2015-0039.

[5] S. Kłosowski, “The concept of the process approach in corporate real estate management,” *Real Estate Manag. Valuat.*, 2018, doi: 10.2478/remav-2018-0031.

[6] A. J. Omar, M. L. Mohd Diah, and A. md Yassin, “Exploring financial performance for Corporate Real Estate Management (CREM) in Malaysia,” *Soc. Sci.*, 2016.

[7] “An overview of steps and tools for the Corporate Real Estate strategy alignment process,” 2014. doi: 10.15396/eres2014_57.

[8] A. Ambar and A. J. Omar, “Best practices for Corporate Real Estate Management (CREM) in Malaysia: value-added CREM strategies among Malaysian corporations,” in *1st FPTP Postgraduate Seminar 2013*, 2013.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[9] D. Janßen-Tapken and A. Pfnür, "Critical success factors of ERP benefits in CREM: evidence from Austria, Germany and Switzerland," *J. Corp. Real Estate*, 2016, doi: 10.1108/JCRE-10-2015-0032.

[10] C. Heywood and R. Kenley, "Evaluating the sustainable competitive advantage model for corporate real estate," *J. Corp. Real Estate*, 2008, doi: 10.1108/14630010810922067.

[11] A. J. Omar and C. A. Heywood, "Corporate real estate management's (CREM) positioning status□: Exploration of the PCDL model in practice," *16th Annu. Conf. Pacific Rim Real Estate Soc.*, 2009.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 2

REAL ESTATE MANAGEMENT: CONTRIBUTIONS OF BRANDING THEORY

Dr. Srinivasan Palamalai, Associate Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-srinivasanp@presidencyuniversity.in
Prof. Raghunandan, Regional College of Management, Bangalore, India

ABSTRACT:
It is acknowledged that branding theory has made contributions to corporate real estate management (CREM), which is a useful strategy for strategically using and controlling real estate assets inside organisations. The main contributions of branding theory to CREM are summarised.The brand identity of an organizations real estate assets may be developed and maintained using a framework provided by branding theory. It emphasises how crucial it is to match the organizations brand image, values, and culture with the physical environment, design, and facilities. Organisations may have a distinct and recognisable brand presence in the market by integrating branding components into the real estate strategy.The effect of branding theory on attracting and keeping tenants is one important contribution it makes to CREM. A real estate asset with a strong brand may attract more renters and foster a sense of loyalty among current ones. Organisations may improve perceptions of their real estate products and cultivate enduring connections with tenants by creating a consistent brand experience across the tenant journey.Furthermore, real estate is acknowledged by branding theory as playing a part in building the total business brand. The actual workplace acts as a visible reflection of the culture and principles of the company. Organisations may strengthen their brand message, build their image, and provide workers, customers, and other stakeholders a consistent brand experience by coordinating their real estate assets with their corporate brand.Additionally, branding theory emphasises the financial benefits of successful brand management in CREM. Greater rental prices, greater occupancy rates, and superior financial performance of real estate assets may all be attributed to a strong brand identity. A real estate portfolio with a strong brand may also draw in quality investors and renters, increasing market value and the possibility for better returns on investment.

KEYWORDS:
Brand, Corporate, Estate, Theory, Workplace.

INTRODUCTION

One means of distinguishing a product or a service is by its brand. A successful brand is a name, symbol, design, or some combination, which identifies the product or service of a particular Organisation as having sustainable differential advantage, provided a fuller definition of a brand, proposing that it is a distinctive mix of qualities and added values, both functional and nonfunctional, that have acquired a significant significance associated with the brand. According to Appel-Meulenbroek et al, a brand can be seen as a cluster of physical, functional, and socio-psychological attributes, beliefs, and values associated with a specific product or service. Clearly, developing and communicating a brand to all pertinent stakeholders of a business requires more than just visuals. Branding has its roots in the marketing sector but swiftly gained the benefit of several psychological theories. Some claim

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

that the word brand first appeared in the marketingHowever, according to Bastos and Levy , there are some investigations that date back to a few years before then. The topic was first studied in 1922. However, it didnt truly start to acquire popularity until the 1950s, and the most of the study is even from this century[1]–[3].

Branding is now a topic of study in the social sciences and humanities, according to the theory put forward by Holt. Numerous studies on place branding and city marketing have been conducted in the tourist industry. In order to get more insight into employer branding, the human resources (HR) industry is also adopting marketing theories.Four distinct historical periods of branding theory development, each with a distinct emphasis, were identified by Roper and Parker. In the beginning, the price was the primary emphasis of branding theory, but subsequently, the name, the service, and finally, seeing the brand as a firm asset, were also included. Identification, distinctiveness, personification, and asset were the names they gave to these four branding phases. When customers link a product or service to its creator or owner, they are identifying the brand. This kind of product branding accentuates originality to make sure that customers can identify the brand.The necessity for a brand, however, grew significantly during the industrial revolution, when improvements in manufacturing methods made it possible to produce goods in large quantities at cheap costs with consistent quality [4]–[6].

Due to the rising market rivalry, goods had to be differentiated from those of competitors. Since that time, mass communication has urged buyers to recognise a product by name in order to cement the brand in their minds and promote repeat business with the same business. Innovation may assist a dominating position be maintained for a longer time by creating distinct brand difference among rival brands in the market. Differentiation typically happened logically or functionally via factors like size, packing, quality, and price, for example. Services began to be seen as a component of the brand beginning in the 1990s, increasing so-called personification.In order to emotionally connect with customers, this transforms a brand from an object into a product with meaning. For instance, a celebritys endorsement of a product will give it more charisma, and customers like goods, businesses, or services that reflect their ideal selves. Customers build the meaning through identifying with the brand, which is determined by the brands attributes. After all, despite a companys best efforts, the brand meaning is ultimately created by the customers. The worth of a brand became just as significant a value as other firm assets with the turn of the century as it began to be recognised as an asset for the company[7], [8].

DISCUSSION

Today, branding theory makes distinctions across a wide range of terminology and ideas, as well as in terms of who is engaged in conveying the brand and its intended audience. Regarding the latter, product branding serves as the foundation for selling items to clients, but it is insufficient for businesses to concentrate simply on building a reputation via the quality of their products (due to the standardisation and uniformity of modern manufacturing methods). Therefore, the goal of so-called corporate branding is to communicate the values and feelings represented by the organisation. According to Orozco-Toro and Ferre-Pavia , it considers how various key stakeholders view the business reputation. Through employer branding, which targeted this broadcast of firm values towards prospective future workers rather than consumers, the battle for talent introduced another stakeholder. According to Edwards, Employer branding considers current and potential employees as branding targets, whereas product branding considers how a product is represented to customers and corporate branding considers how an organisation is represented to a variety of external audiences[9]–[11].

Thus, successful firms must tackle corporate branding holistically, consistently, and cohesively. To establish true coherence between the promise the brand makes and the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

performance the company provides, all organisational members should contribute to the development of the corporate brand . After then, the corporate brand expands into many forms of communication, such as employee conduct, beyond the visible components of the brand, such as the logo and building. In order to achieve this, firms must develop a synergy between the brand and the organisational culture, which is ingrained in organisational conduct. Employee conduct and consumer perception and retention are related, according to Kaplan and Norton . They claim that a fascinating place to work leads to a compelling place to purchase, using the retail industry as an example. They are attempting to convey the truth that employee-centered services may be just as significant to external consumers as the overused claim. However, going against the grain and fostering a connection between the brand andIts challenging to change the corporate culture. Customer services whether they serve as a businesss primary source of revenue or are connected toPhysical goods also contribute to the brands overall experience. A strong brand has to be supported by the customer being aware of significant distinctions between the providers goods. Due to this, several researchers have shifted their focus from input and outcomes/sales to the internal building of a strategic function. In order to create a dynamic corporate branding that promotes stakeholder buy-in and branding results, firms must first integrate functional silos. A second set of dimensions relates to the ideas and vocabulary around branding. According to Markwick and Fill , branding is the act of communicating who the company is, what it does, and how it does it via a visual representation known as the corporate identity. Image is another term that appears often in branding literature. Identity originates from the company, i.e. a company is responsible for creating a differentiated product with unique features, according. customer perceptions are referred to as brand image, which includes a variety of customer beliefs about the product. Or, to put it another way, brand identity represents how firms aspire to be perceived, whereas brand image refers to how they are perceived, as stated by Sääksjärvi and Samiee. Both ideas are crucial components of powerful brands. Despite being the foundation of their concept, Melewar and Karaosmanoglu assert that corporate culture does not alone define corporate communication and, therefore, corporate identity. Furthermore, it is important to consider how corporate culture affects corporate behaviour and strategy since each of these three factors also has an impact on how successfully a company communicates its identity. Another curved path in their model connects corporate strategy, corporate structure, corporate design, corporate communication, and corporate identity. Since it is the most overt and clear type of communication, this indirect line of branding may be the most evident and its oldest form; yet, as was already said, conduct is equally important The physical workplace design, in particular, has an impact on how successfully people can execute their jobs, which Melewar and Karosmanoglus model neglects to take into account. The three different types of stakeholders who came forward to benefit from branding effortsconsumers of the companies products/services, potential future employees, and current employeesare distinguished in more detail in the following section on the application of branding theory to workplaces.

Branding Dimensions

Today, branding theory makes distinctions across a wide range of terminology and ideas, as well as in terms of who is engaged in conveying the brand and its intended audience. Regarding the latter, product branding serves as the foundation for selling items to clients, but it is insufficient for businesses to concentrate simply on building a reputation via the quality of their products due to the standardisation and uniformity of modern manufacturing methods. Therefore, the goal of so-called corporate branding is to communicate the values and feelings represented by the organisation. According to Orozco-Toro and Ferre-Pavia, it considers how various key stakeholders view the business reputation. Through employer branding, which targeted this broadcast of firm values towards prospective future workers

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

rather than consumers, the battle for talent introduced another stakeholder. According to Edwards, Employer branding considers current and potential employees as branding targets, whereas product branding considers how a product is represented to customers and corporate branding considers how an organisation is represented to a variety of external audiences. Thus, successful firms must tackle corporate branding holistically, consistently, and cohesively. To establish true coherence between the promise the brand makes and the performance the company provides, all organisational members should contribute to the development of the corporate brand .

After then, the corporate brand expands into many forms of communication, such as employee conduct, beyond the visible components of the brand, such as the logo and building. In order to achieve this, firms must develop a synergy between the brand and the organisational culture, which is ingrained in organisational conduct. Employee conduct and consumer perception and retention are related, according to Kaplan and Norton . They claim that a fascinating place to work leads to a compelling place to purchase, using the retail industry as an example.

They are attempting to convey the truth that employee-centered services may be just as significant to external consumers as the overused claim. However, going against the grain and fostering a connection between the brand andIts challenging to change the corporate cultureCustomer services whether they serve as a businesss primary source of revenue or are connected toPhysical goods also contribute to the brands overall experience. A strong brand has to be supported by the customer being aware of significant distinctions between the providers goods. Due to this, several researchers have shifted their focus from input and outcomes/sales to the internal building of a strategic function In order to create a dynamic corporate branding that promotes stakeholder buy-in and branding results, firms must first integrate functional silos .

A second set of dimensions relates to the ideas and vocabulary around branding. According to Markwick and Fill , branding is the act of communicating who the company is, what it does, and how it does it via a visual representation known as the corporate identity. Image is another term that appears often in branding literature. Identity originates from the company, i.e. a company is responsible for creating a differentiated product with unique features, according to Nandan. customer perceptions are referred to as brand image, which includes a variety of customer beliefs about the product. Or, to put it another way, brand identity represents how firms aspire to be perceived, whereas brand image refers to how they are perceived, as stated by Sääksjärvi and Samiee. Both ideas are crucial components of powerful brands. Despite being the foundation of their concept, Melewar and Karaosmanoglu assert that corporate culture does not alone define corporate communication and, therefore, corporate identity.

Furthermore, it is important to consider how corporate culture affects corporate behaviour and strategy since each of these three factors also has an impact on how successfully a company communicates its identity. Another curved path in their model connects corporate strategy, corporate structure, corporate design, corporate communication, and corporate identity. Since it is the most overt and clear type of communication, this indirect line of branding may be the most evident and its oldest form; yet, as was already said, conduct is equally important.

The physical workplace design, in particular, has an impact on how successfully people can execute their jobs, which Melewar and Karosmanoglus model neglects to take into account . The three different types of stakeholders who came forward to benefit from branding effortsconsumers of the companies products/services, potential future employees, and current employeesare distinguished in more detail in the following section on the application of branding theory to workplaces.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Applicability to Workplace Studies

Workplace design elements are seen to be important for conveying business identity. Therefore, corporate real estate (CRE) and facilities management may enhance or detract from the business brands ability to be communicated. To far, branding models have focused primarily on the visual design elements of the workplace, such as the buildings architecture and office arrangement, as having a direct impact on the way businesses communicate with customers who pass by or visit the facility. They ignore the possibility for a substantial correlation between the physical workplace and employee conduct, which might have an indirect impact on corporate communication due to CRE. Additionally, an increasing number of businesses are exploiting the architectural layout of their offices to promote their employer brands for example, Googles circular structure, which emphasises fun by employing slides in place of stairs. Branding theory may be applicable for CREM internal branding in addition to assisting the company in expressing its corporate identity to clients and employees who are internal clients, in order to demonstrate its extra strategic value for the company.more precisely. Following are three ways that a branding theory may be used to improve corporate real estate management, as explained in this section:

1. Direct and indirect physical communication of corporate identity to consumers.
2. Employer branding. 3 CREM internal service branding.

Direct and Indirect Physical Communication

By assisting in the communication of corporate identity in the direction of a better corporate image, CREM may be able to provide strategic value to enhancing firm marketing and sales, according to Lindholm and Leväinen. They said that CREM ought to:

1. Provide space that attracts customers.
2. Make a symbolic statement through design and location.
3. Create a workplace that supports the corporate brand.
4. Provide the environment that supports the sale.
5. Select locations that capture customers.

According to interviews with CRE managers, the values of sustainability, dependability, transparency, innovation, and being people-oriented are the ones they most often aim to establish a brand image. These should, however, also align with the core principles of the businesses.There arent many actual research on how workplace factors affect a companys branding performance and how its consumers perceive its image, both directly and indirectly. Bitner investigated the impacts of ambience conditions such as temperature, sound, light, and scent, space and function, as well as signs, symbols, and artefacts on consumers in relation to possible direct consequences of the workplace. The link between CRE and company perceptions was explicitly examined by Hatch and Cunliffe and Strati , who identified location, layout, and design as key elements. The workplace managers of various (service) organisations were questioned by Appel-Meulenbroek et al. about how they believed a list of specific physical workplace characteristics would support corporate branding.

The location type and reputation, landscaping, the façade, the main entrance, the architectural style, visibility, the floor plan, accessibility and indoor environmental quality (IEQ), nearby amenities, accessibility by car, bicycle, or public transportation, and restaurant amenities were all factors that they tested for a direct or indirect influence. The locations accessibility and typology, the buildings level of finishing and recognizability, as well as the main entrance, were thought to be the most crucial branding elements. Organisations communicate with their clients and staff via the lobby of their buildings, their main entrance, their amenities, and signs. The concepts brand and landscaping have somewhat merged to form the term brandscaping.In terms of collateral consequences, contented workers are better able to contribute to the business and are more eager to go above and beyond to please their external

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

clients. Quality workers who got internal service quality from corporate business units like CREM led to loyal and happy external clients. It is a chain reaction of internal quality that benefits both internal and external consumers. IEQ, furnishings and equipment, sufficient variety of functional areas, and supported facility services are crucial for ensuring employee satisfaction.soft factors as seclusion and décor.

Employer Branding

Employer branding suggests differentiation of a firms characteristics as an employer from those of its competitors, the employment brand highlights the distinctive aspects of the firms employment offerings or environment, according to Backhaus and Tikoo. In a more recent paper, Backhaus noted that there is disagreement about which characteristics are most crucial, despite the fact that there have been hundreds of publications published on the subject. However, due to the talent shortage in many knowledge-based industries, employer branding is now increasingly focusing on the workplace.To persuade young people that working for them would provide them a desirable employment environment, businesses build stylish, contemporary workplaces. There isnt much data to show whether deciding between occupations is genuinely influenced by the physical workplace.

Themans et al.s research on employer branding seemed to be the only one that particularly discussed real estate. Only above organisational image and below incentives, social environment, growth chances, and working hours, real estate ranked second lowest when knowledge workers were asked to assign points to factors impacting an organizations desirability as an employer. Real estate is undoubtedly also an important factor, despite the fact that the changes were, as they claimed in their research, quite little. Location was deemed to be the most significant study factor in the real estate category, followed by individual workplace, services, and amenities, and finally the building itself.The propertys geographic location and accessibility particularly contributed to the establishment of an appealing employer.

CREM Internal Service Branding

CREM may significantly improve the fundamental operations of a client company in a number of ways, on the Value Adding Management model. Nevertheless, CREM and general management continue to place a lot of emphasis on how much it costs to house guests. The reason CREM struggles to get strategic attention is because of this narrow emphasis on unit costs and building condition as opposed to total costs and business results impacted by workplace design. However, there is more focus on demonstrating the entire worth and significance of CREM . Perhaps the CREM/FM departments internal branding might benefit from improvement. CREM needs to better frame itself in terms of supporting business as that is what their customers saw as CREMs core competence, said Omar and Heywood. Through the use of both real and intangible assets, as well as a companys vision and dedication to satisfying its most important customerits employeesCREM internal service branding creates a service brand from the inside out. Since it also represents psychological demands like territoriality, privacy, autonomy, and social connection with others, an employee's workplace serves as more than simply a resource for business.

In addition, physical working environments affect people's emotions and bodies via connection, familiarity, and identification. Ignoring the emotional consequences may have negative socio-psychological repercussions on people's wellbeing and may also affect how they interact with consumers. Internal service branding may be the toughest branding problem for CREM out of the three branding applications covered in this chapter for a number of reasons.The best workplace assistance is complicated since functional, physical, and psychological factors may all be involved. Appel-Ellenbrook et al. conducted a structured literature review that resulted in the identification of 134 studies. From these studies, they extracted 10 employee outcomes that had been demonstrated to be impacted by

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

the physical work environment, as well as 8 categories of workplace design variables that could be used to affect these outcomes.

As a result, there are several product and service attributes that might be internally branded in order to appeal to general management and staff.For the best possible working experience, various internal stakeholders prefer different environments. How the office layout and other physical components may boost productivity and competitiveness is likely the main issue senior management would want to have addressed. On the other side, employees can be more concerned with their own safety, privacy, and support of activities. Additionally, due to the wide range of personal preferences, there is no one solution that works for all employee. Thus, it may even qualify as a wicked issue, which are hard to define and affected by a variety of intricate social and political aspects that evolve over time, as described by Kreuter et al. Such a constellation may also affect workplace management.

It might be difficult to separate the influence of physical characteristics from other variables affecting the employee at the same time when attempting to justify actual real estate benefits to employee productivity and behaviour. For instance, there is currently a dearth of empirical research on how the workplace affects employee productivity and organisational value. The service providers actions and communications have a significant impact on the strategic value of internal service branding. In order to increase the confidence of workers and management, CREM, as an internal service function to a company, must demonstrate its knowledge and effectiveness in meeting criteria. However, this is always a team effort with other corporate areas like HR, IT, and finance, therefore cooperation with these divisions is required. Additionally, external service providers are often recruited to carry out a portion of the CREM service delivery, thus they participate in promoting the CREM service.

What matters is how CREM performs its function in the brand-building process to connect the internal organisational values to the outward brand values, or the other way around. Omar and Heywood noted that when CREM is seen as a trustworthy and dependable contact point to provide them the required concrete and intangible circumstances to perform at their best, workplace acceptability among workers rises. In order to adjust to a new scenario without difficulty, employees also need to have a deeper awareness of what the job entails. Employees internal market demands specialized offerings that align with the company's external messaging. Thus, it seems that in order to provide high-quality goods or services to the market, pleasing internal consumers is just as crucial as satisfying external ones.Businesses must strategically include CREM into their marketing plans in order to succeed as they work to strengthen their competitive position in a crowded market. CREM is a shareholder in creating a powerful and enduring corporate brand for businesses even when they do not interact with external clients directly.

CONCLUSION

By offering a framework and tactics for efficiently managing and utilising real estate assets inside an organisation, branding theory significantly contributes to corporate real estate management (CREM).Organisations may accomplish a number of important goals by integrating branding ideas into CREM practises.First of all, using branding theory, real estate assets may develop a distinctive and recognisable brand identity. The physical setting, facilities, and services must be coordinated with the organizations brand positioning, core principles, and culture. Organisations may distinguish themselves in the market, improve their image, and entice new renters, investors, and workers by creating a distinctive brand identity.Additionally, branding theory helps to raise tenant satisfaction. Organisations may create a welcoming and interesting atmosphere for renters by matching the actual workplace with the corporate image. This might include including branding components in the design, offering top-notch facilities and services, and making sure that the tenant has a consistent brand experience all throughout their time in the building. Satisfied renters are more inclined

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

to extend their leases, recommend the property to others, and promote a favourable reputation.Thirdly, branding theory acknowledges real estate's function in attracting and keeping talent. Organisations may recruit top talent and increase employee engagement by developing a branded working environment that represents the organizations values and culture. A professionally branded workplace boosts employee productivity and well-being, enhances the corporate brand, and develops a feeling of pride and belonging.Finally, branding theory emphasises the monetary gains from CREMs great brand equity. Strongly branded real estate properties may charge higher rents, have lower vacancy rates, and draw in high-calibre tenants. A well-branded real estate portfolio also raises the organizations total market worth and attractiveness, which boosts returns on investment and boosts financial success. Corporate real estate management benefits from the tactics and insights provided by branding theory. Organisations may develop a distinctive brand identity, improve tenant happiness, attract and retain talent, and spur financial success by integrating branding ideas into CREM practises. Organisations must understand the value of branding while managing their real estate assets and take use of these benefits to stand out from the competition.

REFERENCES:

[1] G. Muratovski, "The role of architecture and integrated design in city branding," *Place Brand. Public Dipl.*, 2012, doi: 10.1057/pb.2012.12.

[2] J. Nogué and J. de S. E. Vela, "Geographies of affect: In search of the emotional dimension of place branding," *Commun. Soc.*, 2018, doi: 10.15581/003.31.4.27-44.

[3] M. Haroon Hafeez, M. Noor Mohd Shariff, and H. bin Mad Lazim, "Relationship between Entrepreneurial Orientation, Firm Resources, SME Branding and Firm's Performance: Is Innovation the Missing Link?," *Am. J. Ind. Bus. Manag.*, 2012, doi: 10.4236/ajibm.2012.24020.

[4] F. Morhart, L. Malär, A. Guèvremont, F. Girardin, and B. Grohmann, "Brand authenticity: An integrative framework and measurement scale," *J. Consum. Psychol.*, 2013, doi: 10.1016/j.jcps.2014.11.006.

[5] J. Hemmonsbey and T. M. Tichaawa, "Strategic planning of sport tourism events on destination brands: Examining the role of home-grown sport," *Geoj. Tour. Geosites*, 2019, doi: 10.30892/GTG.26310-398.

[6] B. Grohmann, "Gender dimensions of brand personality," *J. Mark. Res.*, 2009, doi: 10.1509/jmkr.46.1.105.

[7] T. Matiza and O. A. Oni, "The case for nation branding as an investment promotion methodology for African Nations: A literature-based perspective," *Mediterranean Journal of Social Sciences*. 2014. doi: 10.5901/mjss.2014.v5n3p262.

[8] K. L. Keller, "Reflections on customer-based brand equity: perspectives, progress, and priorities," *AMS Rev.*, 2016, doi: 10.1007/s13162-016-0078-z.

[9] A. Yuli, "City Branding Sebagai Strategi Pengembangan Pariwisata Ditinjau dari Aspek Hukum Merek," *J. Ilm. Ilmu Huk. QISTI*, 2011.

[10] V. Dos Santos Di Mattia, M. D. Ramos Rodríguez, and A. M. Pérez-Acosta, "Analysis of Psychological Aspects of Lovemarks Formation," *Inf. psicológicos*, 2018, doi: 10.18566/infpsic.v18n2a07.

[11] A. J. Omar and C. A. Heywood, "Defining a corporate real estate management's (CREM) brand," *J. Corp. Real Estate*, 2014, doi: 10.1108/JCRE-10-2013-0031.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 3

MANAGEMENT: BUILDINGS, WORKPLACES, FACILITIES AND SERVICES

Dr. Ranganathan Kumar, Associate Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-drsenthilkumar@presidencyuniversity.in
Prof. Zabiulla, Regional College of Management, Bangalore, India

ABSTRACT:
Managing workspaces, facilities, and services is essential for enhancing the value of organizations. The important components and contributions of good management in this situation are outlined in this abstract.Effective administration of structures, workplaces, facilities, and services requires a multifaceted, comprehensive approach. It covers the strategic planning, creation, and use of physical spaces to serve the aims and objectives of the Organisation. assure their best functioning, it also entails the effective operation and maintenance of infrastructure and services The formation of a supportive and productive work environment is one of the main contributions of good management. Buildings and workplaces that are well-managed may improve productivity, well-being, and employee happiness. Organisations may design environments that encourage employee engagement and improve overall organisational performance by taking into account elements like layout, ergonomics, lighting, climate control, and amenities.Additionally, efficient administration of buildings and services helps businesses to optimize resource use and save expenses. To reduce resource consumption and waste, it entails the adoption of sustainable practises, energy-efficient technology, and preventive maintenance techniques. Organisations may save costs and contribute to environmental sustainability by making the best use of their available space, resources, and services.The incorporation of technology and innovation is another important managerial contribution in this situation. Businesses may monitor and manage many elements of their buildings and facilities in real-time by using building management systems, smart technology, and data analytics effectively. This integration may increase operational effectiveness, facilitate better decisions, and provide insightful information for raising performance.

KEYWORDS:
Facilities, Management, Performance, Service, Value.

INTRODUCTION

To bring together academics from various research contexts who were involved in or interested in comparing and establishing cooperative research efforts on the added value of facilities management (FM), the second author of this chapter established the EuroFM workgroup in 2009. He had created an FM Value Map at the same time. This model of the input-throughput-output-outcome process was motivated by the cause-and-effect concepts of Strategic Mappingfrom Kaplan and Norton's Balanced Scorecard technique. It distinguishes between four environmental values, four primary stakeholders' owners, employees, consumers, and society, and six basic business values.This chapter's initial author joined the EuroFM work group and contributed viewpoints from the corporate real estate management (CREM) industry. The work of Nourse and Roulac, who connected corporate strategy with

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

eight corporate real estate strategies and fourteen real estate operating decisions, and that of Lindholm et al. who connected related real estate strategies to revenue growth, productivity growth, shareholder value, and various PhD projects, provided important ideas[1]–[3].

Concepts, Findings and Perspectives, edited by Jensen et al. contains the conclusions of the EuroFM study group. In this book, scholarly research on added value and value-adding management of buildings, workplaces, facilities, and services is presented by twenty-two co-authors from seven different nationalities.Within research on FM, CREM, and B2B marketing in 2012, Jensen et al. examined pertinent study issues and conclusions on the added value of FM. The decision to engage experts to develop twelve value dimensions involving current knowledge, how to manage and assess these value parameters, and future prospects was made during a brainstorming session with members of the EuroFM work group. A session on managing and measuring various value dimensions was arranged by Jensen, van der Voordt, and Coenen during the 2013 European Facility Management Conference (EFMC). The attendees demonstrated that they had varied interpretations of added value and that it was challenging to operationalize added value in terms of precise criteria, actions, and metrics. Further investigation of conceptual frameworks on the added value of FM, CREM, and associated stakeholders was conducted by Jensen et al [4]–[6].

Interviews with practitioners looked at how and whether they put the added value idea into practise, what values are prioritised, what interventions are used, and how the results are assessed. This demonstrated the need for a cogenta definition of added value and suitable instruments for gauging various value indicators. a critique of 21 papers on the added value from the of FM and CREM revealed a lack of comprehensive analysis of the added value, including sacrifices (time, money, risks), and which stakeholders gain most and least from certain initiatives.In 2017, Jensen and van der Voordt published a second book titled Facilities Management and Corporate Real Estate Management as Value Drivers: How to Manage and Measure Adding Value. By discussing a taxonomy of six types of interventions, twelve value parameters, state-of-the-art concepts and research findings for each value parameter, and methods to manage and measure added value, this book attempted to break open the opaque world of input, throughput, output, outcome, impact, and added value[7]–[10].

DISCUSSION

Value has been a widely used notion for a very long time. For instance, Rubin is credited with developing the economic theory of exchange value, which tries to explain exchange value, price of value, and price of products and services. The reasons behind why products and services are valued the way they are, the origins of their worth, and - for normative value theories how to determine the proper price of commodities and services are all important considerations. The terms economy, efficiency, and effectiveness may be used to help determine the value for money offered by a project, transaction, or activity. Spending less means reducing the cost of the resources utilised or needed Spending effectively refers to the link between the production of products or services and the resources used to generate them. The link between the expected and actual outcomes of public expenditure is referred to as effectiveness. According to the subjective theory of value, a good's worth is determined by the requirements and desires of the customer. Michael Porter presented the idea of value chains in relation to supported activities like FM and CREM and illustrated how primary and supportive business activities might result in more consumers, financial profit, and a competitive advantage

From an economic perspective, additional value is produced when financial value is added, i.e., the Organisation experiences fewer expenses and/or greater income. Coenen et al. contend, however, that value should be seen as the cornerstone of FM because its activities are used as inputs into the client's resource-integrating and value-creating activities as described in Porter's value chain, where FM is a component of the organizations'

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

infrastructure. They argue for the inclusion of both the supply-side and demand-side perspectives as well as the identification of a broader range of value creation and exchange from the perspectives of many stakeholders. Accordingly, added value may be outlined as the trade-off between the advantages of one decision over another or an intervention in the present situation and the sacrifices made in terms of costs and risks to achieve these advantages found fifty distinct meanings of in the book chapters written by writers from various nations, fields, and industries offices, universities, health care, and industry.extra benefit. They grouped them into six major categories of additional value:

Use value: quality in relation to the needs and preferences of the end users;

Customer Value: trade-off between benefits and costs for the customers or consumers;

Economic, Financial:the economic trade-off between costs and benefits; 4 Social value: connecting people by supporting social interaction, identity and civic pride;

Environmental Value: environmental impact of FM, Green FM;

Relationship Value: for example, getting high-quality services or experiencing a special treatment.

Other studies have also grouped other forms of value, such as productivity, profitability, and competitive advantage and sustainability plus the aforementioned factors. Divided the twelve value parameters into four groups:

1. Societal.
2. Process and product.
3. Economy.
4. people-related values.

Interviews with practitioners revealed that the values incorporated into VAM practises depend on the vision, mission, and goals of the Organisation, as well as the company's life cycle, organisational culture e.g., hierarchical versus network Organisation, commercial versus not-for-profit, branch offices, healthcare, learning environments, retail, and leisure, and contextual factors like the labour market and economy.

Value Adding Management (VAM)

In business and management literature, the phrases value adding management and associated concepts are often employed. Lean management and value-adding management are often used interchangeably in the literature on manufacturing, with an emphasis on minimising non-value-adding or waste operations. The advantages are often highlighted in publications on FM and CREM. Hoendervanger et al. created a Value Adding Management process model with four phases see Figure .1. This model was created to assist decision makers in value adding FM and CREM. The famed Deming cycle's phases are followed by this model, which is action-oriented. The PDCA cycle, which is well-known to many practitioners, is often used to enhance comprehensive quality management. The Benefits Realisation Management (BRM) framework, which consists of a collection of organisational change procedures designed to bridge the gap between strategy development and execution by guaranteeing the adoption of the most beneficial initiatives, is consistent with the ideas of the VAM model.The so-called Logic Model, created in the early 1970s as a tool to assess a program's efficacy, also fits with this theory. Common elements include:

1. Resources such as money, staff, and equipment.
2. Throughput/activities, e.g. The development of procedures or training programs.
3. What is produced, for instance, documents or the number of people that were trained.
4. The changes or benefits that result from the intervention or program, e.g. Increased skills of knowledge.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

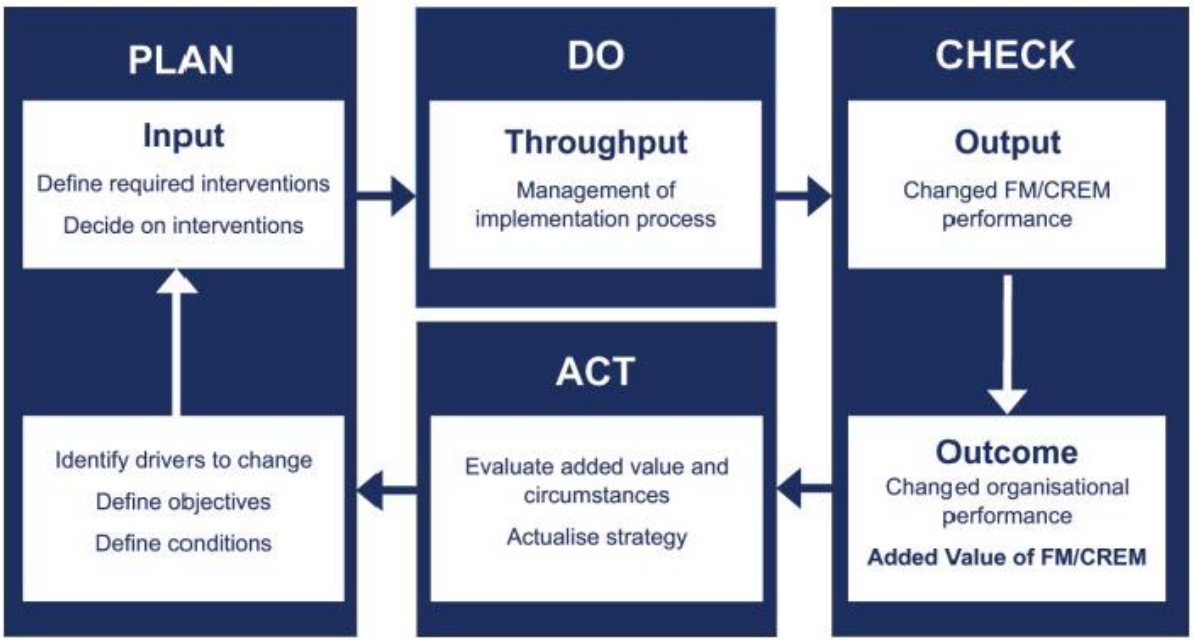


Figure 1: Represting the value Adding Management model [Library Open].

The input-throughput-output-outcome-added-value principles relate to what to accomplish and why, how to do it, and how to assess the results. A strong connection between FM and CREM, which is essential in the VAM model shown in Figure .1, is, however, what is lacking in the majority of organisational change frameworks.The key tasks of the Plan phase are to identify the change-drivers, to determine if there is a performance gap between the organization's intended and actual performance and its accommodations, facilities, and services, and to specify which interventions could lead to better performance. Clear choices regarding which interventions should be undertaken and how to execute them mark the conclusion of the plan phase. Jensen and van der Voordt created a typology of Value Adding FM/CREM therapies to assist with this first phase. Stakeholder analysis may be used to explore the various roles, interests, and power of the stakeholders engaged in the context of Value Adding Management. A SWOT analysis may assist in determining the need and course of change for the company as well as the FM/CREM processes and products.

The planned interventions' execution and the process' management are both included in the Do phase. There are many decisions to be taken, including who should be engaged in the process and how, timetables, how to handle change opposition, and how to handle the various stakeholder demands. Maintaining focus on the original objectives of adding certain qualities is a significant problem. Implementation procedures have a tendency to take on a life of their own, which makes it simple to shift the emphasis from participants' short-term tactical and operational aims to long-term strategic organisational goals. The features of the intervention complexity, budget, risks, timescale, the objectives, and the social/organizational environment should all be taken into account while designing a custom strategy.The costs and advantages of the interventionand their influence on the operation of the organisation and its facilities must be assessed throughout the transition as well as ex-post, once the interventionhave been put into practise. A baseline assessment, or an ex-ante measurement taken before the intervention is put into place, is also required to be able to gauge if performance has improved. In order to determine if the altered performance provides value to the organisation and is consistent with its strategy, purpose, and other goals, it is also required to assess whether it does so.

The input-throughput-output-outcome-added-value principles relate to what to accomplish and why, how to do it, and how to assess the results. But what is lacking in The VAM model shown in Figure 1 relies heavily on the FM and CREM relationships that are present in the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

majority of organisational transformation frameworks.The key tasks of the Plan phase are to identify the change-drivers, i.e., to determine if there is a performance gap between the organization's intended and actual performance and its accommodations, facilities, and services, and to specify which interventions could lead to better performance. Clear choices regarding which interventions should be undertaken and how to execute them mark the conclusion of the plan phase. Jensen and van der Voordt created a typology of Value Adding FM/CREM therapies to assist with this first phase. Stakeholder analysis may be used to explore the various roles, interests, and power of the stakeholders engaged in the context of Value Adding Management. A SWOT analysis may assist in determining the need and course of change for the company as well as the FM/CREM processes and products.The planned interventions' execution and the process' management are both included in the Do phase. There are many decisions to be taken, including who should be engaged in the process and how, timetables, how to handle change opposition, and how to handle the various stakeholder demands.

Maintaining focus on the original objectives of adding certain qualities is a significant problem. Implementation procedures have a tendency to take on a life of their own, which makes it simple to shift the emphasis from participants' short-term tactical and operational aims to long-term strategic organisational goals. The features of the intervention complexity, budget, risks, timescale, the objectives, and the socialorganizational environment should all be taken into account while designing a custom strategy.The costs and advantages of the interventionand their influence on the operation of the organisation and its facilities must be assessed throughout the transition as well as ex-post, once the intervention have been put into practise. A baseline assessment, or an ex-ante measurement taken before the intervention is put into place, is also required to be able to gauge if performance has improved. In order to determine if the altered performance provides value to the organisation and is consistent with its strategy, purpose, and other goals, it is also required to assess whether it does so.

Limitations

Numerous concerns remain unanswered despite the VAM theory's use in workplace research employing diverse study designs and methodologies. It is particularly difficult and requires additional consideration in relation to decision-making theory how to balance the many values, requirements, preferences, and effects of numerous stakeholders. The majority of values are difficult to quantify, which restricts their use in benchmarking studies. To connect VAM to preference-based design and management of workplaces, buildings, and CRE portfolios, validated measurement scales are required.

Theory Relevance to Practice

In two offices in Thailand and one office in the Netherlands, Riratanaphong and van der Voordtevaluated the aims and objectives of workplace change in practise as well as how various added values have been quantified. Numerous performance standards and KPIs from the literature were discovered to be used in practise. However, no performance measuring approach from literature is really used outside of the Balanced Scorecard. None of the companies compared how their real estate affected organisational performance before and after the adjustment for the majority of the challenges. Ex-ante and ex-post data were only gathered once about the evaluation of change by the end users, with an emphasis on employee happiness and perceived work environment support for productivity. The VAM theory, which includes all twelve value factors and all four stages, has not yet been widely utilised in practise, according to further study. Typically, just a few values are included in VAM. Productivity and cost cutting are often given top priority in workplace management, with user happiness being a specific focus.

Van der Zwart et al. evaluated the frequency and mode of use of Value Adding Management by FM/CREM in hospitals. Interviews with CEOs, building project leaders, and FM/CREM

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

managers began with an open inquiry on whether creating value was utilised as a strategic strategy, drawing on organisational papers. The value parameters were then listed on little cards, and participants were asked to rate them in order of significance and explain which values were given priority. In contrast to sustainability, which was primarily considered when payback durations were restricted to less than three years, staff and patient happiness, productivity, and cost effectiveness often featured in the top three values. A feeling of urgency, significance depending on the context, economic conditions, interested players, and opportunities or risks of existing structures, and a desire to achieve the greatest feasible ratio between high benefits and cheap costs were some of the reasons for prioritising.

Beckers et al. contrasted the advocated CRE approach found in documents with the in-use strategy measured by observations and interviews and applied the VAM theory to learning spaces at thirteen Dutch institutions of applied sciences. Additionally, they evaluated theconnection of CRE operational choices with CRE strategy as well as alignment of CRE strategy with corporate strategy. The study's results demonstrate multiple levels of how CRE managers try to match CRE with business objectives in order to benefit the firm. The CRE strategies in use seem to be more closely connected with the business strategies than the CRE strategies that were first proposed.In order to align CREM/FM interventions with the organisational context and organisational objectives, it is anticipated that Value Adding Management of buildings, workplaces, facilities, and services will become more and more connected to general business management as a result of the VAM theory's widespread adoption.

CONCLUSION

The management of facilities, offices, workspaces, and services is essential to enhancing the value of organisations. Organisations may gain a variety of advantages and results by using excellent management practises in this area.First off, efficient management helps to create welcoming and successful work environments. Increased productivity, engagement, and overall organisational success may result from thoughtfully designed workplaces and amenities that put a priority on employee well-being and pleasure. Organisations may tailor the work environment to their workers' requirements by taking into account elements like layout, ergonomics, and amenities.Second, efficient management helps businesses to optimise resource use and save expenses. Organisations may reduce resource consumption, waste, and related expenses by using sustainable practises, energy-efficient technology, and proactive maintenance initiatives.

This benefits the organization's financial health while simultaneously promoting environmental sustainability.innovation and technological integration are necessary for good management. Businesses may monitor and manage many elements of their buildings and facilities in real-time by using building management systems, smart technology, and data analytics.

This integration improves operational effectiveness, encourages wise decision-making, and offers insightful information for ongoing development.Effective management also takes stakeholders' changing requirements and expectations into account. Organisations may maintain their competitiveness and responsiveness to shifting market trends, technology breakthroughs, and employee preferences by routinely evaluating and adjusting their structures, workspaces, and services. The organisation can satisfy the demands of its stakeholders and retain a favourable image thanks to its agility.By fostering productive work environments, maximising resource utilisation, integrating technology and innovation, and coordinating with stakeholder demands, efficient management of buildings, workspaces, facilities, and services offers value to organisations overall. Organisations may improve operational performance, recruit and retain people, and experience sustainable development and success by prioritising and investing in good management practises in this area.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

REFERENCES:

[1] L. Manitsidou and T. Balogiannis, "Workplace design as a strategic tool for real estate development. Observing global mind-set shift to wellness," *Rel. Int. J. Real Estate L. Plan.*, 2018.

[2] P. R. Newswire, "The Future of Facility Management (FM), Forecast to 2025," *Reportlinker-facility*, 2020.

[3] V. Stojanovic, M. Trapp, B. Hagedorn, J. Klimke, R. Richter, and J. Döllner, "Sensor Data Visualization for Indoor Point Clouds," *Adv. Cartogr. GIScience ICA*, 2019, doi: 10.5194/ica-adv-2-13-2019.

[4] J. Douglas, "Building performance and its relevance to facilities management," *Facilities*, 1996, doi: 10.1108/02632779610112508.

[5] T. J. M. va. der Voordt and P. A. Jensen, "Measurement and benchmarking of workplace performance: Key issues in value adding management," *Journal of Corporate Real Estate*. 2018. doi: 10.1108/JCRE-10-2017-0032.

[6] R. J. Cole, A. Oliver, and A. Blaviesciunaite, "The changing nature of workplace culture," *Facilities*, 2014, doi: 10.1108/F-02-2013-0018.

[7] E. Jaspers and E. Teicholz, "Technology and the workplace," in *Technology for Facility Managers: The Impact of Cutting-Edge Technology on Facility Management*, 2018. doi: 10.1002/9781119572626.ch11.

[8] J. Bröchner, "Innovation and ancient Roman facilities management," *Journal of Facilities Management*. 2010. doi: 10.1108/14725961011078963.

[9] S. Plummer, "Emotion management, institutional change, and the spatial arrangement of care at a psychiatric residential treatment facility," *Palgrave Commun.*, 2018, doi: 10.1057/s41599-017-0058-4.

[10] M. O'Keefe, V. Wade, S. McAllister, I. Stupans, and T. Burgess, "Improving management of student clinical placements: Insights from activity theory," *BMC Med. Educ.*, 2016, doi: 10.1186/s12909-016-0747-5.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 4

TOYOTA PRODUCTION: USING THE WASTE NOTION IN PROPERTY MANAGEMENT

Dr. Muralidhar Sunil, Assistant Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-sunilrashinkar@presidencyuniversity.in
Prof. Veersh G P, Regional College of Management, Bangalore, India

ABSTRACT:
The automobile industry has undergone a transformation because to the Toyota Production System (TPS), a famous production approach. It is distinguished by its emphasis on reducing waste, boosting effectiveness, and raising general quality. Although the TPS has historically been linked to manufacturing processes, property management may also benefit from its ideas and principles to increase operational effectiveness and reduce waste.
The Toyota Production System's waste reduction concepts are explored in this abstract as they relate to property management.
Property managers may streamline their processes and increase value by recognising and getting rid of waste in numerous forms, such as excess inventory, wasteful transportation, overproduction, and flaws.Property management practises may be modified and incorporated into the fundamental tenets of the Toyota Production System, including just-in-time (JIT) production, continuous improvement (Kaizen), and respect for people.
Property managers may reduce waste caused by overstocking or underutilization by using JIT concepts to guarantee that resources and services are provided precisely when and where they are required.Property managers are urged to regularly evaluate their procedures, identify areas for improvement, and make small adjustments using continuous improvement approaches like Kaizen. With the help of this strategy, property managers may gradually find and get rid of waste by fostering a culture of innovation and constant learning.
The Toyota Production System also stresses the value of treating others with respect. This translates in property management into motivating and empowering staff members, including them in decision-making procedures, and enticing them to take part in waste-reduction programmes. The knowledge and skills of their staff may be used by property managers to discover and correct wasteful practises by fostering a culture of cooperation and shared accountability.

KEYWORDS:
Alignment, Property, Recourse, Toyota Production System, Waste.

INTRODUCTION

One of the biggest problems with sustainable development is resource use. Overall, energy use, emissions, and trash production are greatly influenced by the built environment. A structure uses up resources throughout both its construction and usage phases, which also produce pollutants. For instance, according to Sharma et al., a real estate uses between 80 and 85 percent of its total energy throughout its usage phase, which results in up to 90 percent of all of its life-cycle emissions. The usage phase needs a lot of intangible human capital in addition to natural and technological resources for instance, in managing, planning, acquiring, and controlling. This human capital is squandered to a large extent. The World Economic Forum said that over 40% of human capital is squandered, which led to the same general findings. Resource efficiency and effectiveness are the goals of the circular economy

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

(CE). According to Geissdoerfer et al., the concept of circularity is based on the reduction of resource input into the system and the elimination of system leakages[1]–[3].

Some people have criticised the built environment's one-sided focus on eliminating leakages out of the system, such as by looping and re-looping. Resource conservation in the built environment becomes very important when you consider the lengthy life cycles of structures, the sluggish regeneration of the building stock, and the volume of resources used throughout a facility's usage phase. Here, the emphasis is on conserving resources throughout a real estate's usage phase. Real estate and workspace management (REM and WM) has adopted an expanded notion of waste from the Toyota Production System in order to save resources and manage for long-term circularity.

The Toyota Production System (TPS) and the related lean management movement are often linked to the idea of waste since they have made it more well known in the management sector since the 1980s. Krafcik and others popularised the word lean.Later used in the mainstream literature, for instance by Womack et al. Womack and Jones, and Liker. Even if the idea of waste has offered a long-term competitiveTo Toyota's favour, Koskela et al. claim that the history of the idea began towards the end of the 18th century. They claimed that the heyday of resource waste occurred between 1880 and 1930. For instance, Taylor advocated for greater national efficiency in reference to the efficacy and efficiency of both physical and intangible resources[4]–[6].

The waste created by material items is visible and tangible. However, the awkward, ineffective, or misguided actions of men leave nothing behind them that can be seen or touched.Even if we lose more from this source every day than we do from the items we throw away, the former has aroused us far more than the latter.Up until around 1930, overuse of labour and resources was a major factor in manufacturing.

The notion of waste was utilised to minimise waste in non-material domains, such as governments, services, and engineering, during the time of rapid growth of waste thinking. When interest in the Toyota Production System (TPS) began to grow around 1930 and the environmental movement highlighted the environmental side of waste, such as undesirable by-products and pollutions, the notion of waste gradually came back into focus.According to Bolviken et al. the extended waste idea in this context refers to the use of more than necessary and unwanted output.

The founder of TPS, Taiichi Ohno, said that we have to start producing only the things we need while using the least amount of natural and human resources possible. Lean thinking has been acknowledged as an approach to resource efficiency that may be used in a variety of businesses. The idea of waste is utilised in this chapter to develop new resources and release existing ones in order to prevent resource overconsumption and resource losses, including both physical and intangible losses like lost time and human resources. The expanded waste concept also recognises value that is not required as trash[7]–[10].

DISCUSSION

Work and waste are recognised by the TPS. Work in the TPS refers to a sequence of actions and procedures where value is created or transformed. For instance, a feature may be added to the product, or necessary information may be subtracted and reported. Either the work done throughout the phases and procedures provides value or it doesn't.The (over)consumption of resources without creating customer value is referred to as waste in the TPS and is divided into seven forms

1. Waste of overproduction, which refers to producing more than is necessary.
2. Waste of time on hand.
3. Waste of transportation.
4. Waste of processing itself.
5. Waste of excess inventory.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

6. Waste of motion.
7. Waste of producing defective products, which typically refers to the unnecessary movement of parts and materials.

Waste reduction is the foundational concept behind the TPS's goal of achieving efficient and effective resource usage. Continuous improvement in the workplace (gemba), where value is created, is how waste is reduced. Two more waste elements are required to execute kaizen in the gemba (see Figure .1). The presentation of the seven waste kinds is in Japanese.

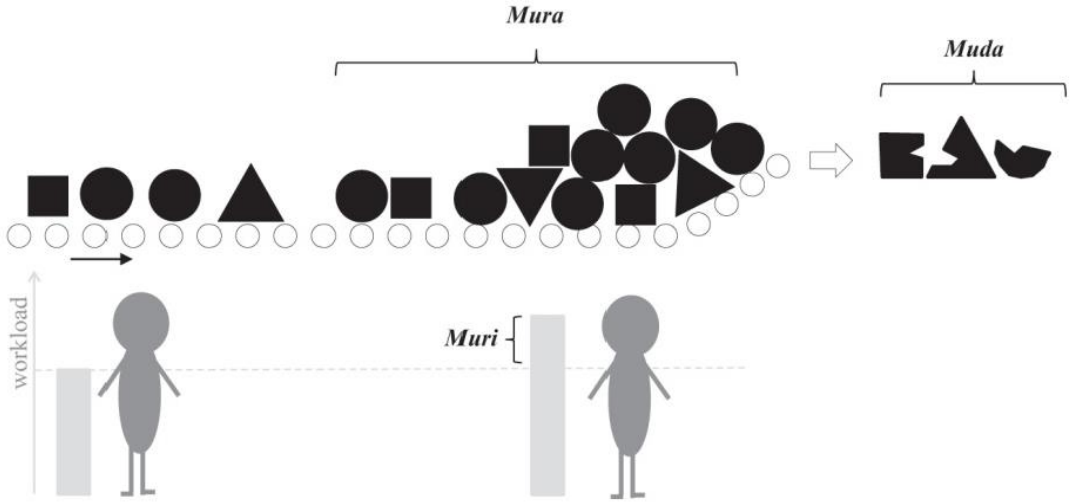


Figure 1: Illustration of muda, mura, and muri [libraryoapen].

known as muda. Muda is made up of mura and muri. Mura describes the errors or inconsistencies that obstruct, delay, or halt the process. For instance, personnel who are involved in the subsequent phases of the process lose time while a document is waiting to be accepted. Muri is used to describe excessive demands or unrealistic work hours. For instance, inadequate time, incorrect equipment, or poor training might result in subpar goods and services. Imai asserts that eliminating muda is as easy as ceasing to do anything. This entails comprehensive reconfiguration at the level of the gemba, or the whole process, which may include several gembas both inside and across companies, particularly in knowledge-intensive sectors.

Making-do as Waste

Making do has been included as the eighth category of muda by Koskela. Making do, according to the Cambridge Dictionary of 2020, refers to doing anything with less-than-ideal input or without all required input. Making do is a common strategy in the lean construction industry. Making due is a concept that originated in operations management. The concept of a full kit, or the practice of doing it right the first time and on time, was used by Ronen to describe it.The phrase complete kit in operations management refers to an input that is ready for assembly, subassembly, or process including all necessary documentation, information, and assembly pieces or components. The assembly procedure can only begin after the kit is finished Waste is produced both inside that subprocess and across the whole process if this concept is not adhered to. According to Ronen waste is a result of an incomplete kit and is a bad thing.Because of the incomplete equipment, the task cannot be completed. Instead, while waiting for the missing component, piece of information, or document, the task at hand continues.There is more work-in-process because fewer tasks are completed and more jobs are released as a result of an unfinished kit.When looking at a single work, this results in longer lead times: processing an incomplete kit requires more time since certain arrangements, procedures, or set-ups need repeated execution. This lengthens the assembly's overall lead time. Longer lead times are accompanied with a rise in lead time variance. High

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

variance is one of the primary reasons of quality issues in manufacturing. By definition, it is impossible to forecast when a piece or piece of information will be absent. Additionally, when the final product's quality is compromised,

Without the best feasible storage options or the required maintenance, an incomplete task waits for the missing data or component. Simply said, doing this degrades the quality and necessitates additional rework.The manufacturing process views more work-in-progress as producing greater waste.It decreases throughput when the incomplete task stands in the path of other jobs rather of moving through the process as it should, causing delays and longer lead times. When extra resources are used for handling and management as a result of duplicate setups and operationswhere there is overlap between the tasks completed before and after waitingit reduces overall productivity.Additionally, having more work in progress makes the process harder to oversee. Unfinished tasks do not align with or adhere to the process controls' guiding principles. In order to handle and control the unfinished work, additional resources are needed.

Additionally, due to inadequate controls and a reduction in the process's manageability, the missing elements are often delivered with additional delay. This runs counter to the myth that working with a partially assembled kit can speed up the process. Finally, having more work in progress raises operational costs since it requires employing more resources particularly human resources than necessary. A few examples are double handling, double management, rework, inferior quality, and broken components.Finally, from the viewpoint of the employees, motivation, diminishes. The waste produced by the system failuresuch as duplicate effort, rework, and inferior quality is seen to and felt by the workers.When the logic of the system runs counter to the motivation of the employees, that motivation is undermined.In conclusion, the inflow of resources is used for labour and waste. By removing waste, or muda, mura, and muri, lean thinking advocates for the efficient and effective use of resources. This removal is consistent with the circularity principle of lowering resource input to the system and preventing resource losses in the system.

Current Alignment in CRE

According to Kathuria et al. alignment entails a number of integrations both inside and across organisations. Corporation's alignment involves both vertical and horizontal alignment (as seen in Figure 2). The plans, activities, and choices made at various organisational levels are coordinated under vertical alignment, which is also known as strategic alignment. Since this form of alignment has been extensively researched in the contemporary literature on CREM, CREM may support strategic company goals.Cross-functional and intra-functional alignment are two categories of horizontal alignment. Although recognised, horizontal alignment is often understudied in both general management.As well as in the CREM literature. The term cross-functional alignment refers to how well various company functionsincluding HR, ICT, operations, and CREfit together while making choices, planning, and carrying out operations. The fit between different decision regions inside that function is identified by the intra-functional alignment, for instance, within the CREM function. Intra-functional alignment in CREM, for instance, refers to the alignment of decision-making processes across the financial, construction, and user-focused decision-making domains.According to Alagaraja et al. horizontal alignment also includes corporate integration, a topic often covered in supply chain and value chain management. Although supply chains and the network of external service providers are essential to the delivery of value in the area of CREM, this sort of alignment has gotten less attention.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

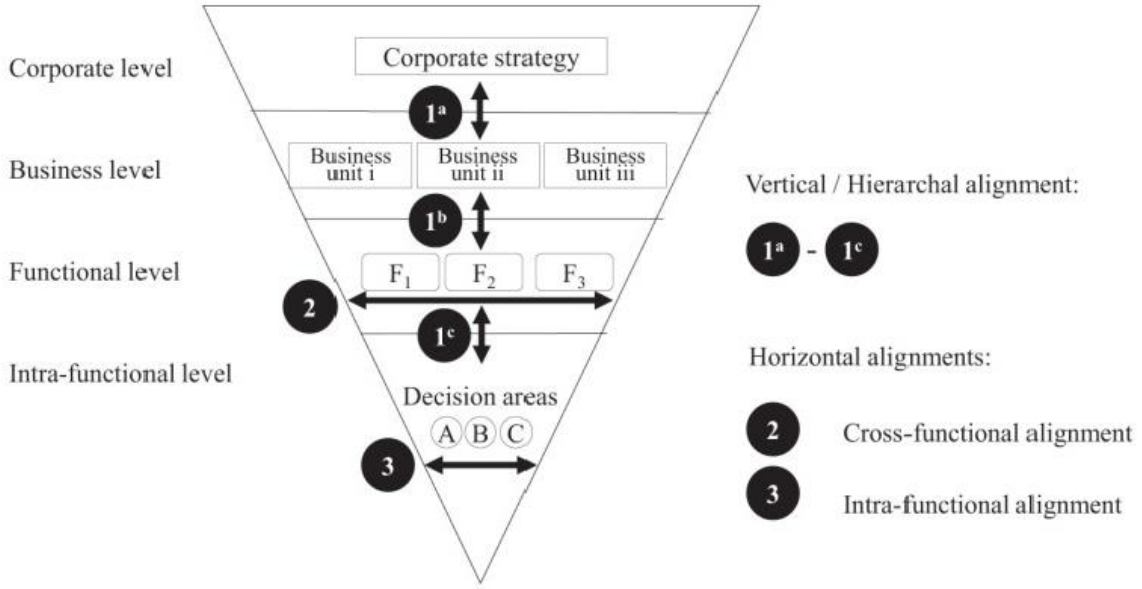


Figure 2: Represting the Summary of the current alignment in CRE [library oapen].

Alignment to Reduce Waste in CRE

The horizontal alignment of waste reduction is particularly strong. From the standpoint of circularity, horizontal alignment reduces the system's resource input and resource losses. Horizontal CRE alignment may decrease waste on three levels by adhering to the muda, mura, and muri conceptson the work level (muda), on the system level (mura). and on the personnel level (muri).Work stages that don't create value are referred to as waste at the work level (muda).Overproduction of information, goods, or services waste includes things like extraneous data, unoccupied space, and excessive usage of user or maintenance services. Time is wasted while looking for things, doing the same thing again, or thinking about the same thing twice during decision-making, planning, negotiating, or coordination since the kit isn't complete. When, for instance, extra RE information is supplied to decision-making or maintenance equipment is transferred without a requirement, waste of transferring information, persons, or equipment is produced. Waste of over- and underprocessing occurs, for instance, when repairs are not budgeted for or FM services are purchased without considering the needs of the user. Inventory waste might take the shape of unneeded planning, evaluations, or discussions, for instance.

Motion is wasted, particularly when looking for information that is lacking, such as when looking for a new floor plan, a lease, or a report. Waste of faults and undesired value happens when, for instance, a poor choice is made, a service or product is harmed, or it doesn't meet the demands of the consumer.According to the TPS, waste reduction on a work-level occurs at gembas within and outside the CRE decision-making areas of the organisation. Gemba trash reduction calls for horizontalalignment. Circularity refers to the reduction and release of tangible and intangible resources from individual work stages so that they may be mobilised into value delivery steps within the (CRE) company. Because processes and strategic routines are referred to as dynamic capabilities in management science this suggests that the (CRE) company is re-creating its resource base via these practises.Mura, or waste at the system level, refers to disruptions that produce waste across the whole system, not just in one particular process step. According to the TPS, waste is produced inside and across enterprises, spanning a network of processes, between gembas. Separate sub-processes have been identified by Jylhä as the primary aggravating factor in trash creation. Making-do waste is created by uncoordinated subprocesses, particularly in the downstream. Waste reduction renews the system's resource base by liberating both physical and intangible resources.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The system's long-term horizontal co-creation processes are then mobilised using this resource base .The term waste (muri) refers to an excessive amount of labour. On the work and system levels, the overload consists of waste. Due to a lack of defined best practises and logical work stages, the employee utilises resources on tasks that do not add value from a work level viewpoint. Making do wastes resources, particularly human resources, from a system level viewpoint since more work-in-process reduces process responsiveness and manageability. The amount of labour that has to be done is reduced by reducing muda and mura. This enhances the employees' performance and social participation, which is important for enhancing circularity.Reduction of waste aligns horizontally, in conclusion. Continuous waste reduction may be considered a dynamic organisational capacity. Dynamic capacity refers to the organization's ability to change its resource base via its processes and strategic routines. The procedures and strategic routines that are used when implementing the extended waste concept continuously identify, reduce, and release resources that result in the resource base being recreated. This kind of horizontal alignment might improve long-term circularity from the circularity standpoint.

Learning to recognise waste and minimising it requires managers of commercial real estate and workplaces to act ethically while using the least amount of resources. As a result, resources are used more effectively and efficiently, which results in reduced costs, resource allocation that is future-proof, and support for sustainability objectives, among other benefits. A scenario is briefly described in this section to demonstrate the excessive usage ofintangible assets in the context of corporate real estate management. Jylhä et al. initially presented the case. The case organisation was centralising its activities at the time. Restructuring stemmed from the centralization, which was a business-driven demand.ten properties in the same market made up the existing real estate portfolio in Finland's Helsinki Metropolitan Area. The system level of the case study was the main emphasis, along with the stages and procedures for locating a suitable property or properties to enable the centralization of the activities. By adhering to the service agreements, the CRE organisation served as an agent for the case organisation. The enlarged CREM organisation is what Heywood and Kenley referred to as. To provide a solution for its corporate client, the agency formed an intra-functional team. The project began in the fall of 2009 and was completed with a final solution in the early months of 2013.

Making do was the predominant kind of work done in the first 2.5 years, according to value stream visualisation. Due to insufficient information, the process required several rounds of layout design, bidding, property searches, analysis, and negotiations, all of which took a significant amount of time and manpower. More work-in-process led to longer lead times due to waiting for missing information.Variance in lead times because the same steps were repeated after the waiting e.g., scheduling the same meetings twice or reworking the schedule to fix an error.Decrease in quality because the missing information prevented delivering the right quality at the first time, such as in terms of the office layout or location.Decrease in throughput when there was a delay in completing the work. and increase in lead times when there. An increase in operational internal costs the waste of human resources and external costs for example, the final layout drawings were purchased twice, as well as a decrease in the process's manageability, which required more resources to control the inconsistent use of disproportionate information or special arrangements.The case specifically demonstrates the excessive utilisation of time and human resources. The squandered human resources may have been put to use in value-adding tasks.

CONCLUSION

The Toyota Production System (TPS) concepts may be applied to property management with substantial potential for increasing productivity, decreasing waste, and enhancing overall operations. Property managers may detect and get rid of different wastes in their processes,

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

resources, and services by using the TPS's philosophy of waste reduction.The focus on continually improving operations by minimising waste is the main lesson to be learned from the TPS. Property managers may put this idea into practise by identifying and eliminating wasteful practises such excess inventory, excessive travel, overproduction, flaws, and underutilization of resources. They may so simplify business processes, save expenses, and boost overall effectiveness.A just-in-time (JIT) strategy, in which resources and services are supplied precisely when and where they are required, is also encouraged by the TPS. This helps to reduce waste brought on by excess inventory or underuse, ensuring that resources are used effectively and efficiently.Property managers are encouraged to regularly evaluate their procedures, identify areas for improvement, and make small modifications under the TPS's key premise of continuous improvement. Property managers may continuously reduce waste and improve their operations over time by using this iterative methodology.The TPS also stresses the significance of treating others with respect. This idea may be put into practise by property managers by enabling staff members to discover waste-producing areas and contribute to process improvements. Employee participation in these initiatives promotes a collaborative, innovative, and shared responsibility culture.Property managers may profit in a number of ways by putting the TPS's waste reduction idea into practise. These include increased customer satisfaction, decreased expenses, better operational efficiency, and a more ecologically responsible approach to property management.Overall, the idea of waste reduction as applied to property management in the Toyota Production System offers a useful foundation for enhancing procedures, maximising resource utilisation, and enhancing organisational value. Property managers may develop a more effective, affordable, and sustainable management system that benefits the company and its stakeholders by adopting the concepts of waste reduction.

REFERENCES:

[1] T. S. Leming-Lee, S. Polancich, and B. Pilon, “The Application of the Toyota Production System LEAN 5S Methodology in the Operating Room Setting,” *Nursing Clinics of North America*. 2019. doi: 10.1016/j.cnur.2018.10.008.

[2] J. H. Thun, M. Drüke, and A. Grubner, “Empowering Kanban through TPS-principles - An empirical analysis of the Toyota Production System,” *Int. J. Prod. Res.*, 2010, doi: 10.1080/00207540903436695.

[3] T. Ohno and N. Bodek, *Toyota Production System: Beyond Large-Scale Production*. 2019. doi: 10.4324/9780429273018.

[4] D. A. de Moura and R. C. Botter, “Toyota production system - one example to shipbuilding industry,” *Indep. J. Manag. Prod.*, 2017, doi: 10.14807/ijmp.v8i3.626.

[5] A. G M, “A Brief Overview on Toyota Production System (TPS),” *Int. J. Res. Appl. Sci. Eng. Technol.*, 2020, doi: 10.22214/ijraset.2020.5415.

[6] C. Fritze, “The Toyota Production System: The Key Elements and the Role of Kaizen within the System,” *Oper. Audit.*, 2016.

[7] M. de Bucourt *et al.*, “Lean manufacturing and Toyota Production System terminology applied to the procurement of vascular stents in interventional radiology,” *Insights Imaging*, 2011, doi: 10.1007/s13244-011-0097-0.

[8] A. Htun and C. C. Khaing, “Lean Manufacturing, Just in Time and Kanban of Toyota Production System (TPS),” *Int. J. Sci. Eng. Technol. Res.*, 2019.

[9] R. Brunet-Thornton, M. Koža, and V. Bureš, “The Toyota production system – Czech and nippon cultural perspectives,” *E a M Ekon. a Manag.*, 2016, doi: 10.15240/tul/001/2016-2-010.

[10] S. L. Hunter, “The toyota production system applied to the upholstery furniture manufacturing industry,” *Mater. Manuf. Process.*, 2008, doi: 10.1080/10426910802316476.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 5

THEORY OF RADICAL INNOVATION: DESIGNING DIGITAL WORKPLACES

Mr. Ashok Bhat, Assistant Professor,
Masters in Business Administration, Presidency University, Bangalore, India,
Email Id-ashokbhat@presidencyuniversity.in
Prof. Nikita K, Regional College of Management, Bangalore, India

ABSTRACT:
The Theory of Radical Innovation puts forward a novel approach to creating digital workplaces that encourage innovation, teamwork, and productivity. This abstract examines the theory's fundamental ideas while emphasizing its possible applications to workplace management and design. Radical innovation describes the transformational and disruptive developments that challenge conventional wisdom and provide fresh methods for resolving issues and generating value. To promote flexible work processes, digital collaboration, and information sharing in the context of workplace design, radical innovation means redesigning the physical and digital surroundings.
The approach places a strong emphasis on how technology integration might support radical innovation at work. It promotes the use of cutting-edge digital solutions to improve communication, expedite processes, and enable flexible work arrangements, such as cloud computing, artificial intelligence, and virtual reality.The understanding of the dynamic nature of work and the need for flexible environments is essential to the Theory of Radical Innovation. It urges the development of flexible workplaces where staff members may work in a variety of ways, including individually focused work, team cooperation, and casual encounters the idea also stresses how crucial human-centered design concepts are in creating the digital workplace. It emphasises how important it is to understand user demands, preferences, and behaviour in order to design digital tools and interfaces that are simple and easy to use. This strategy makes sure that technology improves engagement and productivity rather than the opposite.

KEYWORDS:
Digital, Design, Innovation, Technology, Radical.

INTRODUCTION

Since Schumpeter first proposed the idea of creative destruction in Capitalism, Socialism, and Democracy, the academic world has promoted a simple but immensely influential idea that is now more often known as radical innovation or disruption.
The majority of economists and strategic managers who study technological innovation cite Schumpeter's ground-breaking work. The concept of radical innovation has been then the subject of numerous publications covering specific and thematic issues such as uncertainty knowledge and learning, competition and technological race and the degree of substitutability between the existing and the new market. According to Chesbrough, a key figure in open innovation theories, corporations must include competent players both within and outside the company if they want to improve their capacity for radical innovation. Although businesses have gotten more adept at creating incremental breakthroughs, many still struggle to produce radical ideas. Over the last 100 years, radical innovation has contributed to some of society's most significant advancements in industries as varied as transportation, electricity, information technology, and medicine [1]–[3].

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

One could ask how revolutionary advances will affect workplace management research in the present and the future. Existing businesses priorities radical breakthroughs, but owing to their agility in implementing them, young businesses are equally intriguing. How did the workplace become more and more digital? It is possible to define invention as the first time a product or a technique is introduced. On the other side, innovation happens when someone enhances or significantly contributes to an already existing product or service. Innovations are under the incremental category.appropriate to the changes brought about by the invention, and radical. Innovation and discovery are vital components of human society's growth. Innovation has been defined as the process of seeking out novel ideas.methods of operation. Innovation, however, is more than just altering the status quo; it also refers to the generation and commercialization of fresh insights and discoveries. According to Soken and Barnes, innovation is about generating value, and it calls for both people and Organisations to accept something unique. Samli proposes that creativity can be turned into innovation, and innovation can then be steered towards economic development by fusing ideas from management, economics, policy, and psychology[4]–[6].

Imagine things that don't exist.

That is what imagination is. Applying imagination to a problem is what creativity is all about. Applying imagination to create original solutions is innovation. Entrepreneurship is the use of innovation to realize original ideas and capture the interest of others.It is widely accepted that there is a distinction between the two conceptions of innovation, which have been divided into two categories: radical innovation and incremental innovation. According to Oke et al. incremental innovation is the improvement of something that already exists. Radical innovation is the discovery of something completely new. According to Jiménez-Jiménez and Sanz-Valle, incremental innovations are built on preexisting knowledge and include significant product, service, or process enhancements that, although they do exhibit some novelty, do not fundamentally differ from the current product, service, or process. The majority of innovations are gradual, consisting of feature additions or gradual improvements to already-existing goods, services, procedures, and business models. Incremental innovations are sustainable in nature and enable a company to keep using its present target market strategy. In other words, they don't develop whole new business segments or markets for an already-existing product or service[7]–[10].

Disruptive change, on the other hand, corresponds to radical advances.

The disruptive transformation may be connected to markets, society, technology, or all three. According to Leifer et al. a radical innovation is one that has the potential to result in one or more of the followinga completely new set of performance featuresimprovements in known performance features of five times or greater; or a sizable cost reduction of at least 30 percent.In contrast to incremental innovation, radical innovation is anticipated to include more fundamental changes to the company's operations and is often associated with greater risks throughout both the research and commercialization phases. Products that have a high impact on existing markets or create wholly new markets by offering totally new benefits, significant improvements in known benefits, or significant cost reductions, according to Gassmann et al. But radical innovation shouldn't only apply to things. By combining Gassmann's definition with the OECD definition, it is possible to state that radical innovation is defined as product-, process-, marketing, or organisational innovation that has a high impact on an organization's existing/new activities or existing/new markets by offering totally new benefits, significant improvements in known benefits, or significant cost reductions[11], [12].

DISCUSSION

Disruptive inventions are radical ones. An innovation leadership idea known as radical innovation seeks to dismantle existing goods, services, and business models in order to build

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

new markets and displace old ones. While top-down management of incremental innovation is possible, ground-up mentorship, leadership, and facilitation are necessary for radical innovation. In contrast to incremental innovation, which prioritizes the creation and optimization of current goods and services, radical innovation goes beyond. A radical invention fundamentally alters the market's supply and demand dynamics. Radical inventions open up new commercial sectors. Consumer digital photography was first introduced, which was a radical invention that led to significant disruptive technical and societal developments. These significant disruptive changes are uncommon, but smaller-scale disruptive changes that solely impact the operations of one Organisation occur regularly.

Radical improvements need time. A leadership idea called radical innovation aims to achieve long-term development over the next five to 10 years. Radical innovation development initiatives often take a long time to complete. According to O'Connor and Ayers, it often takes several years from the time a new business idea is discovered before it is ramped up or accelerated to the point where it can stand alone.

This procedure doesn't take very longjust ten years. Development initiatives for radical breakthroughs are fraught with several uncertainties, in part due to their lengthy duration. Compared to incremental innovations, the life cycles of radical innovations are longer, more unpredictable, have more stops and starts, are more context-dependent in that strategic considerations can speed up, slow down, or stop progress, and more frequently involve cross-functional and/or cross-unit teamwork. Black Swans are occurrences with very low likelihood and huge effect that humans are fundamentally incapable of foreseeing, according to Taleb. He contends that because we are unable to forecast black swans, we should instead design our institutions to be shock-resistant and robust, reducing the incentives to create assets that are difficult to dismantle and to reconstruct.

The components of a radical innovation are often present, but since legacy systems or conventional designs are dominant, there is seldom room for a radical innovation.Radical innovation entails a high level of risk. While the hit rates are low and the costs of failure are often quite high, the profits may be enormous but exceedingly unpredictable. Risk awareness is the capacity of the Organisation to identify risks before they pose a danger, to mitigate them when they do, and to repair whatever harm they may have already done. It is necessary to handle risks proactively.Radical innovations come in many forms.

Technology, market, organisational, and resource uncertainties are the four main elements of uncertainty that Leifer et al. identified as being pertinent for all radical innovation development initiatives

The fact that there are intricate linkages between the uncertainties makes it more difficult for leaders to deal with the numerous aspects of uncertainty.

The lengthy process, during which significant disruptive developments in technology, markets, and competition may occur, adds to the complexity by having a significant impact either good or negative on the commercial viability of the invention.Radical inventions are unexpected pairings that signify serendipity. Radical innovations display novelty and 'architectural' innovation, which is the rearrangement of how design parts are fitted together in a system, and they also spur considerable later technology advancement. A multidisciplinary approach is necessary for this. Radical innovations are said to entail important conceptual discoveries that come about by chance or brilliance. Project aspects that differentiate radical from incremental innovation programmes include. Projects that are incremental are more predictable and linear, have fewer resource uncertainties, and have easier collaborative connections.

Applicability to Workplace Studies

New technical systems, industries, or domains sometimes start out as radical inventions. Radical innovation theory focuses either on typologies of inventions or the process of product

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

creation. By producing brand-new and cutting-edge products, the design-science paradigm aims to push the limits of organisational and human capacities.The movement towards innovations is described in workplace research by the transition of workplaces into digital and physical entities; nonetheless, disruptive or radical innovations are rare.The change of the workplace has been significantly influenced by technology systems. For a long time, workplace research has concentrated on both physical and digital elements; for example, Jor off said that digital technologies enable humans to fundamentally alter the workplace. TheThese technologies' ability to link people has created new possibilities for where, when, and how individuals might work. According to Levin, even though organisations continue to construct facilities ranging from more recent iterations of their old models to what some might consider radical departures with the aim of fostering innovative working practises, the decision regarding the direction of the planning process is still frequently made using a methodology that is disconnected from the organization's long-term strategic goals. By categorising the public, privileged, and private virtual settings in line with the characteristics of actual working environments, Hardy et al. explore the distributed workplace model.

The holistic orchestration of organisation, architecture, technology, and nature is a key innovation toolbox for facilities management, according to Mobach et al.; the result for companies is in the behaviour, mood, and health of users. A cross-disciplinary design viewpoint is required to promote a holistic approach of infrastructure, space, people, and organisation. Since the goal of this integration is to enhance the activities of the facility manager and the company for which he or she works, it must remain problem-focused and action-focused. The enhanced actions, which will be designed by a group of practitioners and scientists in response to particular practical and/or social issues, should ultimately result in a demonstrably improved organization's performance and benefits for the end user.

Continuous technological progress is changing society, and now ubiquitous computing is changing the workplace. A mix of the other locations are where ubiquitous, mobile employees may be found in addition to one physical workstation such as the main office or with a laptop in the park. This would imply that even if an employee is physically working in his living room at home, the employee may really be at his or her main office at the company's premises in their present state of mind.According to Cassio and Montealegre, ubiquitous workplaces alter the work system, workplace democracy, high-tech applications, workplace borders, workspaces, people practise, workplace experiences, and workplace culture. Technology's importance and potential for even more dramatic innovation are growing.The user-centred or human-centred design (HCD) approach, for example, has been used by several academics to categorise the processes of radical innovation. The behavioural-science paradigm tries to create and validate hypotheses that explain or predict human or organisational behaviour in information systems research. The same emphasis is placed on the usefulness of workplace research. Like functionality, usability is a concept, but it also relies on the user's perspective, context, culture, environment, and experience.

Users should be included in the process of understanding usability. While German research on a variety of service sectors emphasises the need of customising and personalising the experience through forms of co-creation, work by Voss has underlined the relevance of users in the design of 'experience innovation'.An examination of the relationship between companies and the physical environment was done by Blakstad and Knudsen in 2008. They looked at how structures support organisational objectives by utilising the results of descriptive techniques as the basis for participatory procedures. Others, such anthropology, empathic design, construct elicitation, and others, are concerned with understanding users and incorporating their viewpoint into the articulation. Some design strategies are geared towards shattering frames, such as creative problem solving and imagination. Understanding user behaviour is also a prevalent practise in the history of computer science research, as shown in

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

the Technology adoption Model (TAM) and people's adoption of information systems. According to TAM, a system's perceived utility and usability will serve as evidence of a person's desire to utilise it.

To distinguish between different inventions, different views have led to the development of innovation typologies. Henderson and Clark's Innovation Model offers four kinds of innovation as one illustration of a product development component, describing whether the innovation applies to a product's architecture, components, or both. When both aspects are impacted, radical innovation occurs. The framework Vergantisuggests links the two facets of innovation technology and meaning. To address the core functions of innovation, this theoretical framework differentiates between incremental and radical innovation processes.The framework offers four distinct innovation clusters using technology, design, and users as its three drivers. Four distinct clusters provide the possibility of four distinct workplace realities (WPR), as shown in Figure .1.

Technology-driven innovation is the result of significant advancements in technology without a corresponding shift in the meaning of the goods. The dynamics of technical research led to technology push innovation. When it comes to workplace transformation, technology's usefulness produces a dramatic improvement without compromising the purpose. Opening a digital link between two sites or using technology to increase a breakout room's size are two examples of this feature. With this innovation, persons who are geographically dispersed but are co-located virtually will work together more often.The overlap between technology push and design-driven innovation demonstrates how significant changes in product meaning are often linked to ground-breaking technical breakthroughs, i.e., how upheavals in technological paradigms are frequently accompanied by adjustments in socio-cultural regimes. When it comes to workplace transformation, it implies that dramatically better technology is introducing sources to the current, connected, and prospective meanings of the new reality and fusing the physical and digital entities. For instance, this may be a personal experience.

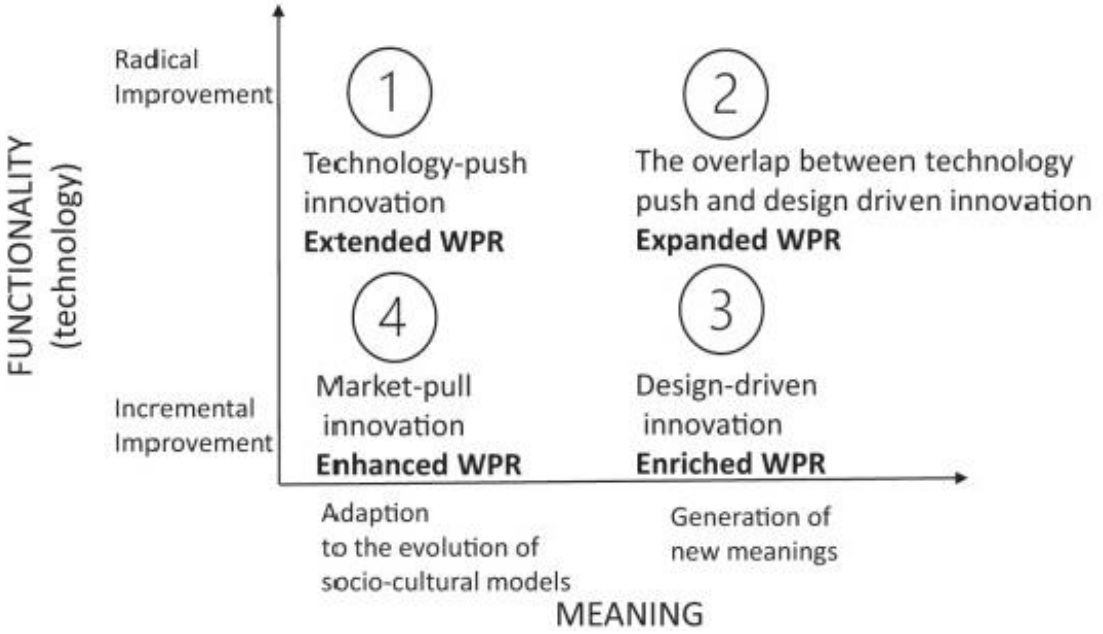


Figure 1: Four different workplace realities (WPR) applied from innovation framework [library oapen].

Three-dimensional virtual presence gives users fresh perspectives. The physical environment is required by new socio-digital functions in order to support the enlarged reality. Technology may help with duties that were previously completed by people, acting as a coworker. Workplaces' physical and digital elements combine to provide a platform for shared reality.Design-driven innovation involves suggesting fundamentally new meanings that often

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

entail a shift in socio-cultural regimes. It begins with an understanding of the subtle and unspoken processes in socio-cultural models. New meanings are created in the workplace as a result of little technological advancements. In the working-from-home era, which was prompted by social isolation laws and lockdowns in the pandemic year 2020, tools from digital realitywhich ranged from large digital collaboration platforms to virtual group work spaces and individual workspaceswere combined with incremental technology to make it possible to convert living spaces into workspaces.

This gave working from home new significance.The examination of user demands is the starting point for market-pull innovation, which then looks for the technologies and meanings that may meet those needs and suggests either directly or indirectly new possibilities for innovation.

Although the user-centered approach is more complex and sophisticated, compared to conventional market-pull approaches, its techniques help us better grasp why and how individuals give meaning to things that already exist.

It continues to function within the current sociocultural systems. Incremental technology enhances the adaptation to socio-cultural models within the framework of workplace change. In this office setting, technology is integrated to facilitate functions like online meetings. The technology may be clever and simple to use, making adoption simple.

CONCLUSION

The Theory of Radical Innovation offers a creative and persuading method for creating digital workplaces. This idea provides a framework for Organisations to reinvent their workplaces and leverage the potential of digital transformation by placing an emphasis on the integration of technology, the construction of flexible spaces, and human-centered design principles.The Theory of Radical Innovation acknowledges that the typical office setting is changing quickly due to technological breakthroughs and new work practises.

Organisations must embrace radical innovation, use digital tools and platforms to build engaging and collaborative work environments, and satisfy the demands of their workforce in order to remain competitive.Organisations may gain a lot by implementing the ideas in this theory. Greater flexibility, agility, and productivity are made possible by digital workplaces that are built with radical innovation in mind.

Employees may more effectively access information and resources, interact across geographic boundaries, and adjust to shifting job demands.A further point made by the Theory of Radical Innovation is the significance of human-centered design. It acknowledges that user experience and engagement are crucial elements in effective workplace design and that technology should operate as a facilitator rather than a barrier. Organisations may develop simple, engaging, and productive digital workplaces by placing the requirements and preferences of the workforce at the center of the design process.The Theory of Radical Innovation pushes businesses to adopt an experimental mindset and a culture of lifelong learning.

It motivates them to investigate cutting-edge technology, try out novel work procedures, and promote an innovative work environment among staff members. This mentality change may result in ground-breaking concepts, enhanced procedures, and eventually, a competitive edge.

The Theory of Radical Innovation offers Organisations a framework for creating forward-thinking, flexible, and user-centric digital workplaces. Organisations may succeed in the digital age by adopting this notion and creating settings that foster innovation, cooperation, and productivity.

Organisations may position themselves for long-term success in a working environment that is always changing by remaining on the cutting edge of technology developments and embracing a culture of radical innovation.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

REFERENCES:

[1] Y. El Manzani, M. L. Sidmou, and J. jack Cegarra, "Does IS0 9001 quality management system support product innovation? An analysis from the sociotechnical systems theory," *Int. J. Qual. Reliab. Manag.*, 2019, doi: 10.1108/IJQRM-09-2017-0174.

[2] P. Mikalef, M. Boura, G. Lekakos, and J. Krogstie, "The role of information governance in big data analytics driven innovation," *Inf. Manag.*, 2020, doi: 10.1016/j.im.2020.103361.

[3] W. Green and R. Cluley, "The field of radical innovation: Making sense of organizational cultures and radical innovation," *Ind. Mark. Manag.*, 2014, doi: 10.1016/j.indmarman.2014.08.008.

[4] S. Lenfle, P. Le Masson, and B. Weil, "When Project Management Meets Design Theory: Revisiting the Manhattan and Polaris Projects to Characterize 'Radical Innovation' and its Managerial Implications," *Creat. Innov. Manag.*, 2016, doi: 10.1111/caim.12164.

[5] H. Godoe, "Innovation regimes, R&D and radical innovations in telecommunications," *Res. Policy*, 2000, doi: 10.1016/s0048-7333(99)00051-7.

[6] L. A. de V. Gomes, A. L. F. Facin, and F. Hourneaux Junior, "Building a bridge between performance management, radical innovation, and innovation networks: A systematic literature review," *Creat. Innov. Manag.*, 2019, doi: 10.1111/caim.12348.

[7] I. A. Shaikh and G. Colarelli O'Connor, "Understanding the motivations of technology managers in radical innovation decisions in the mature R&D firm context: An Agency theory perspective," *J. Eng. Technol. Manag. - JET-M*, 2020, doi: 10.1016/j.jengtecman.2020.101553.

[8] F. Zhang, L. Wei, J. Yang, and L. Zhu, "Roles of Relationships Between Large Shareholders and Managers in Radical Innovation: A Stewardship Theory Perspective," *J. Prod. Innov. Manag.*, 2018, doi: 10.1111/jpim.12376.

[9] C. L. Cochran, "Sources: Encyclopedia of Digital Government," *Ref. User Serv. Q.*, 2007, doi: 10.5860/rusq.46n4.83.

[10] V. Carrero, J. M. Peiro, and M. Salanova, "Studying radical organizational innovation through grounded theory," *Eur. J. Work Organ. Psychol.*, 2000, doi: 10.1080/13594320050203102.

[11] H. A. Johnson, "The moderating effects of dynamic capabilities on radical innovation and incremental innovation teams in the global pharmaceutical biotechnology industry," *Journal of Innovation Management*. 2020. doi: 10.24840/2183-0606_008.001_0006.

[12] R. Henderson, "Underinvestment and Incompetence as Responses to Radical Innovation: Evidence from the Photolithographic Alignment Equipment Industry," *RAND J. Econ.*, 1993, doi: 10.2307/2555761.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 6

USABILITY THEORY: USER-CENTRICITY OF WORKPLACE MANAGEMENT

Ms. AnandasrinivasanDeviprabha, Assistant Professor,
Master in Business Administration, Presidency University, Bangalore, India,
Email Id-deviprabha@presidencyuniversity.in
Prof. Mallika, Regional College of Management, Bangalore, India

ABSTRACT:
Usability theory aims to make workplace administration more user-centric by using usability and user experience design ideas. This abstract provides a summary of the key concepts and contributions of usability theory in the context of workplace management. Usability theory states that it's crucial to design workplaces and facilities that are easy to use, efficient, and accommodating to employees' needs. Organisations that priorities user-centric design may see an increase in employee satisfaction, productivity, and overall welfare. The systematic methodology offered by usability theory facilitates understanding user requirements, conducting usability evaluations, and putting user feedback into action. One of usability theory's greatest achievements is its emphasis on user research and user-centered design. By include them in the design process, Organisations may get insights into the preferences, behaviour, and challenges of end users. This information has an impact on the development of workplace solutions that satisfy user desires and expectations. Iterative design and evaluation are also supported by the usability theory. It underlines the value of iterative user feedback loops, ongoing development, and usability testing for workplace solutions. Businesses may identify usability issues early on and address them thanks to this iterative process, which results in more effective and user-friendly working conditions.

KEYWORDS:
Briefing, Design, Management, Usability, Workplace.

INTRODUCTION

A notion known as usability of the built environment refers to a human-centric approach to the quality in-use of physical settings with the aim of supporting users' activities and user-related outcomes. Usability has been a concept in building for millennia. Vitruvius is often credited with introducing it to the subject of architecture when he argued that structures should be constructed with consideration for their long-term usefulness, aesthetic appeal, and ease of use. However, in contemporary research and development, the foundational work on ergonomics in human-computer interaction (HCI) forms the foundation for workplace usability. Bennett is often cited as the first work with usability in the title. The concepts of early user and task focus, empirical measurement, and iterative design were first articulated in another significant study by Gould and Lewis. Usability was considered as a situational term by Shackle, i.e., tool design as depending on users, tasks, and settings. Furthermore, he defined the usability paradigm in terms of utility, usability, and likeability[1]–[3].

The International Organisation for Standardization (ISO) defines usability as the extent to which a product can be used by specified users to achieve specified goals with effectiveness, efficiency, and satisfaction in a specified context of use. These dimensions have since become the defining characteristics of the modern understanding of usability. The ISO 9241-11

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

usability guidance is applicable to other situations where users interact with artefacts or objects to achieve certain intended objectives, such as those where people interact with various systems, products, and services. While these aspects of the usability guidance were developed in the context of work with visual display terminals, they are still applicable in other situations where users interact with artefacts or objects to achieve certain intended objectives.Usability, according to ISO 9241, has three componentsEffectiveness describes usability from an output point of view. It includes the accuracy and completeness with which users achieve specified goals. Efficiency relates output to resources, describes the resources expended in relation to the accuracy and completeness with which users achieve goals. Satisfaction describes the comfort and acceptability of use[4]–[6].

The three dimensions are output, process, and an individual's subjective evaluation of their interaction with a system, product, or service. Effectiveness and efficiency are terms used to describe how valuable a system is, or how much engagement with a system helps users get results. According to Davis, satisfaction adds a user-friendliness component to a system's utility.Coolness as a characterization of goods or a component of HCI is a recent expansion of the usability notion in the context of user experience that may lead to new research and discoveries in the built environment. Holtzblatt sought to understand what creates a cool experience for users. She discovered that happiness is at the heart of cool, that happiness in life occurs when things provide basic human needs like achievement, connection, identity, and sensation. Additional studies on cool items demonstrate that, in addition to usability, user experience also includes desirability and rebelliousness. See, for example, Bruun et alandRaptis et al [7]–[10].

DISCUSSION

The Hawthorne investigations refuted the mechanistic-deterministic theory of environmental effects and highlighted the significance of environmental perceptions. Therefore, the function of an environmental factor for a person and his or her actionsnot its physical observable qualityis vital for the behavioral significance of a specific environmental exposure.According to other studies, objective metricsthat is, measurements that are unrelated to user self-reportsare often not connected with subjective or perception-based ratings. Therefore, a strategy for improving the usability of the built environment does not include an abstraction of physical characteristics but rather an expansion of such measurements with words connected to subjects and actions. An worldwide team of academics and practitioners worked on the working commission on usability of workplaces (CIB W111) of the worldwide Council for Research and Innovation in Building and Construction (CIB) to undertake research on the application of usability ideas to the work environment. The network offered fresh perspectives on the usage of usability ideas and a greater understanding of how people interact with various types of contexts, including work situations.

The fundamental philosophical, theoretical, and methodological challenges of workplace usability were to be addressed via conceptual research and case studies. User experience, feed-forward procedures, and investigations of the connections between environmental quality, health, and productivity at work were among the themes covered. Usability assessment findings are fed into management, workplace, and facility improvement processes as feedback. The enhancement of facilities with the potential to benefit their core businesses or user Organisations served as the primary driver for enterprises to engage in usability research.The ISO concept of usability served as the foundation for the working commission on usability of workplaces (CIB W111). Despite the fact that human-computer interaction is where the usability idea originated and where it finds its most significant and widespread applications, the advances of CIB W111 were entirely unrelated to usability in HCI literature and discussions.With the addition of usability, the built environment has moved away from a more technical rationalism-based restricted emphasis on the functioning of buildings and

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

infrastructure and towards product qualities that are primarily articulated in objectively quantifiable terms. Usability is very situational and context-dependent since it focuses on how people use or interact with buildings and services and the subsequent experience. Therefore, contextual elements such as the environment's purpose, user groups, activities, particular locations, locales, or rooms must be included in usability studies.

Usability Briefing and Design

The CIB W111 work commission, where usability is considered as a core idea for the workplace design and management of facilities, emphasises the significance of briefing to achieve usability. Typically, the briefing stage of a construction project comes before the design operations. It produces briefing materials in practises and uses users as data sources. According to various scholars, briefing should be a dynamic and continuous process when taking into account the conventional method. According to Jensen, briefing in usability studies describes a change from being a single procedure with a clear starting stage leading to a finished document to being a continuous and interactive activity across all development phases. Alexander underlines the need of include information from usability studies in briefings. When usability is seen as a contingent attribute as opposed to the built-in functioning of the physical environment, Jensen et al. point out the possible ramifications for the briefing process. Since usability is seen as a comparable approach to functionality but heavily dependent on the subjective perspectives of users, context, culture, circumstance, and experience, they develop a usability briefing model that incorporates people. The most crucial justifications for include users in the briefing process, according to Jensen, are as follows:

1. Ensure that any construction is planned with the organization's requirements and goals in mind.
2. Take note of both positive and negative experiences with current facilities.
3. Ensure that management and staff embrace and value the new amenities.

According to Jensen et al. more study should address how to manage inclusive and continuous briefing while taking into account the role of users in the briefing process and the implications of user engagement for various kinds of users, procedures, and facilities. These recommendations are addressed in the follow-up study by Fronczek-Munter, who also suggests some additional characteristics for usability briefing, such as consideration of current or future facilities, process continuity throughout all phases with a usability focus, and the significance of co-learning and co-designing.Usability briefing is a continuous briefing process with a focus on usability, in which users are actively involved, not only in evaluations and data gathering but also in decisions of workplace-related processes. This contrasts with the characteristics of traditional briefing. Design, assessments, user interaction, and briefing materials are the four well-known briefing tasks that Fronczek-Munter's usability briefing paradigm combines. It arranges them and gives a visual rundown of the four tasks across all stages of building design. The model is made up of key tasks that must be completed with an emphasis on the phases and procedures where usability issues are formally formalized, discussed in workshops, design meetings, and systematically assessed. The methodology incorporates constant user involvement, co-creation, design, and assessment with a variety of users and stakeholders, as well as the usage of creative boundary objects in workshops (Table .1).

According to researchers, briefing is a crucial step in creating usable and efficient facilities. For instance, the case study at the NCR Discovery Centre in Dundee, Scotland, looked at how to include people in the process to provide value and how to minimize design mistakes by understanding their needs for the workplace. The inclusion of workers in the planning was considered as particularly crucial since stakeholders sought a big change to their working environment, in contrast to a standard top-down strategy where users are often expected to adapt to what is handed to them.A further case study including a brand-new broadcasting

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

facility for the Danish Broadcasting Corporation in Copenhagen, Denmark, looked at the evidence for relocation procedures and activities that would result in more useable workplaces. The findings demonstrate that user input into briefing and design had a favorable impact on the completed structures and user satisfaction.Other usability studies look at various facets of the usability idea in the workplace.For instance, Rasila et al.'s study asserts that comprehension of the usability factors

Table 1: Comparison of traditional briefing and usability briefing.

Traditional briefing	*Usability briefing*
Concerns new building/construction	Concerns all client/user needs in existing or future facilities
A definite phase at an initial stage of construction	A continuous process with changing focus in all the phases of building life cycle including occupancy
An expert-based information collection	A co-learning and dialogue process
Users mainly involved as data sources	Users actively involved as co-designers and part of a corporate change process
The result is a brief, i.e. a requirement specification	Continuous collection of visions and specification requirement specs, with changing detail and focus

It is feasible to enhance current environments and develop new settings that better meet end-user demands by using end users' feedback to evaluate created environments. They suggest 12 different criteria that people can use to evaluate how usable built environments are: effectiveness, adaptability, learnability, memorability, amount/tolerance/prevention of errors, accessibility, navigation, functionality, atmosphere, interaction and feedback, services cape, feeling secure, and space networks. According to Lindahl et al., usability assessments should also pay attention to how the building affects value generation in the user Organisation. They advise user Organisations to consider this question What do we want to accomplish? What do we hope the structure will add?How can our facilities provide value for the company? Another usability research conducted by Wind linger et al. used the difference between utility and user-friendliness to attempt to identify the user experience components related to usability. Their results indicate that the primary component of usefulness is perceived workspace support of work activities in connection to work tasks. Control and comfort are the key components of user-friendliness. Low for self-assessed performance, moderate for job satisfaction, and high for work area satisfaction are the connections between usefulness and user-friendliness and results of useable workplace design.Workplaces in the social and medical sectors are the topic of another recent usability study. Functionality, safety/security, healthiness, direction, interaction, and comfort are listed as the study's top usability factors in these settings.

Methodology

The examples examined by CIB W111 used a variety of tools and techniques to provide essential insights on the built environment's usability and how to assess it. Additionally, particular tools were created with the intention of improving office use in a variety of ways, including workplace management and design choices. Traditional approaches to building assessment are often expert-based, focused primarily on the environment's physical features, and exclude human experience. Post-occupancy evaluations (POEs) are one of the enduring customs. A procedure of systematic data collecting once a building is in use that is closely related to performance is known as PO. Data is acquired from specialists and users, however there is often little agreement between users' evaluations and designers' and facilities managers' perspectives. Researchers fault the current evaluation techniques because they place too much emphasis on the structures' technical features. POE initially included the notion of a feed-forward strategy, or using POE data for planning. This strategy is seldom ever used in actual practises, however. Researchers argue that usability evaluations should be

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

a component of a feed-forward strategy in workplace projects, but POE practises are instead mostly employed as feedback from completed buildings. From the perspective of workplace management, usability assessments result in improvements for both new and old structures.

The techniques and emphasis used to assess the usability of workplaces have moved in favor of a more comprehensive, process-focused, and user-centric strategy.Nenonen et al. looked at the user experience component of evaluating work settings from the viewpoint of the users. They created a technique for managing user-oriented workplaces that combines post-occupancy reviews, usability walk-through audits, and service process reviews with information from customer journeys. After weighing the benefits and drawbacks of various approaches and tools, they conclude that POE emphasises the building as an object rather than a process, whereas usability walkthrough can concentrate on the characteristics of various functions within a building and its attributes, and customer journey offers information on the procedures and user experiences in the workplace. The techniques identified the need for continued development of the theoretical framework, methods, and tools for assessing usability from various users' viewpoints, despite the fact that they may reveal minute aspects that may have an impact on the user experience in workplaces.Another usability research conducted by the Norwegian team looked at the relationship between a building and its users as well as its Organisation.

Given the difficulty in interpreting users' activities and the vast variety of user types,for a better understanding of the relationship between people and buildings, they advise groups not just to concentrate on the individual level but also to consider the influence of the building in the context of the Organisation. Usability is defined as being reliant on the context, connected to user experiences, and influenced by the social interactions between users and facilities. They also stress that the complexity of usability demonstrates the value of using multidisciplinary research teams with diverse backgrounds and expertise to triangulate techniques multi-methods strategies and conduct usability assessments.Future methodologies and studies on workplace usability must concentrate on the complicated problem of facility usage efficiency that is integrated with organisational efficiency. The task of finding and using naturally occurring circumstances for quasi-experimental longitudinal field studies or other opportunities to show the advantages of a usability strategy in the built environment remains for future study. It is also necessary to build a framework that would link the material, ambient, and socio-spatial features of workplaces to productivity, effectiveness, and satisfaction. Furthermore, the content dimensions of usability of the built environment are still in the early stages of development.

Management of Usability of Workplaces

Taking the aforementioned into consideration, a wider view of workplace management with an emphasis on usability has the potential to improve the effectiveness and usability of the workplace process. The strategic, developmental, operational, and evaluative stages of workplace initiatives, as well as workplace-related activities and continuous improvement, may all benefit from the usability viewpoint. The experiences and insights gained from usability studies highlight the fact that, in addition to ongoing user involvement, a deeper comprehension of the idea of usability is crucial for its use in workplace initiatives. As an example, Blakstad andIn four Norwegian firms, Hansen investigated how various tools and methodologies for usability assessments were used. They discovered that using usability assessment techniqueswhen key individuals are knowledgeable and skilled, when there are enough resources and suitable incentives, and when these conditions are met, it may be a driver of innovation in enterprises.

Jensen et al. advise taking into account usability as a general strategy, which refers to a continual briefing and commissioning for the development of work environments across all construction processes, for the use of usability in workplace management. The briefing

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

process, which has its peak at the beginning of the design phase but continues during construction and building occupancy, refers to a continual capture of requirements based on experience and evolving needs with constant user presence. This process is shown in Figure .1.In contrast, the commissioning process refers to continuing optimization of building performance throughout the usage of both new and existing structures. It starts with assuring and confirming the new building's performance, increases throughout design and construction, and peaks when the new building is inhabited.Usability application in workplace management is a complementary strategy that focuses on quality-in-use, taking into account the goals of facilities management, which are to provide a setting and services to support the effectiveness of Organisations and to support user activitiesand their outcomes. Specifying the procedures and tactics across the whole life cycle of the work environment with a focus on usability issues is a crucial factor in managing the usability of workplaces.These elements link together the efficient use of organisational, environmental, and physical resources to produce beneficial results and provide value for all users and stakeholders.A common usability framework or approach known as the USEtool is a significant result of research and development on usability in the built environment. It has five steps and leads to the creation of an action plan for increased usability for the participating Organisation. They suggest a broad introduction, a description of the objectives at that stage, the approaches used, and the anticipated outcomes, with an emphasis on usability elements connected to efficacy. Later, they released the USEtool guide as a practical resource that building owners may use to create their own plans utilizing their own internal assets. Their goal was to provide a collection of simple tools.As it offers both an overview and more in-depth understanding of the notion of usability, it is easier to use and more manageable for assessment. They concentrate on the who, what, where, and why questions in their tool to have a clear assessment because the perspective can change depending on whether the context is the preferences and satisfaction of individuals or the effectiveness of the Organisation as a whole.

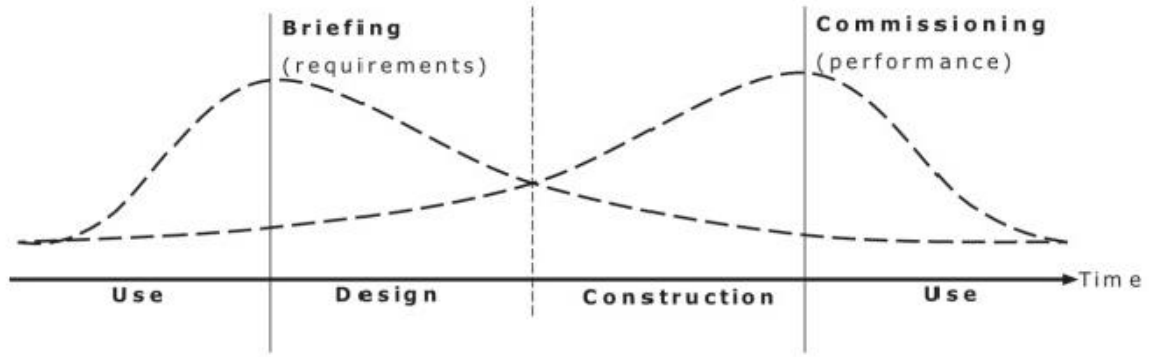


Figure 1. Represting the Continuous briefing and commissioning[Library Open].

CONCLUSION

Usability theory provides insightful and practical methods to improve workplace management's user-centricity. Organisations may design and decide on work environments that are intuitive, effective, and supportive of employee requirements and preferences by putting workers at the centre of the design and decision-making processes.Applying usability concepts to workplace management may have a number of beneficial effects. As they can quickly traverse systems and tools, get information, and interact efficiently, employees will feel more satisfied and engaged. Employees may thus spend more time concentrating on their primary activities and less time solving usability obstacles, which can increase productivity and efficiency. Additionally, usability theory encourages a culture of ongoing review and development. Organisations may discover areas for improvement and implement iterative improvements to increase usability by routinely collecting user input. The workplace

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

management is kept in line with the changing demands and expectations of the workforce thanks to this iterative process.a user-centric method of managing the workplace promotes a supportive working environment. Organisations may lessen employee stress and annoyance by creating processes that are simple to use and comprehend. As a result, your mental health, work happiness, and general wellbeing may all improve.It's crucial to remember that applying usability theory calls for constant dedication and effort. To support the effective adoption of user-centric workplace management practises, organisations should devote resources for user research, design iterations, and training.Overall, usability theory provides organisations with a useful foundation for improving the usability and user experience of working settings and technologies. Organisations may establish a work environment that fosters employee contentment, productivity, and well-being by putting their workers' needs and preferences first, which will eventually result in better organisational results.

REFERENCES:

[1] Y. Sun, Y. Yao, and Y. Xia, "Network learning platform usability evaluation modeling," *Int. J. Performability Eng.*, 2019, doi: 10.23940/ijpe.19.10.p29.28262834.

[2] J. Stage, "Commentary: Usability in Theory and Practice," *Human-Computer Interaction*. 2018. doi: 10.1080/07370024.2017.1333908.

[3] D. Tao, F. Shao, H. Wang, M. Yan, and X. Qu, "Integrating usability and social cognitive theories with the technology acceptance model to understand young users' acceptance of a health information portal," *Health Informatics J.*, 2020, doi: 10.1177/1460458219879337.

[4] B. G. Lee and D. M. McLeod, "Reconceptualizing cognitive media effects theory and research under the judged usability model," *Review of Communication Research*. 2020. doi: 10.12840/ISSN.2255-4165.022.

[5] T. Murray, "Coordinating the Complexity of Tools, Tasks, and Users: On Theory-based Approaches to Authoring Tool Usability," *Int. J. Artif. Intell. Educ.*, 2016, doi: 10.1007/s40593-015-0076-6.

[6] G. Ferrara, J. Kim, S. Lin, J. Hua, and E. Seto, "A focused review of smartphone diet-tracking apps: Usability, functionality, coherence with behavior change theory, and comparative validity of nutrient intake and energy estimates," *JMIR mHealth uHealth*, 2019, doi: 10.2196/mhealth.9232.

[7] L. Clark *et al.*, "The State of Speech in HCI: Trends, Themes and Challenges," *Interact. Comput.*, 2019, doi: 10.1093/iwc/iwz016.

[8] C. Bjork, "Integrating Usability Testing with Digital Rhetoric in OWI," *Comput. Compos.*, 2018, doi: 10.1016/j.compcom.2018.05.009.

[9] D. Hutchison and J. C. Mitchell, *Design, User Experience, and Usability: Theory and Practice*. 2018.

[10] M. D. T. de Jong, "The quest for a usability theory," *Tech. Commun.*, 2014.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 7

WORKPLACE MANAGEMENT: USER-CENTERED DESIGN CONSIDERATIONS

Dr. Narayana Srikanthreddy, Assistant Professor,
Department of Management, Presidency University, Bangalore, India,
Email Id- srikanthreddyn@presidencyuniversity.in
Prof. Vandana, Regional College of Management, Bangalore, India

ABSTRACT:
The technique known as User-Centered Design (UCD) gives end users' wants, preferences, and capabilities top priority throughout the design and development process. It strives to design user-friendly, intuitive, and pleasant environments, systems, and products. Applying UCD concepts to workplace management may result in better employee experiences, more productivity, and greater overall workplace happiness. examines how UCD concepts may be applied to workplace management and emphasises the crucial factors to take into account when designing, implementing, and assessing workplace systems and procedures.talks about how crucial it is to comprehend the various demands and traits of workers inside an Organisation. It highlights the need of performing user research, including interviews, questionnaires, and observations, to learn about the working habits, preferences, and pain points of workers. Workplace management may be adapted to better meet each user group's distinct demands by being aware of their particular needs.the value of incorporating staff members in the design and decision-making processes. Organisations may tap into employee knowledge and get priceless insights for building a more user-friendly and effective office environment by asking for feedback and including workers as co-designers. Additionally, the abstract emphasises the value of iterative design and continual progress. According to UCD principles, there should be a continuous feedback loop with users so that changes may be made based on their comments. By using an iterative process, workplace management systems are guaranteed to adapt to changing organisational demands as well as user needs.

KEYWORDS:
Designs, Research, Management, UCD, Workplace.

INTRODUCTION

In their definition of User-Centered Design (UCD) from 1986, Norman and Draper. The field of human-computer interaction was where this hypothesis was originally presented. The earliest application in this field was on the usability of computer design, seeking to enable a minimal user learning curve for a highly effective product. The underlying concept of this theory is to achieve optimum performance of the human-machine system, as described by Endsley et al. rather than to advance humanism. The UCD demands evidence that the design choices are important and is opposed to subjective assumptions. Recently, the idea has seen widespread application across several disciplines, including ergonomics and industrial design, where a strong user assessment notion is present. The conventional method of design is based on the concepts and design process of the designer, for instance, reflecting the designer's goals and taking users into account from the designer's perspective. The UCD, on the other hand, puts users at the core of the design and encourages designers to consider

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

users' wants and interests while creating new designs. As a consequence, UCD increases user acceptability, contentment, safety, and efficacy. A user-centered management approach may be seen as using the UCDT as its foundation[1]–[3].

There are several instances of it being used in various sectors. Bernsutilised the development of an IT site for the Swedish Net University as an example to describe the applied UCD process. The diverse requests and interests of various user groups were gathered via a pilot research using the UCD technique. A survey asked questions on user satisfaction, user requirements, and user type. The outcomes helped to ensure the portal's usability and quality. Kautonen and Nieminen (2018) used the UCDT method to manage digital libraries. In terms of public services offered by organisations, the research examined performance management in digital library services. The research sought to provide a paradigm for managing libraries that involves people and many stakeholders. They stressed the advantages of the UCD method, which primarily include capturing stakeholders' differing perspectives on the effectiveness of the designs. The UCD is used to create technological apparatus in various disciplines, including as ergonomics. According to Martin et al., it is crucial to use UCD concepts while designing medical equipment. The research produced ato properly design gadgets, create a prototype that focuses on the device, safety, and efficacy. To gather ideas from many angles, the device development team members from several disciplines participated in a brainstorming session for this research[4]–[6].

The outcomes of the brainstormingPotential user interviews for the prototype devices were conducted during these sessions. User participation is seen as a crucial component of the UCD process. The extent of user interaction, however, varies and is determined by the methodology and study areas. Johnson asserts that understanding users' wants and interests and overcoming product restrictions depend on their active participation throughout the design process.Rekha Devi et al., on the other hand, said that although real user participation in UCD is not required, designers must take user input into account when making decisions. Different interpretations of user engagement in the UCD theory may be attributed, in part, to the definitions of Car. They further explain that there are distinctions between user design and user-centered design. In the former, consumers negotiate with leaders and designers to really develop and build their own systems. In the latter, users are prioritized in the design specification, but design control is still firmly in the hands of professional designers, and leadership continues to have the right to approve designs[3], [7]. Instead, then requiring customers to alter their behaviour in order to utilised a product, the UCD attempts to maximize usability and give positive user experience. The emotions and motivations of users are part of the user experience. UCD examines the following factors:

1. What are the needs of the users?
2. What are the limitations of the design?
3. What are the preferences of the users?
4. What are the expectations of the users?
5. How to create user-centred design solutions?

Designers analyse the final design after taking these factors into account and relying on user input. An international standard known as ISO 13407 offers instructions on human-centred design processes. Before doing the analysis, there are four phases of UCD operations, according to Jokela et al.'s 2003 explanation of ISO 13407. Prior to anything else, researchers must ascertain who the users are, define the context (such as the environment of usage), and comprehend the duties of the users. Identifying user and organisational needs is the second phase. Utilising interface design and usability in design solutions is the third phase.Researchers then compare designs to requirements.Design thinking (DT) is a notion that encompasses more than just UCD. DT is a method for identifying issues and coming up with solutions that focuses on coming up with a workable design. It aims to promote

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

creativity and ideation to provide fresh concepts to address issues or obstacles. DT is a process that directs ongoing communication between the designer and the intended audience. Figure.1 provides an illustration of the DT process. During the observation phase of this procedure, researchers watch what happens and speak with consumers to learn more.Understanding the demands of the consumers is the goal of this step[8]–[10].

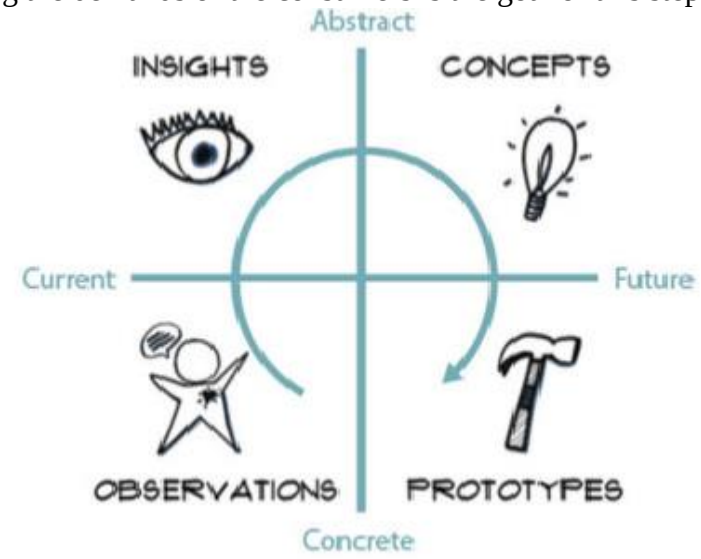


Figure 1: Represting the Design thinking process model[Library Open].

Following the sighting, the scientists assemble information and data, with an emphasis on outlining the issues and coming up with research questions. By connecting the concepts to actual user demands at the concept stage, the insights are utilised to create an abstract notion. Users may respond to prototypes that are made based on the chosen ideas. The biggest challenge at this point is that prototypes need to be swiftly changed for user testing.The combined efforts of DT and UCD are known as user-centered design thinking (UCDT). UCDT was created as a strategy for dealing with problems. In addition to addressing users' physical and psychological requirements, UCDT seeks to establish policies, services, and other things while taking into account users' needs. Getting input from representative users is the first step in doing research. Before the first concept is prototyped, design choices are then made using the input. The design is modified until the final product satisfies the cognitive demands and needs of the consumers[11].

DISCUSSION

The built environment already uses the user-centered methodology. In this area, Jacqueline C. Vischer developed a well-known hypothesis. According to Vischer's definition of user-centered theory in the built environment, users' conduct in a building is impacted by their intents, attitudes, emotions, expectations, and social context in addition to the space they utilised. Her theory's two fundamental ideasuser experience and user-building relationshipscould bridge the conceptual and practical knowledge gaps. According to Vischer, a variety of variables impact user satisfaction; user input about functional comfort is not just based on physical comfort. A methodology for evaluating user experience in the workplace is shown in Figure.2. There are three categories of users in workplace research: people, groups or teams, and organisations. For user assessment of the built environment performance, physical, functional, and psychological comfort should also be taken into account.

In a recent research, Kwon categorized the psychological and physical aspects to be included in workplace studies. Although the categorization was created using Vischer’s analytical methodology, it focuses on work-environment elements that affect user satisfaction independently of the user types. It implies that the workers are seen as individuals rather than as members of a team or Organisation. The UCDT was used to look at the requirements of the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

workforce. Three steps separate the influences. Physical comfort is the most important kind of comfort in the job, followed by functional comfort and psychological comfort. The basic elements that affect bodily comfort

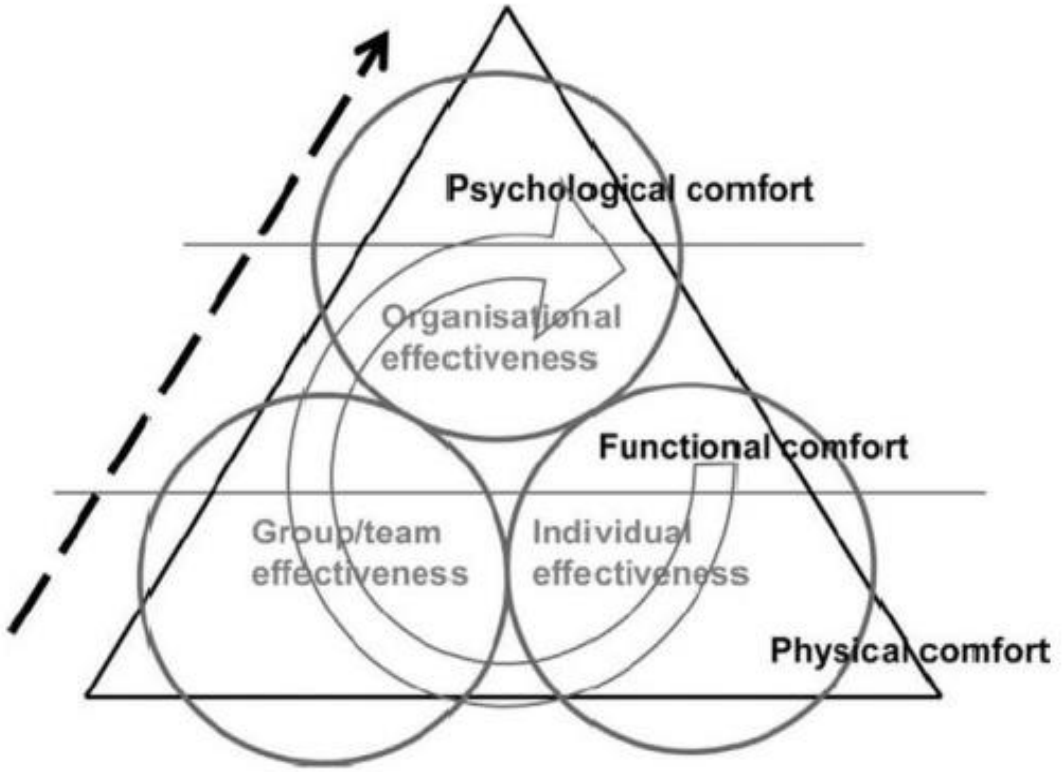


Figure 2: Analytic framework for assessing the user's experience[Library Open].

For individuals to be able to operate in the workplace. In contrast, psychological comfort is not a necessary skill but it may aid in raising employee satisfaction levels. Ten aspects that affect user happiness are broken down into physical, functional, and psychological categories in Figure .3.

The effect of the various aspects was taken into consideration while developing the best office design principles for user comfort and satisfaction in a later stage of Kwon's research, which involved testing these factors via real user surveys and observation techniques.With the aid of this framework, researchers may choose which elements are crucial for office-related user studies and designers can choose how far they should go for user happiness.

Methodology

The UCDT strives to provide workplace management solutions that will enhance the performance of workersoccupants, consequently raising satisfaction, productivity, wellness, etc.

In both empirical and inspection approaches, interactions with users may take many different shapes. Users' real participation in workplace research is not central, as stated by Rekha Devi et al. but researchers still need users' input throughout the study process. To comprehend the trends and connections in user perception, cognitive analysis should be used Some researchers are eager to get as much information as they can on customer satisfaction through a user survey. However, sometimes it takes too long to get user feedback. Evidence-based research, as used in UCDT, avoids constructing arbitrary assumptions or hypotheses about user behaviour in favour of quantitatively demonstrating what really occurs. Problem definitions and solution creation are taken into consideration at the same time in this kind of study. In order to avoid gathering unneeded data and to perform surveys and analyses more effectively, it is crucial to employ the appropriate strategy.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

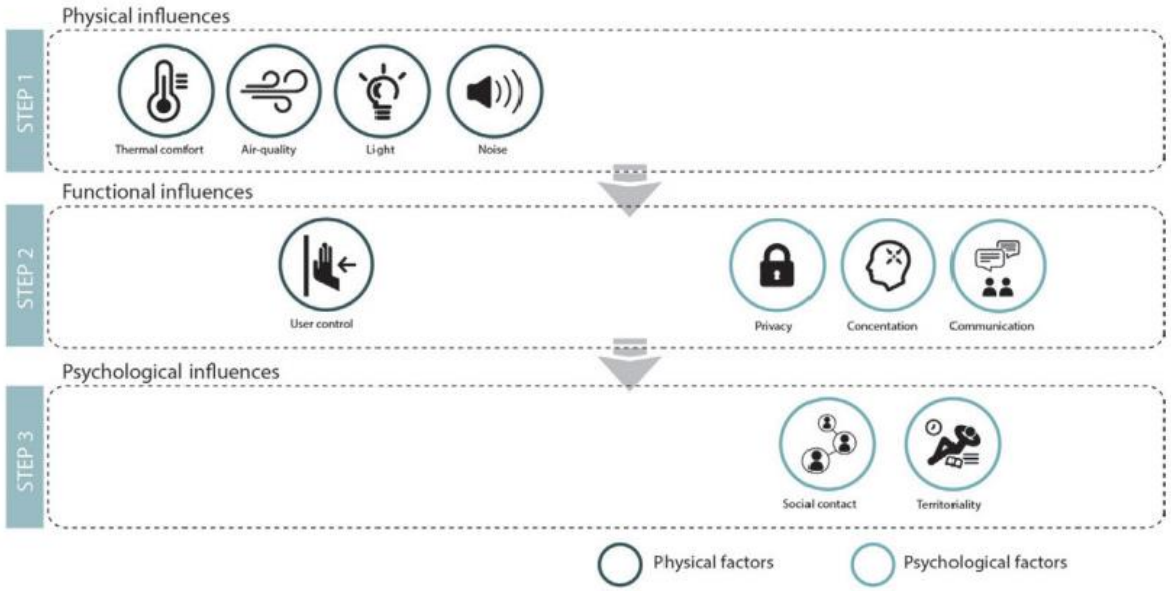


Figure 3: Classification of physical, functional, and psychological factors based on the dimensions of comfort [Library Open].

The cornerstone of UCDT is the need-finding technique. Finding needs rather than solutions is known as need-finding. This aids in defining latent user demands and enables us to feel abstract relationships and experience patterns. Analysing user experience may help uncover the needs and demands of users. Sanders (1992) outlined the expressing of requirements at many levels:Observable needscan be observed by the research. Explicit needs can be expressed verbally by the user. Tacit needs cannot be expressed verbally by the user. Latent needs are subconscious and inexpressible by the user.According to Wallisch et al., conjoint analysis, surveys, and the collecting of statistical data are all appropriate methods for learning about consumers' explicit demands. Diaries and lead-user techniques are suitable for gathering users' latent or implicit demands.To assess user experiencesatisfaction in workplaces, Kwon employed a user-focused study strategy (see Figure .4). Researchers create a goal and gather data in the first phase depending on what they want to learn from the field study.

The field research may be carried out using inspection techniquessuch as walkthroughs and heuristic evaluationor empirical methods such as surveys, focus groups, interviews, and contextual inquiry). These techniques aim to learn about user requirements and preferences. This stage serves as the starting point for developing the fundamental criteria for UCDT research. Understanding users is the second stage. To determine user requirements and engagement, applied ethnography and lead user methodologies are often utilised. The lead user technique gathers direct feedback from lead users by asking them about their requirements for products and services. Applied ethnography is the practise of watching people in the context of usage. Lead users, also referred to as early adopters, experience demands before targeted consumers do.In contrast to other disciplines employing the UCDT technique, it is exceedingly challenging to define user groups before beginning any research in the workplace. Using user profiles and features, such as those found in research by Mettler and Wulf (2019), Despotic et al., and Matthews et al., it is possible to categorise the different categories of users after data collection. The definition of interaction is the third step.The evaluation/analysis step identifies any shortcomings in the present setup or demands of new users. Workplace management, rules, or services will be created throughout the validation process.Traditional managerial practises have taken people into account without really comprehending the user experience. Although users are not actively involved in the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

management or design process in this chapter's UCDT theory, users' experiences and comments are nonetheless taken into consideration by workplace management.

Figure 4: User-focused evaluation research approach [Library Open].

Additionally, the method does assist in identifying consumers' latent requirements in addition to gathering user input.User-centered design thinking (UCDT) was created as a strategy for dealing with problems and including users in the process as a result, it is already extremely practice-oriented.This theory's contribution to workplace management may be to provide guidance to practitioners looking to put user-centered management into practises.

In addition to taking into account and addressing user demands, UCDT also focuses on developing policy solutions.Offerings, etc. In workplace research, the first step is to gather input on the existing workplace, user happiness, and user preferences from representative users. Before creating a prototype of the first concept, practitioners utilised the feedback to inform their selections.Workplace management research covers a wide variety of topics. Practitioners must adopt broad viewpoints; they must take into account the comfort of the surroundings while taking into account physical and functional considerations, which are primarily connected to the quality of the structure. The fundamental indoor environmental quality that practitioners should take into account includes thermal comfort, air quality, noise, and illumination. To boost customer pleasure, individual control over the interior environment is crucial. Additionally, the management of the workplace should take into account psychological variables, such as social interaction and the surrounding environment. The users may be contacted at any stage of design to help it improve. Problems are often caused by the various preferences of various users. The difficulties may be overcome by using UCDT, which employs a cyclical research and design process, as well as by obtaining the opinions and comments of the many users. The design is modified repeatedly in the cyclical process until the final product satisfies the consumers' cognitive demands and specifications. The UCDT method, in conclusion, may assist practitioner readers in better managing workplaces for the users.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CONCLUSION

Effective workplace management must take user-centred design into account. Organisations may build work environments that are more engaging, productive, and helpful by giving workers' needs, preferences, and talents priority.Organisations may develop a better awareness of the working habits, difficulties, and preferences of their workers by incorporating user-centred design ideas into workplace management. This knowledge enables the creation of specialised solutions that cater to particular user requirements, increasing user happiness and enhancing overall employee experiences.It is equally vital to include workers as co-designers and stakeholders in the workplace management process. Organisations may tap into employee knowledge and make sure that the workplace design and technologies meet their expectations and needs by actively engaging workers and seeking out their views and input. This teamwork-based strategy encourages a feeling of ownership and equips staff to contribute to the enhancement of their working environment.Continuous improvement and iterative design are crucial components of user-centred design. Organisations may see opportunities for improvement and make the required modifications by routinely asking for input, doing usability tests, and gauging the success of adopted solutions.

The workplace management methods are kept adaptable to changing user demands and organisational objectives thanks to this iterative process.Additionally, the relevance of usability and accessibility in the office environment is emphasised by user-centred design principles. Organisations may increase productivity, cut down on mistakes, and lessen user annoyance by building user-friendly and intuitive systems, procedures, and tools. This strategy encourages a great customer experience while empowering staff to carry out their duties successfully and efficiently.user-centred design is an effective foundation for enhancing workplace management. Organisations may develop work spaces that are in line with user expectations, boost productivity, and nurture a good and engaging employee experience by placing the requirements of workers at the centre of the design process. Adopting user-centred design principles and combining UCDT concepts may result in more effective work environment management techniques, which will eventually help the organisation as a whole.

REFERENCES:

[1] E. Hibbard, M. Gerdzhev, T. Stevens, D. Roush, and D. Fels, “Getting a sign in Edgewise: User-centered design considerations in creating a signed language mentoring management system,” *Sign Lang. Stud.*, 2020, doi: 10.1353/sls.2020.0002.

[2] K. Stawarz *et al.*, “Design considerations for the integrated delivery of cognitive behavioral therapy for depression: User-centered design study,” *JMIR Ment. Heal.*, 2020, doi: 10.2196/15972.

[3] C. M. Johnson, T. R. Johnson, and J. Zhang, “A user-centered framework for redesigning health care interfaces,” *Journal of Biomedical Informatics*. 2005. doi: 10.1016/j.jbi.2004.11.005.

[4] M. E. Watson, C. F. Rusnock, J. M. Colombi, and M. E. Miller, “Human-Centered Design Using System Modeling Language,” *J. Cogn. Eng. Decis. Mak.*, 2017, doi: 10.1177/1555343417705255.

[5] R. Roth, “How do user-centered design studies contribute to cartography?,” *Geogr. CGS*, 2019, doi: 10.37040/geografie2019124020133.

[6] D. Long and B. Magerko, “What is AI Literacy? Competencies and Design Considerations,” in *Conference on Human Factors in Computing Systems - Proceedings*, 2020. doi: 10.1145/3313831.3376727.

[7] L. Bozgeyikli, A. Raij, S. Katkoori, and R. Alqasemi, “A Survey on Virtual Reality for Individuals with Autism Spectrum Disorder: Design Considerations,” *IEEE Transactions on Learning Technologies*. 2018. doi: 10.1109/TLT.2017.2739747.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[8] L. Shore, V. Power, A. de Eyto, and L. W. O'Sullivan, "Technology acceptance and user-centred design of assistive exoskeletons for older adults: A commentary," *Robotics*. 2018. doi: 10.3390/robotics7010003.

[9] K. Shinohara, N. Jacobo, W. Pratt, and J. O. Wobbrock, "Design for social accessibility method cards: Engaging users and reflecting on social scenarios for accessible design," *ACM Trans. Access. Comput.*, 2020, doi: 10.1145/3369903.

[10] L. K. Beres *et al.*, "Human-Centered Design Lessons for Implementation Science: Improving the Implementation of a Patient-Centered Care Intervention," *Journal of acquired immune deficiency syndromes (1999)*. 2019. doi: 10.1097/QAI.0000000000002216.

[11] H. A. Taylor, D. Sullivan, C. Mullen, and C. M. Johnson, "Implementation of a user-centered framework in the development of a web-based health information database and call center," *Journal of Biomedical Informatics*. 2011. doi: 10.1016/j.jbi.2011.03.001.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 8

INNOCENCE THEORY: HOSPITALITY IN THE WORKPLACE

Mr. Kunal Saxena, Assistant Professor,
Department of Management, Presidency University, Bangalore, India,
Email Id- drkunal@presidencyuniversity.in
Prof. Bala Aryan, Regional College of Management, Bangalore, India

ABSTRACT:
The Innocence Theory suggests using hospitality practises and concepts at work to increase employee happiness, engagement, and output. This hypothesis, which takes its cues from the hospitality sector, contends that fostering a friendly and inviting atmosphere may enhance employee satisfaction and contribute to organisational success.The Innocence Theory and its possible effects on workplace management are outlined in this abstract. Customer service, personalization, and attention to detail are some of the major topics covered. It also emphasises how these ideas may be applied to and incorporated into the employment setting.Organisations may establish a work atmosphere that prioritizes employee wellbeing and promotes good relationships by taking a hospitality-focused strategy. This includes features like providing individualized services and facilities, building cozy and visually beautiful workplaces, and fostering an atmosphere of friendliness, respect, and genuine concern for workers.There are several advantages to using the Innocence Theory at business. According to research, workers who feel welcomed at work tend to have greater levels of job satisfaction, engagement, and loyalty. Additionally, they are more likely to make an extra effort, provide superior customer service, and support a healthy organisational culture.

KEYWORDS:
Experiences, Hospitality, Service, Satisfaction, Workplace.

INTRODUCTION

There isn't just one definition for hospitality, and there isn't just one model or theory either. This makes sense given that scholars from a range of academic disciplines have been debating the issue from their respective points of view. For instance, historians emphasize how the idea has evolved over time philosophers and theologians emphasize the ideal hospitable behaviour and sociologists and anthropologists examine the hospitality exchange of peoples, nations, and cultures. Additionally, psychologists research the unique viewpoints of the host or the guest, while researchers in the hospitality business primarily concentrate on knowledge that is immediately useful to the sector. Although the business and management field has historically dominated the literature on hospitality, there is an increasing awareness of the concept's applicability to other service industries. This chapter makes the case that the information already known about hospitality may also be used in the workplace. The chapter will begin by presenting the subject in more detail. Describe hospitality[1]–[3].

A host and a visitor are involved in the trade process that constitutes hospitality. The host provides for the visitor, and the visitor returns the favor by making money in commercial settings or expressing appreciation or promising to do so again in non-commercial settings. Hospitality is not unconditional; both the host and the visitor are subject to unspoken guidelines like the other must not be harmed. It is not a recent occurrence. It has been a part of human cultures as a private, social, and commercial phenomenon ever since the dawn of humanity. Numerous disciplinesincluding anthropology, philosophy, history, and religions well as business, sociology, and environmental psychologyhave contributed to the study of

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

hospitality. So where do you begin when defining hospitality? This chapter will take a more practical approach to hospitality since the emphasis of this book is workplace research. Both practical and experiential, hospitality may be provided as a service or experienced.
It might be seen as the provision of specific goods and services that satisfy Maslow's base levels, such as lodging while travelling.by providing for basic physiological requirements like food and water and by staying at home It might also be interpreted asa far more all-encompassing idea that describes an event that satisfies psychological requirements by enabling individuals flourish, like in Maslow's greatest level, self-fulfillment [4]–[6].

On this experiential level, hospitality entails the experience of receiving personal attention, which can be expressed by feeling warm, caring, and comfortable, heartwarming, heart-soothing, and heart-reassuring or personalized, warmly welcoming, special relationship, straight from the heart, and comfortable.
The physical and social setting, as well as environmental aspects and staff conduct, are all relevant to the idea of hospitality when taking into account both its practical and experience levels. Hospitality is communicated via functional, sensory, and behavioral service signals. In Table .1, definitions of hospitality are frequently given from the perspective of the host, who may offer goods and services delivered by friendly staff in a friendly setting, and, to a lesser extent, from the perspective of the recipient, the guest, who describes the actual experience of hospitality.
The definitions from the viewpoint of the visitor should be the beginning point for being hospitable. When the ideal hospitality experience has been identified, the demands of the visitors may be satisfied by providing the appropriate lodging and services, both on a practical and experiential level[7]–[9].

DISCUSSION

Since many businesses discovered that applying parts of hospitality to commercial success in the experience economy, the hospitality industry has expanded beyond the confines of the conventional hospitality sector during the last ten years. Since a pleasant and comfortable setting helps lower stress and improve patients' well-being, the care and treatment industry was among the first businesses to recognize the relevance of hospitality. Additionally, the quality of medical care and how patients and their families are handled throughout the process by all staff members have an impact on patient satisfaction.
According to studies, being hospitable and creating a welcoming atmosphere boost patient satisfaction, which helps care and treatment facilities compete more effectively in the market.Following the experience economy trend, other businesses began to see the advantages of focusing on hospitality as well. Customer satisfaction and loyalty are increased by staff who treat customers with kindness[10]–[12].
The cause-and-effect link between staff experience, customer experience, profit, and turnover is shown by Heskett's Service Profit Chain. His study revealed a substantial correlation between customer satisfaction, growth, and profit as well as between staff satisfaction and customer satisfaction.In industries where there is a talent battle, showing hospitality to one's own employees has become more important.
It is widely acknowledged that the cornerstone of competitive advantage in the contemporary economy is intellectual and human capital.
The success and performance of an Organisation are directly correlated with its human capital, or highly trained personnel, which is one of its most essential production resources. In this situation, hospitality serves as a tool for corporate branding, employee satisfaction, and productivity. As noted by Knoll, the workplace begins to provide value to consumers via flexibility, community, and shared resources. the year 2015.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Table 1: Table summarized the definitions of hospitality.

Author(s)	*Description of hospitality*	*Offer*	*Perspective*
Cassee and Reuland (1983, p. 144)	"A harmonious mixture of food, beverage, and/or shelter, a physical environment, and behaviour and attitude of people."	Product/service, behaviour, environment	Provider/host
Reuland et al. (1985, p. 142)	"A process involving a provider (offering hospitality) and receiver (consuming hospitality). This process involves the transfer of three elements: product (meal or bed), behaviour of employees, and environment of the restaurant."	Product/service, behaviour, environment	Provider/host
King (1995, p. 229)	"Hospitality in a commercial or organizational setting is a specific kind of relationship between individuals – a host and a guest. In this relationship, the host understands what would give pleasure to the guest and enhances his or her comfort and well-being, and delivers it generously and flawlessly in face-to-face interactions, with deference, tactfulness and the process of social ritual."	Staff behaviour	Provider/host
Brotherton and Wood (2000, p. 142)	"Hospitality is a contemporaneous human exchange, which is voluntarily entered into, and designed to enhance the mutual well-being of the parties concerned through the provision of accommodation, and/or food, and/or drink."	Product/service, staff behaviour	Provider/host and Receiver/guest
Brotherton (2005, p. 150)	"The notion of hospitality is being viewed as something closely associated with being made to feel 'welcome' by 'warm' and 'friendly' staff within an environment that is 'comfortable, pleasant and relaxing.'"	Staff behaviour, environment	Receiver/guest
Ariffin and Maghzi (2012, p. 192)	"Commercial hospitality in the context of hotel services, is defined as acts of entertaining the guests to create memorable and friendly staying experiences by meeting their physiological and emotional needs selflessly."	Product/service, staff behaviour, environment	Provider/host
Blain and Lashley (2014, p. 8)	Hospitableness is "an individual's concern to offer genuine hospitality which is essentially altruistic."	Staff behaviour	Provider/host
Tasci and Semrad (2016, p. 32)	"Taking care of needs by serving by hospitableness (heart-warming, heart-assuring, heart-soothing)."	Staff behaviour	Provider/host
Pijls (2020, p. 172)	"Hospitality can be defined as providing an orchestration of environmental, service, social and technological service cues, in such a way that customers experience an optimal mix of inviting, care and comfort."	Product/service, staff behaviour, environment	Receiver/guest

Marks a paradigm change in workplace management from managing bricks managing buildings to managing people managing users of facilities. Workplace executives zeroed in on a few specific attributes that describe these environments in their effort to deliver a positive workplace experience.creating a warm, welcoming environment. We only want everyone to feel extremely comfortable.The conventional connection between employers and employees is changing. Today's workers are more demanding and more able to choose their employers on their own terms. Due to these forces, workplace management and design are now more heavily weighted towards fulfilling employee expectations. Among other things, workplace management focuses on creating and managing a memorable experience to attract talent.One may categories the workplace as a service. Despite the fact that a workplace does not suit the conventional definition of a service, which is to be intangible, perishable, indivisible, and diverse, workplace as a service is a novel notion in the FM world.Host and guest, provider and receiver of hospitality in the workplace. During work hours, the employer is in charge of the worker's health and safety and is also in charge of providing a safe and productive workplace. Therefore, the employer is referred to as the host.

Because providing hospitality services and managing workspaces are FM responsibilities, facility management operational employees will often offer hospitality in numerous circumstances.And who is the visitor? FM must cater to several clients. This relates to the top management of an Organisation on a strategic level, department heads on a tactical level, and end users' employees, guests, and external customers on an operational level. These various customer segments are referred to as clients, customers, and consumers, respectively, in the EN 15221 FM model.In the end, the facility manager's clients make up the bulk of those who get hospitality.In terms of their expectations, perceptions, and assessments of the service encounter, Gremler et al. contend that interactions between internal customers and service providers are comparable to those between internal and external consumers. Although the communication with these kinds of users is more implicit, in practises the hospitality relationship is transaction-based, much as in the conventional hotel business. Employees who

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

feel appreciated by an Organisation will contribute to its productivity and act as devoted members. The desirable results include workplace and job happiness, loyalty, and dedication to productivity for the business since the employee often works for the company for a longer period of time.Thus, there is a definite analogy between the workplace and the hotel business. The visitor or employee stays on the host's property and is exposed to both the physical and emotional environment the host offers. The employee reciprocates by being committed to his or her job and being productive for the company, and the visitor responds by being pleased and loyal.

Separating hospitality offered as a product from hospitality experienced as a result of products offered is also necessary. Catering, reception, and meeting spaces are all included in the facilities product hospitality (EN-15221-4). FM is accountable for both the supply of services and how they are provided. The experience, the sense of welcome parking and reception services, the sensation of care service desk,the consumer's comfort reservation system, cleaning services and convenience food services, furnishings, and amenities. The interaction of accommodations and workplace services, as well as the behaviour of hospitable service staff, leads to an experience of hospitality by the user, regardless of whether it concerns reception services, janitorial services, or service desk, analogous to the hospitality industry.The FM Added Value Map, created by Jensen (2010), is a model that might aid in illuminating this difference. This model articulates the value that FM adds to the overall effectiveness of enterprises. Ensuring that employees are happy is one method to offer value. Additionally, FM promotes organisational culture and adds to an organization's image, which are elements that make an Organisation more appealing to prospective workers. The degree of employee satisfaction is increased by the sense of hospitality.The EN-15221-4 describes the hospitality product as a component of both the space aspectand services such as reception services and food services), even though hospitality isn't specifically included in the model. The significance of hospitality for the workplace is also supported by the Chartered Institute of Building Service Engineers (CIBSE) mode.

The CIBSE model makes the assumption that psychological aspects, such as personality, expectations, and experiences, have an impact on contentment and work satisfaction, which in turn has an impact on performance and productivity. As a result, experiences, such as the hospitality experience, are connected to other workspace-related outcome factors.The research on workplace happiness, however, places more of an emphasis on experience than on concrete elements, such as the goods given. A rigorous concentration on tangibles and a strictly functional and technical perspective of the workplace disregards the implications and inferences that people continuously make about the environment around us as well as the possibility that how you give something may be at least as significant as what you offer. How does it make me feel, and what does it mean to me?Other academic fields' literature, like that in marketing, acknowledges both the what and the how of goods and services. By clearly recognizing both physical ambient conditions, layout, equipment, furnishings, signs, symbols, and artefacts and intangible interactions between service providers and consumers, Bitner created the concept of the services cape. Berry et al. make a similar distinction between mechanical clues sensory awareness of the surroundings, humanin cues directly referring to other people's actions, and functional clues in services. Furthermore, they claim that only functional indicators can be completely measured objectively all other indications are heavily influenced by the conscious and unconscious experiences of individual users.

Typical workplaces provide some kind of welcoming service, as one example. The greeting and registration of guests are considered functional hints by Berry et al. Berry et al. and Bitner both refer to the receiving area as the service environment, which they see as environmental conditions. The ease of navigation, the visibility of the welcome desk upon entering the facility, the internal temperature, the acoustic quality, the colors, and the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

materials used are a few examples of factors that affect the user's perspective. These ambient factors, which elicit reactions from both the host and the visitor, are a moderator for the social interaction in Bitner's services cape model. The actions of the security guards and receptionists, as well as those of other people using the space, are considered humanin cues according to Berry et al. In Bitner's paradigm, social interaction refers to both the behaviour of the host/employee and the customer/visitor. These models demonstrate that both physical and intangible elements contribute to how people see their workplaces as a whole, and that these elements intersect with Pijls's welcoming, caring, and comfortable sensory qualities.

Methodology

Even inside the hospitality business, empirical study on hospitality is scarce despite the abundance of literature on the subject. As a result, it is difficult to find tools for measuring hospitality. A small number of writers have created tools to measure hospitability or hospitality, either from the viewpoint of the giver or the recipient (see Table. 2).Tasci and Semrad use a socio-psychological perspective to hospitality. They distinguish between many degrees of hospitality, starting with fundamental necessities, moving on to sustenance/entertainment, services, and then hospitality, which is defined as taking care of needs by serving with hospitality. Ten constant components make up their hostility scale, which groups them into heart-warming, heart-reassuring, and heart-soothing variables that all correspond to staff members' behavioural traits.

Table 2: Comparison of instrument to measure hospitality.

Paper	*Instrument*	*Focus*
Pijls et al. (2017)	Experience of Hospitality (EH) scale	Guest; functional, sensory and humanic aspects of space and services
Pizam and Tasci (2019)	Scale for measuring experienscape	Guest; experienscape
Tasci and Semrad (2016)	Hospitableness Scale	Guest; human interaction
Ariffin and Maghzi (2012)	Dimensions of hospitality in hotels	Guest; mainly hospitable behaviour
Biswas-Diener et al. (2019)	The Brief Hospitality scale	Host; hospitable behaviour
Blain and Lashley (2014)	Scale for measuring hospitableness	Host; hospitable behaviour

Both the measure for hospitableness created by Blain and Lashley (2014) and the Brief Hospitality Scale by Biswas-Diener et al. (2019) focuses on staff conduct, resulting in an instrument that assesses the strength of true hospitality in persons. The three sub-elements Blain and Lashley (2014) identify are desire to put guests before yourself, desire to make guests happy, and desire to make guests feel special. The four items on the Brief Hospitality Scale evaluate a person's overall propensity for being hospitable. Ariffin and Maghzi (2012) created a scale with five sub-elements: personalization, warm welcoming, special relationship, straight from the heart, and comfort to assess commercial hospitality for hotel services.These tools were created specifically for the hospitality sector. Any service environment may use the following instruments. The experience may be measured in three ways by Pizam and Tasci holistically, as one factor, or by distinguishing between sensory, functional, social, natural, cultural, and hospitality culture components. The Experience of Hospitality Scale was created by Pijls et al. (2017) and takes into account the whole range of services/products, environmental variables, and behavioral aspects. This results in an experience that is inviting, care, and comfortable.

This makes the Experience of Hospitality Scale by Pijls et al., which can be used in a wide range of service settings, including virtual reality (VR), the only instrument that expressly focuses on the assessment of hospitality up to this point. Virtual Reality tests have been proven to be useful for assessing reception areas by Pills , and the method is promising.To determine the relationship between the cues provided in the service environment and the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

employees' perception of functional, environmental, and social clues, it is advised to measure both the employees' experiences of hospitality for instance, using the EH scale and their perceptions of these cues. Employers will be able to make their workplaces welcoming for their workers in this manner. In order to improve the organization's performance in the area of hospitality, a combination of instruments assessing workers' experiences with hospitality and assessment of how employees feel the functional, environmental, and social cues that the employer provides to their employees would be helpful.

Employees should preferably complete instruments that assess hospitality when interacting with the workplace. It will be necessary to conduct controlled experimental before-and-after measurements in a blank and intervention setup in order to boost productivity and evaluate if productivity gains are indeed brought on by implemented changes.A before-and-after comparison will show how changes in the environment, staff behaviour, or products and services have affected the level of hospitality experienced. However, if the focus is holistic, the results may not directly indicate what steps should be taken. Utilizing the Experience of Hospitality scale,Visitors' perceptions of a theater's friendliness were influenced by whether heated cushions and hot or cold coffee/tea were available.The level of perceived hospitality may well act as a mediator between workplace satisfaction and productivity, or between workplace satisfaction and person-level constructs like commitment, engagement, and j Up to now, there has been no research into the effect of employee productivity/performance, or knowledge exchange, despite the fact that we have argued that hospitality is important for workplaces, not just for the hospitality industry.Qualitative techniques could also aid in our comprehension of workplace hospitality-related service cues. Additionally, it is possible to use service design strategies to foster a welcoming environment in the workplace. Customer journeys, for instance, may be used to map the relevant touchpoints for workers and specify the ideal experience of hospitality and accompanying service hints at these touchpoints [13].

Theory relevance to practice

In their analysis of institutions and associations that are representative of the majority of certified FM professionals in the UK and Ireland, Meng and Minogue identified four leading indicatorscustomer happiness, cost effectiveness, reaction timeand service dependability. Similar to this, Van Sprang and Drion list three primary FM-performance indicators cost-effectiveness, quality, and satisfaction whether of in-house or outsourced. In addition, the FM-value map includes contentment as one of the additional values. It may be useful to measure the experience of hospitality (EH) to learn how workers feel about their workplace. It is a measure of how individuals feel, regardless of their particular job qualities or workplace features, especially when examined as a holistic construct. Instead, then encouraging complaints about little things or promising prompt service, it defines the culture of the firm. The tools created by Blain and Lashley and Biswas-Diener et al. are appropriate for application processes for front-line workers and provide information on people's abilities to greet guests. The EH scale is appropriate for assessing reception rooms, when both visitors and staff first enter the facility, in order to gauge how welcoming the business seems. The initial impression that a structure or Organisation produces on visitors or new workers may be measured using an instrument.Field research may use tools that assess hospitality.

CONCLUSION

The wellbeing of employees and the ability to combine work and life may both benefit from a welcoming work environment. Employees are more likely to experience reduced stress levels, more work satisfaction, and better overall mental and physical health when they feel appreciated, supported, and cared for.Collaboration between managers, workers, and leaders is necessary to apply the innocence theory. It entails integrating hospitality ideals into organisational procedures, practises, and policies and periodically asking staff members for input to pinpoint areas for development.The implementation of hospitality theory may

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

improve workplace management, according to the Innocence Theory, which offers a persuasive viewpoint on the subject. Organisations may foster employee happiness, engagement, and productivity by fostering a welcoming work environment. The incorporation of hospitality practises and ideas may promote employee wellbeing, foster a great work environment, and ultimately lead to organisational success.

REFERENCES:

[1] R. J. Norris, "Framing DNA: Social Movement Theory and the Foundations of the Innocence Movement," *J. Contemp. Crim. Justice*, 2017, doi: 10.1177/1043986216673014.

[2] R. J. Norris and K. J. Mullinix, "Framing innocence: an experimental test of the effects of wrongful convictions on public opinion," *J. Exp. Criminol.*, 2020, doi: 10.1007/s11292-019-09360-7.

[3] R. A. Davis, "Brilliance of a Fire: Innocence, Experience and the Theory of Childhood," *J. Philos. Educ.*, 2011, doi: 10.1111/j.1467-9752.2011.00798.x.

[4] J. B. Diamond and A. E. Lewis, "Race and Discipline at a Racially Mixed High School: Status, Capital, and the Practice of Organizational Routines," *Urban Educ.*, 2019, doi: 10.1177/0042085918814581.

[5] B. M. Gervey, C. Y. Chiu, Y. Y. Hong, and C. S. Dweck, "Differential use of person information in decisions about guilt versus innocence: The role of implicit theories," *Personal. Soc. Psychol. Bull.*, 1999, doi: 10.1177/0146167299025001002.

[6] R. K. Helm, V. F. Reyna, A. A. Franz, and R. Z. Novick, "Too young to plead? Risk, rationality, and plea bargaining's innocence problem in adolescents," *Psychol. Public Policy, Law*, 2018, doi: 10.1037/law0000156.

[7] S. Vedder, "378 Index," *New York*, 1984.

[8] A. S. Barabash, "The obligation or burden of proof, their derivativeness from presumption of innocence theory," *Вестник Сибирского юридического института МВД России*, 2019, doi: 10.51980/2542-1735_2019_4_9.

[9] R. D. Luce, "Purity, resistance, and innocence in utility theory," *Theory Decis.*, 2008, doi: 10.1007/s11238-007-9090-y.

[10] D. Varga, "Innocence versus savagery in the recapitulation theory of child study: Depictions in picturebooks and other cultural materials," *International Research in Children's Literature*. 2018. doi: 10.3366/ircl.2018.0274.

[11] R. J. Norris and C. L. Bonventre, "Advancing Wrongful Conviction Scholarship: Toward New Conceptual Frameworks," *Justice Q.*, 2015, doi: 10.1080/07418825.2013.827232.

[12] I. Correia, J. Vala, and P. Aguiar, "Victim's innocence, social categorization, and the threat to the belief in a just world," *J. Exp. Soc. Psychol.*, 2007, doi: 10.1016/j.jesp.2005.12.010.

[13] A. D. Redlich and R. V. Shteynberg, "To plead or not to plead: A comparison of juvenile and adult true and false plea decisions," *Law Hum. Behav.*, 2016, doi: 10.1037/lhb0000205.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 9

SERVICE MANAGEMENT: FOCUS ON CUSTOMER EXPERIENCE

Mr. Anil Gowda, Associate Professor,
Master in Business Administration, Presidency University, Bangalore, India,
Email Id-anilbgowda@presidencyuniversity.in
Prof. Ashwath Reddy, Regional College of Management, Bangalore, India

ABSTRACT:
A strategic approach to service management that emphasises the necessity of providing great customer service is service management with a focus on customer experience. The main ideas and advantages of service management in improving the customer experience are summarized in this summary. An organisational structure that allows Organisations to provide great service, fulfil customer expectations, and forge lasting customer connections is service management with an emphasis on customer experience. Organisations may stand out from the competition and achieve long-term commercial success by putting a high priority on client-centricity.

KEYWORDS:
Customers, Client, Experience, Operations, Quality, Service.

INTRODUCTION

In contrast to scientific management concepts, service management was created as a viewpoint that would be better appropriate for service-based businesses. In the past, there have been conflicts about the location of the genesis of service management due to the concurrent development of two schools in the 1980s.The so-called Nordic School originated in the marketing industry. It looked at customer interactions and found that marketing, as a stand-alone activity, did not allow for adequate organisational adjustments. The area of operation management seen significant advancement in North America in the service management theory. Prior to 1990, service operations management (SOM), a subset of service management, featured the word operations in its name. A study session in France in 1990 that included experts in operations management, marketing, and organisational behaviour led to the shift from SOM to service management.To deliver quality services, such as wholesome and delicious cuisine, a clean and hygienic atmosphere, safe and timely IT services, and adequate ventilation and building maintenance, a substantial amount of skills and expertise is needed[1]–[3].

Other common service vocations including financial advisers, radio hosts, health personnel, event organizers, apparel stylists, and personal trainers exist in addition to those just mentioned. Despite their point of view, many service occupations are often seen as being low-value, low-skilled labour. This perception might result from the word service's original meaning, which refers to servants and slaves as a type of activity that disappears as it is used or consumed because the consumption or use occurs at the same time as it is provided. an OxfordA client is defined as a person who buys goods or services from a shop or business in the dictionary of English, whereas a service is defined as the action of helping or doing work for someone. According to ISO 41001 (2017), a service is a non-primary activity that supports an organization's main operations or principal activities[4], [5]. In terms of

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

customers, this chapter leans towards the definition given in ISO 41011, which refers to the client, the customer, and the end user as a demand Organisation. According to EN 15221-1, customers are those who request and order the delivery of a service, clients are those who make the service purchase, and end users are those who actually get the service. All three of these stakeholders are referred to as customers [6]–[8].

It's common to think of a service as a non-physical activity that can't be seen or touched. According to some, services are collections of activities that often include interactions between the client and service personnel as well as resources, items, and/or systems. Others define services as economical activities whose output is not a physical product or construction. Still others refer to services and/or activities as acts, processes, and performances. Here, the term service refers to a procedure involving transient actions that almost certainly require communication between a provider and a customer.Aiming to comprehend the service, operations, and management processes associated with them, service research has expanded as a result of the service industry's global expansion over the last 50 years or more. According to Johnsto, a lot of research has been conducted that is grounded on theories and methodologies from several viewpoints, including those from the fields of marketing, operations, organisational behaviour, and human resource management (HRM). The service management theory, its key concepts, and its relevance to workplace management research and practises are covered in this chapter. It is noteworthy in this context that services play a significant role in the facility management (FM) field, which is closely tied to workplace management study. Services within FM may relate to both hard and soft services, taking pieces, nibbles, and behaviour into account[9]–[11].

DISCUSSION

Service management addresses several issues that arise in firms and approaches organisational transformation holistically. A brief literature review focusing several disciplinary approaches to service management is shown in Table. 1. Service research, a subfield of operations management, examines the design, planning, regulating, and administration of services while addressing the Organising conundrum. The main claim is that the caliber of internal processes affects the caliber of external services. The client is acknowledged as a value co-creator.Researchers in the field of marketing examine the interactions between a service provider and a client. The fundamental tenet is that improved value and satisfaction are directly related to service quality interactions between employees and customers. Studies in the field of human resource management (HRM) concentrate on the empowerment of service workers as a source of competitive advantage. Employees are seen as internal clients that need service as well.Instead, then focusing on dyadic interactions, the discipline of organisational management studies networks to better understand how linkages between internal and external processes, consumers, workers, and the market operate.The development of a unique service management philosophy was most heavily inspired by the aforementioned four disciplines. The key findings of research in these fields helped people to comprehend. Table. 1 Emerging service management themes studied in multiple disciplines. According to Grönroos (1994), service management is an all-encompassing organisational strategy that emphasises the following four elements:

1. Creating value for the customer.
2. Minimizing silos by collaborating internally and externally.
3. Focusing on quality.
4. Developing personnel.

According to Grönroos and Gummerus, service management places a strong focus on the customer-centric approach to business and makes use of the value-in-use (UT) knowledge. The focus of service management, according to Grönroos, switches from internal efficiency to the customer and/or market, cultivating long-term client connections, and focusing on the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

perceived overall quality of goods or services. The general management concepts, in the authors' opinion, place too much emphasis on economies of scale and cost reduction, while service management assesses the cost of quality. Discussions of costs and risks, however, are not covered in this chapter.

Table .1 Emerging service management themes studied in multiple disciplines.

Discipline / *Emerging themes*	*Operations management*	*Marketing*	*HRM*	*Organisational management*
Service delivery	x			
Internal processes	x			x
Quality of processes	x			x
Service interaction		x		
Service encounters		x		
Service quality	x	x	x	x
Service experience		x	x	
Customer satisfaction		x	x	x
Empowerment			x	
Customer orientation	x	x	x	x
Value creation		x		x
Example articles	Fließ & Kleinaltenkamp, 2004 Johnston, 2008 Gummesson, 1998 Parente et al., 2002 Slack et al., 2004 Heineke & Davis, 2007	Bitner & Wang, 2014 Eyuboglu & Sumrall, 1989 Grönroos, 1984 Gummesson, 1998 Lemon & Verhoef, 2016 Parasuraman et al., 1985 Smith et al., 1999 Voorhees et al., 2017	Berry, 1981 Bowen, 2016 Chand, 2010 Grönroos, 2007 Lashley, 1999	Albrecht, 1988 Barbee & Bott, 1991 Huber et al., 2001 Normann & Ramirez, 1993 Osborne et al., 2013 Storbacka et al., 1994 Vermeeren et al., 2014

Creating Value for the Customer

Understanding the relationships between the players and the process of producing value has been essential. Although value in service management is seen as a particular customer's desire, it also tackles the idea of customer/service experience in addition to focusing on assessing value via customer satisfaction. For instance, Grönroos et al. claim that when consumers have an impact on the outcome of a service, experienced value for the parties is co-created. Thus, value is produced by combining knowledge, technological, human, and organisational resources.

The phrase customer's journey with a firm over time during the purchase cycle across multiple touchpoints may be used to describe the customer/service experience.The encounter itself, the immediate before to the encounter, and the immediate after the encounter are included in it. The focus in this case is on the ongoing nature of the service and the need for network-wide coordination across various actors and diverse processes. According to Voorhees et al., there are three different sorts of service interactions, and they are as follows:

1. The pre-core service encounter, which is the time leading up to the core encounter that encourages consumers to interact with the company.
2. The core service encounter, which is defined as the time period during which the primary service offering is provided to the customer in order to meet the customer's requirement.
3. The post-core service interaction, when the client evaluates his own experience.

These times include several players and are impacted by both physical and intangible service qualities. Service interactions at various touchpoints with staff members, other clients, or other divisions of the business are what shape the entire experience. Therefore, service strategy, organisational design, and procedures must all be in harmony to provide a pleasant experience.

The need for a thorough knowledge of the consumer is a typical problem in building the customer experience. As a result, several techniques for including and involving customers have been created and used in both research and practises, including empathic design, living labs, information acceleration, and free elicitation.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

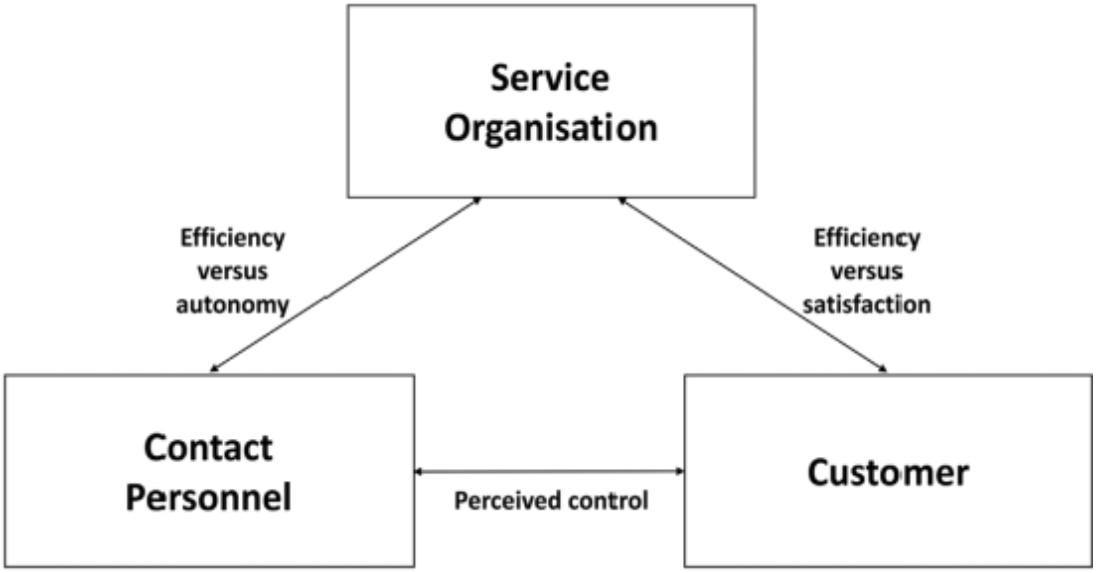


Figure 1: Represting the Service Encounter Triad[Library Open].

Focus on Quality

To provide value to the consumer, the whole service delivery processfrom back-office tasks to client interactionsmust be coordinated. The customer's expectations for the quality of the service must be met during the service engagement. Consequently, one of the key factors influencing customer satisfaction may be regarded to be the quality of a service. The quality component of service management is studied from the viewpoints of internal process quality and external service quality. It outlines the function of operations and the manner in which service is provided and evaluated So in Figure. 1. In his discussion of the various aspects of service quality, Grönroos distinguished between image factors the way the service process and result are perceived and technical quality the manner in which the service is delivered, such as staff attitudes or staff smoothness.

At the same time, Parasuraman et al. created a SERVQUAL framework that outlined the factors influencing service quality. According to their framework, the quality of a service is based on tangibles, dependability, responsiveness, certainty, and empathy. In addition to these variables, outside variables may influence expectations for service quality and alter how it is perceived.The quality of internal processes has a significant impact on the quality of external services. The operations must be focused on serving the demands of the client rather than just being efficient in manufacturing the product or service in order to provide high-quality service. As a result, blueprinting based on consumer needs is used. A service blueprint enables for the process to be broken down into various components for process efficiency and visualises the service system from the perspective of the client.

Developing Personnel

Employee treatment of the company's clients is influenced by how employers treat their staff. It is crucial how staff handle customers since they often serve as clients' first impressions of the business. Due to the fact that motivated workers will have a good influence on consumers, Bowers and Martin (2007) contend that it makes sense, especially for service businesses, to treat their own employees as customers and perhaps better than customers. Employees are thus referred to as internal customers who must also be catered to Organising and empowering people is one of the crucial components of internal coordination in service operations. To facilitate employees' success, it is necessary to define their duties, provide them with the necessary tools, and assist them in developing the necessary abilities, empowerment refers to management strategies that emotionally engage workers. Task, task

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

allocation, power, commitment, and culture are the five characteristics he outlines for empowerment. His approach may be utilised to identify various empowerment strategies and offer workers with a variety of sources of pleasure. Employees who feel empowered are more inclined to take ownership of the customer experience, which improves the perceived quality of the service.The link between the four elements of service management theory and the subjects covered is summarised in Figure. 2. Bottom up, from the input to the output, is how the figure is displayed.To harmonise internal processes, contracts, policies, and management procedures will soon be established. The alignment is also influenced by the cooperation of the parties concerned, employee growth, and the actual technical, functional, and perceived quality of the service.

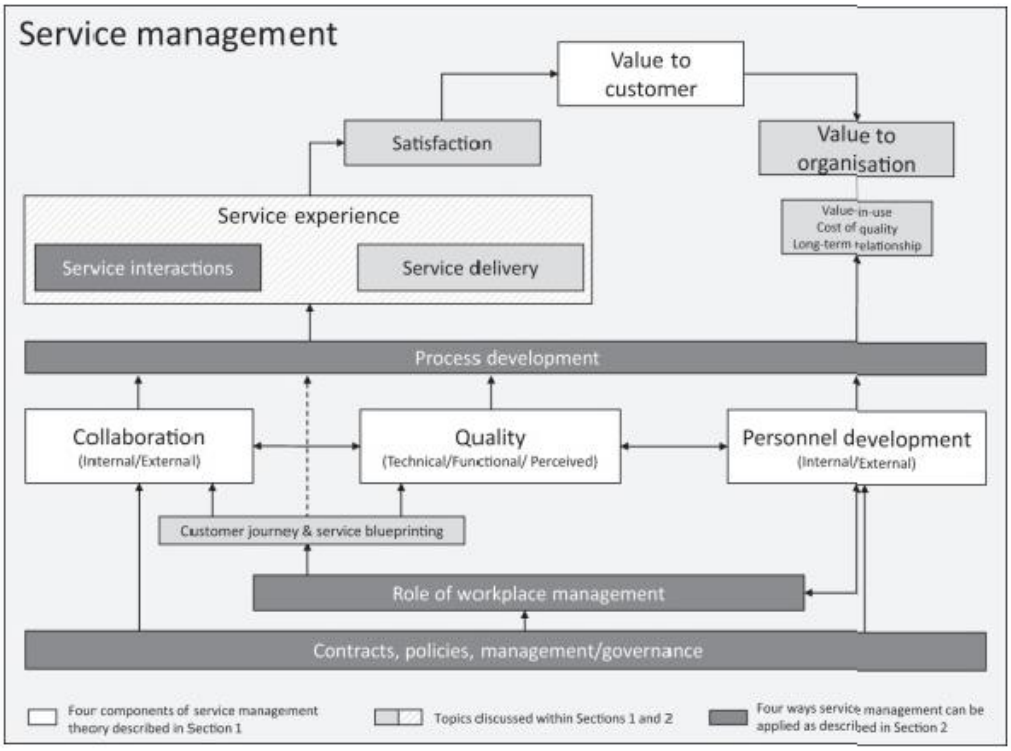


Figure 2: Service management components, topics, and ways of application[Library Open].

Customer journeys and service blueprinting strategies are used to provide the best possible service experience for the customers.A proper combination of resources, technology, people, expertise, and organisations is needed to generate a positive customer experience across the whole service delivery process, particularly during customer-provider interactions. Customer satisfaction, which has value for the customer themselves, is used to gauge service experience. Consequently, by fostering long-lasting connections and focusing on the cost of quality, this attention to customer value adds value to firms.

Applicability to Workplace Studies

The use of service management theory in workplace studies has already benefited facilities management and workplace management and may continue to do so. First, people's perspectives shift to see the workplace and particularly the physical location as a service that workers get and use. As a result, from the standpoint of general management, perceived workplace quality and employee happiness are given more weight.Second, it encourages businesses to become more employee- and customer-driven when service management theory is applied to the management and operations of services. In this sense, firms tend to focus on long-term objectives and pursue quality enhancements.

The remainder of this section describes how service management theory may assist the study of facilities management and workplace management. It also outlines the four main ways the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

theory has been put into practise in the real world: by better understanding the role of workplace management, increasing the consistency of practises through contracts, policies, and management/governance, creating processes for managing workplaces and facilities, and understanding customer interactions. These features are shown in Figure .2 and further discussed in this section.

CONCLUSION

For businesses to succeed in today's cutthroat business environment, service management with an emphasis on customer experience is crucial. Organisations may create pleasant and memorable experiences that promote customer satisfaction, loyalty, and advocacy by putting the needs and preferences of their consumers first.Adopting a customer-centric mindset, aligning service design and delivery with customer expectations, and enabling people to provide excellent service are all necessary components of effective service management. Organisations may identify areas for improvement and make data-driven choices to improve the overall customer experience by measuring and tracking customer experience metrics.

There are several advantages to service management that prioritises the client experience. Higher customer satisfaction ratings, enhanced customer loyalty, and a strong brand reputation are enjoyed by businesses that place a high priority on client centricity and service quality. Customers that are happy with the company are more inclined to refer them to others, which promotes organic growth and opens up new business options.A crucial component of service management is continuous improvement.

Organisations need to be flexible and responsive to changing market trends and client requirements. Organisations may remain ahead of the competition and continually provide value-added experiences by asking for consumer input, analysing data, and making changes.service management with an emphasis on the customer experience is a strategic need for businesses looking for long-term success. Organisations may develop solid customer connections, spur corporate development, and gain a competitive edge in the market by placing the customer at the centre of their operations.

In order to meet and surpass customer expectations in a business environment that is always evolving, service management is a journey that requires continuing dedication, creativity, and adaptability.

REFERENCES:

[1] C. Aster, “Evolution of a service management framework: Spotlight at Stanford as a use case,” *Publications*, 2019, doi: 10.3390/publications7020028.

[2] L. W. Santoso and Yulia, “Itil service management model for e-learning,” *J. Adv. Res. Dyn. Control Syst.*, 2019.

[3] A. Keller, “Challenges and Directions in Service Management Automation,” *J. Netw. Syst. Manag.*, 2017, doi: 10.1007/s10922-017-9437-9.

[4] L. Karimi *et al.*, “Brilliant health service management: challenging perceptions and changing HR practices in health services,” *Asia Pacific J. Hum. Resour.*, 2019, doi: 10.1111/1744-7941.12189.

[5] D. McConnell, R. Linwood, G. Day, and M. Avery, “A descriptive analysis of a health management work integrated learning course: Moving from health services management learning to employment readiness,” *Asia Pacific J. Heal. Manag.*, 2019, doi: 10.24083/APJHM.V14I2.269.

[6] Z. Liang *et al.*, “An evidence-based approach to understanding the competency development needs of the health service management workforce in Australia,” *BMC Health Serv. Res.*, 2018, doi: 10.1186/s12913-018-3760-z.

[7] Z. U. Rehman, O. K. Hussain, and F. K. Hussain, “User-side cloud service management: State-of-the-art and future directions,” *J. Netw. Comput. Appl.*, 2015, doi: 10.1016/j.jnca.2015.05.007.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[8] T. H. Wu, S. J. Weng, R. Bin Pan, S. H. Kim, D. Gotcher, and Y. Te Tsai, "Exploring service quality combining Kano model and importance-performance analysis - customer satisfaction of luxury housing service management," *Int. J. Serv. Econ. Manag.*, 2020, doi: 10.1504/IJSEM.2020.107797.

[9] H. Al-Hamadi, I. R. Chen, and J. H. Cho, "Trust Management of Smart Service Communities," *IEEE Access*, 2019, doi: 10.1109/ACCESS.2019.2901023.

[10] E. Orta, M. Ruiz, N. Hurtado, and D. Gawn, "Decision-making in IT service management: A simulation based approach," *Decis. Support Syst.*, 2014, doi: 10.1016/j.dss.2014.06.002.

[11] P. Kubiak and S. Rass, "An Overview of Data-Driven Techniques for IT-Service-Management," *IEEE Access*, 2018, doi: 10.1109/ACCESS.2018.2875975.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 10

UNDERSTANDING WORKPLACE MANAGEMENT'S ORGANIZATIONAL ROLE

Dr. Ramalingam Mageshkumar, Assistant Professor,
Department of Management, Presidency University, Bangalore, India,
Email Id-mageshkumar@presidencyuniversity.in
Prof. Sudip Sen, Regional College of Management, Bangalore, India

ABSTRACT:
To maximize productivity, employee happiness, and overall company performance, it is essential to have a deeper grasp of the function that workplace management plays within the Organisation. Workplace management includes a number of facets, including building upkeep, technological integration, and worker wellbeing.looks at the importance of workplace management and how it affects the efficiency of organisations. In order to create a positive work environment, it emphasises the need of effective workplace design, employee involvement, and the use of cutting-edge methods.Organisations may improve cooperation, communication, and worker productivity by using a comprehensive approach to workplace management. The physical design of the workplace must be optimized, ergonomic workplaces must be provided, and technology must be used to increase productivity and expedite procedures.Additionally, effective workplace management is crucial for promoting the happiness and well-being of employees. It comprises fostering a good work environment, encouraging work-life balance, and offering facilities and services that improve the general working environment.

KEYWORDS:
Customers, Management, Research,Service, Workplace.

INTRODUCTION

Management of the workplace is essential to the overall efficiency and success of an Organisation. It includes a range of tactics, procedures, and methods for establishing the ideal working conditions that foster efficiency, teamwork, and worker wellbeing. Organisations are realizing the significance of efficient workplace management in enhancing organisational success given the changing nature of work and the growing focus on the employee experience.This topic's introduction tries to provide a general overview of the function that workplace management plays inside the company. It emphasises the important factors and matters to be taken into account while managing the workplace, such as facility management, technology integration, and employee engagement. It also emphasises how important it is for businesses to adapt to new workplace trends, such remote work and flexible scheduling, and include them into their workplace management practises.Encouraging a healthy workplace culture, encouraging alignment between the physical workspace and the organization's goals and objectives, and giving workers the skills and resources, they need to succeed are all components of effective workplace management[1]–[3].

A multidisciplinary strategy that incorporates aspects of design, human resources, technology, and organisational psychology is necessary. The introduction also emphasises the potential advantages of good workplace management, including increased worker output, satisfaction, and retention. Additionally, it understands how the physical workplace

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

environment affects the physical and emotional health of employees.Leaders and managers may adopt strategies that improve the working environment and raise overall organisational performance by having a clear awareness of the function workplace management plays in the Organisation. The introduction prepares the ground for investigating the numerous facets of workplace management and its importance within the company. It sets the scene and emphasises the significance of building a supportive workplace environment that promotes the productivity and well-being of the organization's workers and is in line with its aims[4]–[6].

According to service management philosophy, clients are the main focus of organisational activity.Customers are often understood in various dimensions customer, client, end user in the FM and CREM industries. Due to this complexity, end users those who utilised the building sometimes find themselves in circumstances where their relevance in FM/CREM practises is diminished. However, if end users are considered the primary clients of the workplace management unit, then the procedures for providing services are created with their needs in mind. In order to give the most beneficial results and increase customer satisfaction, workplace managers must first understand the demands and preferences of their consumers.Customer satisfaction is made up of a variety of elements, such as physical and intangible service/product features and an overall assessment of the service quality, as was stated in the preceding portion of this chapter. Physical space may be seen of as having tangible features, such construction quality, interior environment quality, building design, and building look, and intangible attributes, including effective FM processes that support the physical space.The workplace should also be seen as a collection of different features and services that together make up the entire working experience[7]–[9].

For instance, Perillartine et al.'s analysis of office offerings illustrated the evolution of provider knowledge of the office. Office solutions evolved from straightforward square-meter offers to serviced office offers to an integrated working experience. The research demonstrated that coworking spaces provide their customers with an entire experience by hosting a variety of events and community-building activities in addition to the essential services required for company operation.

The attitude, attentiveness, and empathy of the service professionals, in addition to the physical and intangible aspects of service, have a big impact on how customers view their whole experience. For instance, Pijls et al. investigated the skills and personality features of service workers in delivering a hospitality experience based on the notion of the human touch.

The effectiveness of the space utilised, the cost per square meter, and other comparable metrics connected to real estate performance might then be highlighted while evaluating workplace management practises. The effectiveness of workplace management practises may be determined by looking at employee happiness, net promoter score, customer effort score, service tickets, response and resolution times, and other comparable service quality indicators[10], [11].

DISCUSSION

The service management theory places a strong emphasis on internal and external cooperation and communication as factors that influence the management process and service delivery quality. Processes and several participants must be included into the network for cooperation. Some of the services in facilities and workplace management are often outsourced. As a result, the organisation has a difficult challenge in assuring the quality of offered services, their content, and their consistency. Service level agreements (SLAs) are therefore used to outline the relationship between outsourcing and organisational governance. The connection between the parties involved and the calibre of service delivery, service process, and service objects may be significantly impacted by well-designed SLAs. The

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

customer's demands should be taken into consideration while defining and developing the service qualities that are part of SLAs. For instance, research by Petrulaitiene et al. highlighted service features for workplace service development, such as the need to construct service packages, level services in accordance with client expectations, and focus on specific serviceson the employee, the final user. SLAs, however, are not given adequate consideration in academic studies, particularly in the subject of FM/workplace management.

Better analysis and development of workplace and FM service processes. By offering insights into service development processes and guaranteeing the quality of service and customer satisfaction, service management theory may aid in the creation of internal workplace management procedures. Service management research has focused on identifying the variables that affect service quality.One must evaluate the process from the perspective of the customer in order to generate a positive working experience.

The customer journey is used in service management to pinpoint the touchpoints of service interactions. Customer happiness is determined by the quality of service interactions. Service quality is influenced by a variety of external and internal, physical and intangible aspects, as was previously established. Processes and various players must be integrated for this, and their objectives must be in line.Applying service blueprinting approaches may be used to study the efficacy and quality of workplace and FM services. According to Von Felten et al., FM service blueprinting may enhance the interactions between primary processes and FM processes, increasing the transparency of the FM value.

FM service blueprinting aids in identifying interfaces between core activities, support processes, and clients, according to Coenen et al. On this basis, it is possible to address both the efficacy and the efficiency of organizational processes. Additionally, the service blueprinting approach aids in defining the customer's role and the relationships between other players. Service blueprinting enables proactive issue resolution and management by allowing the discovery of) failure sites.

he knowledge of the relationship between the function of the customer and organisational processes has been represented in several model advances in CREM and FM. The most recent addition, the Value Adding Management (VAM) model, illustrates how real estate management practises are used to provide value to consumers for more information on the VAM model, A strong alignment between basic organisational objectives, real estate and service development, and activities may also be supported by the service blueprinting process and service management theory.

Issues in achieving organisational objectives and customer satisfaction will emerge if real estate and facilities services are not appropriate and aligned.Developing a deeper understanding of varied service management interactions. Analysis of interactions between different services and players in the workplace environment is aided by the service management theory. Service interactions may be used to investigate how clients see the workplace ecosystem, which consists of services, physical space, and external environment. The distribution of services, including on-demand services and the arguments over daylight vs nighttime service delivery, must also be taken into account when examining the full ecosystem of services. When a service is provided, it interacts with a variety of factors, including the effect it has on society.

Service

Although the majority of service management theory was created to explain extra organizational interactions and service production, it may also be used to analyse relationships inside organisations. Examples of more recent research that integrate the logic of service encounters with the logic of service experiences to explore service-service assessment are Groen and Van Sprang. Customers' perceptions of hospitality at a building's

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

reception area as well as the overlap between services provided by receptionists and security personnel at building entrances were investigated by Groen and van Sprang.

Service-Building

It is possible to think about structures and physical workplaces as a form of service. It is important to distinguish this sort of service from service-service interactions since it is a more static form of service. Such a perspective on structures and workspaces is quite valuable, especially in terms of facility management. The design of the reception-entrance area was a crucial factor in the research stated earlier by Groen and van Sprang when considering both service delivery. The physical arrangement facilitated communication and engagement between the two departments and with building visitors. Due to its impact on the resources required and the turnaround time, a building's layout may also have an impact on the price of services.Building type may also affect how a service is arranged, for example, whether outsourcing or in-house manufacturing is the primary supply model and/or to what extent it is a supporting supply model. A core supply model may be internal service provision, but the business might also include outsourcing as a supporting service provision to provide the delivery of services additional flexibility. In addition to internal and external supplies, the organisation may connect with society more broadly by enabling volunteer groups like neighbourhood handball teams to provide ad hoc tasks like painting walls or moving furniture after an event.

Service-Stakeholder

The interaction of services with stakeholders has an influence on society at large. Services may engage with a variety of stakeholders, ranging from customers andbusiness partners to the relatives of service staff who visit a company's main location. For instance, regardless of their parents' profession or level of education, children's chances for education and a healthy upbringing are impacted by when their parents work. Consider the contrast between daylight and nighttime cleaning. Norway switched from night to day cleaning in the late 1980s and early 1990s. It was made possible for both parents to be at home after working hours rather than taking turns choosing when to be at home and at work because of two major factorsa focus on enabling a good family life for all levels of society and an increase in public creche options that allowed both parents to work during the day.

Norwegian end users are encouraged to co-create a clean atmosphere at work, which has changed the way end users collaborate there as well. Here, it may be helpful to note that these conditions are governed by the service contracts, policies, and management/governance; it is in these documents and on these occasions that the working conditions of the employees are determined, as well as where the wider impact on society is decided and/or created. The ability to relate human conduct to organisation practises is the most important lesson learned from service management theory. The strength of this link has also been shown in workplace management. The workplacefollowed the same reasoning.In all companies, management may encourage its function to play a far more strategic role.

Methodology

Due to its interdisciplinary character, service management research uses both qualitative and quantitative research approaches. Causal analyses are often employed in analysing linkages and interactions. The Critical Incident Technique (CIT), for instance, is a popular technique for examining customer service interactions. Using CIT, it is possible to directly observe human conduct and pinpoint the times of pleasure and unhappiness in these interactions. Confirmatory Factor Analysis (CFA) or other multi-level analyses are possible additional techniques for causal analysis (Parente et al., 2002; Chand, 2010; Smith et al., 1999). Customer surveys or satisfaction surveys are popular data sources for these kinds of methodologies. Structural Equation Modelling (SEM) research was utilised, for instance, by

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Vermeeren et al to demonstrate links between customer happiness and a company's profitability. These approaches use a logical approach and look for general rules.

Another section of the research is more process-focused and deals with organised patterns that have their roots in qualitative methodologies. It often relies on inductive or deductive reasoning as well as action research. In-depth case studies are a frequent foundation for qualitative research. Different techniques, such as the Resource Allocation Model (RAM) or service blueprinting, may be used to analyse the processes inside the company. For instance, many techniques for integrating customers into service development have been developed based on observations or interviews.

Literature reviews, content analysis, and conceptual analysis, which is based on dissecting ideas and analysing them, are other research approaches that are often used.The study on workplace management has shown similar results. Case studies are a popular study tool for dealing with complicated management practise problems. Understanding social systems in the workplace, such as altering behaviour, enhancing health and safety at work, and other related topics, often involves action-based research. Studies by Coenen et al. and Von Felten et al. both employed service blueprinting. To the authors' knowledge, the number of broad quantitative studies in workplace research is still rather small. The most well-known examples of applying causal analysis methods such factor analysis and principal component analysisto relate human behaviour to architectural aspects are probably Haynes and Price and Hayne.Additionally, there is a shortage of longitudinal research in both service management and workplace management studies for tracking system-level changes.

Theory Relevance to Practice

First, organisations might assure employee pleasure and productivity by comprehending the foundational ideas of the service management theory and putting them into practise. This strategy aids organisations and management in shifting their perception of real estate from a financial burden to an asset, one that may provide the company with benefits beyond simple cost-savings on real estate.It is simple to put several service management components into practise. Starting with bettering interactions between contact personnel and clients' employees at the office, moving on to bettering the overall process and experience of service delivery, and finally up to the creation and regulation of contract and governance structures, including the effects they have on larger society.Understanding how customer perception affects their pleasure with and the success of services may be done by using lessons learned from ideas relating to service quality, such as SERVQUAL.

Planning services may be aided by the highlighted importance of behaviour and staff motivation in service interactions and delivery of both in-house and outsourced services. Additionally, service development techniques and tools for service process design, such as service blueprinting, may provide a robust toolset for service innovation and enhanced organisational performance.

Additionally, customer-focused planning and techniques for customer integration would be advantageous for both the delivery of FM services and the overall working environment, fostering greater coordination across HRM, IT, and FM departments.Communication between enterprises and service providers may be enhanced by a shared understanding of value creation, which will enhance the customer experience. Customer satisfaction and the overall working experience are both impacted by the customer experience of any service, combination of services, and the full service ecosystem provided at the workplace. This result holds true for a variety of services, including human-to-human and human-to-machine interactions.

CONCLUSION

Employers may increase staff retention rates, draw in top talent, and improve organisational performance by putting effective workplace management ideas into practise. Additionally, it

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

helps businesses to match workplace policies with their corporate aims and objectives, enhancing organisational agility and boosting worker morale.Organisations looking to establish the best work environment must have a thorough awareness of the function of workplace management. Organisations may boost productivity, encourage creativity, and achieve sustainable development by placing a high priority on workplace design, employee engagement, and well-being. Organisations will be able to maximise their potential and keep a competitive advantage in today's dynamic business environment by adopting creative strategies and adjusting to changing workplace dynamics on a constant basis.

REFERENCES:

[1] A. Choudhary, "Turnaround Management In Rourkela Steel Plant During 2001-2008: An Hr Perspective," *Parikalpana K I I T J. Manag.*, 2019.

[2] U. S. Senate, "Human Capital: The Role of the Ombudsmen in Dispute Resolution: GAO-01-466.," *GAO Reports*, 2001.

[3] M. E. Gary, "Managing toxic leaders: An exploration of human resources management's role in mitigating the impact of leader imposed toxicity on organization, individuals, and other stakeholders," 2019.

[4] H. E. Alagoa, "How National Culture Influences Judgment and Decision Making (JDM)," *SSRN Electron. J.*, 2015, doi: 10.2139/ssrn.2642740.

[5] T. M. Treiger and E. Fink-Samnick, "Collaborate©, Part IV: Ramping Up Competency-Based Performance Management," *Prof. Case Manag.*, 2017, doi: 10.1097/NCM.0000000000000217.

[6] S. Iqbal, "Employees' Perception Regarding the Role of Specific HRM Practices in Knowledge Intensive Firms," *Int. J. Soc. Sci. Manag.*, 2016, doi: 10.3126/ijssm.v3i4.15888.

[7] E. Y. Lau and G. Faulkner, "Program implementation and effectiveness of a national workplace physical activity intervention: UPnGO with ParticipACTION," *Can. J. Public Heal.*, 2019, doi: 10.17269/s41997-018-0170-2.

[8] S. M. Nordin, S. Sivapalan, E. Bhattacharyya, H. H. W. F. W. Ahmad, and A. Abdullah, "Organizational Communication Climate and Conflict Management: Communications Management in an Oil and Gas Company," *Procedia - Soc. Behav. Sci.*, 2014, doi: 10.1016/j.sbspro.2013.12.587.

[9] M. S. M. Sukor, I. M. Shah, and S. A. Panatik, "The effect of self-enhancing humor on the relationship between job stress and organizational loyalty," *J. Pengur.*, 2018.

[10] S. W. Wasko and M. Fotaki, "Inhuman Resources - A psychodynamic approach to the HR function in the UK engineering industry," in *IEEE International Engineering Management Conference*, 2005. doi: 10.1109/IEMC.2005.1559234.

[11] A. J. Du Plessis, "Change, Organisational Development And Culture: Human Resource Management's Role In A Future South Africa," 2007.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 11

THEORY OF ORGANISATIONAL SOCIALIZATIONINTEGRATING FM STAFF

Ms. Pramodahegde, Assistant Professor,
Master in Business Administration, Presidency University, Bangalore, India,
Email Id-pramodah@presidencyuniversity.in
Prof. Sumesh, Regional College of Management, Bangalore, India

ABSTRACT:
The integration of external Facility Management (FM) workers into businesses is examined under the Theory of Organisational Socialization. Organisations often struggle to integrate external FM workers and harmonies them with the company's culture, values, and goals as outsourcing becomes more prevalent. The main ideas of this theory are outlined in this abstract**.** it is acknowledged that outsourcing is common in the FM sector and that it is important to integrate hired contractors well. It emphasises that a thorough approach to socialization is necessary for effective integration, which goes beyond the simple transfer of tasks.The Theory of Organisational Socialization emphasises the need of offering an organized onboarding procedure for FM workers who are hired outside of the company. Their grasp of the company's culture, regulations, and procedures will be facilitated by this process, which also includes orientation meetings, training courses, and mentoring opportunities. These activities might help outsourced employees feel more a part of and committed to the company.

KEYWORDS:
Culture, Employers, Facility, Socialization, Worker.

INTRODUCTION

Socialization is the process of a person being trained and indoctrinated by an Organisation via a set of beliefs, standards, and actions that are seen to be desirable or acceptable. When a person moves from one group to another within a social structure, it is the active production of a new identity via a personal understanding of a circumstance. This refers to assimilating into the dominant culture of a place. Due to the broad applicability of its premiseour need to comprehend and find a place for ourselves within every new environmentit has its roots in sociology and is widely used in other fields outside of management, such as health, education, and a host of others.Organisations officially welcome newcomers to a post by using the socialization process. Informally, one might learn about socialization by observing the actions of others who are already used to the environment they seek to comprehend.The process through which newly hired employees socialize with their coworkers and establish a professional identity is known as induction or the Socialization of new employees. The process through which new recruits learn the attitudes, habits, and knowledge necessary to engage and function successfully as a member of an Organisation is known as organisationalSocialization. To help new hires integrate into the firm, this organisationalSocialization gives them a predetermined pattern of conduct to imitate[1]–[3]. Fundamentally, maintaining a smooth introduction of newly hired workers requires organisationalSocialization. Employees are more likely to love their work more, understand it

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

better, and perform better when they have a fluid Socialization process, which may enhance customer experience.The Ashforth et al. model makes the effects of high performance, organisational identification, and job satisfaction clear, showing that organisations that go through the Newcomer learning process have better performance, strong organisational identification, increased job satisfaction, a decreased intention to quit, and better role satisfaction. innovation Socialization does not take place in isolation. It is a collection of components that firms utilised as machinery to socialize new hires. The gradual integration of new ideas and behaviour process that takes place in an organisational environment that includes the brain as well as several facets of social conduct.The purpose of assimilating the pervasive organisational culture that exists in a workplaceTherefore, its elements are drawn from organisational culture itself, which is Socialization. Figure .1 illustrates how these elements interact with one another, using organisational culture as an anchor.The many means through which a new culture is transmitted to the newest members of the community are together referred to as Socialization components.

The new employee may either learn the procedures, customs, and traditions, tales and symbols, rules, and organisational structure officially via a Socialization process or informally. Punishment and incentives are used by firms to assist eliminate previously ingrained culture that employees have acquired from prior employers or to reinforce the information they want the employee to retain[4]–[6].

The processes people take when they initially join an Organisation are shown in Figure .1. They enter the Organisation with no prior exposure to its norms and procedures, but they start to get socialized via a combination of immersion in its structure and procedures, tales and symbols, conventions, rituals, and routines, as well as knowledge of its punishment and reward systems. Making through to the other side and becoming a team member is an even more crucial step for workers to take.

This allows people to contribute to the organization's culture, both now and in the future.The present corporate culture, which serves as the cornerstone of how most firms are operated, must be preserved via this process. It is often necessary to impart this culture to newcomers since it is what has distinguished them from competing businesses in the past and functioned well. Simple conventions like using a colour code to indicate homogeneity in speech patterns may be used as artefacts to determine an employee's company culture.Far while it's crucial to pay attention to what new hires are taught, how they are taught is far more crucial. Employees may either be guided through a process or let to navigate it independently based on their inherent initiative[7]–[10].

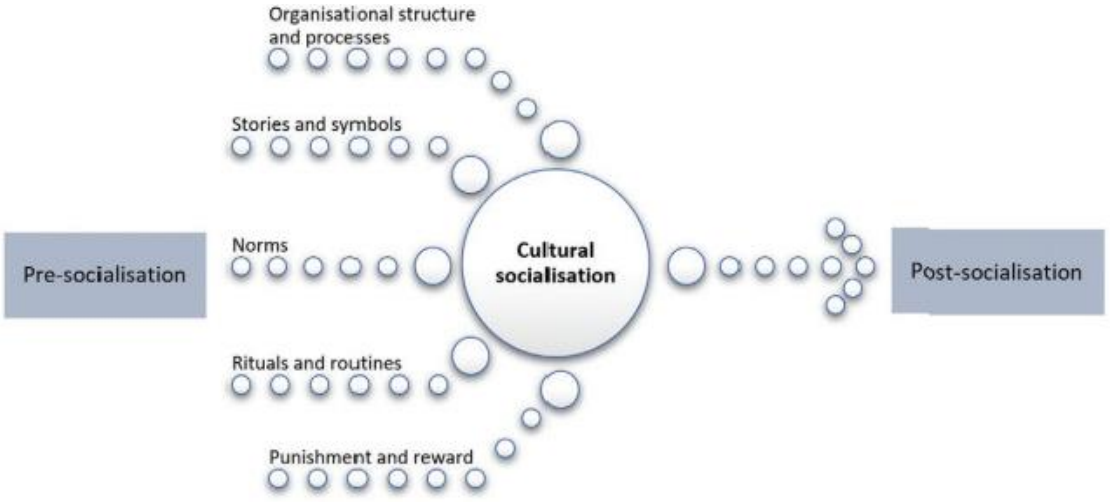


Figure 1: Represting the main Components of Socialization[Library Open].

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

According to Ashforth et al., the process a new hire goes through has a significant influence on the level of fit they ultimately attain inside the firm. The use of investiture, as shown in Figure .1, to reinforce the qualities the Organisation wants, along with a tried-and-true way of integrating new hires into the workforce, will improvethe simplicity of their adjustments. Finally, they increase the workers' self-assurance and motivate them to take initiative, which can only be good because any instances of uncertainty and self-doubt may be eliminated. It is possible to feel the effects of excellent performance, organisational identity, and work happiness. Where employees feel at ease in their jobs and the company, there will be a decrease in intentions to leave[11].

DISCUSSION

Socialization follows a pattern and often starts before the employee reports to his job location, in some instances even before the appointment is announced. With a thorough awareness of the work they would be expected to complete, some workers often look for the glamour or rewards attached to holding a certain position. When this happens, the workplace may either make the sense of inadequacy worse or make it go away. Even when there is a bad side, making someone feel welcome in a new place will allow them time to get used to it. The newly hired personnel also assesses if it was all worthwhile. Their degree of work satisfaction will be able to attest to this. The process of socialization's several phases is described following.

Anticipatory Socialization

As people age, they gain the ability to think, comprehend, and predict. Starting anything new seldom results in complete ignorance, particularly when there has been some kind of warning. According to Feldman, the employee develops ideas about the organisation at this point based on conversations with potential employers and the choice made about employment.

He proposes realism and congruence as two components of anticipatory Socialization. The degree to which the employee was accurate about the new position is known as realism. Congruence is the relationship between an employee's degree of work satisfaction and his or her capacity to perform the duties of the position satisfactorily. When a new employee's expectations are not fulfilled, it often results in poor work satisfaction and a higher likelihood that they will leave.

Accommodation

The encounter stage is when the employee has a broad grasp of what really occurs in the business, how it is managed, and who is in charge. Here is where the real process of joining the Organisation starts. They begin the gradual transformation that makes them an instantly recognized employee of the firm. Even though they have performed such jobs in a prior employment, new employees adopt a new method of doing things. By doing their fair part of the job, they develop into effective team members. Additionally, they get to know their brand-new coworkers and start to develop relationships with them. Subordinates, bosses, and level-colleagues are courted or made aware of their superiority.

The dynamics are established for future contacts, so if a poor impression is produced now, it could be difficult, if not impossible, to reverse.

This may take longer in firms with tight-knit teams, and the employee must carefully abide by the regulations to maintain their nascent trust.

Role Management

The fight for balance that the new employee faces is the third stage of this process.Better management of all the responsibilities we take on at work and at home is necessary. The management of one's family and obligations outside of the home and job is also necessary. Even at work, where demands on one's time may be greater, priorities must be established.originate from several sources at the workplace.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

There is a need for flexible timetables, the delegation of tasks, and the settlement of both opposing priorities when obligations outside of the office are added.demands and disagreements brought on their personal problems. Over time, this process of balancing evens out, but it starts during Socialization, when new hires start to comprehend the demands of their work.The next section reviews several models that corporations might employ to achieve this fit.

Applicability to Workplace Studies

Although many various industries and types of workers may benefit from the Socialization models described in the preceding section, the outsourced facilities management workforce is the focus of this chapter. Employing outsourced personnel is prevalent since it gives the company access to specialised outside expertise and enables it to concentrate on its primary business. The decision to outsource certain functions, particularly non-core ones, to outside service providers may thus be made as a deliberate move to support key organisational objectives.For businesses looking for the most output from the least amount of internal resources, outsourcing is often the best option. Cleaning up the offices and premises was one of the very first non-core tasks that was outsourced. Other divisions including administration, infrastructure, communications, marketing, and IT progressively started to get involved. Today, businesses even outsource parts of their essential operations, such as their strategy for achieving the objectives, and some more audacious ones even outsource disaster recovery. The seven most outsourced services, according RICS study from 2012, are janitorial and cleaning services, landscaping, food services, architectural design, travel services, building engineering, and construction and renovation.

When all of these services are outsourced, they might make up a significant portion of the organization's offerings, demonstrating the necessity for effective integration of the outsourced staff into the client organisation. This implies that a significant portion of workers at companies may not be employed by them directly. They must go through the Socialization process in order to prevent the internal FM organization's culture and citizenship from being compromised and to promote greater staff integration.When applying for jobs, job seekers take into account factors other than the pay and status that come with the position. Additionally, they want to feel satisfied in their work and that they belong in the company, and this is true even with outsourced workers. Due to the time, effort, and money invested in recruiting and training, organisations often worry about the appropriateness of outsourced employees and how they are adjusting to the workplace. By attempting to choose personnel who are qualified for the position, they hope to lower high turnover rates and poor motivation difficulties.

Due to this, there has been an increase in person profiling to determine if incoming applicants are qualified for the jobs they want. While this may not be achievable for outsourced personnel, a Socialization process will lessen any natural friction and increase compatibility. According to Hesketh and Myors, Socialization and adaption are greatly influenced by both the job seeker and the company they want to work for. Congruence between them results in a greater degree of enjoyment, where congruence isthe better the match is between a person and their employment, according to Feldman. It is known as person-organization fit when there is this degree of congruence. Personal and organisational compatibilityand organisations happen. When an employee's or jobseeker's behaviour, vision, and personality traits align with those of the company they work for or want to join, the person-organization fit is most likely to be successful.Every service provider and client company should strive to achieve this fit when it comes to the Socialization of outsourced staff. The ease of integrating outsourced workers into their assigned organisations and the hassles related to non-congruence will result from ensuring both the pleasure of the outsourced employee and the business. Additionally, since workers are happier, turnover rates decrease. A good person-

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

organization fit also results in a rise in customer satisfaction. Employees who successfully fit in and adopt the organization's ideals are also better equipped to represent it.

Understanding the unique characteristics of facility management outsourcing may help one comprehend the particular needs of a Socialization model that can be used to outsourced workers. First, it must be acknowledged that Socialization for outsourced workers requires three separate stages that are not adequately reflected in any of the Socialization models in the preceding section. Pre-socialization, In-socialization, and Post-socialization are these.

The Pre-socialization stage, which happens before an employee starts working, consists of what they expect the workplace and their tasks to include; it is closely related to the Anticipatory stage, which was mentioned previously and in which the employee is unclear of what is in store for them in the position. After Socialization has started and continues during the time the new employee is incorporated into the company, which was covered in the previous stage of accommodations, is known as the In-socialization stage. Here, the company sets up a training programme for the incoming employee, and the induction takes place. When the employee has embraced their place within the organization's culture, the process is complete. The third stage of role management, known as post-socialization, occurs after the employee has been completely assimilated into the company.

To sustain staff happiness and the productivity that goes along with it, a high degree of integration must be maintained. All of the Socialization models previously discussed provide various approaches to carrying out the Socialization process, but they all have a critical flaw: they do not include a stage that maintains and enhances the employee's person-organization fit once the first process is complete.

This phase is crucial, particularly for outsourced staff who must preserve the cultures of both their business and the customer. Without continuous training to keep the outsourced employee current on customer expectations and company culture, a decrease over time is likely and may result in a decline in service quality and delivery.

The suggested framework must be adaptive to the FM sector and flexible enough to function for businesses of any size or industry with fluctuating finances.Its primary benefit will be the proper Socialization of outsourced personnel, but it will also include measures to maintain the level of person-organization fit in order to guarantee high standards of service quality and delivery. Additionally, it is essential for enhancing both internal and external personnel' knowledge and comprehension of ongoing professional and industry developments. Whether just one of the organization's non-core operations is leased out or all of them are, the structure should still operate. Outsourced workers may be brought on board and guided via the suggested framework shown in Figure. 2.

Clarity, enculturation, and improvement are the three stages of Socialization that correlate to the pre-socialization, in-socialization, and post-socialization phases. This paradigm, which was created as a result of earlier study, acknowledges the significance of each of the three Socialization phases.Clarity describes the first phase of integration. It relates to what the company ought to accomplish even before hiring staff members. No framework that has been previously evaluated fully captures the preparatory tools managers or Organisations must use when hiring new personnel.

This should be applied to both internal and external workers, but external employees are much more important since they do not work directly for the company. Before a contract or partnership is formalized, this stage represents the information sharing that should take place between the client Organisation and the service provider. Clarity in this sense refers to the information exchange and the agreed-upon norms or judgements that follow. Before entering into a contract, each party should have a clear grasp of their duties from this point.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

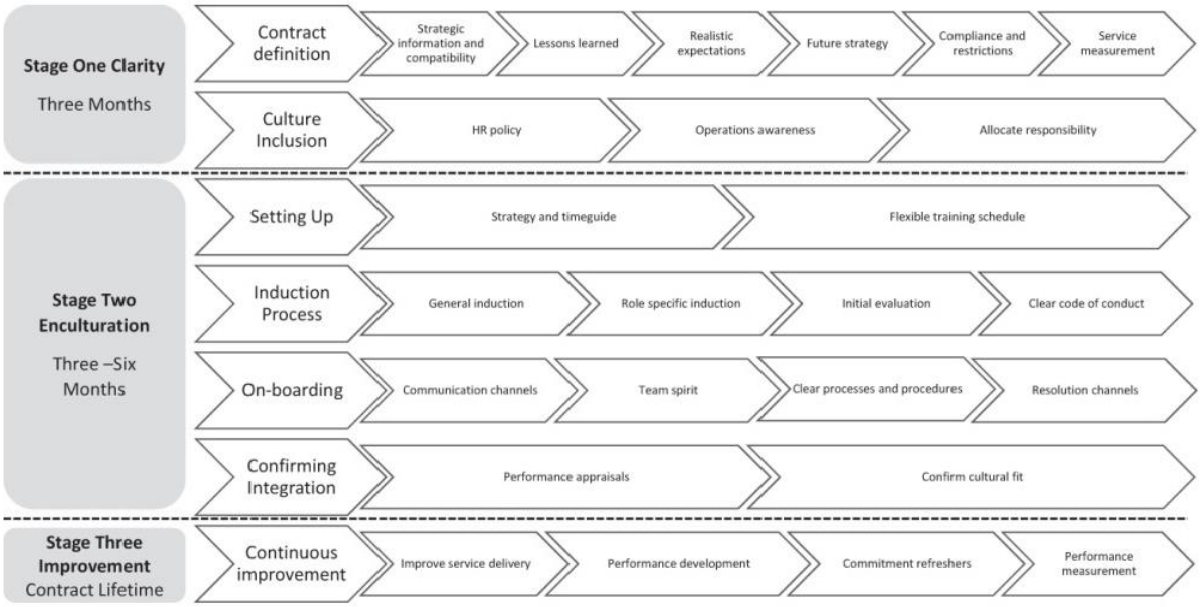


Figure 2: Represting the FM cultural fit framework [Library Open].

Enculturation is the process through which a person absorbs a culture's traditional knowledge as well as its customs and values. This approach makes use of it to help the outsourced employee get familiar with the client organization's culture. It goes through what has to be done and how to execute it effectively. When discussing integration, companies often refer to this stage.

This framework describes how the process is set up, how it begins, how it is completed, and how an Organisation may verify success.

Depending on how much time the parties involved give it, it may be the longest step in the integration process.However, the advantages outweigh the disadvantages since outsourced workers are more likely to grow a strong feeling of responsibility for the company and its clients as they progressively become aware of their role in the process.

This step should result in the outsourced workers completely assimilating into the organisational culture.To maintain integration, the framework's enhancement step should be completed frequently. It is absent from the Socialization models covered in the preceding section and only appears in the framework that is being suggested.

The stage's purpose is to avoid a decline in service quality by periodically informing workers internal and external of the organization's objectives and client needs.

The stage's anticipated result is the outsourced staff's enhancement of the newly ingrained culture. Through the purposeful application of a framework like the one previously described, organisationalSocialization may greatly enhance person-organization fit and result in workers thatmore suited to the organisational culture. Employers must be mindful of the kind of employee when applying Socialization theory to the workplace since various employee types outsourced, TUPE, zero-contract, full-time, part-time may need different Socialization procedures.It is critical to understand that socializing certain staff types may provide a number of obstacles, and that the framework will need to be adjusted appropriately.A smooth fit between workers and organisations is the main gap that the use of organisationalSocialization may close. Employee happiness, productivity, and customer satisfaction all rise in workplaces where people may find a natural match.These outcomes may improve employee wellbeing at a time when employee wellness is becoming more widely recognized and can result in both concrete and intangible favorable emotions towards the company.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CONCLUSION

For organisations looking to integrate outsourced Facility Management (FM) workers, the Theory of Organisational Socialization provides insightful advice. The process of integrating outsourced personnel entails more than just handing over duties; rather, it requires a thorough Socialization strategy.Companies may guarantee a seamless transition for outsourced FM workers and promote their integration into the organisational culture by adhering to the theory's guiding principles.

Outsourced employees may better comprehend the company's principles, regulations, and procedures with the aid of structured onboarding procedures including orientation meetings, training programmes, and mentoring opportunities.

In addition to improving their knowledge and abilities, this promotes a feeling of loyalty and devotion to the company.Integrating outsourced FM employees requires effective communication and teamwork. Knowledge exchange, collaboration, and the development of connections between internal and external teams are made possible via open and transparent communication channels. Organisations may bridge the gap between internal and external workers by developing good communication, resulting in a united and cohesive workforce.It's crucial to understand, nevertheless, that there can be difficulties with the integration process. The need for continual assistance and advice, cultural differences, and resistance to change are a few of the problems that organisations may encounter. Organisations may reduce possible barriers and guarantee a successful integration by proactively addressing these issues, offering ongoing assistance, and building a positive and inclusive work atmosphere.

The Theory of Organisational Socialization, in general, offers a framework for integrating outsourced FM personnel into businesses. Organisations may maximise the value and potential of their outsourced employees by putting the theory's concepts into practise, which will encourage their effective integration and benefit the organisation as a whole.

REFERENCES:

[1] M. Tuttle, “A Review and Critique of Van Maanen and Schein’s ‘Toward a Theory of Organizational Socialization’ and Implications for Human Resource Development,” *Human Resource Development Review*. 2002. doi: 10.1177/1534484302011004.

[2] C. Phillips, A. Esterman, and A. Kenny, “The theory of organisational socialisation and its potential for improving transition experiences for new graduate nurses,” *Nurse Educ. Today*, 2015, doi: 10.1016/j.nedt.2014.07.011.

[3] A. M. Saks, K. L. Uggerslev, and N. E. Fassina, “Socialization tactics and newcomer adjustment: A meta-analytic review and test of a model,” *J. Vocat. Behav.*, 2007, doi: 10.1016/j.jvb.2006.12.004.

[4] J. Ahmad, M. S. Hashmi, and H. M. W. Akhtar, “Effect of Organizational Politics on Job Performance: The mediating Role of Emotional Intelligence,” *FWU J. Soc. Sci.*, 2016.

[5] A. M. Saks and J. A. Gruman, “Socialization resources theory and newcomers’ work engagement: A new pathway to newcomer socialization,” *Career Development International*. 2018. doi: 10.1108/CDI-12-2016-0214.

[6] M. M. Danielson, “A Theory of Continuous Socialization for Organizational Renewal,” *Hum. Resour. Dev. Rev.*, 2004, doi: 10.1177/1534484304271528.

[7] A. E. Atherley, I. R. Hambleton, N. Unwin, C. George, P. M. Lashley, and C. G. Taylor, “Exploring the transition of undergraduate medical students into a clinical clerkship using organizational socialization theory,” *Perspect. Med. Educ.*, 2016, doi: 10.1007/s40037-015-0241-5.

[8] J. Liao, M. Huang, and B. Xiao, “Promoting continual member participation in firm-hosted online brand communities: An organizational socialization approach,” *J. Bus. Res.*, 2017, doi: 10.1016/j.jbusres.2016.10.013.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[9] A. Saks and J. A. Gruman, "Making organizations more effective through organizational socialization," *J. Organ. Eff.*, 2014, doi: 10.1108/JOEPP-07-2014-0036.
[10] J. van Maanen and E. H. Schein, "Towards a theory of organisational socialisation," *Res. Organ. Behav.*, 1979.
[11] T. D. Allen, L. T. Eby, G. T. Chao, and T. N. Bauer, "Taking stock of two relational aspects of organizational life: Tracing the history and shaping the future of socialization and mentoring research," *J. Appl. Psychol.*, 2017, doi: 10.1037/apl0000086.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 12

INTERDISCIPLINARY FRAMEWORK: BUILDING FOR WORKPLACE MANAGEMENT

Dr. Yagnamurthy Raja, Assistant Professor,
Master in Business Administration, Presidency University, Bangalore, India,
Email Id-narasimharaja@presidencyuniversity.in
Prof. Dinesh Roy, Regional College of Management, Bangalore, India

ABSTRACT:
Examining the numerous components that contribute to successful and efficient management of the workplace is necessary to determine the key components of an interdisciplinary framework for workplace management. The purpose of this abstract is to highlight the salient features of this multidisciplinary framework.The multidisciplinary framework for workplace management acknowledges the need for a multifaceted, comprehensive approach to managing the workplace. It considers a number of disciplines, including sustainability, design, technology, human resources, and facility management. Organisations may develop a complete framework that meets the many demands and difficulties of the workplace by incorporating these various viewpoints. An interdisciplinary approach to workplace management acknowledges the variety of elements that go into successful leadership. Facilities management, human resources, technology,design, sustainability, collaboration, communication, and change management may all be integrated into an organization's strategy to improve the working environment and enhance organisational success.

KEYWORDS:
Framework, Organisations, Management, Mapping, Workplace.

INTRODUCTION

Various workplace management difficulties have been handled by the 18 ideas described in this book.Some concentrated on elucidating the overall organisational systems, connections among system elements, and role of workplace management within such systems for example, the St. Gallen Management Model, Others have described the essential workplace management procedures and how they affect both the individuals working there and the business as a whole However, despite the fact that they each have a different focus, all of these theories stress the importance of workplace management and organisational alignment in generating strategic value for the many stakeholders.

Several studies identify the stakeholders that are important to workplace management. Executives, staff members, collaborators, visitors, owners, and those in charge of building operations are the main stakeholder groups, according to Tagliaro. Aligning the workplace with the Organisation is necessary to meet the various interests that each of them has.In the context of organisational management, the subject of alignment is nothing new. For instance, it has been shown in organisational research that strategy, structure, incentives, procedures, and surroundings must all be in sync[1]–[3].

In the context of workplace management, alignment has also been researched from the perspectives of the corporate real estate portfolio and human resource management strategies and activities. Although this has so far seemed to be the main focus of such research, workplace alignment encompasses more than just matching the corporate real estate plan to

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

the company strategy at the strategic level. According to Becke, Organisations are intricate systems made up of relationships between the social and physical worlds. Steele used the phrase organisational space in 1973 to describe this theory and the idea that the physical surroundings have an impact on individuals within and outside of an Organisation. Organisational space was most recently described by Luhman and Cunliffe as constructedsettings, as well as the items and social customs that occupy them. Some even contend that organisational space should be regarded as including more than just physical, mental, and social space.limitations inside Organisations.

The idea of organisational space, however, is seldom the main topic of built environment studies, and organisational space research to date often treats physical space as a supplemental aspect without assessing its consequences[4]–[6].

Similar to this, many corporate real estate and facilities managers still see the workplace in practises as nothing more than a physical location, without often paying enough attention to the social or mental components. Numerous elements that must be considered in workplace alignment are related to organisational systems and their components These topics were covered in the earlier chapters of this book. Workplace management methods Thus, a lot of theoretical information has been explored in order to promote the creation of organisational management procedures that are goal- and stakeholder-oriented and lead to better, more integrated, and aligned workplace management.

Workplaces, or organisational spaces, obviously need a comprehensive approach to all aspects. Therefore, it is necessary to compile scientific data on workplace administration from many ideas and domains.In an effort to bring some of these ideas and insights together, this book has been written. This chapter is the first step in putting those theories and insights together into a larger framework. Hopefully, this framework will serve as the foundation for the eventual development of a comprehensive workplace management theory[7], [8].

DISCUSSION

A similar definition of theory is given which states that it is a statement of concepts and their interrelationships that shows how/or why a phenomenon occurs. The workplace naturally calls for an interdisciplinary approach to the identification of such notions since the workplace necessitates interdisciplinary knowledge on its own.

This method must be followed by a transdisciplinary strategy to verify interrelationships under various circumstances. By identifying the essential ideas in all of the theories discussed in this book, we are able to take the first step towards the creation of a new, expansive workplace management theory (see Table .1). Since these theories come from many academic fields, an interdisciplinary framework is inherently the outcome.

The book was originally intended to feature a different philosophy on performance-based structures that was more concerned with what a building must do than with how it should be built.

The theory was nevertheless included in the analysis for this framework even if the chapter was subsequently dropped. This is because the theory had previously been tested and is just as applicable to the field as the other theories in the book.To capture the core of each theory, the most significant tacit information from the theories has been made explicit to form the framework.

Following this, communalities between theories were found, and focal constructs were then developed and utilised to link the theories to the framework.

The results, a discussion of the significance of the findings for workplace research and practises, and the next steps required to completely build a comprehensive Workplace Management theory will be covered in the following part, which will also provide a more detailed explanation of the empirical technique[9], [10].

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Table 1: Theories in the book presented in alphabetical order.

Alignment theory
Branding theory
CREM maturity model
Decision-making theories
Hospitality theory
Principal-agent theory
Radical innovation theory
Resilience theory
Service management theory
Socialization theory
Socio-technical transitions
St. Gallen Management Model
Strategy-as-Practice theory
Systems thinking
Toyota Production System
Usability theory
User-centred design thinking
Value Adding Management model

Concept Mapping Approach

Concept mapping, also known as group concept mapping to separate it from mind mapping approaches like Novakian idea mapping, was used to uncover the hidden pattern underlying the 19 hypotheses. In the first book in this series, a framework for employee-workplace alignment was developed using the idea mapping method. Both the aforementioned framework and the framework discussed in this chapter underwent the same development process.A machine-driven content analysis technique called concept mapping gathers and combines information to produce a framework of ideas, values, or views. After growing from planning and evaluating educational programmes, it is today used globally in a wide range of fields for tasks including text analysis, establishing priorities, and creating theoretical frameworks.A mixed-method technique called group idea mapping may be used to draw forth the collective wisdom of a group of people.

Statistical analysis, data visualization, card sorting, and brainstorming are all technically components of the idea mapping process (Figure .1). Rosas and Kane demonstrated that the technique produces good estimates of sorting reliability and internal representational validity.The data gathering had to be done online since the writers of the book chapters who wrote the queried group knowledge lived all over the globe. The research team, which was composed of the writers of this framework chapter, oversaw the idea mapping procedure.The process of idea mapping began with the establishment of units that might be used to refer to potential commonalities and discrepancies across the theories. According to Kane and Rosas, the goal was a maximum of around 100 units to maintain a balance between the method's dependability and the sorters' workload.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

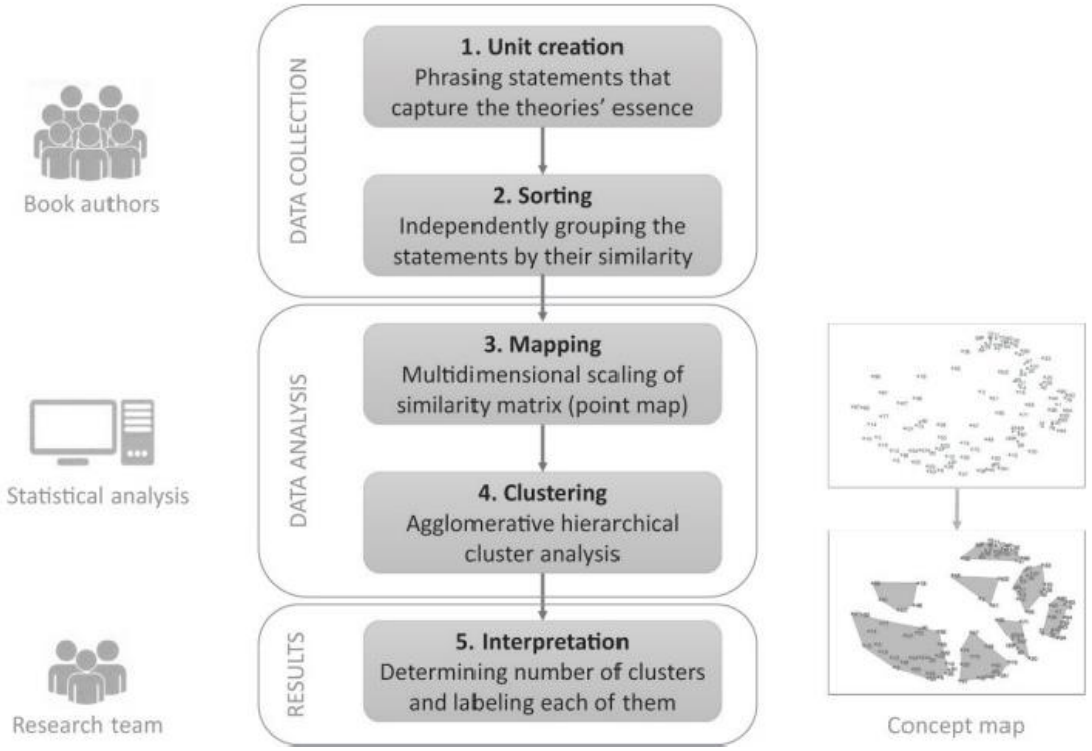


Figure 1: Represting the applied concept mapping procedure taking five steps, involving human judgement and computer analysis [Library Open].

Students to distil the core of their chapter's thesis into three to five assertions that satisfy the requirements listed below:

1. Outlining the fundamental assumptions or traits of the theory, encapsulating its fundamental phenomena.
2. Establishing theoretical claims rather than expressing conclusions drawn from the theory or from actual findings.
3. Being no longer than 15 words apiece.
4. Simple for writers from different fields to comprehend.
5. Understandable on its own, especially when sandwiched between assertions regarding other ideas.
6. Omitting the theory's name wherever feasible to lessen the likelihood that the statement sets will be recognized.

The major premises, assumptions, or values associated with the theory, or anything else crucial for the theory, might all be included in the statements, according to the authors' instructions for further clarification of the criteria.

The original assertions for each theory were made by the chapter writers. The claims were then clarified via discussion between the three researchers from the idea mapping research team and the writers of the chapter. Individual members of the study team evaluated the gathered statements for compliance with the aforementioned standards, then shared their findings. If necessary, sentences were rewritten to make them more understandable, and identical phrases within a theory were eliminated. Since one theory can naturally contain more facets than the other, there was no attempt to have an equal number of statements for each theory.The writers of the chapters were asked to approve any modifications to the original remarks. In the end, 88 units were produced and recorded in an Excel file, with each theory having between three and seven (average = 4.6) assertions.

Grouping the Statements

To provide the capacity to link the statements to their theory after the sorting, the statements were first randomly ordered by being sorted alphabetically. The numbered statements were

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

placed into UsabiliTEST's remote card sort tool, which is utilised by businesses and academic institutions all around the globe to assess usability and enhance information architecture. UsabiliTEST is a Texas-based corporation. An open-ended card sorting user test was developed using this online software, enabling participants to form their own groups based on their own rationale as opposed to being given categories in advance as in a closed sort. An open sort is the best method for gathering suggestions from users for logical content groups. By sending them an email with a link to the card sort test, which they were not allowed to share with anyone else, the writers were encouraged to take part in sorting the statements. They were told to categories the cards according to what made the most sense to them, and that they could form as many groups as they wanted as long as they avoided creating a miscellaneous group like the category other or mixed. Before uploading their input to the database, they had the option to halt the sorting and resume it later. A reminder was given to anyone who had not yet submitted a contribution two weeks before the test closed. The method distributed the cards at random to each participant. While writers may still identify their own remarks and group them together, the other sorters' grouping lessened this impact. For accurate findings, at least 11 sorters are needed, and although more sorters are better, their additional value starts to decline beyond 20 (Rosas & Kane, 2012). Eight weeks after the invitation was extended, the card sort test was concluded, and 19 writers had taken part, with an average completion percentage of between 90% and 100% of the statements. In order to preserve the discriminant validity of the idea mapping, sorters would not have been included in the data analysis if their completion rate was lower than 20% or if they had made fewer than three groups. A poor completion rate led to the exclusion of one contribution. The included sorters produced 10.5 content groups on average, with an average of 8 statements per group.

Statistical Analysis and Concept Map Generation

First, an Excel file comprising all groups that the included sorters had generated, together with the names they had given them, was exported from the UsabiliTEST system. Three erroneous groups marked, for example, temporary group or cannot place thesewere removed from these data because they were not sorted according to statements' similarity in substance, and their inclusion would have tainted the study. R-CMap, a piece of open-source software written in the R programming language, was run on this cleaned file. The multidimensional data were transformed into a two-dimensional representation of the relative distances between the assertions in the first phase of the analysis, which required maps. A point map was created as a consequence, with each point standing in for a statement and their distance between them indicating how similar or dissimilar their contents were.

Agglomerative hierarchical clustering was used as the second step (Figure .1 step 4), which was followed by merging the two clusters at their smallest distance, as indicated by the nearest pair of points.The dendrogram was considered as indicating the appropriate range of cluster quantities to take into consideration as there was no target number of clusters to strive for. The length of the stems in this tree-like depiction of the Ward clustering process stood in for the separation between two merged clusters and corresponded to the within-cluster variation. Each member of the study team carefully examined the cluster analysis iterations, which ranged from 4 to 11 clusters, based on the dendrogram to determine whether the next merger was illogical or did not advance the themes' clarity. Nine clusters were preferred as a consequence of this.

Closing Words

The operational management of physical space was the sole aspect of managing office buildings at first. Then, offices were managed as a financial asset, and lastly, offices are now seen as having an impact on user behaviour. As a result, the workplace is now considered a valuable asset of an enterprise rather than just a cost center. However, many organisations are

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

still unaware of how workplace management should actually be carried out and undervalue the necessity of collaborating with other support functions (FM, HR, IT), of aligning with organisational strategies, and of recognizing the full potential of workplaces for organisations and their stakeholders. More benefits than only cost savings on energy or square meters might result from assisting workers and encouraging proper work practises. Behavioral and psychosocial outcomes are frequently overlooked in workplace management performance ratings, which ignores the fact that people's perceptions of their surroundings and the impressions they form of their workplaces and organisations have a significant impact on how well they perform at work for both 'regular' employees and those in executive positions).the organization's executive team. Therefore, maybe we should shift our conversation away from corporate real estate and facilities management and towards issues that are more human-centered.phrase for workplace management. It is hoped that the Transdisciplinary Workplace Research and Management book series will continue, and that subsequent publications will provide even more ideas that are used to enhance the subject of workplace management.

CONCLUSION

Organisations seeking to establish successful and efficient work environments must identify the key components of an interdisciplinary framework for workplace management. Organisations may create a comprehensive strategy that covers the different demands and problems of the workplace by acknowledging the multidimensional nature of workplace management and embracing multiple disciplines.The fundamental building blocks include human resources, design and ergonomics, technology and innovation, sustainability and environmental management, cooperation and communication, and change management. Each of these elements is essential to maintaining a smooth workplace operation and productivity.Organisations may develop a comprehensive framework that takes into account the technical, social, and physical components of the workplace by combining these building pieces. Organisations are able to optimise space utilisation, improve employee wellbeing, foster collaboration and creativity, and align workplace policies with organisational objectives thanks to this all-encompassing strategy.Additionally, an interdisciplinary framework promotes a culture of adaptation and ongoing progress. It enables organisations to keep up to date on new trends, technology, and workplace management best practises. Organisations may use the knowledge from diverse sectors to improve workplace results by adopting interdisciplinary cooperation and information sharing.The fundamental components of an interdisciplinary framework for workplace management have been identified, and this has given organisations the ability to design work environments that promote employee productivity, contentment, and overall organisational success. It provides organisations with a road map for navigating the intricacies of workplace management and helping them make choices that lead to successful workplace outcomes.

REFERENCES:

[1] J. E. Booth, A. Shantz, T. M. Glomb, M. K. Duffy, and E. E. Stillwell, "Bad bosses and self-verification: The moderating role of core self-evaluations with trust in workplace management," *Hum. Resour. Manage.*, 2020, doi: 10.1002/hrm.21982.

[2] J. M. Moczydłowska and U. Widelska, "Cultural determinants of employee relationship management," *J. Intercult. Manag.*, 2014, doi: 10.2478/joim-2014-0021.

[3] P. Carrer and P. Wolkoff, "Assessment of indoor air quality problems in office-like environments: Role of occupational health services," *International Journal of Environmental Research and Public Health*. 2018. doi: 10.3390/ijerph15040741.

[4] D. Wu, H. Zeng, C. Lu, and B. Boulet, "Two-Stage Energy Management for Office Buildings with Workplace EV Charging and Renewable Energy," *IEEE Trans. Transp. Electrif.*, 2017, doi: 10.1109/TTE.2017.2659626.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[5] M. Hossain, Z. Weng, R. Schiano-Phan, D. Scott, and B. Lau, "Application of IoT and BEMS to visualise the environmental performance of an educational building," *Energies*, 2020, doi: 10.3390/en13154009.

[6] P. Gray, S. Senabe, N. Naicker, S. Kgalamono, A. Yassi, and J. M. Spiegel, "Workplace-based organizational interventions promoting mental health and happiness among healthcare workers: A realist review," *International Journal of Environmental Research and Public Health*. 2019. doi: 10.3390/ijerph16224396.

[7] S. Habibi, "Micro-climatization and real-time digitalization effects on energy efficiency based on user behavior," *Build. Environ.*, 2017, doi: 10.1016/j.buildenv.2016.12.039.

[8] K. S. Han and P. Garg, "Workplace democracy and psychological capital: a paradigm shift in workplace," *Manag. Res. Rev.*, 2018, doi: 10.1108/MRR-11-2016-0267.

[9] H. Chen and B. Ayoun, "Is negative workplace humor really all that 'negative'? Workplace humor and hospitality employees' job embeddedness," *Int. J. Hosp. Manag.*, 2019, doi: 10.1016/j.ijhm.2018.12.010.

[10] M. Darvishmotevali and F. Ali, "Job insecurity, subjective well-being and job performance: The moderating role of psychological capital," *Int. J. Hosp. Manag.*, 2020, doi: 10.1016/j.ijhm.2020.102462.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

PRINCIPLES OF COMMUNICATION THEORY

Dr. Kumar Ravi
Geethu Bijil
Akshay Kumar

Regional College Of Management Bangalore
IQAC
Bangalore

ALEXIS PRESS
JERSEY CITY, USA

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

PRINCIPLES OF COMMUNICATION THEORY

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

PRINCIPLES OF COMMUNICATION THEORY

Dr. Kumar Ravi

Geethu Bijil

Akshay Kumar

ALEXIS PRESS

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

ALEXIS PRESS

Published by: Alexis Press, LLC, Jersey City, USA
www.alexispress.us

© RESERVED

This book contains information obtained from highly regarded resources.
Copyright for individual contents remains with the authors.
A wide variety of references are listed. Reasonable efforts have been made
to publish reliable data and information, but the author and the publisher
cannot assume responsibility for the validity of
all materials or for the consequences of their use.

No part of this book may be reprinted, reproduced, transmitted,
or utilized in any form by any electronic, mechanical, or other means,
now known or hereinafter invented, including photocopying,
microfilming and recording, or any information storage or retrieval system,
without permission from the publishers.

For permission to photocopy or use material electronically
from this work please access alexispress.us

First Published 2022

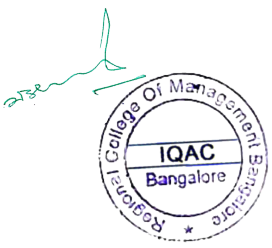
A catalogue record for this publication is available from the British Library

Library of Congress Cataloguing in Publication Data

Includes bibliographical references and index.

Principles of Communication Theory by *Dr. Kumar Ravi, Geethu Bijil, Prof. Akshay Kumar*

ISBN 978-1-64532-990-9



CONTENTS

Chapter 1. A Concise Introduction to Communication Theory and Models 1

— *Dr. Kumar Ravi, Prof. Akshay Kumar*

Chapter 2. Meaning, Signs, Codes and Significance in Communication 10

— *Mrs. Sreelekha Premjet, Prof. Malati*

Chapter 3. Structuralism Theory and Applications, Semiotic Methods and Applications 17

— *Ms. Anupama Gupta, Prof. Anala*

Chapter 4. Ideology, Empirical Methods and Meanings 25

— *Dr. Shibilynuaman Zainudheen, Prof. Anand Singh*

Chapter 5. Communication Theory Includes New Media and Theory of Media Society 33

— *Ms. Mini Pushkar, Prof. Sujet Chowdhary*

Chapter 6. Principles, Accountability, Media Economics and Governance, Global Mass Communication: Media Structure and Performance 42

— *Dr. Venkatesh Narasimhamurthy, Prof. Mihir Das*

Chapter 7. Organization of Media: The Creation of Media Culture, Pressure and Demands 49

— *Mr. Koustav Nandi, Prof. Sourish Banrjeel*

Chapter 8. Issues with Media Content, Ideas and Tools for Analysis, Media Genres, And Texts 58

— *Ms. Geethu Bijil, Prof. S R Mandal*

Chapter 9. Traditions in Audience Theory and Research, Audience Formation, and Audience Experience 66

— *Dr. Kumar Ravi, Prof. Kamal Bhowmik*

Chapter 10. Analysis of Processes and Media Effects 76

— *Mrs. Sreelekha Premjet, Prof. Ujjwani Banrejee*

Chapter 11. Impacts On Socio-culture 86

— *Ms. Anupama Gupta, Prof. Purandaran G*

Chapter 12. Development and Mass Media 95

— *Dr. Shibilynuaman Zainudheen, Prof. K N Swamy*

Chapter 13. Public Opinion, Political Communication and the News 104

— *Ms. Mini Pushkar, Prof. Vandana*

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 1

A CONCISE INTRODUCTION TO COMMUNICATION THEORY AND MODELS

Dr. Kumar Ravi, Associate Professor,
Department of English, Presidency University, Bangalore, India,
Email Id-ravimanchi@presidencyuniversity.in
Prof. Akshay Kumar, Regional College of Management, Bangalore,
India

ABSTRACT:

The underlying framework for comprehending the intricate process of human communication is provided by communication theory and models. A brief summary of the main ideas and principles of communication theory and models is offered in this abstract. This study examines the essential components of communication, the function of models in comprehending communication processes, and the relevance of communication theory in diverse circumstances by using insights from previous research.This introduction's first section focuses on the fundamental elements of communication. Information, ideas, and emotions are all exchanged through communication between people or organisations. In order to understand the dynamics of communication exchanges, it is essential to have a solid understanding of the sender, message, channel, receiver, and feedback.The significance of communication models is covered in more detail in the second area. Scholars and practitioners may analyse, explain, and forecast communication phenomena using models, which are simplified representations of communication processes. The linear model, interactive model, and transactional model are often brought up as examples of models that capture various aspects of communication complexity.Further research into communication theory and models advances the field's understanding, enhances communication techniques, and promotes deep relationships between people and communities.

KEYWORDS:

Channel, Communication, Information, Media, Social.

INTRODUCTION

The importance of communication theory is highlighted in the third component. By presenting insights into the cognitive, social, cultural, and environmental elements impacting communication outcomes, communication theory offers a systematic explanation of how and why communication happens. Frameworks for examining interpersonal, organisational, and mediated communication are provided by theories including the social exchange theory, cognitive dissonance theory, and media impacts theory.The point focuses on the applicability of communication theory and models in various circumstances.

In areas including interpersonal communication, mass communication, organisational communication, health communication, and intercultural communication, communication theory and models have real-world applications. Effective communication methods, conflict resolution, persuasion strategies, and relationship building approaches are all improved by understanding and utilising communication theory and models.

The basis for comprehending the complexities of human communication is provided by this succinct introduction to communication theory and models. People may improve their communication abilities and handle challenging communication circumstances more

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

skillfully by understanding the fundamentals of communication, appreciating the significance of models, and understanding the function of theory in diverse settings[1], [2].

Humans are social creatures. He needs communication to live. He must live in the society in which he both affects and is impacted by it. Living alone is impossible. The main character of the movie Cast Away is a castaway on a deserted island. On the island, he is the lone guy who is stuck. He manages to survive by making certain accommodations for his way of life, but he still feels alone. To make better use of his time, he retrieves a ball from among the wreckage of the crashed aircraft, gives it painted eyes, a nose, and a mouth, and then converses with it. He attempts to communicate and remain positive in this manner. People always want to convey their happiness, mirth, desire, want, thinking, etc. to one another. This cannot be easily suppressed. Expressing oneself is human. In the past, if someone needed to be punished for anything, society would excommunicate them. Excommunication was regarded as one of the worst penalties. The individual would be isolated from society. This demonstrates the value of communication in life[3], [4].

Theory of Communication

As long as there has been humankind, there has been communication. Before language developed, people used gestures, facial expressions, painting, sketching, and mimicking different bird and animal noises to communicate. Since that time, communication has advanced considerably. The means of communication have changed along with the communication techniques. Throughout the course of human history, communication has been transformed by several technologies, including the development of paper, woodblock printing, moveable types, Gutenberg's printing press, steam engine, telegraph, radio, TV, and the internet[5], [6].

Any conveyance of an understandable, meaningful message is referred to as communication. It is impossible to properly comprehend a message that is incomplete and meaningless. The message may not be received if the selected channel is ineffective. The communication is not complete if the message is not received or if the intended recipient cannot understand it. In these situations, there may have been a communication breakdown or none at all. Only when the message is comprehended, recognised, and responded to by the recipient does transmission turn into communication. Both the message sender and the message recipient play vital roles in communication. The Latin word "communis," which meaning to impart, make common, or send a message, is where the word "communication" originates. Effective communication may be achieved by the use of words, gestures, body language, attire, hidden codes, facial expressions, etc[7], [8].

Physical Features of Communication

A transmitter and a receiver are required for communication to take place in both directions. The message is encoded and sent by the sender, and it is received and decoded by the recipient. Both parties may establish contact in this manner[9], [10].

Flow of Communication

It implies that the process is never stagnant. Due to the fact that it is cyclical, the process never ends. Words' meanings change throughout time. They alter according on the situation, sociocultural elements, etc. A word may have more than one meaning depending on the context, which is determined by a variety of sociocultural influences. In many cultures, the same phrase or gesture may indicate something quite different. For instance, kissing someone on the cheek in certain areas of the West is seen as a kind of welcome, but other nations like

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

India, it may not be. In the Indian subcontinent, it could be seen as an obscenity. Since language is the primary means of communication, we are fully aware of its enormous flexibility. Any message or text's intent would rely on a number of variables. The reader's comprehension of the material is also influenced by a number of variables, including his own comprehension capacity and social-cultural background. To communicate, the language employs symbols. Since words are but symbols, they may have many different meanings. Over time, the terms' meanings may develop or alter. For instance, the term "mobile" had a different meaning 30 to 40 years ago than it has today it meant "able to move." When someone uses the term "mobile," we immediately think of a mobile communication device.

A channel is necessary for communication:

It must be sent through a method that enables the transmission of messages. One may communicate via words, gestures, movements, signs, symbols, etc. The message may be delivered by radio, television, newspapers, books, etc. To communicate, at least one media is necessary.

Media for Communication

Three different forms of communication exist:

1. Interaction with others,
2. Commercial communication and
3. Public relations.

Personal Relationships:

Interpersonal communication is defined as communication between two or more individuals at the intimate level. Ex. a conversation around a dinner table with friends, relatives, etc.

Enterprise Communication

a method of communication when the message's main focus is business. Business communication includes, among other things, reports, memoranda, interviews, meetings, notifications, sales letters, order letters, and emails.

Public Relations:

a method of communication in which a lot of individuals are spoken to. Digital platforms, TV, radio, newspapers, and other mass media are a few examples. In accordance with The Oxford Dictionary, "Mass Communication is the imparting or exchanging of information on a large scale to a wide range of people." Mass communication targets a wider and more diverse audience. Other characteristics of mass communication include quick distribution and delivery and low unit costs to the clients. People used to physically converse with each other before mass communication was invented, but this method was time-consuming and had a limited audience. A professional communicator who speaks with the general public in order to transmit information, enlighten, educate, or amuse is often the sender of the message in mass communication. Numerous diverse audiences are served by mass communication. Apparently, Dennis

A Brief Introduction to Communication Theory and Models

According to McQuail, "Mass communication comprises the institutions and techniques by which press, radio, television, film, and other media disseminate symbolic contents to a large, heterogeneous, and widely dispersed audience."

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Mass Communication's Goals

Following are a few of the goals of mass communication:

1. To explain
2. To instruct
3. To enliven
4. Spreading knowledge
5. Convincing the intended audience
6. To serve as a conduit between the public and the government.

Mass Communication Theories

The audience is greatly impacted by the mass media. Understanding the ideas of mass communication is essential for researching this impact. The first examples of mass communication theory were people sending messages from a single source to several recipients.

Popular mass communication theories include:

1. Regulatory Theory
2. Press Freedom Theory
3. Theory of Social Responsibility
4. Media Development Theory
5. Different Media Theory

Now, let's take a closer look at some of the popular theories:The Authoritarian Theory was developed in the 16th and 17th centuries. According to this view, the government or powerful bureaucrats directly control all sources of communication. The press and media are supposed to respect the authorities even if it is not directly in their hands. They should not communicate anything that offends them and should see themselves as subordinates to the authorities. There isn't much space for journalists to express their views and ideas. Their reports must be submitted to the appropriate authorities for censoring before to publication. The suppression of speech, public communication, or other information is known as censorship. In an authoritarian system, the government or the ruling class may regard censorship as a way to defend and prevent the populace from external dangers. Under this system, all media must adhere to the authority's rules to the letter. Any infraction might result in the media's licence being revoked.

Free Press Theory: Normative theories are the foundation of Free Press theory. A valid justification for the use of public disclosure to identify concerns is provided by normative theory. It seeks to show how making information public might result in better solutions. Libertarian theory is another name for Free Press theory. It implies that one is free to publish their views and opinions without any restrictions. English poet John Milton, who lived in the 16th century, was a proponent of this philosophy. There is no censorship in this system. Anybody is free to argue for or against the institution. It is founded on the basic right to free speech.

DISCUSSION

The authoritarian theory and the free press theory are the two extremes, while the social responsibility theory is in the middle. This notion holds that the media is free to express its viewpoints. They are uncensored by the government. However, they must also consider how the news will affect society as a whole when disseminating it."Freedom of expression under

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

the social responsibility theory is not an absolute right, as under pure libertarian theory," claim Sibert, Peterson, and Schramm. The right to free speech must be weighed against other people's private rights and important societal interests.

According to alternative media theory, these media outlets are distinct from the mainstream or mass media. Subversive, grassroots, progressive, anarchist, radical, underground, independent, dissident, etc. are terms used to describe these media outlets.

The hypothesis is literally defined by the term "alternate." Alternative media seek to transform society in order to create a more just social, cultural, and economic system in which people are not seen as mere objects. Alternative media emphasises initiatives that are not for profit. It makes an effort to connect with the underrepresented group that is left out of mainstream media.

Development Media hypothesis: Dennis Mcquail put out this hypothesis. According to this view, the media in developing countries must assist the efforts of the government to develop the country. As any negative news may impede the country's economic progress, it should be helpful rather than critical of the government. It is anticipated that the media would support government initiatives aimed at advancing the country and improving the socioeconomic and political circumstances of its citizens.

Mass Communication Models

Models of mass communication offer a deeper comprehension of the ideas. The modes of mass communication are often divided into three major groups: transactional, interactive, and linear. A linear communication model is a one-way communication model. Interactive communication is a kind of communication where the sender and receiver switch roles. According to the transactional model of communication, individuals may send and receive messages at the same time.

The typical forms of mass communication are as follows:

1. Aristotle's Communication Model
2. Shannon-Weaver Communication Model
3. Berlo's SMCR Communication Model
4. Lasswell's Communication Model
5. Wilber Schramm's Communication Model
6. The Gatekeeper Communication Model

Aristotle's Communication Model

Around 300 B.C., Aristotle created this model. This paradigm primarily focuses on how the speaker's voice affects the listener. This is a one-way exchange between the speaker and the listener. Even today, politicians, army generals, and administrators of organisationsutilise this technique to structure their speeches. It serves as a tool for public speaking.Aristotle states that the speaker's discourse should consist of three components under this approach. To produce an effective speech, the speaker must take these factors into account since they are interconnected.

Ethos: This is basically the speaker's credibility. It is the justification for the audience's attention. The listener may not be convinced by the speaker's arguments if they lack credibility. Credibility is the capacity to inspire belief and trust.

For instance: If a politician has a track record of zealously advocating for citizens, that politician may be taken seriously. When ill, a person visits a doctor because physicians have

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

the credentials to demonstrate that they are knowledgeable. Similar to this, someone with extensive expertise in financial planning benefits from reputation due to the variety of clients he has worked with over the years.

The first component of Aristotle's paradigm is this. A speaker should make evident the accomplishments he has made in his speech and inspire people to believe in him. By showcasing his or her accomplishments, credentials, expertise, etc., he or she should win the audience's trust.

Establishing an emotional connection with the audience via the use of numerous tactics, such as voice modulation, pauses, rage, grief, etc., is known as pathos. For instance: On the battlefield, the chief would passionately extol the virtues of martyrdom and patriotism. He would act in this way to inspire the warriors to fight bravely.

The two examples above, i.e. Without Logos, Ethos and Pathos are insufficient. The word "logos" refers to the argument being made by the speaker. The speaker will sway an audience based on his or her authority and ability to make them feel something, but in order to strengthen their faith in him or her, the speaker must provide the reasoning for what they have heard. As an example, if a manager is implementing an organizational-wide change, his communication should make it very apparent why this is being done. The argument must be presented clearly, regardless of whether it would save expenses or lessen staff burden. Otherwise, the audience could be forced to consider the change's eventual outcome.A diagram may be used to demonstrate the model:The speaker is the primary component of the model. A speaker makes a speech while taking Ethos, Pathos, and Logos into consideration. The setting can be a business setting, a political gathering, or a battlefield.Finally, the audience is affected by the speech.

Communication Model of Shannon and Weaver:

This model was created for the first time by Claude Shannon and Warren Weaver in 1948. Because of its simplicity, it is a commonly used model. The model reveals:

Sender (Information source): This is where the communication originally came from. It could be a person, something, or any other kind of information source. The message, the recipient, and the medium or media are all decisions made by the sender. Messages may be conveyed orally, in writing, by body language, etc.

Encoder: This source transforms the sent message into signals that may be returned to the sender. It could be a tool, like a phone, or a person, like a translator.

Channel: Another name for the medium used to transmit the message. The internet is the media if it's an email. RF waves are the medium if it's a mobile device. Sound waves are used if face-to-face communication is taking place.Anything that intrudes into the communication channel and disturbs it is considered noise. Both internal and external noise is possible.

Internal: When the sender uses the incorrect spelling or pronunciation of a certain term. Similar to this, a misinterpretation of the sentence's meaning may occur when the recipient decodes the message.External noise is noise that neither the transmitter nor the receiver can control. A few examples are loudspeakers that are always playing music and cars that honk.The opposite of an encoder is a decoder. a source that transforms signals from transmitters to receivers in a language that the transmitter can comprehend.

Receiver (End Destination): The receiver gets the message in this last step of the communication process.Feedback is the last step in the communication process when the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

recipient confirms that he or she has comprehended the content being sent.The four elements of the communication process are the sender, the message, the channel, and the receiver, according to Berlo's SMCR model. Different variables have an impact on these four components.

Sender: The source of the communication is referred to as the Sender. The process of communication has just begun. The sender is impacted by the following, according to the model.

Skills in Communication: These are abilities that one use while communicating to others. It involves things like speaking, listening, reading, and writing.

This term refers to the speaker's attitude towards the listener.

1. **Knowledge:** The familiarity of the speaker with the subject.
2. **Social System:** The sender is also influenced by society's values, precepts, and attitudes.
3. **Culture:** The Sender's message is influenced by their culture as well.
4. Message:
5. **Content:** The message's body may be thought of as its content. It has a start and a finish.The message may be efficiently communicated by body language, gestures, and facial emotions.
6. **Treatment:** This describes how the communication is delivered, transmitted, or received.
7. **Structure:** This refers to the message's structure. For instance, the introduction, major point, and conclusion
8. **Code:** This refers to the message's format. a text, a video, etc.

The channel is the means through which a communication travels from the sender to the recipient. It basically consists of the five senses.

Receiver: The recipient of a communication is the person to whom it is directed. The message is decoded by He/She. The recipient is influenced by the same variables that affect the sender.These are the abilities one employs while receiving and transmitting communication. It involves things like speaking, listening, reading, and writing.

This term refers to the speaker's attitude towards the listener.

Knowledge: The familiarity of the speaker with the subject.

Social System: The receiver is also influenced by society's values, beliefs, and thinking.

Culture: The recipient's message is also influenced by their culture.

Lasswell's Communication Model:

Lasswell was a politician in the United States. He said that the best method to respond to a message or any contact is to provide five answers.

Who: Who is the sender of the communication in question. the location from which communication originates.

What is said: to comprehend and/or analyse the sender's message.

Where Channel: Essentially, this refers to the method via which the sender delivered the message. Consider radio ads, TV advertisements, emails, etc.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Whom: The message's intended recipient. It could be one person or a group of individuals.

For what purpose: to comprehend the impact on the recipient

The communication model of the gatekeeper:

The American psychologist Kurt Lewin, who was born in Germany and is best recognised for his contributions to the theory of behaviour, created the Gatekeeper Model. The "Gate" in this model serves as a filter. a filter that only let the audience see certain information. The "Gatekeeper" is the person in charge of this filter or "Gate"

The person who receives messages from numerous sources is known as the Gatekeeper. He or she filters the information based on personal values and perspectives before letting only pertinent information through. It may include tossing out any material that might be divisive, any information that might cause societal discontent, or any information that would hurt the feelings of a certain group inside society. For instance: A TV news channel's news editor gathers information and news inputs from a number of sources and on a range of subjects. He could get information on the weather forecast, sports news, political news, etc. The editor may decide to ignore certain submissions because they are unimportant or might cause political upheaval, among other reasons.

Wilber Schramm's Model of Communication

Wilber Schramm created this simple communication paradigm in 1954. The sender, the message, and the destination are the three fundamental components that this paradigm emphasises. The model provides thorough explanations of encoding and decoding. This concept holds that communication cannot occur unless the sender and the recipient have shared areas of expertise. If the sender and the recipient have similar fields of expertise, communication is straightforward and straightforward. Wilber Schramm asserts that a communication is only effective when the recipient comprehends the sender's intended message. The communicator learns the words' denotative and connotative meanings via experience. Due to this learning, the message's intricacy may be readily understood. The communicator is capable of understanding both the surface-level and deeper meaning.

CONCLUSION

There are two sides to every conversation. It is the most important factor in separating us from other animals. The art of communication has changed throughout the course of human history. Different forms of communication exist. Communication theories and models have been established by academics in the field. We can better comprehend the communication system thanks to these ideas and models. In the era of globalisation, good communication is crucial. Through the study of ideas and models, the communication process will be better understood, making it feasible.

REFERENCES:

[1] C. D. Ham and J. Kim, “The Role of CSR in Crises: Integration of Situational Crisis Communication Theory and the Persuasion Knowledge Model,” *J. Bus. Ethics*, 2019, doi: 10.1007/s10551-017-3706-0.

[2] A. Richter *et al.*, “Storytelling for narrative approaches in citizen science: Towards a generalized model,” *J. Sci. Commun.*, 2019, doi: 10.22323/2.18060202.

[3] A. Lam and M. Tegelberg, “Witnessing glaciers melt: Climate change and transmedia storytelling,” *J. Sci. Commun.*, 2019, doi: 10.22323/2.18020205.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[4] B. Lewenstein, "The need for feminist approaches to science communication," *J. Sci. Commun.*, 2019, doi: 10.22323/2.18040301.

[5] P. Weingart and M. Joubert, "The conflation of motives of science communication - Causes, consequences, remedies," *J. Sci. Commun.*, 2019, doi: 10.22323/2.18030401.

[6] N. Alalwan, W. M. Al-Rahmi, O. Alfarraj, A. Alzahrani, N. Yahaya, and A. M. Al-Rahmi, "Integrated three theories to develop a model of factors affecting students' academic performance in higher education," *IEEE Access*, 2019, doi: 10.1109/ACCESS.2019.2928142.

[7] A. Lam and M. Tegelberg, "Witnessing gLam, A., & Tegelberg, M. (2019). Witnessing glaciers melt: climate change and transmedia storytelling. Journal of Science Communication, 18(02), A05. https://doi.org/10.22323/2.18020205laciers melt: climate change and transmedia storytelling," *J. Sci. Commun.*, 2019.

[8] S. Hamadeh and M. Marquis, "Linked models and theories: a tool for school nutrition policies deployment," *Br. Food J.*, 2019, doi: 10.1108/BFJ-10-2017-0592.

[9] K. Noh, V. V. Albert, and L. Jiang, "Quantum Capacity Bounds of Gaussian Thermal Loss Channels and Achievable Rates with Gottesman-Kitaev-Preskill Codes," *IEEE Trans. Inf. Theory*, 2019, doi: 10.1109/TIT.2018.2873764.

[10] J. Sabaitytė, V. Davidavičienė, J. Straková, and J. Raudeliūnienė, "Decision tree modelling of e-consumers' preferences for internet marketing communication tools during browsing," *E+M Ekon. a Manag.*, vol. 22, no. 1, pp. 206–221, Jan. 2018, doi: 10.15240/tul/001/2019-1-014.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 2

MEANING, SIGNS, CODES AND SIGNIFICANCE IN COMMUNICATION

Mrs. Sreelekha Premjet, Assistant Professor,
Department of English, Presidency University, Bangalore, India,
Email Id-sreelekha@presidencyuniversity.in
Prof. Malati, Regional College of Management, Bangalore, India

ABSTRACT:

The study of communication requires an understanding of meaning, signals, codes, and importance. This summary gives a general review of these ideas and explains how important they are for comprehending the dynamics and process of communication. It investigates how meaning is created, the use of signs and codes, and the overall relevance of these components in communication situations, drawing on current literature and communication theories.The idea of meaning is the subject of this abstract's first section. Meaning is the interpretation and comprehension that people give to messages or symbols used in communication. The subjective aspect of communication is highlighted by the fact that it includes both the sender's intended meaning and the recipient's interpretation of it. For efficient communication and to prevent misunderstandings or misinterpretations, it is essential to comprehend how meaning is formed and conveyed.In the second area, codes and signs are explored. Words, gestures, visuals, and sounds are all examples of signs, which are the fundamental building blocks of communication. Messages are conveyed by signs, which also have significance. The usage of signs within a certain context or culture is governed by codes, which are systems of laws and customs. The way that people perceive and comprehend signals is influenced by a variety of codes, including spoken language, body language, and cultural symbols.Additionally, the importance of meaning, signals, and codes goes beyond the simple communication of information. As it reflects and shapes both individual and group identities, norms, and values, communication has social, cultural, and symbolic importance. It is crucial for creating power dynamics, forming social relationships and reinforcing them, affecting attitudes and behaviours, and promoting social change.

KEYWORDS:

Communication, Information, People, Signal, System.

INTRODUCTION

The definition of communication is the intelligible transmission of a message from a sender to a recipient. The communication is ineffective if the recipient does not comprehend the sender's intended message. Half-cooked broth might be difficult to digest. People connect with one another to exchange views, opinions, joys, sorrows, disappointments, etc. It's stated that people can speak, fish can swim, and birds can fly. The ability to communicate between humans and other species of life is unparalleled. What sets humans apart from other animals is their talent. Animals can only express urgent matters like hunger, threat, or danger. Humans may converse about a variety of subjects, such as poetry, war, philosophy, physics, and arithmetic in addition to the fundamental ones[1], [2].

There are several definitions for the term "communication." Communication is described by the Oxford Dictionary as "the activity or process of expressing ideas and feelings or of providing information to people." According to the Cambridge Dictionary, communication is defined as "to share information with others by speaking, writing, moving your body, or

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

using other signals." It is obvious from this definition that communication requires at least two persons to interact with one another in order to convey information. The Latin noun or verb communis, which meaning "to make common," is the root of the English word "communication." In the course of communication, the sender and the receiver come to share thoughts or messages. All human endeavours and areas, including philosophy, mathematics, history, the arts, science, and commerce, have made considerable use of communication. All of these disciplines may benefit from it. The printing press, telegraph, radio, television, and internet are just a few of the technologies that have contributed to the fast rise of modern technology and altered the way people interact with one another. In the past, there was relatively little communication. We now live in a time period known as the "age of communication." Everybody benefits from communication, including the individual, the family, the community, and the government. The people should be informed on the governments' goals, programmes, etc. The development of mass communication has made communication easier in all fields, including education, agriculture, health, business, and industry[3], [4].

A very difficult topic to answer is how humans first began to communicate. Undoubtedly, we did not begin speaking following a gathering of individuals around a table. We didn't intentionally start talking about any one term. The development of human languages into their current state has taken thousands of years. According to Brian Handwerk, a change in the throat's anatomy throughout evolution gave humans the ability to speak. It is possible that before humans established a spoken language, they communicated using gestures. They may have begun exchanging harsh yells, grunts, hooting, giggles, and other sounds to communicate[5], [6].

Information does not always flow freely in communication. The process of communicating comprises sending, receiving, and interpreting messages. There is a tonne of information coming from many sources. The proliferation of information is nothing new in the big data era. But it only results from efficient communication. Information must be sent such that the recipient fully comprehends the message in order for it to qualify as communication. It might be said that there was either no communication at all, inadequate communication, or misunderstanding if the recipient is unable to understand what was communicated to him[7], [8].

Technology has significantly altered how communication is done nowadays. From personal communication to mass communication and from mass communication to contemporary interactive communication has been the route. We may conduct interactive contact with the aid of video, videotex, teletext, teleshopping, telephones, mobile phones, electronic mail, etc. thanks to new media[9], [10].

DISCUSSION

The employment of gestures, signs, symbols, tones, and other communication tools is widespread. Semiotics is the study of signs. Something that is used to communicate is a sign. These signs' connotative or denotative meanings are both possible. The study of signs and symbols as a component of communication is explored by semiotics. Ferdinand de Saussure, a Swiss linguist, developed the semiotics theory. Saussure saw language as a system of signs. Charles Sanders Peirce, a different scholar, classified signs into three types and described a sign as "something which stands to somebody for something." Icon, 2. Index and three. Symbol. The fact that a symbol can never have a clear meaning was emphasised by Pierce. Since there isn't any sign that can express an idea as well as this one, it must be used when it is absolutely necessary.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The basis of all communication is signs. It is the most basic kind of meaning. A symbol signifies something distinct from itself. An concept or item and a symbol are connected by their meaning. A symbol, an item, or a concept has a link to its meaning. Signs are used to warn, advise, restrict, and inform. We often discuss danger signals, indicators of love, friendship, etc. On a school route, we can tell it is a quiet area when we see a horn crossed. The listener knows the meaning of the word "table" when it is stated because he associates it with the item. Instead of using the word "table," you might use an image of a table to indicate to the receiver what you want them to understand. Physical gestures may be used as indicators to convey ideas. A smoke in the woods indicates a forest fire.

In a given culture, a symbol is anything that denotes another meaning. Symbols have a distinct significance. They are used to transmit information from one individual to another. Typically, symbols have connotative significance. They are used to arouse certain feelings in the message's addressee. People may communicate their views of the physical world by using symbols. An action, an occasion, a person, a season, an emotion, etc. may all be represented by a symbol. Both receptive and expressive communication may be carried out via symbols. Symbols may be found in things, portions of things, images, text, motions, gestures, signs, and speech. Since ancient times, people have used colours, flags, and signs to denote meaning, such as the white flag to signify surrender and the rose to denote love. Poets use symbols in writing to portray and express certain moods, emotions, ideas, deeds, etc.

The majority of communication is symbolic. Since the words we employ are nothing more than symbols that stand for meanings other than their literal meanings, whatever we try to express is always symbolic. With the exception of onomatopoeic words like hiss, bow-wow, snap, splash, etc., the relationship between "words" and their meanings is arbitrary. Additionally, usual is the metaphorical connotation. There are verbal and non-verbal symbols. An essential technique for enhancing verbal communication is nonverbal cues. Different body language, gestures, and postures all transmit different meanings. The interpretative community is aware of how they have been historically and culturally defined. The symbols are the motions. However, gestures might have diverse meanings depending on the culture. Something that is deemed normal in one culture could be prohibited in another.

Codes of Communication

Coding, in general, refers to the application of a specific system for object identification. Examples of coding systems include mathematical symbols, punctuation, and musical notation. The primary means of communication are words. The words are only codes that are used to transmit or receive messages. We may utilise code in daily life for a variety of purposes. Army soldiers may use a linguistic system that can only be understood by those who are familiar with it. A pair may choose a different method for their private communication. Similar uses of the term "code" may be found in communication theory. One object stands in for another in a system known as "code." a mechanism that establishes a message's meaning. We shall refer to the latter as communicative codes in order to separate them from codes in the broad sense and codes that have a first-order function in fostering understanding among individuals. A code is a set of communication guidelines that a person or organisation uses.

We may use a traffic light as an example to better comprehend this. Different colours are employed at traffic signals as codes to send messages to oncoming vehicles. People are aware that they may go if a green light is shown, whereas a red light signals that they must stop. The public can understand this system of codes. Understanding codes is crucial to understanding

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

semiotics. In order to properly transmit a message, both the sender and the recipient utilise these codes. It is related to the concepts of encoding and decoding.

Encoding is the process of placing a message into a code throughout a communication cycle. Information, ideas, views, etc. are encoded using a code that is understood by both the message's sender and recipient. Stanly Fish described it as a "interpretive community." A person who speaks a different language could not get the message. For instance, if you speak Hindi in a village where everyone speaks Telugu and no one understands it, no one would be able to comprehend you at all. Therefore, it's crucial to convey the message in the appropriate code and context.

Decoding: Only speakers of the given language system are capable of deciphering the encoded message. Decoding is the procedure used to understand a message. By analysing the message's meaning, a message is translated into ideas in this process. A message's interpretation and analysis are part of the decoding process. Successful communication requires effective decoding as a necessary component. Miscommunication may result from any message misunderstanding. It will cause misunderstandings and confusion. The receiver's perception, comprehension of the context, and grasp of the coding system all play a role in the message's meaning. In context, the words are given meaning. The communication codes have been divided into two groups by communication experts: verbal codes and nonverbal codes. The following are some communication codes: The most significant means of human communication that sets humans apart from other living things is language. Both spoken and written language exist. The development of humans has relied heavily on the use of language.

Communication Code Types

All forms of art use aesthetic rules to communicate. Acting, singing, dancing, sculpting, and other kinds of art are excellent illustrations of human brilliance. They convey ideas, feelings, wishes, etc.

Written, aural, and visual codes are further subdivided into aesthetic codes. Audio codes include things like songs, stories, idioms, and more. Visual codes may be seen in things like acting, painting, photography, theatre, and architecture.

Examples of written aesthetic codes include play, poetry, and novels. The Indian Rasa theory encompasses a thorough investigation of the aesthetic codes' significance as a means of communication. In aesthetic codes, the signifier might represent many signifieds. They are hence known as polysemic. In aesthetic codes, the term has connotative significance.

These are the communication protocols that science uses: logical codes. Examples of logical codes include mathematics, Morse code, Braille, and others. The receiver of the communication is given a special meaning by these codes. Logical codes have a specific meaning since each signifier stands for a different signified. Given that the codes are monosemic, the meaning is denotative.

Voice Code:

In communication, it's not only the words that count; also, how they are said. Pitch, accent, stress, tone, and other features are regarded as paralinguistic. These paralinguistic components help language in communication. The same statement might have distinct meanings when spoken in various tones. For instance, "Did you drink tea?" may be pronounced in several ways to convey various meanings. The message's purpose may likewise be altered by changing the pitch or emphasis. Indicators of vocalic behaviour include commas, semicolons, periods, ellipses, question marks, and exclamation points.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The Essentiality Theory

The term "sign" was first used by linguist Ferdinand de Saussure in his book The Course in General Linguistics (1916), which defines signification as "the act or process of signifying by signs or other symbolic means." He asserts that a sign consists of two parts: a signifier and a signified. The written or spoken word "table" stands for the object "table," for example, as a signifier. The notion or thing that the communicator seeks to conjure is known as the signified. According to Saussure, there is no innate connection between the signifier and the signified. It is a random relationship. The term "table" and the corresponding object "table" have no logical relationship.

The American linguist Charles Sanders Peirce expanded on these concepts by classifying signs into three categories: icon, index, and symbol. Anything that physically resembles the concept or item being expressed is considered an icon.

The image or photograph of a table is inextricably linked to the word "table." A symbol that directly relates to a concept or an item is called an index. An example of an index might be smoke from a fire. There is no intrinsic relationship between signifier and signified in a symbol. It is customary to use the connection that the communicator understands. These ties are products of social and cultural construction. Words, images, colours, gestures, and other forms of expression might all be used as symbols. Between linguistic value and meaning, Saussure draws an important difference. He admits that value is a component of signification but maintains that the two concepts are distinct. A word may have a particular signification or meaning, but this will not be the same as its value since the latter is decided by "the concurrence of everything that exists outside it."

All living things utilise communication, hence it has enormous significance. Even insects, animals, and birds can communicate. The wolves howl to unite, while the dogs bark to converse. The birds twitter. But human communication is more complicated and evolved. Life as we know it grinds to an abrupt halt if communication is broken.

The fundamental necessity is communication. It is essential for all animals to communicate, but social animals especially. To coexist, exchange knowledge, express pleasure and sadness, defend against assault, hunt, and fall in love, communication is necessary. "The desire for communication in humans is just as powerful and fundamental as the needs for food, sleep, and romance. It is a need for both individuals and society, according to Kumar, Keval J.

in Mass Communication in India. Physical, biological, and social needs all compel us to communicate. Each of our five senses touch, taste, hearing, sight, and smell can be used to communicate. Excommunication is used as a kind of punishment when we wish to discipline someone. The worst kind of punishment a person can get is isolation. Even animals engage in this kind of behaviour. If a creature is separated from the pack, it will perish. Lack of communication might result in psychological issues such as emotional trauma.

As previously said, communication is beneficial in every field, including agriculture, education, health, business, and security. To connect with its population, the government employs mass communication techniques. It shares its stance on these and all other domains. The people and the government are brought together via the media.

The introduction of digital platforms has significantly altered how we interact. In the past, people would communicate via runners, horses, and carts, which would take a lot of time. Communication is now moving quickly. One may get in touch with the message's receivers in a split second. In a short amount of time, the government connects with the people through

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

digital channels. It is helpful while facing difficulties. The ability to communicate quickly saves many lives since timing is of the essence.

As long as there has been humankind, there has been communication. Humans have created a linguistic system that successfully communicates the meaning of the intended message. codes for communication. Humans may communicate with each other by using the assistance signals. Communication theory academics have made an effort to comprehend communication phenomena. There are several communication codes that have been created. The significance of meaning in communication has been investigated by academics including the founder of modern linguistics, Ferdinand de Saussure.

CONCLUSION

The importance of meaning, signals, and codes in communication. The use of suitable signals and codes that are in line with the intended message and the cultural or social context as well as agreed understandings are essential for effective communication. People may traverse a variety of communication situations and overcome possible hurdles by having a thorough understanding of the cultural, social, and environmental elements that affect meaning and the usage of signs and codes.

In conclusion, essential concepts in the study of communication include importance, meaning, signals, and codes. Effective communication and the development of deep bonds between people and groups are facilitated by the formation and interpretation of meaning, the use of signals and codes, and the comprehension of their importance in varied circumstances. By investigating these ideas, people may improve their communication abilities, master a variety of communication settings, and get a greater understanding of the intricate nature of human connection.

REFERENCES:

[1] R. Braley, R. Fritz, C. R. Van Son, and M. Schmitter-Edgecombe, “Prompting Technology and Persons with Dementia: The Significance of Context and Communication,” *Gerontologist*, 2019, doi: 10.1093/geront/gny071.

[2] P. Tamilarasan, D. Anitha, and S. Karthik, “Significance of communication for engineering students from rural areas and its remedies,” *J. Adv. Res. Dyn. Control Syst.*, 2019.

[3] P. H. P. Hanel and D. M. A. Mehler, “Beyond reporting statistical significance: Identifying informative effect sizes to improve scientific communication,” *Public Underst. Sci.*, 2019, doi: 10.1177/0963662519834193.

[4] S. Klettner, “The significance of shape in cartographic communication,” *Abstr. ICA*, 2019, doi: 10.5194/ica-abs-1-177-2019.

[5] X. Yuan, Y. Kang, C. Zhuo, X. F. Huang, and X. Song, “The gut microbiota promotes the pathogenesis of schizophrenia via multiple pathways,” *Biochemical and Biophysical Research Communications*. 2019. doi: 10.1016/j.bbrc.2019.02.152.

[6] H. Kim and C. Scott, “Change communication and the use of anonymous social media at work: Implications for employee engagement,” *Corp. Commun.*, 2019, doi: 10.1108/CCIJ-07-2018-0076.

[7] J. Ling and H. Mohd, “the Significance of the Linkage Between Organizational Communication and Employees’ Performance: a Review Paper,” *J. Kemanus.*, 2019.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[8] M. Saleh, Y. Esa, M. El Hariri, and A. Mohamed, "Impact of information and communication technology limitations on microgrid operation," *Energies*. 2019. doi: 10.3390/en12152926.

[9] G. Marciniak, "English-speaking patient diagnosed with breast cancer and multiple bone metastases cared in a Polish Home Hospice," *Palliat. Med. Pract.*, 2019, doi: 10.5603/PMPI.2019.0014.

[10] N. Enke and N. S. Borchers, "Social Media Influencers in Strategic Communication: A Conceptual Framework for Strategic Social Media Influencer Communication," *Int. J. Strateg. Commun.*, 2019, doi: 10.1080/1553118X.2019.1620214.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 3

STRUCTURALISM THEORY AND APPLICATIONS, SEMIOTIC METHODS AND APPLICATIONS

Ms. Anupama Gupta, Assistant Professor,
Department of Soft Skills, Presidency University, Bangalore, India,
Email Id-anupamagupta@presidencyuniversity.in
Prof. Anala, Regional College of Management, Bangalore, India

ABSTRACT:

Understanding and analyzing numerous fields, such as literature, linguistics, anthropology, and cultural studies, have benefited greatly from structuralism theory and semiotic techniques. An overview of structuralism theory, its fundamental ideas, and its applications in several domains are given in this abstract. It also looks at semiotic techniques, which are closely related to structuralism, and how they may be used to understand signs and symbols in cultural and communicative situations.The structuralism theory is the subject of this abstract's first section. Midway through the 20th century, structuralism evolved as a theoretical framework for examining the underlying systems and structures that underpin human behaviour, language, and culture. Instead of concentrating exclusively on individual components, it emphasises the study of links, patterns, and connections between parts. The idea that connections within a system provide meaning and the notion that people are moulded by wider social and cultural systems are two fundamental tenets of structuralism.The second area explores how structuralism theory is used in different academic fields. Structuralism provides methods for examining narrative frameworks, motifs, and recurrent themes in literature and literary criticism. It offers perceptions into the basic principles and grammatical constructions in linguistics. Structuralism aids in identifying and interpreting common cultural symbols, rituals, and mythology in anthropology and cultural studies.

KEYWORDS:

Communication, People, Signal, Structuralism, Semiotic,System.

INTRODUCTION

The semiotic techniques, which have strong ties to structuralism. The study of signs and symbols, as well as how they convey meaning in communication and society, is known as semiotics[1], [2]. Decoding signals and comprehending their cultural, social, and contextual relevance are both parts of semiotic study. The interaction between signs, their signified (the meaning or idea attached to the sign), and their signifiers (the actual shape of the sign).The discussion of semiotic approaches' applicability in diverse fields is covered in the fourth component. In advertising and marketing, semiotic analysis is often used to comprehend how signs and symbols affect customer behavior and communicate messages[3], [4]. Semiotics aids in media studies by analyzing the visual and linguistic components of media texts to reveal underlying ideologies and meanings. Semiotics helps in the interpretation of cultural artefacts, rituals, and practises in cultural studies by illuminating their symbolic and social importance.

The main goal of communication is to be understood, or to be able to comprehend the message that has been sent. The language was developed by people. Due to the language's ambiguity, they are not in control of it despite using it often. Both connotative and denotative meanings apply to the terms. The connotative connotation is what gives the communications

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

their ambiguous nature. We constantly communicate with one another in our everyday lives. How well we communicate with one another affects all of our behaviours and ideas. Due to its increasing significance in daily life, this era is known as the "age of communication." Effective communication is essential to business success. To get their word through, governments require efficient communication techniques. Effective communication is essential to the health industry. Only a teacher who can effectively communicate will be able to instruct. In contemporary culture, communication is a crucial, ubiquitous, and significant behaviour[5], [6].

One must have a deep understanding of the intricacies of communication in order to communicate effectively. The student should be able to explain how the communication process operates, how the various communication components interact, and how communication theory functions. Individuals use symbols to construct and interpret meaning in their surroundings throughout the social process of communication. In Introducing Communication Theory, West and Turner state this. To transmit a message, communication uses tools like signs and symbols. It is crucial to learn signals and how they function in a linguistic system in order to communicate effectively. Let's go more deeply into the subject of structuralism and semiotics.

Semiotics

The study of signals that a communicator uses to communicate a message is known as semiotics. In semiotics, communication by signs is studied. It is a method of seeing the world and comprehending the immense effects that the environments and cultures in which we unconsciously live have on all of us.Semiology is the study of signals used in communication. The Greek word "semision" which meaning "sign" is where the term semiotics originates. "The study of signs" or "an epistemology about the existence or actuality of sign in social life" is how semiotics is defined. The idea that signs and symbols communicate the message in the process of communication was first introduced by the Greeks during their study of philosophy and medicine. To determine the aetiology of the condition, they looked at the symptoms of the illness. The writings of Aristotle had a significant role in the development of semiotics theory. St. Augustine later divided signals into three groups: holy, conventional, and natural. The relationship between meaning and human understanding was outlined by John Lock in his "Essay Concerning Human Understanding[7], [8]."

The current semiotics theory was created by the Swiss linguist Ferdinand de Saussure. A sign denotes something different from itself. There are many different kinds of signs used in communicating. There are several systems that use signs to communicate a message in addition to more direct communication methods like language, Morse code, and traffic signals. A symbol is a form of sign that denotes another meaning and carries connotations. Symbols have established meanings. Symbols are used to symbolise things that go beyond their literal meaning. They may take the shape of words, persons, markings, places, or abstract concepts. Symbols are used not just in literature but also in a wide range of other disciplines, including business, arithmetic, technology, sports, and design.In order to direct traffic, symbols are employed at traffic signals. They are also used in factories to train employees operating equipment and to signify safety and security directives. To a member of a given group who adheres to the same set of social norms and conventions, body postures, gestures, social rituals, clothing taste, etc. all transmit a message. Semiotics is the study of the customary, cultural practises that give signals a clear meaning[9], [10].

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

As was covered in the previous chapter, Charles Sanders Pierce, the founder of American semiotics, classified signs into three categories after Ferdinand de Saussure: icons, indices, and symbols. A symbol's intrinsic commonalities enable it to directly communicate meaning. For instance, a picture of a dog communicates the idea of a four-legged animal that barks. Index and its signified have a natural relationship, such as when smoke indicates a fire. The third component symbol is a legitimate indication. Here, the signifier and signified have a traditional relationship. It is not organic. The signals might be audible, visible, or acoustic.

As the meaning is usually ingrained in the linguistic system that we acquire from infancy, we subconsciously interpret the meaning of the words, gestures, postures, visuals, and so forth. Our grasp of the traditions and culture of the society in which we live affects our capacity to comprehend these meanings. We need be able to properly grasp the background, culture, and tradition in order to interpret these indications. In various circumstances, the same gesture could have a distinct meaning. In one situation, a guy giving the thumbs up denotes that everything is well. "Saussure suggests that semiology be "recognised as an autonomous discipline with its own object like all the other sciences," with the meaning that if a man makes the identical gesture by a roadside and signals it to the passing automobiles, it implies he is asking for a ride. It is necessary to study language "in itself," as opposed to, as in the past, in relation to other things. To find out what makes language a "special system," linguists must first understand what other semiological systems have in common with language.

Many structuralists are semioticians as well. The semioticians "handle any collection of social phenomena or productions as texts," that is, as self-sufficient, self-ordering, hierarchical structures of differentially determined signs, codes, and rules of combination and transformation that give the texts "meaning" to members of a specific society who are skilled in that signifying system. A Glossary of Literary Criticism. Semiotics was used by Claude Levi-Strauss to study cultural anthropology. Semiotics has been integrated into Freudian psychoanalysis by Lacan. In his semiotic examination of ads, Roland Barthes also used Saussur's semiotics theory. There is no elaborate sign system independent of language. According to Barthes, the four sets of words language, speech, signifier and signified, syntagm and system, and denotation and connotation include the four "elements" of semiology. Both denotative and connotative meanings may be attached to a word.

A denotative meaning is one that is clear-cut and precise. Its meaning is referential. A connotative meaning is one that is suggestive. The term has ambiguity because of its connotative meaning. Humans are capable of expressing their immensely complex thoughts, ideas, and emotions in connotative ways. Therefore, connotative meaning has a larger importance in literature. However, denotative language is required in the fields of law, commerce, and science. No room for misunderstanding exists in it. Barthes agrees with many other theorists in characterising language as "a collective contract which one must accept in its entirety if one wishes to communicate" when discussing Saussure's relationship between language as a structure and speech as a sequence of individual actions. History of Literary Criticism, M. A. R. Habib

New criticism: Deconstruction theory and structuralism both criticised a widely held doctrine. Prior to then, philological and historical analyses of the language were conducted. It was a diachronic method of language study. But Saussure adopts a synchronic method for studying language.

Applications of semiotics:

Non-linguistic sign systems are also studied by semiotics in addition to linguistic sign systems. Every cultural occurrence may be investigated as a kind of communication,

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

according to Umberto Eco, an Italian author and semiotician. In several disciplines, semiotics theory is put to use. Roland Barthes, a French semiotician, used semiotics theory to marketing in the 1950s. In his 1957 book "Mythologies," he emphasised the significance of employing semiotics to investigate media and its impact on audiences. He looked at the interaction between the media and the audience. Later, several academics used semiotics theory in a variety of domains. In 1976, Holman's dissertation "Clothing as Communication: An Empirical Investigation" examined consumer behaviour and culture while applying the idea of semiotics to the area of marketing. In marketing and advertising, both verbal and nonverbal cues are employed to communicate with the target audience. The customers decipher the message that is encoded by the brands. The consumer filters the message via myths, beliefs, values, symbols, etc. throughout the decoding process. One must examine verbal signals, visual signs, and symbolic messages to comprehend this semiotics. The study of cognition, anthropology, culture, literature, cinema, music, photography, theatre, and translation are a few additional subjects that make use of semiotics theory.

Building Block Theory

The Beginning and Growth of Structuralism:

The development of semiotics into structuralist theory. The foundation of this structuralist philosophy is the writings of Ferdinand de Saussure. He is credited with founding modern linguistics as well. Since World War II, structuralism has become a significant school of thought. At the beginning of the twentieth century, the work of the Swiss linguist Ferdinand de Saussure served as the primary inspiration for structuralist theories in linguistics and literary studies. A key text on structuralism is the book Course in General Linguistics (1916), which is a compilation of Saussure's lectures put together by his pupils. Roman Jakobson's continuous work in linguistics, semiotics, and literary analysis is where the word "structuralism" was first used. "In its earliest manifestation, as exemplified by Lévi-Strauss and other writers in the 1950s and 1960s, structuralism cuts across the traditional disciplinary boundaries of the humanities and social sciences by attempting to provide an objective account of all social and cultural practises, in a range that includes mythical narratives, literary texts, advertisements, fashions in clothing, and social decorum patterns. Glossary of Literary Terms, M. H. Abrams

Let's use one example to better grasp the word structuralism. If a window is removed from a home or structure, it will no longer function as a window. Only when it is a component of the larger construction known as a building does it make sense to be a window. Only within the unique framework of the structure can windows, doors, etc. take on meaning. When considered in relation to the overall construction, including the wall, the existence of a window makes sense. The example in question has two facets.The individual components of a building are always subservient to the total. The second point is that the component elements have significance when compared to other elements of the same structure. The individual components individually cannot make sense in the same way that they do within the framework. It is arbitrary how the components of a structure are arranged in respect to one another. It isn't sensible, illogical, or natural. The structure's rules are arbitrary, and they have no underlying significance.

According to Saussure, language functions as a structure. Independently meaningful words are combined to form language, which is used for communication. Language is a way of meaning things. We already covered Saussure's sign, signifier, and signified theory in the previous chapter. Sign consists of two parts: signified, which is the idea component of the sign, and signifier, which is the sound component of the sign. The signified is a mental

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

notion, while the signifier is a verbal picture. Saussure continues by stating that the signifier and signified have no intrinsic or natural connection. The relationship is arbitrary since it is clear that different signifiers exist in various languages for the same signified. For instance, the word "chair" is "Khursi" in Hindi and "Khurchi" in Marathi. Saussure contends that the signifier is not generated from the signified because else there ought to be some innate connection between the two. According to Saussure, a signifier can only represent anything in connection to other signifiers in a linguistic system. It may not convey the concept on its own if taken out of context. In the same way that a building serves as a structure, language too serves this purpose. Language's component pieces receive their meaning from their interrelationships within the linguistic structure. The meaning of each of the language's component pieces relies on how negatively they are linked to one another. Each word is in antithesis to the other. According to structuralism, language is thought of as a self-contained, self-regulating semiotic system whose constituent parts are identified by their interrelationships. The language has its own specific set of guidelines.

The structuralist approach to literature uses linguistics as a model to explain literature, in contrast to stylistics, a linguistic approach to literature that seeks to explain how language is utilised in a specific literary work. While structuralism is not concerned with the meaning of a specific work, it does pose the basic question of how meaning is even conceivable. It is concerned with the circumstances around meaning and the structures that enable meaning. With the growth of linguistics research, semiotics and structuralism have both evolved. The semiotics and structuralism concepts that Ferdinand de Saussure established are fundamental.

The meaning of the phrases is arbitrary, according to Ferdinand de Saussure. The spoken or written "word" that is employed to convey a word's meaning does not inherently, naturally, or logically correspond to that meaning. There is no one, correct interpretation of a text. Conventionally and culturally, the terms have meanings associated with them. The meaning of the words may not be clear if they are used alone or out of context. Depending on the situation, the connotation varies. In several settings, a same word may have a diverse meaning.

Let's look at the following assertion: On their date night, he gave his date a date box. Date is used to indicate something distinct in this statement. The same word might have many meanings in a single statement. "In language there are only differences without positive terms," says Saussure. Whether we pick the signifier or signified, language contains only conceptual and phonic distinctions that have arisen from the system and neither concepts nor sounds that existed prior to the linguistic system.

In his discussion of language and parole in synchronic structural analysis, Ferdinand de Saussure goes on. A framework of communication between many people is the language system. According to him, a person's individual utterances can only be a component of their overall structure, never the structure itself. Saussure contrasts parole, which refers to real oral and written communication by a member or members of a given speech community, with langue, which is a system of internalised, shared norms controlling a national language's vocabulary, syntax, and sound system. He does this using the analogy of a game of chess. Parole is the use of actual words at a certain moment. Everyone who speaks a linguistic system shares a lingua franca. The parole's ability to be understood is a result of the common nature of the languages.

Saussure also discusses the relationship between language and mind. The use of language gives the ideas their correct form and personality. The concepts are little more than a scattering of hip bricks before language even exists. Language's function is to "create a bridge

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

between thought and sound." Saussure criticised the widely accepted theory of meaning. In France, structuralism theory was widely used. In the 1960s, it was imported to America. Roman Jakobson, Jonathan Culler, Michael Riffaterre, Claudio Guillen, Gerald Prince, C. S. Peirce, Charles Morris, and Noam Chomsky were among the major theorists. The significance of Saussure to structuralism and linguistics may be summed up as follows:

1. Sign, signifier, and signified concepts
2. The random association of signifier and signified, excluding onomatopoeic terms
3. All linguistic components' identities are defined by discrepancies
4. The language and speech notion.

Ferdinand de Saussure left a legacy that was continued and the idea of structuralism was further explored by Roland Barthes. In fact, this change is seen to mark the passage from structuralism to post-structuralism. Roland Barthes introduces the notion of "death of the author" to present the idea of the text as a place of free play or pleasure. Marxist authors like Brecht, Sartre, and Saussure had an impact on Roland Barthes. Writing Degree Zero (1953), Mythologies (1957), and The Pleasure of the Text (1973) are some of his important works. In 1968, his most well-known article, "The Death of the Author," was published. The most important thesis put out by Barthes is that myth is not a thing, a concept, or an idea but rather a language, a mode of communication. It is a kind of signifier, and the manner it expresses its meaning determines what it is. Barthes bases his theory on Saussure's semiology, which he claims has three terms: signifier, signified, and sign. According to him, a sign is made up of a signifier and a signified. Saussure believed that the relationship between signifier and signified was arbitrary, whereas Barthes asserts that there is a link between the two. According to Barthes, social agreement and formal education have resulted in a relationship that is essential between the signifier and signified. According to a collective contract, "the connection, the act of signification, is a process and over time, the connection becomes naturalised." History of Literary Criticism, M. A. R. Habib

Roland Barthes recounts a line from Balzac's book Sarrasine in his essay "The Death of Author": "This was woman herself, with her sudden fears, her irrational whims, her instinctive worries." He asks a lot of questions at the beginning of the conversation and challenges the authorship of the text. Are they the author's own words or those of the character? Does the author base this statement on conventional knowledge or on his own ideas? According to Barthes, we will never know the solutions to these questions. The author claims that "writing is the destruction of every voice, of every point of origin." Who wrote this? The writer is an outcome of society. He learns every bit of knowledge from the society's norms and customs. Barthes claims that the concept of authorship is contemporary. In the past, authorship did not exist. The works were credited to the society's accumulated knowledge. People really used to think that the author was only a human intermediary between the divine and mankind. The text's creator is unable to provide a single interpretation. The reader response hypothesis that was subsequently established seems to have its roots in this argument. There cannot be only one meaning to the passage. The text is a collage of phrases culled from the many cultural hotspots: The text cannot be given a definitive meaning (signified). It is alive and always changing at the expense of the author's passing. As a result, literature does not provide a clear and conclusive interpretation for the text.

Mimetic criticism (the belief that literature is primarily an imitation of reality), expressive criticism (the belief that literature primarily expresses the feelings, temperament, or creative imagination of its author), and any variation of the belief that literature is a mode of communication between author and readers are all explicitly opposed by structuralism.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Therefore, the emphasis of structuralist criticism is on the impersonal act of reading, which, by putting the necessary norms, protocols, and expectations into action, gives literary meaning to the arrangement of words, phrases, and sentences that make up a book.

Use of Structuralism

Numerous disciplines, including anthropology, literature, cinema, music, art, sociology, psychology, and architecture, have used structuralism as a theoretical framework. Structuralism is used in anthropology to explore a variety of human rituals, religious ceremonies, food preparation techniques, festivals, games, and other forms of entertainment. Each of these actions has a certain framework that conveys significance. Levi-Strauss researched binary oppositions such as good-bad, man-woman, table-chair, white-black, hot-cold, etc.

This research was used by Levi-Strauss to conceptualise the basic mental structures. Structuralism is a literary theory that is used to analyse a text and contends that every writing has a certain structure. In mass communication, structuralism is used to analyse the underlying patterns that shape societal knowledge and reality perceptions.

The structuralist view of society places communication at its core. Finding systems that provide meaning is what structuralists are interested in. Structuralists place less emphasis on aesthetic value and place more emphasis on the rules and customs that establish the meaning. Structuralism is also used in cinema criticism to examine films as constructed media that are shaped by an underlying system of norms and conventions. As an example, Rick Altman applies structuralism to the 1935 film Top Hat and emphasises the need of comprehending Hollywood conventions in order to analyse the work. He emphasises that binary oppositions serve as the framework for the meanings of the movie. To analyse and decipher the message the movie is trying to express, structuralists look at binary oppositions such hero-villain, hero-heroine, good-bad, culture-nature, and individual-society.

CONCLUSION

In conclusion, the theories of structuralism and semiotics provide useful frameworks for comprehending the systems, structures, and meanings that underlie linguistic and cultural expressions of human behaviour. By using these methods, academics and researchers are better able to understand how various components of a system interact with one another as well as the depths of meaning that are layered within signs and symbols. A better knowledge of human communication, culture, and society is made possible by the applications of structuralism theory and semiotic techniques across a variety of fields, opening the door for nuanced interpretations and critical assessments.The theories that examine the sign system in communication include semiotics and structuralism. Communicators use both verbal and non-verbal cues to communicate a message. Understanding the meaning of communication, which is the most crucial aspect of the communication process, is made possible via the study of semiotics and structuralism.

REFERENCES:

[1] D. S. Nugroho, M. S. Arif, and S. Widyasari, “The meaning of edwin arlington robinson poem ‘richard cory’ based on the dynamic structuralism theory,” *Proceeding 1st Natl. Semin. PBI (English Lang. Educ.*, 2019.

[2] R. Syarip and F. Hetami, “Hope and Fear in Stephen King’s ‘The Mist,’” *Rainbow J. Lit. Linguist. Cult. Stud.*, 2019, doi: 10.15294/rainbow.v8i2.33949.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[3] A. D. W. Wardhani, "Semiotic analysis of Royco's flavoring advertisements on television," *Hortatori J. Pendidik. Bhs. dan Sastra Indones.*, 2019, doi: 10.30998/jh.v2i1.56.

[4] M. D. Aji Putra and M. J. Ari Widayanti, "Victory in Tragic Ending: Analysis of Sophocles' 'Oedipus The King,'" *Rainbow J. Lit. Linguist. Cult. Stud.*, 2019, doi: 10.15294/rainbow.v8i1.32110.

[5] W. Binder, "Social imaginaries and the limits of differential meaning: A cultural sociological critique of symbolic meaning structures," *Osterr. Zeitschrift fur Soziologie*, 2019, doi: 10.1007/s11614-019-00371-2.

[6] M. Alam, "Re-looking at Robert Frost's 'Stopping By Woods on a Snowy Evening' through an Islamic Prism," *Adv. Soc. Sci. Res. J.*, 2019, doi: 10.14738/assrj.610.7112.

[7] R. A. Dharmi, "Struktur Cerita Rakyat Jayaprana-Layonsari dan Raden Sandubaya-Lala Seruni: Sebuah Tinjauan Stukturalisme Levi-Stauss," *Nusa J. Ilmu Bhs. dan Sastra*, 2019, doi: 10.14710/nusa.14.3.318-329.

[8] N. Incaminato, "Jacques derrida in josefina ludmer. Clases 1985 and el género gauchesco. un tratado sobre la patria: Law, boundary, unsayability, and self-reference," *Lit. Teor. Hist. Crit.*, 2019, doi: 10.15446/lthc.v21n2.78661.

[9] B. Turner, "Affinity and antagonism: Structuralism, comparison and transformation in pluralist political ontology," *Philos. Soc. Crit.*, 2019, doi: 10.1177/0191453718797985.

[10] J. Ladyman and S. Presnell, "UNIVERSES and UNIVALENCE in HOMOTOPY TYPE THEORY," *Rev. Symb. Log.*, 2019, doi: 10.1017/S1755020316000460.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 4

IDEOLOGY, EMPIRICAL METHODS AND MEANINGS

Dr. Shibilynuaman Zainudheen, Assistant Professor,
Department of English, Presidency University, Bangalore, India,
Email Id-shibilynuaman@presidencyuniversity.in
Prof. Anand Singh, Regional College of Management,
Bangalore, India

ABSTRACT:

In the social sciences, ideology, empirical techniques, and meanings are interrelated ideas that are crucial for comprehending the complexity of human behaviour, beliefs, and social systems. An overview of ideology as a theoretical framework, empirical methodologies as a research methodology, and their connection to the investigation of meanings in social situations are given in this abstract.Ideology is the subject of this abstract's first section. A system of beliefs, values, and concepts collectively referred to as ideology influence both individual and group perceptions of the world, society, and interpersonal relationships. Ideologies often operate at both the conscious and unconscious levels, influencing perceptions, behaviours, and decision-making processes. In order to understand social occurrences, power relationships, and societal transformations, it is essential to understand the underlying ideologies.The second area explores empirical techniques. Empirical techniques include the methodical gathering and examination of data in order to answer research questions or validate theories. To shed light on social phenomena, they depend on visible and quantifiable facts. Interviews, surveys, experiments, and observations are examples of common empirical procedures. These techniques enable researchers to compile data, spot trends, and make judgements based on empirical facts.

KEYWORDS:

Data, Empirical, Ideology, Stage, Technique.

INTRODUCTION

The Latin term empiricus, from the Greek empeirikós, is where the word empiric first appeared. It means "based on observation and experience." The root of the Greek suffix (-peiros) is peîra, which means "attempt, try, or test." The conclusions of an empirical investigation are based on actual empirical data. This kind of proof is sometimes referred to as "verifiable" proof. To get this information, quantitative or qualitative approaches are applied. An example of empirical analysis would be if a researcher wants to discover whether listening to jovial music encourages prosocial behaviour. One set of audience members might be exposed to upbeat music while the other group is not in an experiment. The results are then examined to see if upbeat music affects practical behavior [1], [2].

Empirical analysis is a technique for analysing data that is supported by evidence. The empirical method is based on facts, figures, and results rather than beliefs and concepts. A crucial aspect of the scientific method is empirical analysis, which is also the most popular technique for doing topic research and identifying a plausible solution from quantitative observations of empirical data. Conversely, empirical analysis only ever offers a most probable conclusion based on probability, never a conclusive one[3], [4].

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The idea that knowledge is primarily acquired via experience and the five senses is known as empiricism. Empiricism, in contrast to rationalism, holds that idea discovery, deduction, intuition, and revelation are the primary ways in which knowledge is attained. The first question in empirical study is frequently: Does talking on the phone while driving impair one's ability to drive? Based on the premise that talking on a mobile phone while driving is risky, a study hypothesis might be developed. The researcher's main data or previously compiled secondary data that were acquired by others might then be used to test that hypothesis. For instance, primary research methods, such as tying together police records or conducting an interview with a police department employee, or secondary research methods, such as reading previously published studies, might be used to gather empirical data. Using the information obtained, it is possible to decide whether or not the hypothesis is supported before proceeding to a conclusion[5], [6].

Empirical Analysis Cycle Steps

Every scholar's research goes through stages and procedures that they adhere to in order to achieve an accurate evaluation. The current five-stage empirical analysis cycle was developed by A.D. de Groot in 1969. He explained that each stage is equally important while performing a research. Using this analytical framework, researchers may create hypotheses and provide replies that can help us understand how the world is changing[7], [8]. This makes it easier for researchers to conduct experiments according to a set of rules, leading to more accurate findings. The empirical analysis cycle consists of the following five steps:

Statistical Techniques, Philosophy, and Meanings

Step 1:observation Researchers gather as much factual data as they can using their five senses during the observation phase. For instance, scientists could discover that the placement of a particular bloom affects its colour. The data gathered at this stage is used to develop the study hypothesis[9], [10].

Step 2: Induction Based on their observations in the previous stage, they design likely research results using inductive reasoning. They explain their first findings using well accepted theories or data. For instance, a researcher may ponder the question, "Does the soil acidity cause the flower to change colour?" in the context of a flower. Then, another researcher does an experiment, selecting a set of flowers, modifying the soil's acidity, and keeping an eye out for any colour changes to confirm or deny their results.

Step 3: Subtraction in the deduction step, researchers create hypotheses to test using their deductive reasoning abilities. Researcher's must depend on logic and reasoning to get objective findings. Using the aforementioned illustration, researchers may draw the conclusion that soil acidity impacts flower colour if the colour of the flowers varies as the soil acidity changes.

Step 4: Testing at this step, researchers put their theories to the test using both qualitative and quantitative methods. The interpretation of data gathered during testing is made easier by statistical techniques. The outcomes of the tests may support the researcher's theories, but they do not establish their veracity. Testing may sometimes turn up new data that refutes the earlier conclusions, prompting researchers to start anew with a different hypothesis. In the context of the aforementioned example, researchers will have evidence to support their original claim that soil acidity affects flower colour if they discover that fluctuations in acidity cause colour changes in flowers.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Step 5: Evaluation at this point, researchers share their results, any issues they ran into, their supporting evidence, and their conclusions. This stage also contains a description of the restrictions the researcher faced while conducting the analysis. At this stage, the researchers typically provide suggestions to those who want to carry out more study in the future.

Types and Approaches

Empirical methods are utilised in communication studies in an effort to obtain findings that are impartial and consistent. This method is positivistic in that it assumes that the social world is regulated by rules that are similar to laws and that make it predictable. At first, primary data collection and analysis, together with the use of quantitative measures such as content analyses and surveys, were considered to be empirical methodologies. These days, empirical research is also thought to include secondary analyses and qualitative research. Qualitative research might be categorised as empirical if the researchers provide sufficient details to permit replication of their results (e.g., sample design, data collecting, and analysis. However, this categorisation can come under scrutiny.It is possible to conduct and analyse empirical research using both qualitative and quantitative techniques:

Qualitative Techniques: Methodologies for collecting qualitative non-numerical data are used. Its purpose is to extract from its subjects meanings, concepts, or underlying reasons. These techniques are unstructured or somewhat organised. This sort of research often has a small sample size and uses discussion to provide more insight or in-depth knowledge about the subject. The most common methods are focus groups, experiments, interviews, and other forms of methodology. Descriptive findings are necessary because researchers often need to examine the behaviour of a target audience. Qualitative research produces descriptive rather than prescriptive results. In order to prepare for a future quantitative investigation, it enables the researcher to develop or support hypotheses. In this situation, qualitative research techniques are used to provide a conclusion that is consistent with the theory or hypothesis being examined.

Case Study: The case study approach entails closely investigating current situations in order to learn more. It is widely used in company research or to gather factual data for an analysis. It's a method for looking at a subject in the context of real-world instances. To make sure that the factors and variables in the current case are the same as those in the case under inquiry, the researcher must conduct a comprehensive analysis. On the basis of the facts from the case study, conclusions may be drawn on the subject under investigation. a report outlining a company's client-facing solution, for instance. the challenges they ran across throughout planning and implementation, as well as the case's conclusions and answers. The majority of firms use case studies like this one since it gives them empirical support to promote in an effort to increase sales.

Observational Technique: The observational approach is a way of keeping an eye on and gathering information from a target. It is a qualitative process, therefore it takes time and is highly personal. One branch of ethnographic research can be the observational method, which is also used to gather empirical data. This form of research is primarily qualitative, yet depending on the subject, it sometimes takes a quantitative approach. Organising a research to observe a certain animal in the Amazonian jungle, for instance. Since the subject must be watched for a certain period of time in order to look for patterns of behaviour, such studies often take a lengthy time. Today's typical example is studying shoppers in a mall to ascertain their purchase patterns.

In-Person Interview: This is one of the qualitative techniques that is most often used. This is justified by the fact that if the right questions are asked, precise and helpful data may be

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

obtained. It's a method of conversational information collecting that depends on the direction the discussion takes. Consider having a private conversation with the finance minister to learn more about the nation's financial policies and how they affect the general public.

Focus groups are utilised by researchers to find answers to why, what, and how questions. It is not required to engage with the group in person while using this method, which is often employed with a small group. A moderator is often needed to acquire useful information while speaking to the group in person. Product companies use this to get data on their brands and goods. For example, a mobile phone manufacturer could request feedback on the size of one of its next models. These studies support the company's efforts to satisfy customer demand and effectively position its model in the market.

Content Evaluation: Text analysis is rather new compared to other techniques. By observing the language or images a person employs, one might utilise this technique to investigate their social life. With social media playing such a significant role in everyone's lives nowadays, such an approach enables the researcher to track a trend that is pertinent to his study. For instance, a lot of businesses ask for thorough client feedback, which often includes the degree of satisfaction with the customer care team. The researcher may use this knowledge to make educated decisions on how to enhance their support group.

DISCUSSION

To get information, quantitative approaches depend on numerical data. It is used to measure things like beliefs, actions, and other clearly specified variables. These have already been decided and are presented in a more structured way. Numerous approaches, including polls, surveys, and long-term research, are used. This approach aids in the analysis of the gathered empirical data. These may be used by a researcher to determine whether or not his hypothesis is supported.

Survey Technique:A survey technique often includes a broad audience in order to acquire a huge quantity of data. This quantitative approach makes use of a series of closed questions with somewhat straightforward solutions. Because of this approach's simplicity, high replies are obtained. It is one of the strategies for studying that is most often used in the modern world. Prior to this, only in-person surveys with a recorder were carried out. However, as a consequence of ease and technical improvements, new platforms like emails and social media have evolved. For instance, the concern about the depletion of energy supplies has grown, calling for a greater understanding of renewable energy sources. Research of the general public’s opinions on green energy and the factors influencing their desire to convert to renewable energy may be done to determine why. This kind of survey may help organisations or governing authorities spread appropriate knowledge and incentive programmes to promote the use of greener energy.

Experimental Method: In an experimental method, a hypothesis is tested by modifying one of the variables while an experiment is set up. This is also used to establish the causal connection. The independent variable is put to the test to see what occurs when the dependent variable is removed or altered. The typical procedure for such an approach include formulating a hypothesis, testing it, evaluating the outcomes, and reporting them to determine whether or not they support the theory. For instance, a product business is trying to figure out what is keeping them from gaining market share. As a consequence, the business makes changes to all of its activities, including production, marketing, and sales. They discovered from the test that sales training directly affects how widely their product is sold. If the worker is well-trained, the product will have greater coverage.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Correlation Approach: The correlation approach seeks to establish a connection between two sets of data. Regression is often used to predict the outcomes of such an approach. A correlation might be neutral, negative, or favourable. For instance, higher-paying jobs will be presented to those with superior education. Accordingly, a higher education results in a better-paying job, while a lesser education results in a lower-paying one.

Longitudinal Approach:A longitudinal approach is utilised to comprehend the traits or behaviour of the subject being observed after repeatedly seeing them throughout time. This approach may provide either qualitative or quantitative information.

Think about the following example:

an investigation of the benefits of exercise for health. The target is expected to work out each day for a certain amount of time, with results showing improved endurance, stamina, and muscle development. This demonstrates the health benefits of exercising.

Cross-sectional Method: This observational technique involves keeping tabs on a group of people at a particular moment. In this kind, a group of individuals is selected such that every variable aside from the one being studied is the same.

This kind prevents the researcher from establishing a cause-and-effect link since it is not seen over a lengthy period of time. The healthcare and retail sectors are where it is most often employed.

An example would be a medical study on the prevalence of malnutrition problems in children in a particular group. This requires looking at a range of elements, including age, ethnicity, region, wealth, and social backgrounds. The researcher may go further if a significant fraction of kids from low-income homes exhibit indicators of malnutrition. After a cross-sectional examination, a longitudinal technique is often used to ascertain the precise cause.

Casual-comparison Approach:

This approach is based on comparison. Comparative analysis is the foundation of the causal-comparative technique. The main purpose of it is to establish the causal connection between two or more variables.

For instance, a researcher compared the output of staff at a firm that offered breaks throughout the workday to that of staff at a company that offered no breaks at all.

Imperative of an Empirical Approach

Empirical research is essential in today's culture since most people only accept what they can see, hear, or experience. It is utilised to advance several fields, test a variety of theories, and increase human understanding.

Pharmaceutical companies, for instance, conduct empirical research to test a particular medicine on predetermined or randomly selected groups to ascertain its impact and cause. This proves the accuracy of some of their assumptions for a certain drug. Such research is important because it sometimes results in the identification of a treatment for an ailment that has existed for a long period. Such study is useful not just in science but also in a wide range of other fields, including business, social sciences, and history.

As the world has developed, empirical research has become essential and commonplace in many professions in order to support their theory and learn more. The procedures mentioned above are quite useful for carrying out this kind of study, but new approaches will develop when new investigational difficulties become more distinct or alter.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Values and Implications of an Empirical Approach

Reasons why the empirical approach is one of the most popular approaches: merits. There are a few advantages associated with it. There are a few of them mentioned below.

1. It is used to validate conventional research via various tests and observations.
2. The study being conducted is more genuine and credible thanks to this technique.
3. It enables a researcher to understand the possibility of dynamic changes and modify his methodology as necessary.
4. Because there is a great degree of control in such a study, the researcher may manipulate a variety of variables.
5. It contributes significantly to increasing internal validity.

Despite the fact that it makes research more competent and genuine, empirical research has several limitations. There are a few of them mentioned below.

1. Because this kind of study might take a while, patience is needed. It takes a long time to conduct an inquiry since the researcher has to gather information from many different sources and from many factors.
2. A researcher would often need to do study in a variety of unique settings or circumstances, which might be expensive.
3. Since there are a few guidelines that must be followed while conducting research, permissions are necessary. It may sometimes be difficult to get the proper permissions to conduct this study in numerous ways.
4. Data collecting may be difficult at times since it has to come from many sources and be done in a variety of methods.

The empirical approach is a kind of research methodology that bases findings on verifiable data. In other words, the only source of proof for this kind of study is data gathered by scientific data collection techniques or observation. Either qualitative or quantitative observation techniques may be used in empirical research, depending on the data sample, such as quantifiable or non-numerical data. Empirical research use a scientific method to establish the experimental probability of the variables being studied, as opposed to theoretical research, which is founded on preconceived notions about the research variables.

Every scholar's research goes through stages and procedures that they adhere to in order to achieve an accurate evaluation. The current five-stage empirical analysis cycle was developed by A.D. de Groot in 1969. He explained that each stage is equally important while performing a research. Using this analytical framework, researchers may create hypotheses and provide replies that can help us understand how the world is changing. This makes it easier for researchers to conduct experiments according to a set of rules, leading to more accurate findings. The empirical analysis cycle consists of the following five steps:

1. Observation: In the observation phase, researchers gather as much empirical information as they can using their five senses.

2. **Induction:** Based on their observations in the previous stage, inductive reasoning is utilised to generate likely study results. They explain their first findings using well accepted theories or data.

3. **Deduction:** In the deduction stage, researchers create hypotheses to test using their deductive reasoning abilities. Researcher's must depend on logic and reasoning to get objective findings.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

4. **Testing:** At this step, researchers test their ideas using qualitative and quantitative instruments. The interpretation of data gathered during testing is made easier by statistical techniques. The outcomes of the tests may support the researcher's theories, but they do not establish their veracity. Testing may sometimes turn up new data that refutes the earlier conclusions, prompting researchers to start anew with a different hypothesis.

5. **Evaluation:** At this last step, researchers talk about their results, any issues they had, their justifications, and their conclusions. This stage also contains a description of the restrictions the researcher faced while conducting the analysis. At this stage, the researchers typically provide suggestions to those who want to carry out more study in the future.

Empirical methods are utilised in communication studies in an effort to obtain findings that are impartial and consistent. This method is positivistic in that it assumes that the social world is regulated by rules that are similar to laws and that make it predictable. At first, primary data collection and analysis, together with the use of quantitative measures (such as content analyses and surveys), were considered to be empirical methodologies. These days, empirical research is also thought to include secondary analyses and qualitative research. Qualitative research might be categorised as empirical if the researchers provide sufficient details to permit replication of their results (e.g., sample design, data collecting, and analysis).

Empirical research is essential in today's culture since most people only accept what they can see, hear, or experience. It is utilised to advance several fields, test a variety of theories, and increase human understanding. Pharmaceutical companies, for instance, conduct empirical research to test a particular medicine on predetermined or randomly selected groups to ascertain its impact and cause. This proves the accuracy of some of their assumptions for a certain drug. Such research is important because it sometimes results in the identification of a treatment for an ailment that has existed for a long period. Such study is useful not just in science but also in a wide range of other fields, including business, social sciences, and history.

To validate the findings of earlier experiments and empirical observations, empirical research is utilised. The validity and correctness of the study are improved by this research approach. An empirical approach is necessary to comprehend dynamic changes. Due to the intensive process of literature evaluation, empirical analysis is utilised to assist researchers in understanding dynamic changes in the domain. It also enables them to develop effective plans of action. The empirical technique enables researchers to exhibit a degree of control by enabling them to control numerous elements that are being looked at. Empirical research techniques increase Internal consistency. There is a high level of internal validity with an empirical technique that has a high degree of control over the study process.

CONCLUSION

The link between ideology and empirical approaches for meaning research is examined in the third component. Meanings may differ amongst people, communities, and civilizations since they are social constructions. By influencing societal interpretations, symbols, and discourses, ideologies shape meanings. Using data that reflects people's opinions, linguistic usage, and social interactions, empirical approaches allow academics to investigate how ideologies appear and have an impact on meanings.Ideology, empirical techniques, and meanings are all interconnected elements of social scientific research. While empirical approaches give instruments for gathering and analysing data to analyse meanings in social situations, the study of ideology offers a framework for comprehending the underlying ideas and values that drive social phenomena. The combination of these ideas aids in comprehending the intricate

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

dynamics of social systems, cultural processes, and human behaviour. Researchers may shed light on the many viewpoints, interpretations, and social realities that exist within cultures by investigating the interaction between ideology, empirical techniques, and meanings.

REFERENCES:

[1] R. Kriyantono and B. McKenna, "Crisis response vs crisis cluster: A test of situational crisis communication theory on two crisis clusters in indonesian public relations," *J. Komun. Malaysian J. Commun.*, 2019, doi: 10.17576/JKMJC-2019-3501-15.

[2] C. D. Ham and J. Kim, "The Role of CSR in Crises: Integration of Situational Crisis Communication Theory and the Persuasion Knowledge Model," *J. Bus. Ethics*, 2019, doi: 10.1007/s10551-017-3706-0.

[3] J. K. Brandhorst, "Bringing Communication Theory Into the Management Classroom: Rejoinder to 'Critical Language and Discourse Awareness in Management Education,'" *J. Manag. Educ.*, 2019, doi: 10.1177/1052562919867983.

[4] J. Metcalfe, "Comparing science communication theory with practice: An assessment and critique using Australian data," *Public Underst. Sci.*, 2019, doi: 10.1177/0963662518821022.

[5] S. Höst, *Information and communication theory*. 2019. doi: 10.1002/9781119433828.

[6] C. P. García Corredor, Á. M. Castellanos Barbosa, and J. M. Pereira González, "The teaching of communication: A look to the theoretical and methodological approaches of teachers and programs on the communication theory in Bogotá," *Signo y Pensam.*, 2019, doi: 10.11144/Javeriana.syp38-75.ecme.

[7] L. Ennis, W. Mansell, P. McEvoy, and S. Tai, "A systematic scoping review and synthesis of dementia and communication theory," *Dementia*, 2019, doi: 10.1177/1471301217744069.

[8] A. A. Del Barrio *et al.*, "HackRF + GNU Radio: A software-defined radio to teach communication theory," *Int. J. Electr. Eng. Educ.*, 2019, doi: 10.1177/0020720919868144.

[9] L. Zhou, J. J. P. C. Rodrigues, H. Wang, M. Martini, and V. C. M. Leung, "5G Multimedia Communications: Theory, Technology, and Application," *IEEE Multimedia*. 2019. doi: 10.1109/MMUL.2018.2875256.

[10] R. A. Smith and R. E. Bishop, "Insights into stigma management communication theory: considering stigmatization as interpersonal influence," *J. Appl. Commun. Res.*, 2019, doi: 10.1080/00909882.2019.1675894.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 5

COMMUNICATION THEORY INCLUDES NEW MEDIA AND THEORY OF MEDIA SOCIETY

Ms. Mini Pushkar, Assistant Professor,
Department of Soft Skills, Presidency University, Bangalore, India,
Email Id-koustavnandi@presidencyuniversity.in
Prof. Sujet Chowdhary, Regional College of Management,
Bangalore, India

ABSTRACT:

A variety of viewpoints and methodologies are included in communication theory, which aims to comprehend the dynamics of human communication. The incorporation of new media theory and the theory of media and society within the more general framework of communication theory is explored in this abstract. This abstract emphasises the importance of these theories in understanding the function of new media and the interaction between media and society by studying its fundamental ideas and guiding principles.This abstract's first section focuses on new media theory. The influence of digital technology and the internet on communication practises and processes is covered by new media theory. It examines the traits of new media, including user-generated content, interactivity, and networked communication. This theory investigates how new media affect power dynamics, identity formation, and social relationships in modern society.Furthermore, the difficulties and possibilities presented by the digital era are covered by new media theory and the theory of media and society. They look at topics including algorithmic bias, false news, the digital divide, internet privacy, and the democratisation of knowledge. These theories contribute to a thorough knowledge of the modern media environment by exploring the social, cultural, and political ramifications of new media technologies.

KEYWORDS:

Culture, Information, Media, Society, Television.

INTRODUCTION

A society is made up of the rules, ethics, and behaviours that each of us individually practise. Mass media has an impact on culture and society. Different media systems exist in many civilizations, and how they are governed by the law affects how those communities function. Society is shaped and organised through many types of communication, including messages in the media. Today's media plays a significant role in everyone's life and has the power to either build or damage society[1], [2]. The main function of the media is to inform the public about current events, rumours, fashion, and cutting-edge technology. The media's function must be one-sided product promotion, trade, and bias. It provides information on how individuals are separated geographically. According to the media, justice and fairness for both the poor and the affluent were its guiding principles. The media has a huge impact on society. The mass media is what enables the general public to learn a great deal, develop views, and pass judgement on a range of topics. The media is what keeps people informed about what is occurring in the world and around them, and everyone learns something from it[3], [4].

The media is seen as a "mirror of contemporary society," yet it is the media that moulds our life. Not letting social media steal your time requires discipline. A generation has been

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

negatively impacted by media, mostly because kids are heavily affected by it. Children and teens are encouraged to imitate well-known individuals and do what they do in order to get attention. On occasion, they direct negative media attention and exert influence. Because social media is altering how we communicate and how we are regarded, both favourably and badly, media has become a narcotic to this generation. You add to your digital footprint and personal brand every time you share a picture or change your status. The media is the most powerful force in the world right now. They have the authority to convict the innocent and exonerate the wicked, and that is power. because they have sway over the public's thoughts. Therefore, it is up to the people to regain control of their brains. Afterward, determine what is right. Social media is the ultimate leveller in this case. Anyone who wants to participate has a voice and a platform thanks to it[5], [6].

Media and Society Theory

There are several modes of communication, which plays a part in the mass media's social impact. In its widest sense, communication is the use of symbols by individuals to communicate meaning. Verbal and written words are the most frequent symbols humans use, but there are numerous more nonverbal communication methods, including American Sign Language. Abstract symbols are used to communicate meaning in sign language, spoken communication, and written communication. The message is the same whether you utilise nonverbal indicators, face-to-face contact, a card with the words "thank you," or vocal communication when you say "thank you[7], [8]."

In general, interpersonal communication refers to the intimate, often one-on-one exchange of meaning between two or more individuals. Verbal or nonverbal interaction may be communicated. It occurs more often in face-to-face situations. It is distinct from mass communication, which entails conveying symbolic meaning to a large audience from a single source to many recipients. It can be challenging to distinguish between interpersonal communication and mass communication sometimes, especially in computer-mediated communication, since people can send messages meant only for other people that could quickly reach large numbers of people. Social media platforms are often designed in a manner that makes it possible for personal messages to "go viral" and spread to a large audience, whether or not the original sender meant to do so[9], [10].

Interpersonal and mass communication are not determined by the kind of message. It has to do with how the communication is delivered and the connections between the sender and the recipient(s). In order to better understand how interpersonal communication and mass communication structures interact on networked communication platforms, it is important to first present another kind of communication that is often researched in academic contexts. The symbolic exchange of messages that have a particular significance for the participants in formal organisations is referred to as organisational communication. In actuality, internal communication is what makes corporations, organisations, schools, and hospitals function.

When people are working together in an organisation, they often communicate directly with one another or in small groups to get things done. Without communication, organisations cannot operate. The efficacy of organisational communication may determine whether firms and other social organisations succeed or fail. As a result, communication is a crucial aspect of how organisations are set up and does not only occur inside them. This YouTube video does a good job of introducing the distinct topic of study known as organisational communication. Successful communication may facilitate understanding between individuals and the completion of tasks, whether it is meant for personal, organisational, or general audiences.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Mass communication is crucial for societies to operate, just as effective organisational communication is required for organisations to work together towards a specific goal. Formal organisations of all sizes make up societies. Typically, a group's communication mechanisms get more complicated as it grows in size. Information and communication technologies (ICTs) are one component of the term "communication structure," along with "guidelines for using those technologies" and "professional workers dedicated to managing information and messages." Communication structures go beyond computers and transmission networks in the sphere of mass communication. Corporate policy in addition to legal requirements govern how to generate and disseminate communications intended for broad consumption via networks.

DISCUSSION

A society is said to be composed of tiny groups, large communities, and extensive institutions. The discipline of sociology offers a more comprehensive description of the phrase. A society is a very large collection of individuals arranged into institutions and kept together through time by formally defined connections. For instance, established organisations governed by law make up nations. A society is made up of numerous types of governments, as well as economic, educational, and other organisations.Culture, in contrast, is the knowledge, beliefs, and practises of communities of all sizes and is not always formalised. Culture is important for appreciating and understanding human experience, yet it has few established laws.

Mass media has an impact on culture and society. Different media systems exist in many civilizations, and how they are governed by the law affects how those communities function. Society is shaped and organised through many types of communication, including messages in the media. Mass media sources may also disseminate information about cultures and creative creations around the world. When it comes to media consumption, people have cultural preferences, but media corporations frequently choose which stories to tell and which to promote, especially when it comes to forms of mass media that are expensive to produce, like major motion pictures, significant video game releases, and global news products.

The medium of mass communication conveys culture more than any other. It also aids institutional society in attempting to comprehend itself and determine if its organisational systems are effective.There are several ideas that link media and society; they illustrate the connection between how societies respond to and adapt to the changes that media brings about. The media today sets trends in society and influences many people's behaviours, particularly teens. These theories include ideas like: The theory of hypodermic needles, Theorem of agenda setting, The theory of uses and pleasure, Silence spiral, Theory of cultivation.

a) Theorem of the hypodermic needle

We must recognise that one of the most powerful forces in contemporary society is the media, which shapes everything we do on a daily basis. The media affects our lives in some manner, whether it is via the films we watch, the news that is broadcast, or the apps we use. Even while there are valid reasons for people's reactions and behaviours nowadays, they aren't always justified in the best manner. People often respond irrationally in response to what the media portrays or shows. A large portion of the population formerly listened to radios even when they weren't necessary since it fueled the habit of individuals who would listen to radios for hours on end.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

in the global war's tactics. By inserting a news bulletin into a radio broadcast of "The War of the Worlds," a well-known comedic programme, Lazarsfeld and Herta Herzog supported the hypodermic needle idea in 1938. This caused a significant response and terror among the American mass audience. He discovered via this study that audiences may or may not be affected by media messages. According to the hypodermic needle theory, the media has the ability to inject a highly persuasive message into a receptive audience. Because the audience has no other sources of information, confirmation, or even the ability to compare what the media is providing, they are forced to act on the advice given by the media. The "Magic bullet theory" is a another moniker for this hypothesis.

Theories of the "Transmission Belt" and "Hypodermic Syringe model"

There are many alternative theories of communication, but the hypodermic needle hypothesis was developed based on the notion that individuals are governed by their biological nature and would respond intuitively to stimuli in a certain or similar manner. Since then, empirical research has refuted the idea, leading to its replacement by a more complex theory such the "Agenda setting theory."

Theory of Agenda Setting

The hypodermic needle idea has been developed into the agenda setting theory by Maxwell McCombs and Donal Shaw. In the current day, one thing is for certain: the presentation of news stories and the subjects that are covered in the media have an impact on how people think. In a simplified version, any news that is portrayed by the media as being important is automatically considered important by the audience. The media sets the priorities for which news is presented first and which comes next, not based on what the public will likely think or how much influence it will have on the audience.

According to the agenda setting hypothesis, the media as an institution will choose an event for the public to see and discuss, and then the people will only speak about it. Sometimes, these issues even have no bearing on our daily lives, but they become the most popular conversational themes. For instance, even if Salman Khan's followers may not find the media's discussion of his impending nuptials to be meaningful, the whole society will still discuss it since the media sets an agenda for what it wants its viewers to discuss. The media will establish and start a trend (an agenda), and people will speak about it and follow the trends too, even though trend in media and agenda setting theory are two things to debate but are closely connected. This has grown even more prevalent with the new media and naming them trends.

Different Degrees of Agenda Setting Exist:

Level One: This is where the researchers examine how the media are used, the goals it fosters in the audience, and how the audience responds to the information the media provide.

Level Two: Here, the media concentrates on how viewers should perceive the nature of the problem that is presented to them. By seeing how viewers respond, the media may then sensationalise a news item or report or arrange for it to become viral.

The Theory of Uses and Gratification:

According to the uses and satisfaction hypothesis, consumers utilise the media to meet their own wants or desires. A typical uses and pleasure research examines the purpose behind media usage and the results of that use. If you want to understand this with an example, imagine that you enjoy going for morning runs and using your media to listen to songs on an

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

application or on the radio. There will be people who prefer to walk quietly or talk while they run, but there will also be people who enjoy listening to songs while running. This creates a social standing in the society.

Media theories of uses and gratifications are often used to analyse current media problems. This is shown by the examination of the connection between media and violence that you read about in the sections before this one. As people with aggressive tendencies were driven to violent media, researchers used the uses and gratifications hypothesis in this example to demonstrate a complicated set of variables surrounding violent media use.

Researchers have uncovered a number of typical reasons why people consume media. These include a variety of interpersonal and social requirements, as well as opportunities for social engagement and leisure. Researchers may better understand the causes of a medium's appeal as well as the functions that the medium plays in society by looking at the motivations behind people's media consumption. For instance, a study of the motivations behind a certain user's involvement with Facebook might provide light on Facebook's place in society and its attraction.

Spiral of Silence: The spiral of silence hypothesis unites many social psychology, interpersonal communication, and media processes. It is a comprehensive explanation of public opinion. In plain English, the hypothesis describes people's propensity to keep quiet when they believe their viewpoints or beliefs on a certain issue run counter to those of the majority.

Elisabeth Noelle-Neumann, a political scientist from Germany, first put out this thesis in 1947. The theory clarified two key justifications for the subject's silence: Fear of isolation arises when a person realises that their group or individuals have a different perspective from them.

Fear of retaliation: This is the concern that speaking out can result in more severe punishments or total exclusion from the group.

The spiral impact is seen in that this sets off a downward cycle where the minority viewpoint holder's anxieties keep growing, preventing them from speaking out. If you think that the notion holds that the mass media has an impact on this process since it is appearing on this site, you are correct. The media is crucial to this process, particularly when it comes to influencing or perceiving the consensus view.

Agricultural Theory:

Cultivation theory differs from agenda setting theory and spiral of silence theory in two ways: first, it is primarily based on one particular medium, namely television, and second, it has an impact on how we view the world overall rather than just one particular issue or its characteristics. A few presumptions about television and how we see it form the foundation of the idea.

The nature of television: A number of factors contribute to television's influence. The first is that television is widely used, with practically all American families having more than one television. Regardless of literacy or other abilities, television is likewise very accessible. The fact that television is cohesive and conveys the same fundamental social messages across all of its programming and in all of its time is possibly the most significant claim made by cultivation theories about it.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The Nature of Viewing: Cultivation theorists have also come up with theories on how we watch television. They specifically stated that spectators should watch by the clock. In other words, the majority of individuals do not choose to watch programmes or even a certain genre of programming. Instead, they watch at certain times throughout the day, depending on what is shown.

The implications of this cultivation on individuals and society are significant. Gerbner and his colleagues then suggest that, given the distinctive features of television and the significance of television watching in our lives, television will help to shape our worldviews. The word "cultivation" refers to the gradual and cumulative effects of television on our perceptions of reality. According to cultivation theorists, television may cultivate and retain extremely fundamental worldviews, and these impacts are cumulative and long-lasting.

Before we go into the specifics of how media is altering or influencing culture, let's define culture. Media has a variety of cultural affects, some beneficial and some bad. Culture is an intangible part of social life that includes shared values, beliefs, communication, linguistic systems, and practises. It also includes of the tangible possessions that are shared by the community or group. A constructive society has many traditions and similarities among its members throughout the years, but it is media that has changed or, as we can say today, updated these cultures. This is where media enters the picture.

Depending on how people react to the influence, the mass media has a significant impact on the cultural patterns of society. The media has had a significant influence in defining the social roles of men and women, which has a negative impact on communication between cultures and internationally. People from all around the globe have been attempting to comprehend what culture is and how it affects how people act. The media has played a significant role in attempting to explain to the public what culture is and ultimately helping individuals develop a sense of cultural identity.

Because the mass media disseminates information about a specific aspect or region of a culture to the entire world, it is crucial that the information be accurate. Because people who watch and adopt new cultures do so because it gives them a sense of cultural identity, it is imperative that the media explain all cultural aspects clearly because, if it does, the people and the culture will be more easily influenced. Different communities may exchange languages, traditions, customs, roles, and values via socialisation. In recent years, the media has grown significantly as a social force, particularly among young people. Most young people perceive the media as the ideal platform for socialisation, in contrast to older generations who see it as a source of knowledge and amusement.

We have entered a period where media is influencing every little aspect of our lives. For example, online shopping has become a culture in youth that was not even a concept for a very long time and is now a culture believed and followed by a huge population across the globe. The mass media played a significant role in the creation of many societies throughout the world, making them very important agents of socialisation. An ideal forum for discussing thoughts and perspectives on a range of matters that have an impact on daily life is provided by the mass media agents, such as television, the internet, cinema, and radio. Additionally, networks have the power to influence many civilizations all over the globe.

Meaning and Societal Impact

Over the last ten years, media has seen a significant transformation. During the Covid epidemic, in particular, we quickly transitioned from conventional to new media and embraced reality without hesitation. Traditional media, like television and radio, distributed

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

material in a one-way fashion, allowing consumers to passively absorb content produced by a firm or organisation. The media is full of examples for this, as each photo you share on Instagram is communication, every comment you make on YouTube is communication (as you provide your feedback to the creator), and not just commenting with an emoji reply on Facebook. This is because new media, also known as "the social media," has introduced a whole new method of communication that allows passive viewers to communicate with the content provider, give immediate feedback, and get a response quickly. Digital, interactive, manipulable, networkable, dense, and compressible are often characteristics of new media. According to Shapiro (1999), the development of new digital technologies "signals a potentially radical shift in who is in control of information, experience, and resources." This chapter will look at social media and health behaviour theory at a time of great change and quick growth.

We can better understand why individuals communicate online while losing control over their private and personal boundaries by using the media ecology theory in this case. According to McLuhan in 1964, society has become used to change and dependent on digital media and its qualities. The bulk of today's job is reliant on technology, and not only in business-related ways regardless matter how tiny the activity, we are dependent on media and technology as it has evolved through time and pushed people to adapt. You have Uber if you need a car, Zomato if you need food, and several more apps if you need apparel. Amazon offers everything with just one click, too. Instead of employing technology for efficient, rapid work, its progress has made us reliant on it and, in some circumstances, wasted time. Traditional communication theories have been adapted to various new technologies, including video games and internet usage. The theories for the new media are simply an extension of the ideas for the old media. According to one research, individuals still use the internet to get news for the same reasons they did previously the need for orientation even though newspapers were the main written news source prior to the internet. UGT was used in another research examining early cell phone usage to comprehend how customers used mobile phones and landlines differently. Although these early mobile phones were used in different contexts than landlines, they had a lot of the same use intents.

Let's Combine

In contemporary culture, the media often shapes our perspectives. It is crucial to understand that moral standards vary among cultures and that certain behaviours need to be universally despised and prevented, even if they are partly or totally allowed in other civilizations. Since the advent of globalisation and the development of technology, media has played a significant role in our daily lives. The three basic functions of media for society are to inform, educate, and amuse. Media has been performing an incredible job at all times when we look at the media system. One-way communication was first introduced by radio and television conventional media, but as humans developed, so did the media.

Theorists who developed diverse media theories examine how individuals behave and how their conduct changes as a result of media coverage of a particular subject. In conclusion, we learned that the media is crucial in determining what information is supplied to the public, how the public should think about the topic, and even how long the public should discuss about it. However, this situation has changed since then.

The growth of "citizen journalism" may be attributed to new media. Our new media consists of all contemporary platforms like Instagram, You Tube, Facebook, Reddit, and others where the media is still informing, educating, and entertaining the audience but with a higher percentage of transparency and a tremendous increase in audience response rate, which also

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

led to an understanding of how much media consumption has increased since everything got so convenient via smartphones. In a nutshell, the media has always played a significant role in determining how society thinks, but today's society also understands how much to use the media and how much to trust the information it provides. This is important because with the rise of new media, the spread of fake news has also increased, leaving audiences struggling to decide whether to believe it or not. Therefore, the next time you get information, strive to fix the credibility problem.

CONCLUSION

The study of new communication technologies and its social repercussions is now included in the purview of communication theory thanks to the incorporation of new media theory and the theory of media and society. These theories provide analytical frameworks for deciphering the intricate interactions of media, technology, and social dynamics.

They aid in understanding how social interactions, political processes, and cultural practises are affected by new media platforms and digital communication technologies that modify communication practises.Finally, by including new media theory and the theory of media and society into communication theory, we are better able to comprehend the intricate relationships that exist between media, technology, and society.

These theories provide analytical frameworks for examining how new media affect communication practises and give insight on how media and society dynamics are symbiotic. These theories improve our understanding of the changing communication environment in the digital era by investigating the transformational impact of new media and the role of media in influencing social realities.

REFERENCES:

[1] R. Kriyantono and B. McKenna, “Crisis response vs crisis cluster: A test of situational crisis communication theory on two crisis clusters in indonesian public relations,” *J. Komun. Malaysian J. Commun.*, 2019, doi: 10.17576/JKMJC-2019-3501-15.

[2] C. D. Ham and J. Kim, “The Role of CSR in Crises: Integration of Situational Crisis Communication Theory and the Persuasion Knowledge Model,” *J. Bus. Ethics*, 2019, doi: 10.1007/s10551-017-3706-0.

[3] J. K. Brandhorst, “Bringing Communication Theory Into the Management Classroom: Rejoinder to ‘Critical Language and Discourse Awareness in Management Education,’” *J. Manag. Educ.*, 2019, doi: 10.1177/1052562919867983.

[4] J. Metcalfe, “Comparing science communication theory with practice: An assessment and critique using Australian data,” *Public Underst. Sci.*, 2019, doi: 10.1177/0963662518821022.

[5] S. Höst, *Information and communication theory*. 2019. doi: 10.1002/9781119433828.

[6] C. P. García Corredor, Á. M. Castellanos Barbosa, and J. M. Pereira González, “The teaching of communication: A look to the theoretical and methodological approaches of teachers and programs on the communication theory in Bogotá,” *Signo y Pensam.*, 2019, doi: 10.11144/Javeriana.syp38-75.ecme.

[7] I. Mirawati And K. El Karimah, “Chinese Harmony Communication Theory: Kompetensi Komunikasi Untuk Keseimbangan Hidup,” *J. Manaj. Komun.*, 2019, Doi: 10.24198/Jmk.V3i1.20655.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[8] M. Halpern, "Feminist standpoint theory and science communication," *J. Sci. Commun.*, 2019, doi: 10.22323/2.18040302.

[9] C. Fuchs, "Revisiting the althusser/E. P. thompson-controversy: Towards a marxist theory of communication," *Commun. Public*, 2019, doi: 10.1177/2057047319829586.

[10] V. P. Richmond and J. C. McCroskey, "Human Communication Theory and Research," in *An Integrated Approach to Communication Theory and Research*, 2019. doi: 10.4324/9780203710753-21.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 6

PRINCIPLES, ACCOUNTABILITY, MEDIA ECONOMICS AND GOVERNANCE, GLOBAL MASS COMMUNICATION: MEDIA STRUCTURE AND PERFORMANCE

Dr. Venkatesh Narasimhamurthy, Assistant Professor,
Department of English, Presidency University, Bangalore, India,
Email Id-narasimhamurthysv@presidencyuniversity.in
Prof. Mihir Das, Regional College of Management, Bangalore,
India

ABSTRACT:

The principles and accountability, media economics and governance, and global mass communication are covered in this abstract as three interrelated aspects in the subject of mass communication. These topics are crucial for comprehending the composition, effectiveness, and social implications of media.The first area is concerned with ethics and responsibility in public media. The ethical norms and professional standards that direct the behaviour of media professionals are referred to as principles. Accountability entails keeping media outlets accountable for their deeds and ensuring that reporting is transparent, accurate, and impartial. Maintaining public trust, defending democracy, and fostering responsible journalism all depend on an understanding of and adherence to the rules and accountability in mass media.The second area examines the economics and administration of the media. Examining the financial elements of media organisations, such as revenue models, advertising, subscriptions, and the effects of digital disruption, is what is known as media economics. Regulations, laws, and institutions that influence the media sector are referred to as media governance. It examines topics including media ownership, power concentration, media plurality, and the function of governing and regulating organisations in striking a balance between freedom of speech and the needs of the general public.The third part examines international mass communication, concentrating on the organisation and operation of international media. It looks at the international movement of information, cultural goods, and media ownership.

KEYWORDS:

Culture, Information, Media, Society, Television.

INTRODUCTION

The effects of globalisation, technical improvements, and digital platforms on media systems throughout the globe are highlighted by global mass communication. Additionally, it looks at how media shape's public opinion and influences international concerns including human rights, social justice, and environmental sustainability.A thorough grasp of the media landscape is provided through the combination of ethics and responsibility, media economics and governance, and international mass communication. It emphasizes how moral concerns, economic factors, and global dynamics interact to shape media structures and performances[1], [2].

Additionally, it highlights the significance of ethical media behaviour, media diversity, and media literacy in an age of quickly advancing communication technology and increased interconnection on a worldwide scale.In conclusion, the study of mass communication must take into consideration ethics and responsibility, media economics and governance, and

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

international mass communication. Researchers and practitioners obtain insights into the operation, effect, and issues encountered by media organisations in modern society by looking at ethical norms, financial considerations, regulatory frameworks, and global dynamics. In an increasingly linked and complicated media landscape, understanding these interrelated sectors helps to advance ethical journalism, ensure media plurality, and create informed public conversation[3], [4].

The creation of media content is not random; it is influenced by, among other things, the organisational structure of media businesses, ownership patterns, and media system features.On the other side, our attention is on how media regulation and policy influence media structures. Media structures are crafted politically rather than developing spontaneously. Such policy-making processes include a number of individuals, each of whom is working to further their own interests and ideals. We often use worldwide comparisons to assess the governance and regulation of traditional media and new intermediaries[5], [6].

For maximum productivity, every professional organisation uses the division of work principle. A print media organisation structure outlines how work is divided up and demonstrates the connections between various tasks. It also refers to the hierarchy, power, structure, and relationships inside the media organisation as well as the division of job tasks based on specialisation. Any organization's effectiveness may be determined by how it is set up and who makes the key decisions. Who is devoted to finding mistakes? In an emergency, who has the power to make choices and reject things? All of these elements significantly affect each other, particularly when it comes to media organisations. Because the job of the media is to be quick, precise, and informative, any poor decision, print, or post on any social media platform can seriously harm the organisation, so having a clear organisational structure is crucial[7], [8].

A Hierarchy of Media Structure and Working

Organisationand Ownership:

The media industry is one that is enormous, significant, and expanding daily. As a matter of fact, it is difficult to describe the structure since there are so many different aspects of the business, including FILM, TELEVISION, GAMES, and RADIO. Not to add that there are advertisements as well as print and internet-based media. It would be difficult to condense this chapter to just a few basic industry components since there are so many different sectors and firms that encompass so many different areas of the industry[9], [10]. Today, media corporations are among the most well-known and active businesses in the sector. A media corporation may choose to focus on a single industry or engage in a number of others. There are many different types of media organisations, including:

Production: This is really the most important component of the Media Company because without it, the advertising that the copywriter and art director generated would just be words and images on paper. The following job positions are included in the department of "Creatives," and they are also organised with the highest job position at the top and then moving down the list:

Creative Director: In order to strengthen the company's brand, these experts are needed to create conceptual designs that satisfy the client's expectations. These are necessary to determine the most effective methods of displaying a company's identity visually.

Principles and Accountability, Media Economics and Governance, and Global Mass Communication: Media Structure and PerformanceDesigning materials for customers and

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

skillfully representing their business are required of art directors. Copywriters' primary responsibilities include convincing clients to buy a new product or proving that a company needs a certain service. Production artists are employed as entry-level employees who are newer.

Accounts: Media firms often engage specialists for all accounting needs. These professionals handle with all finances and even legal client issues when money is involved. Let's first examine the media organization's structure in order to comprehend ownership. Given that the media industry is so diverse, the hierarchy within it is very important. In order to keep things simple, the hierarchy of media companies has been divided into three main levels:

Senior Level: These individuals hold the highest position that can be found in the hierarchy of a media company, and they are also the ones that make the decisions that will determine the organization's course in the future.

DISCUSSION

In order to preserve a feeling of class inside an organisation, hierarchy is crucial. This is true even more so in media organisations when positions are obtained by experience rather than merely by reference. An experienced person may recognise the need or veracity of any news or report that the organisation is required to release. The pecking order in the chain of command is what is meant by the word hierarchy in a business context. Every job is described here, along with all of the relevant guidelines from top to bottom. There is no ambiguity about the individual to whom an employee will be reporting, and this is true for every job type and position within the organisation.

Economics and Governance in The Media:

The social and cultural demands of people and cultures have influenced how the media has developed. The economic and political actions of media institutions are impacted by evolving technology. Mass media have a significant role in public life basically in the public sphere and as such, they are subject to the rules of market economies. Three forces economics, politics, and of course technology are centred on media. The historical expansion and development of technology may be seen in the majority of media systems. It is possible to categorise certain media goods into different genres. Portals or gateways with the capabilities of selection and control include Google, AOL, and BBC.

The dual nature of the media both are for-profit businesses that are essential to the political, cultural, and social life of the society is the key to separating economics from government. Governments can only control mass media in sporadic or indirect ways; they cannot be tightly regulated. There are many different types of governance, including official, informal, and internal methods. The most significant are the internal and informal. Governmental structures have their roots in the political traditions and histories of each national community. The newspaper was the first casualty of internet advertising. Consumer markets, advertising markets, sporadic goods, and ongoing media services are divided according to distribution. The more autonomous a media outlet is from advertising as an income source (TV, radio, newspaper, magazine), the less independent the content is from the interests of marketers. According to the quantity and variety of customers, advertising is evaluated.

One of the reasons the free newspaper may survive is because homogenous audiences are often more cost-effective for advertisers than diverse ones. Diversity may be encouraged by the competition amongst media for the same advertising revenue. According to the copy cost, the initial original product will have a higher production cost, but if we manufacture more

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

copies, they will be less costly than the first copy. Example: Movies on film. Altschull's second rule of journalism, which is also discussed in this chapter, is that media material reflects the interests of those who fund it. Owners sometimes pay for the right to control content. There are three types of ownership: for-profit businesses, nonprofit organisations, and government entities. Making choices is a common part of the commercial media's survival and quest for profit. (Reducing expenses, shutting, and concealing workers). When power is consolidated or utilised arbitrarily to restrict or refuse access, it becomes bad ownership. Content is influenced and decided by ownership.

The reality that governance and ownership/power in the society determine what material is transferred into the society is continuous, despite the fact that issues like these have been a mocking subject in our culture. There are certain media outlets that continue to be pro-government and won't publish or upload anything critical about the government, which benefits the outlets' economies. An economy's productive operations are taxed by corruption, which causes resources to flow to less productive activities. Numerous studies have proven that an independent media that keeps tabs on people in authority and provides citizens with factual information is an efficient check on corruption.

Indirectly, the media may lessen corruption. High levels of education may not have the expectedly good effect on corruption, according to a 2000 research, even though highly educated bureaucrats should provide better public services in nations with limited civic monitoring capacities (including a strong, independent media). Without oversight, politicians may utilise their education to more effectively commit corruption. The findings support the study's hypothesis that "in countries with low levels of civic monitoring of those in power, education may actually increase corruption." The study "examine(s) the impact of higher education on corruption..., while controlling progressively for other variables that have been identified to influence corruption (e.g. press freedom)."

Simply put, mass communication is a technique for communicating with a big audience at one particular time or place. As a culture, we have evolved and studied human nature throughout time, particularly how we respond to various situations. James Cary used the phrase "how communication made certain things ritual in our lives" to describe how we read the newspaper because we have to discuss the news with our friends or neighbours or, alternatively, because we want to stay current. We assume that watching a game together shows that many of us have a same interest, which we were able to discern via conversation. Media rituals encompass the actions taken by media organisations and their employees as well as those aspects of media material that convey a feeling of the significance of being in the media or draw viewers to these viewpoints. A consideration of the fundamental ideas at play will help identify the situation of global mass communication today. These ideas include consumerism, electronic colonialism, media conglomerate, and globalisation. Many of these words, like globalisation, fail to have a single, generally recognised definition.

To completely ensure identification with metropolitan values and to shape the globe in its own economic and cultural image, consumerism and consumer values are expanded and pushed onto the oppressed as part of globalisation (Christmas, 2008). Many of these words, like globalisation, fail to have a single, generally recognised definition. Many of the difficulties that a standard has in defining terminology used in worldwide mass media are simply a question of perspective. We'll talk about the consequences of globalisation in the current condition of worldwide mass communication later. Globalisation as it was understood back then is closely linked to the flow of resources (raw products, knowledge, technology, money, culture, etc.) across boundaries.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The hyper-concentration of corporate assets, including media outlets (print, broadcast, and internet), under powerful corporate parents is known as media concentration or conglomeration. In other words, the transition from widely-owned to narrowly-owned and corporate-driven media. A term with theoretical origins, electronic colonialism "focuses on how global media (particularly digital and electronic) influence how people look, think, and act" (McPhail, 2010). It also connotes the dominance of one ideology over another. These four concepts all have economics as a common stakeholder. Information flow is crucial to the political, social, and cultural influence that ultimately grants a dominant ideology a plethora of economic power.

Today's Global Mass Communication:

Western-ideology-dominated corporations ate up massive media and communication capacity in the early 2000s, which frightened international organisations a decade earlier. The exchange of information became a hot subject in international politics during the Cold War era. The influence of global mass communication power and information took centre stage as Western, especially American interests contended for the hearts and minds of nations at danger of ceding to Soviet rule. In many respects, the status of worldwide mass communications now is similar to that of then, but with greater technical advancements. Conglomeration, globalisation, electronic colonialism, and consumerism all help to perpetuate the economic, political, and cultural domination of those who hold information and its flow. Media companies have always had the ability to influence politics. It is not a brand-new concept. However, the five largest corporations Time Warner, Disney, News Corporation, Viacom, and Bertelsmann—have influence that media in the past lacked because to modern technology and the very similar political objectives of these firms.

Increased Global Communication and New Media

Benefits of Media for International Communication

Vertical integration in multinational media firms becomes a vital part of understanding globalised media since globalisation has as much to do with corporate structure of a media company as it does with the goods that a media company creates. Vertical integration is a strategy used by many sizable media companies. For example, newspaper chains handle their own reporting, printing, and distribution; television networks manage their own production and broadcasting; and even small film studios frequently have parent companies that handle international distribution. A vertically integrated corporation can achieve all of this in a globalised rather than a localised marketplace; various branches of the company are easily equipped to handle diverse markets. Media relies on the quick capacity to respond to current events and trends. Vertical integration, for instance, enables a single film studio to produce more expensive films than it might otherwise be able to without the help of a distribution company with a truly global reach because production costs for single-country distribution are essentially the same as those for distribution across multiple countries.

Although the term "globalisation" as a term for a global economic movement often refers to the reduction of trade barriers, it also has a lot to do with culture. The transfer of culture opens up these same markets, just as the transfer of industry and technology often promotes external influence via the inflow of foreign capital into the economy. In many aspects, the media sector is ideal for globalisation, or the expansion of commerce beyond conventional political boundaries. As was already said, the low marginal costs of media translate into substantially higher profit margins for media enterprises when they reach a broader market. Shipping charges for information are often negligible since it is not a tangible item. Finally, media's international reach enables it to be pertinent in several nations. Some have countered

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

that media is not merely another globalised business but rather a contributing factor to globalisation. The transmission of a media product is likely to have an impact on the recipient's culture since media is essentially a cultural product. Technology is increasingly driving globalisation as well. Fast communication, coordinated transportation, and effective mass marketing are all made possible by technology, which has facilitated the emergence of globalisation, particularly in the field of globalised media.

Through worldwide news broadcasts, television, programming, new technology, cinema, and music, mass media facilitate cultural exchanges and various flows of information and image across nations, hence advancing globalisation. The majority of communication channels are becoming more international and transcend national borders. The viewpoint of the mainstream media in the 1990s was mostly local or national. Cultural imperialism might come from globalisation, both inside and between nations. Foreign news stories, cultural practises, television genre forms, and other capitalist consumerism and individualism-related ideals are imported by the media in emerging nations. Unfortunately, the outcome resulted in a situation where the emerging nations were subordinated to the First World nations. The letter had a pre-existing connection to the colonial history of Europe, which culminated in a core-periphery relationship.

Although mass media is a crucial component of globalisation, there are certain areas where it has succeeded. For example, sting operations would not have been as common without technological development, and current citizen journalism would not have been possible without the tools that were made available. In the section above, we looked at how governance affects media content, but because of citizen journalism, many powerful people are constrained in how they use their influence out of concern that they will be exposed on social media by a local citizen journalist. While globalisation has its benefits, it also has drawbacks.

CONCLUSION

The media is an important part of our society since it provides the bulk of the news and information we get. In other words, we learn about what is going on in the world via the media. Like any other organisation, the media must have a specific organisational structure that outlines the goals and operations of the organisation. In corporate speak, this organisational structure is referred to as the hierarchy of the organisation, which establishes the position of each person inside it from the top (most important) to lower levels of working employees. The highest level of management is responsible for making the bulk of decisions and setting the guiding principles that the organisation will follow. It is on them to keep the business afloat through trying times. Any organization's economics relies on its productivity, but for media organisations, the situation is extremely different since they have to comprehend the governance that governs society if they want to survive there.

To do this, they must allow the powerful to steer the ship. Even though this statement is very bollywoodish, it is true that there are times when it's necessary to look over certain things in order to sustain and survive in society because sometimes your hands are tied by the power (organisation) and other times by pity. However, globalisation has brought about a drastic change in our society and in media as with globalisation and technological advancement. A globalised market is immensely aided by technology's speedy mass marketing, mass transportation, and communication capabilities. Media economies of scale use digital technology to instantaneously offer information across a worldwide market at considerably higher profit margins. Due to the economies of scale that they provide to media enterprises,

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

foreign markets have tremendous profit potential. the inclusion of new consumer markets and audiences, which might eventually assist a business in gaining a large following worldwide.

REFERENCES:

[1] S. Janoušková, T. Hák, V. Nećas, and B. Moldan, "Sustainable development-A poorly communicated concept by mass media. Another challenge for SDGs?," *Sustain.*, 2019, doi: 10.3390/su11113181.

[2] I. V Robert, "The Development Of Education In The Era Of Digital Information Technology," *Futur. Educ.*, 2019.

[3] T. Cederholm *et al.*, "GLIM criteria for the diagnosis of malnutrition – A consensus report from the global clinical nutrition community," *Clin. Nutr.*, 2019, doi: 10.1016/j.clnu.2018.08.002.

[4] T. Cederholm *et al.*, "GLIM criteria for the diagnosis of malnutrition – A consensus report from the global clinical nutrition community," *J. Cachexia. Sarcopenia Muscle*, 2019, doi: 10.1002/jcsm.12383.

[5] P. Simonson, J. Morooka, B. Xiong, and N. Bedsole, "The beginnings of mass communication: A transnational history," *J. Commun.*, 2019, doi: 10.1093/joc/jqz027.

[6] N. Simić, V. Petrović, and D. Aničić, "Advantages and disadvantages of advertising by social networks," *J. Process Manag. New Technol.*, 2019, doi: 10.5937/jouproman7-21994.

[7] G. Justinek, S. Carli, and I. Omahna, "Digital Diplomacy in Practice: A Case Study of the Western Balkan Countries," in *Politics and Technology in the Post-Truth Era*, 2019. doi: 10.1108/978-1-78756-983-620191013.

[8] D. Ye and X. Yang, "Distributed event-triggered consensus for nonlinear multi-agent systems subject to cyber attacks," *Inf. Sci. (Ny).*, 2019, doi: 10.1016/j.ins.2018.09.030.

[9] G. Gunartati and S. E. Mokshein, "Mass media and aspiration achievement of children on primary education," *J. Prima Edukasia*, 2019, doi: 10.21831/jpe.v7i1.21745.

[10] T. Guan and T. Liu, "Globalized fears, localized securities: 'Terrorism' in political polarization in a one-party state," *Communist Post-Communist Stud.*, 2019, doi: 10.1016/j.postcomstud.2019.10.008.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 7

ORGANIZATION OF MEDIA: THE CREATION OF MEDIA CULTURE, PRESSURE AND DEMANDS

Mr. Koustav Nandi, Assistant Professor,
Department of Soft Skills, Presidency University, Bangalore, India,
Email Id-koustavnandi@presidencyuniversity.in
Prof. Sourish Banrjee, Regional College of Management, Bangalore,
India

ABSTRACT:

The structure of the media, which is impacted by a variety of pressures and demands, is essential to the development of media culture. An overview of the organisational facets of the media business and their influence on media culture is given in this abstract. The dynamics of media organisations, the impact of outside forces, and the expectations made on media outlets are all explored.The organisation of the media is the subject of this abstract's first section. News agencies, television firms, print magazines, and internet platforms are just a few examples of the many entities that make up media organisations. Understanding how media material is created, distributed, and consumed requires an understanding of the internal structures, hierarchies, and decision-making processes inside these organisations. Media culture is strongly shaped by elements including ownership arrangements, editorial principles, and budget allocation.The second part explores the challenges that media organisations confront. External influences may originate from a variety of places, such as audience demands, advertising, regulatory organisations, and governmental agencies. These forces have an impact on how decisions are made, what is covered in the media, and how agendas are created. Media organisations often traverse a difficult environment of conflicting interests, attempting to strike a balance between their financial success, journalistic integrity, and social obligations.

KEYWORDS:

Business, Culture,Demands, Media, Organization.

INTRODUCTION

The expectations made on media organisations. Media companies are required to adapt to the changing demands and tastes of their viewers. Information that is true and trustworthy may be demanded, as well as material that is entertaining and compelling[1], [2]. Media organisations must adjust to new technology, audience behaviours, and cultural fads while preserving their unique perspectives and goals.Media culture is shaped by the way the media is set up as well as outside forces, audience needs, and audience expectations. The concepts of ideas, values, conventions, and practises that result from interactions between media producers, content, and viewers are referred to as media culture. It covers media representations, discourses, and the wider social effects of the media.

Analysing the creation, transmission, and reception of media culture requires a thorough understanding of organisational variables as well as the dynamics of pressures and demands.In media culture is significantly shaped by how the media is organised as well as the demands and pressures it must contend with. Media companies balance competing internal and external forces as they work to satisfy audience needs. The ensuing media culture has an impact on individual viewpoints, societal conventions, and public dialogue. Researchers and

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

practitioners learn more about the intricacies of media production, consumption, and the wider social effect by looking at the organizational elements of the media business[3], [4].

The large society that we are all a part of has fundamentally expanded, and everyone's needs have led to the media reaching a point where there is such a vast variety of material that is offered by the media. Even though one aspect of media content is that we, as consumers, take what the media gives us, there are times when the situation is somewhat reversed and the media is compelled to offer the public the material they demand. The most recent instance of this is the new "lock-up" programme on Alt Balaji, which is presented by renowned actress Kangana Ranaut. People in the society are interested in such material, particularly in light of programmes like Big Boss, which have driven these platforms to produce such content in order to exist in society. While incomplete, the research on media organisations used to develop the idea has generally been consistent. It supports the idea that organisational routines, practises, and objectives have a more consistent impact on content than do individual or ideological elements. It is more probable that work routines than covert ideologies are to blame for the prejudice that has been seen in media material[5], [6].

Any theoretical analysis of media organisations and occupation must include a variety of linkages that exist both within and outside the organisations. These connections often include ongoing discussions and exchanges, as well as sometimes latent or real confrontations. Sometimes the material that the media produces is impacted by what the society needs, but more often than not, as the agenda setting theory has shown, the content that the media produces influences the society[7], [8]. Here, we get an understanding of the methods used by media organisations, particularly in respect to the many kinds of interactions and factors that affect media creation. This covers external factors like the general populace and the media industry, as well as the impact of media owners, advertising, and media viewers. The communicator's own viewpoint will be the primary lens through which these scholars examine it. Additionally, we comprehend the internal dynamics of media organisations as well as the pressures, tensions, and issues that they encounter[9], [10].

The primary stress on a media organisation comes from the conundrum of a potential conflict over whether the organisation is focused on art and social use or profit. This is because the organization's focus or motive will determine the type of content it is obligated to produce, which will have an impact on society. If the goal is profit, the corporate sector of society will exert greater control over the material; but, if the goal is art and societal benefit, readers will be given the truth in its purest form.

The Media, Our Society and Content

Alterations in Media Consumption:

The media is a continual presence in our society, which is also known as the contemporary world, and it has developed into an essential part of it. They have become so ingrained in our everyday lives that it is impossible for us to envisage living without them. The development of social media platforms like Facebook, which enabled users to connect with friends and ultimately post their statuses to let others know where they are and what they are doing, marked the beginning of a rise in media consumption.

It is a sad truth of our society and of the whole world that much of the material we see on social media is influenced by multinational corporations and their advertising, not by viewers. Our media consumption has made us incredibly predictable, and as a result, every company now knows what you are searching for. This is because we consume so much specialised stuff. Is it a coincidence when, after searching up the pricing of a new iPhone on Google, you

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

see that Amazon has an excellent deal on the very same model of iPhone you were looking at? Actually, no. The opportunity for media and entertainment organisations to understand their customers' digital consuming behaviours now is bigger than it has ever been because to the never-ending cycle of upheaval. Mobile smartphones have replaced other digital devices as the most popular way to access internet information. Unprecedented growth has been noticed in the smartphone sector.

DISCUSSION

The shift in consumption occurred. In the past, when people watched television or listened to radio, the content was sentimental and family-oriented; if a shocking scene had to be shown, two flowers would appear on the screen, and the audience would instantly comprehend. Today, TRP for television programmes is determined by the strength of the plot, the degree to which the audience can relate to the given type of content, and other factors. The audience began to watch more entertainment that was contentious and included fights, arguments, drama, and controversies. As a result, the media outlets also acquired a thirst for novelty in their content creation. There is a reason why KBC is less well-liked than programmes like Big Boss.You may now call it modernization or evolution of a shift in attitude and content requirements, but this is occurring. New media (such as mobile phones) and the advent of OTT (over the top) platforms have caused the consumption of material to develop more. Sensational content is no longer genuinely controlled.

Compared to conventional media like TV, print media, and radio, consumers are changing their preferences towards digital media consumption. Compared to conventional media, people are spending more time on digital media. This growth mostly results from the cannibalization of conventional advertising channels. Global advertising expenditures have undergone a paradigm change as a result of the rising popularity of digital media. Following the shifting trend, marketers are increasingly directing their money to digital platforms in an effort to monetize content and drive growth. With an energizingly different mindset, the Gen Z generation, also known as the millennials, has shown that they consume media material more than any other generation has ever done. Gen Z has a significant impact on how people see the world and how much digital media is consumed. Since they grew up using search engines, they exhibit more entrepreneurial spirit and prefer to find material on their own. Additionally, they like contributing to the process and being more immersed in events. The Gen Z generation consumes a broad variety of digital content and gathers information from several sources. The leaders of today and tomorrow will be clearly defined by the translation of these resources into workable goods, services, and business models.

Over the last fifty years, the media has become exponentially more dominant and has a greater impact on the general public. The telegraph was the only news and media outlet available at first. A variety of media, including radio, newspapers, magazines, television, internet, and now mobile apps, were developed as a result of technical advancements. It is crucial to comprehend how the media affects individuals since it has integrated itself seamlessly into society and everyday life. Today, the media has an impact on every aspect of life, including the economics, entertainment, politics, and even beauty. Mass media influence is the term used to describe how the media has an impact on audiences' and individuals' behaviours, attitudes, and thoughts. This effect may be harmful or beneficial. People may experience poverty, crime, nudity, violence, poor mental and physical health issues, and other catastrophic results as a result of the harmful impacts of the media on society. For instance, it's very uncommon for a crowd to attack innocent people after being enraged by rumours that have circulated online. The greatest illustration of how the mainstream media has a harmful influence on society is these unreported news headlines. Additionally, since children often get

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

engrossed in upsetting news items, action films, and video games, incidents of kids shooting unarmed civilians are seen as one of the most detrimental consequences of mass media on kids.

There are instances when media influence leads to positive outcomes, therefore this does not imply that all media effects or impacts are harmful. For instance, helping one another in times of natural catastrophes fosters compassion and empathy in both children and adults, which increases the number of volunteers who offer their services to those in need. Additionally, quiz-based games, instructional news broadcasts, and similar programmes highlight the benefits of mass media, which raise viewers' levels of literacy. Additionally, the right to knowledge is one of the benefits of mass media for society. The younger generation is considerably more educated and aware of their rights, which allows them to benefit personally and professionally in a variety of ways.

Whether via direct or indirect sources, people often learn diverse facts about the world, but the impact of the media on society is undeniable. This wave includes both educated and uneducated individuals, which increases the media's and the regulating authorities' obligations. They need to be more cautious when it comes to the method and timing of news dissemination. In certain circumstances, the influence of mass media whether good or bad can be quite important. This is one of the main reasons why during some delicate events in the city or state, residents may experience situations when news broadcasts and internet access are prohibited. As a responsible citizen, you should always double check any news you hear before sharing it with others since it might have a negative effect on society. Whatsapp forwards are the greatest if you can think of an example; instead of just sharing one news item or message, take the time to determine if it is authentic or phoney and get others to do the same.

There are other aspects of media impact, such as embracing one's actual self. As a result of media influence, many trans persons have had the possibility and opportunity to speak up about their interests and be themselves. People of all ages have been exposed through the media to many facets of the world that earlier generations were not familiar with. The kids have been schooled by this immense revelation, which has profoundly altered their perspective on many topics and increased their knowledge of the modern world and their capacity for resourcefulness. In a couple of minutes, media may send a message across the world, informing us of the most recent global occurrences. Even if we believe that the current media has a greater impact on society, media has had a long-standing impact, as shown in how the bell bottoms worn by movie stars became a popular trend for all the young men in society. Overall, the media has benefited our society and given rise to a brand-new generation and way of life, but it has also corrupted children's minds and played a significant part in getting them to completely reject their native cultures in favour of western ones.

User-Generated Content (UGC):

User-generated content, as the phrase is known, is simply material that has been created by a brand's audience or customers and shared by them on their social media profiles to aid in the promotion of the business. User-generated content, commonly referred to as UGC or consumer-generated content, is unique material made by consumers specifically for a business and shared on social media or via other means. UGC may take many different forms, such as pictures, movies, reviews, a recommendation, or even a podcast.

There are several factors that contribute to user-generated content, such as customers who record an unboxing video of a product and publish it on their social media accounts while naming the manufacturer, giving them an immediate advertising opportunity. The second

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

audience category is brand aficionados; these are the individuals who are so devoted to worshipping at the alter of a certain brand that the time is right to contact them and request particular UGC material.

Brands now face strong competition to get the attention of consumers online. Because of this, customers are increasingly picky about the companies they connect with and buy from, particularly the famously fickle Gen-Z. However, consumers aren't the only ones that care deeply about real content. 60% of marketers agree that effective content must have both quality and authenticity. UGC from your consumers is the only sort of material that is more real. Refrain from making up your user-generated postings or campaign. The fake emotion will be immediately detected by audiences, which might drastically harm the reputation of your business. Instead, make sure that your user-generated content (UGC) originates from one of three groups: your consumers, brand advocates, or workers.

Organisational and Media Relations

Using Media in Business Relations:

The simplest way to determine what is meant and described by the term "media" in a mainstream organisational structure is to understand how the term is used in the same context. Through this analysis, we show what the term "media" currently reveals, makes visible, emphasises, renders understandable, and discloses in organisational studies. We discovered three common uses of the word "media" in current organisational research by looking at publications published in prestigious organisational journals.

In a typical organisation, the media at the moment primarily aids in the creation of brand image and propaganda in society. Businesses merge and collaborate and merely announce the news on their "media handle," and the public is immediately aware of it for example, how Elon Musk used Twitter to challenge Putin. Although it is not directly related to the organisation, in this case the person posting represents multiple organisations, so it becomes the responsibility of those organisations. The definition of "media" in its original use refers to mass media. This idea of media is used in research that examines, for instance, how media sources cover certain events that are important to businesses, such mergers and acquisitions and initial public offerings.

The second meaning of the word "media" refers to certain communication routes with measurable impacts. However, academics are often interested in "mediated" communication, which makes use of technologies like the phone, fax, voicemail, video telephony, video, electronic data exchange, and email. Media investigated include "direct" communication, such as face-to-face or meetings. Since media are most successful when they match the degree of ambiguity of tasks, academics are more lately interested in examining the fit between media and task. Computer-mediated communication (CMC) is what the word "media" refers to in its third use. Some research focus on the group level, looking at social engagement and exchange patterns in online communities or communication patterns in virtual teams and groups. Others examine the positive effects of CMC, such as the growth of trust in virtual teams or behaviours of help-seeking.

Media Representations

Early in the 20th century, media circulation began to garner interest in subjects like economic history or culture and society. A new generation of academics broadened the perspective on automation and bureaucracy, electronic media, television, "technical media," and media networks, computer technology, cybernetics, utility and industrial film, consulting and

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

management algorithms, digital infrastructure, and similar topics by drawing on these early approaches in media theory. For characterising media and mediation phenomena, there are now a large variety of diverse theories and techniques. Using analytical and historical methods, they explore media from the perspectives of culture, technology, and process.

For easier comprehension, the media was separated into three branches: process and change, technology and infrastructure, and culture and power. A critical analysis of the connections between media, culture, and power is the primary objective of the first branch of media theories. Within society, media are seen and positioned as cultural phenomena. According to this viewpoint, media both shape society and social relationships in general, and particularly power relationships. The perspective that views and characterises media as technology fundamentally reshaping society is included in the second branch of media theories that we attempt to illustrate here. They stress how societal communication and cultural heritage are transmitted and preserved via technology. Technology creates the infrastructure and formats for storing, transferring, and processing information, therefore it dictates how and what sort of knowledge may be created and conveyed.

At the same time, media technology is seen as a component of and impacted by cultural surroundings rather than as a configuration resembling a rational instrument. The development of media is always a play-off between social necessity and suppression, which relates existing and novel technological and cultural concepts. Theories falling under the third branch of media theory question the possibility of differentiating between media and content and introduce a historical lens into the research of contemporary media. The social sphere is "a field the social sphere in which two elements science and technology intersect," according to historical patterns of change and growth in communication. This branch recognises that media are always defined in terms of their technical progress by a discourse that refers to them as "new media," but that these "new media" are nevertheless governed by well-established technologies, hierarchies, and aesthetic ideals. The growth and development of technical features are then examined in study while taking aesthetic principles into account. This makes it possible to analyse the "rapid development of new digital media" while considering the discourse defining evolving media configurations.

Relationships Between the Media, Interest And Pressure Groups:

The media's connection with society is unofficial yet structured. Pressure organisations strive to have a direct impact on what the media does, particularly by limiting the topics that are covered, such as morals, politics, work, and religion. People may legally compel the media in various nations to highlight ethnic minorities, women, homosexuals and lesbians, children, the underprivileged, the handicapped, the homeless, and the mentally ill. The media is cautious in how it responds to demands and objections and abides by the law; nonetheless, this success is sometimes also a result of other agencies' influence. This occurs when commercial media poses a danger to other media or when it propagates unfavourable ideas that are seen to be capable of causing a variety of issues. The extent of public and defence group support is another factor in success. While it is feasible to avoid offending minorities and supporting anti-social activists, it is hard to separate the impropriety of a media outlet's approach from a general trend and strive to appease its audience and advertisers. The media is leery of acts of retaliation and is prone to steer clear of ambiguous situations that fall within the purview of the public sphere.

Owner and Client Relations with the Media:

The primary challenge in this connection is how to give media organisations more autonomy in the relationship. The first demand should be made to the owner directly, and the second

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

should be made to other economic actors in the area, particularly those who contribute operational funding (investors, advertising, and sponsors). The communicator's autonomy is often reviewed.

Owner's Influence:

Media owners are permitted to utilise their outlets for propaganda, but doing so runs the risk of alienating readers and undermining the credibility of the publication. Although there is no question that consumer choice and freedom of speech put a cap on media ownership monopolies, it is proving challenging to lessen their overall influence.

Advertising's Impact

Since media demand often aligns with other consumer segments, the structure of the majority of the mass media sectors in capitalist nations follows the objectives of marketers and is not a coincidence. Interest is often reflected in the layout, planning, and scheduling of media. The most straightforward example is when advertising may directly affect editors' publishing choices greatly according to their own preferences, beyond what is already fully implemented in the system.

Audience and Media Interactions:

The most significant component of the customer is the audience, which has a bearing on every media company. According to research, audiences tend to protrude slowly for many presenters. After all, management usually pays attention to sales and rating data.

Adversaries of the Audience

Rating is the most important factor that media organisations use. With considerable reason, the majority of media organisations do not see ratings as a very accurate measure for assessing quality internally. Because there is evidence that certain media groups behave positively towards their viewers, even on an abstract level, it is plausible that media exaggerates the antagonism towards audiences. tension between audience desires and the media's professionalism. The primary requirement for organisational media is ratings. But for media professionals, ratings are not the most crucial factor.

Uncertainty and Alienation:

The majority of communicators in mainstream media do not focus on audience reaction since they are capable of making mature judgements regarding media material based on any response. Based on the guidelines, audience behaviour is guided and distinguished.

Audience Picture

The producers are well aware that audience engagement in filmmaking is predicated on the audience's perception. According to Shoemaker and Reese, journalists primarily write for their own advantage, the benefit of their editors, and the benefit of other journalists. It is important to keep in mind that interacting with a large audience might lead to difficulties with cross-messaging. The audience is just that the audience. It watches, enjoys, but does not engage with the message's presenter or the viewer. Even after a television programme has been produced, ratings feedback cannot provide advice on how to improve it.

CONCLUSION

The media has historically been seen as a weak institution when compared to other institutions like the legal system and the medical community, although this perspective has

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

evolved over time. The heart of media accomplishment is difficult to pin down outside of performing abilities. This is shown by the capacity to garner interest and attention from the public, the capacity to ascertain the tastes of the public, and the capacity to provide content that the public can comprehend and appreciate. Or, "have a nose for news" or "know the media business". These characteristics cannot be compared to those of other professions. The key distinction that sets it apart from conventional standards of professionalism, probably because the media places a high priority on independence, creativity, and a critical mindset. Finding the historical prototypes of the communication profession is exceedingly challenging.

The primary conflict is probably between freedom and the institution's regulations, which organizationally have binding control yet philosophically encourage creativity and freedom. If we talk about organisational relationships and media, one thing we need to understand is that there is huge potential for organisational research to engage more deeply with media and by looking at organisational media over longer timeframes, investigate both successful and failed media.

This is because as times have changed, even media must understand the needs of the people and provide content related to them. In order to better grasp the inherent logic that underlies and develops organisational media, we have developed three ideal-typical branches. Although this method was useful for introducing a variety of media theories and situating them in relation to one another, it hindered our ability to engage deeply with individual theories.

As a result, future research should more thoroughly explore the insights provided by individual media theories for organisational research in the context of particular empirical settings. This in turn could provide a way for organisational research findings to influence media theories that interact with businesses, markets, and economies.

REFERENCES:

[1] W. Suheimat, T. Prætorius, and J. Vang, “Building dynamic capabilities in large global advertising agency networks: Managing the shift from mass communication to digital interactivity,” *Int. J. Foresight Innov. Policy*, 2018, doi: 10.1504/IJFIP.2018.095860.

[2] E. Al Nashmi, M. F. Alkazemi, and W. Wanta, “Journalism and mass communication education in the Arab World: Towards a typology,” *Int. Commun. Gaz.*, 2018, doi: 10.1177/1748048517747492.

[3] W. P. Nagan and S. R. Manausa, “The Rise of Rightwing Populism in Europe and the United States,” *Int. J. Soc. Sci. Stud.*, 2018, doi: 10.11114/ijsss.v6i10.3650.

[4] A. Koso and A. Alvarez, “The land of rising science communication: The first Japan Scicom Forum,” *J. Sci. Commun.*, 2018, doi: 10.22323/2.17030601.

[5] A. Drewnowski *et al.*, “Novel public-private partnerships to address the double burden of malnutrition,” *Nutr. Rev.*, 2018, doi: 10.1093/nutrit/nuy035.

[6] T. Rak, W. Kulesza, and N. Chrobot, “The Internet Changed Chess Rules: Queen Is Equal to Pawn. How Social Media Influence Opinion Spreading,” *Soc. Psychol. Bull.*, 2018, doi: 10.32872/spb.v13i4.25660.

[7] Ö. Tezol, K. Makharoblidze, O. Hallıoğlu, A. Delibaş, and M. Türkegün, “Bayley-III scores of children with congenital anomalies of the kidney and urinary tract,” *Erciyes Med. J.*, 2018, doi: 10.5152/etd.2018.0034.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[8] P. Nyasulu *et al.*, "Knowledge, beliefs, and perceptions of tuberculosis among community members in Ntcheu district, Malawi," *J. Multidiscip. Healthc.*, 2018, doi: 10.2147/JMDH.S156949.

[9] T. Sahaj, "Physical Activity, Disability and Health in Advertising Campaigns Associated with Major Sporting Events in the World," *Przegląd Socjol. Jakościowej*, 2018, doi: 10.18778/1733-8069.14.3.05.

[10] J. M. Herndon, "Air Pollution, Not Greenhouse Gases: The Principal Cause of Global Warming," *J. Geogr. Environ. Earth Sci. Int.*, 2018, doi: 10.9734/jgeesi/2018/44290.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 8

ISSUES WITH MEDIA CONTENT, IDEAS AND TOOLS FOR ANALYSIS, MEDIA GENRES, AND TEXTS

Ms. Geethu Bijil, Assistant Professor,
Department of Soft Skills, Presidency University, Bangalore, India,
Email Id-geetu@presidencyuniversity.in
Prof. S R Mandal, Regional College of Management, Bangalore,
India

ABSTRACT:

This abstract gives a general overview of the problems related to media content, investigates theories and methods for media analysis, addresses the notion of media genres, and highlights the importance of media texts in modern society. For critical media engagement and an understanding of how media affects people and society as a whole, it is crucial to know these factors.Concerns about media content are the primary emphasis of the first component. News stories, TV broadcasts, movies, commercials, and social media postings are just a few examples of the different formats that media material may take. Accuracy, credibility, bias, and information manipulation are issues that have been brought up by the democratisation of content generation and the proliferation of media outlets. The necessity for media literacy and critical analysis is highlighted by problems like disinformation, false news, stereotyping, and representation gaps.In the second area, methods and resources for media analysis are covered. When analysing media, one must consider the underlying messages, ideologies, power relationships, and cultural allusions. Media texts may be dissected and understood using frameworks provided by tools like semiotics, discourse analysis, framing analysis, and reception analysis. These analytical techniques aid in exposing covert messages, ideological influences, and the ways the media creates and impacts public discourse.

KEYWORDS:

Business, Culture, Media, Social Media, Social.

INTRODUCTION

Social media is not an exception; in order for any kind of media to be interactive, it must coexist alongside some type of communication methods. One of Satmass Media's most effective uses of social media is to convert communication into an interactive discourse. There isn't a single accepted definition of social media as of now. Out of all the definitions that exist, social media may be defined as a collection of web-based broadcast technologies that enable the democratisation of information and allow users to transition from being content consumers to providers. The social media technologies enable individuals to interact with one other to make or re-produce value via online communication and cooperation thanks to their potential to attain large scale in real time[1], [2].

Social media evolved over time into a behemoth that is altering how people interact and communicate with businesses, governments, conventional media, and one another. Due to social media's dominating advantages over conventional media, the traditional media's monopoly on the message was broken with the rise of social media. Social media evolved over time into a behemoth that is altering how people interact and communicate with businesses, governments, conventional media, and one another. Due to social media's dominating advantages over conventional media, the traditional media's monopoly on the

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

message was broken with the rise of social media. More significantly, during the current epidemic, the whole globe saw a change in media consumption. As if there were no other options, Indians specifically resorted to internet channels[3], [4].

Social media has quickly evolved through time to become the primary means by which people connect with one another nowadays. It has changed how individuals and organisations interact during the last ten years. With the widespread use of broadband internet in all facets of society, this has come to pass. The social media's ability to support several media formats, such as the simple posting of text, photographs, and audio-visual information, has introduced another level of rapid worldwide access and poses a serious challenge to the dominant traditional and conventional media. Social media has made it possible for anybody to express their thoughts and opinions. With the introduction of social media came both benefits and risks in equal measure[5], [6].

Inadequately explored areas of written content still exist, but there are none for visual content. If not any channel, an OTT platform will provide content to a degree that we could not have even imagined five years ago. This is because the modern media has consumed us to the point where it has sadly become our reality. If we had to focus on specific content, you would see that there are still unexplored areas[7], [8].

A Guide to Understanding Modern Media

Media's Attitude to Its Challenges and Material

Content produced for social networks like Facebook, Instagram, or Twitter is referred to as social media content. These platforms appeal to businesses in particular because they enable far more direct user connection than conventional marketing strategies. Any content efforts used, however, must also be properly focused towards the target audience and not merely turn into another advertising strategy in order to realise their full impact. In certain cases, social media and the information it contains have even supplanted conventional media like newspapers and television. As a result, social media content may be crucial to a business's entire content marketing strategy. Due to its near closeness to the user and wide audience, content on social media platforms may often be more successful than traditional advertising. Positive social media comments may sometimes even improve Google ranks. But social media material also has its own set of guidelines, necessitating a unique approach[9], [10].

Media content does not always play a part in advertising, but it also aids in informing the audience or the broader community. The key works associated with this perspective came from engineering, and the technological issues that drove the theorising concerned the modernization of the telephone system and the development of high-speed computers that could process a great deal of information in a short amount of time. Communication theories under the heading "Communication as information transmission" were able to explain that communication is about reaching information from point A to point B.

A unique aspect of social media is the high level of involvement. By clicking on a Like button or a button akin, users may directly remark or provide input on a piece of particular material. Users may also actively contribute to the distribution of material on social media by sharing content. Content has to be of the highest quality and carefully tailored to the specified target audience in order to be effective on social media and benefit from user word-of-mouth marketing.

If we look into the problems that our society faces and how the media organisations operate, we will not only be able to comprehend the contemporary media as a means of

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

communication but also have a thorough awareness of the world as it is. The main challenge for an organisation is adapting the content that is produced by the media to the society. There have been many instances where this has happened, including the Gillette advertisement where they brought up the issue of boys being boys, the AXE deo advertisement, and even news agencies misspelling names of well-known people even though they are capable of doing so.

DISCUSSION

Speaking of problems from the bottom of society, the first and biggest problem is gatekeeping. There is no specific gatekeeping when it comes to content being released on platforms like Instagram and Facebook, and people in the community post offensive content; the only way that content is brought to attention is if the majority reports it; otherwise, it will remain visible until it violates any specific rules. Another problem has been with freedom of expression. This does not imply that our society has erred in granting this privilege, but rather that individuals need to realise how these issues effect other people. Like it is wrong to post offensive comments on someone's photographs or videos, but since there is no gatekeeping and other users are loving and responding to such comments, it encourages the commentators to keep doing so.

There may be answers to that, but who will really act on them is the real question. It is our duty as a community to discourage such behaviour and to put an end to any infringements on our rights and resources. With the advent of citizen journalism, we have more duty than ever to expose the truth, defend the right, and speak out for the vulnerable, yet nobody is speaking up or doing the necessary investigations. The second problem with content is that, as media has developed and internet access has become more affordable, the quality of material has declined at a faster pace. Trends, once established by one person, are simply copied by others, adding nothing to society and just serving to divert young people from reality. If used properly, social media platform features are beneficial.

Theory of the Media Effect

The use of mass media in propaganda and persuasion was the primary emphasis of early media studies. To better understand how communications and mass media affect society, journalists and scholars rapidly turned to behavioural sciences. To address this, academics have created a wide range of methodologies and ideas. As you do research and think about how the media affects culture, you may make use of these ideas.

The Impact of Marshall Mcluhan on the Media

Marshall McLuhan, an English professor, published two publications in the early 1960s that had a significant impact on the development of media studies. The Gutenberg Galaxy and Understanding Media, books that were published in 1962 and 1964, respectively, chronicled the development of media technology and showed how it had influenced both popular culture and individual conduct. The idea that the media itself have a significant role in influencing human and cultural experience was a fresh perspective on media attitudes that McLuhan proposed in Understanding Media with the statement "The medium is the message."

As both his admirers and detractors reacted to his utopian ideas about how media may change 20th-century existence, McLuhan's outspoken pronouncements about media attracted a lot of attention. At a time when Cold War fear was at its height and the Vietnam War was a fiercely discussed topic, McLuhan talked of a media-inspired "global village." These views were well embraced by utopians of the 1960s, while social realists scorned them. These conflicts may

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

have contributed to McLuhan's rise to fame as a pop culture hero, as seen by his repeated mentions on the television sketch comedy show Laugh-In and his portrayal of himself in Woody Allen's movie Annie Hall.

The Internet and the ensuing cultural upheaval have given McLuhan's audacious utopian ideals a foreboding air. His art has, in fact, attracted a lot of notice lately. It's fascinating to note that analysis of McLuhan's works hasn't evolved much since his publications. His followers cite the potential and successes of digital technology as well as the ideal future that these advancements offer. However, the present criticism of McLuhan is a little more telling about the status of contemporary media studies. The number of media academics has increased significantly since the 1960s, and many of them have criticised McLuhan's lack of a methodology and theoretical framework. His work helped popularise the concept of media impacts and gave people a fresh perspective on how media affects culture.

Interactive Symbolism:

Symbolic interactionism, another popular media theory, contends that human interaction is where the self emerges and evolves. This implies that your behaviour towards someone or something depends on the significance you assign to that person or object. People employ symbols with common cultural meanings to communicate efficiently. Almost anything may be used to create symbols, including tangible objects, knowledge, and even verbal communication. Therefore, these symbols play a crucial role in the development of the self.

Because of the significant role that the media plays in the creation and spread of shared symbols, this theory aids media academics in better understanding the area. The media has the ability to create symbols on its own because of its influence. Researchers may examine how media influences a society's shared symbols and, in turn, the impact of those symbols on the person by employing symbolic interactionist theory.

Advertising is one of the ways that the media constructs and makes use of cultural symbols to influence a person's sense of self. To make particular things appealing, marketers attempt to associate them with a common cultural meaning. What do you think of someone, for instance, when you see them driving a BMW? Because of the vehicle a person is driving, you can conclude they are strong or prosperous.

Luxury car ownership denotes belonging to a certain social status. In a similar vein, Apple, a technological business, has aimed to represent innovation and nonconformity via public relations and advertising. Therefore, using an Apple product might be symbolic and convey a certain message about the product's owner. Additionally, media spreads other non-commercial symbols. Celebrities, religious symbols, and national and state flags all acquire common symbolic connotations as a result of media exposure.

Video Logic

According to the media logic theory, popular media forms and styles are used to shape how people see the outside world. Today, viewers just need to spend a little amount of time with a specific television programme to recognise it as a news programme, a comedy, or a reality show. This is due to the media's deep cultural roots. Due to their widespread usage, our society interprets reality using the tone and subject matter of these programmes. Consider a TV news programme that regularly features tense arguments between opposing viewpoints on political matters. For individuals who regularly watch this kind of programme, this kind of debating has come to be seen as the standard for how to handle disagreement. Institutions are impacted by media logic just like people. The contemporary televangelist emerged as a result

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

of religious leaders adopting television-style marketing, and political candidates today see their physical appearance as a crucial component of a campaign thanks to the use of television in elections.

Media Challenges:

With the introduction of new technologies, the public's expectations of the media sector have significantly changed. More people now have access to both live and on-demand coverage because to the advancement of technology. Media and news are today consumed by audiences across all platforms and devices, not just their TVs. Additionally, they are absorbing material in a range of forms. Different types of material must be produced by the media. Depending on the viewer's device, media material has to be deliberately designed to be received differently.

When it comes to mobile or social media, where people anticipate more snackable material, content that works well in one format such as long-form for television or Netflix may not always perform well in another. To remain competitive and maintain a large audience, it is increasingly essential to become mobile and social media friendly.

To outperform the competition, media companies and news sources must be responsive and provide simple user interfaces. When it comes to news, viewers desire current coverage and will switch to another media channel if news breaks more quickly. When it comes to entertainment, people choose user-friendly interfaces with a wide selection of on-demand material. Because of how simple it is to use and the variety of original material it offers, Netflix is the market leader. As fake news and fake media become more prevalent and make headlines, media providers must work to build audience trust.

A reporter's career may be gone after making factual errors or distorting what was said, and the network's reputation as a whole may suffer. Networks must exercise extra caution in this polarising political climate and take every precaution to earn and maintain the public's confidence.

Every person has a unique social news stream. Based on their interests and previous read articles and watched videos, all of the presented information, including stories and videos, is tailored to them. Media experiences are becoming more personalised thanks to artificial intelligence. Every network social and online tracks what users consume and then suggests the next item or video to see based on that use. They are doing this by using algorithms designed particularly to accomplish this and forecast what a person will do next and how to keep them interested in their material.

Key Difficulties for the Media:

Privacy:

The privacy issue with social media is its main drawback. Many individuals hold back from participating in a conversation out of concern for their privacy.

Using Social Media for Commercial Purposes:

Advertising on social media should adhere to censorship guidelines, and pornographic material in adverts should be avoided on websites made specifically for social networking. If these limitations are not rigorously enforced, they may destroy the brains of young people, indirectly raising the crime rate. This is one of the most significant problems that social media in the modern digital world has to deal with.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Agreement Terms:

The majority of social networking platforms let users establish accounts after agreeing to frequently ambiguous terms of agreement. There are several ways to interpret the provisions of the agreement. They indirectly represent a danger. Users of the majority of social networking sites voluntarily agree to allow the proprietors of such platforms to utilise their personal information. It results in a privacy violation that is indirect. One of the major challenges that social media presents is one like this.

Security Issues

Social networking platforms are just as dangerous to the security of sensitive data and personal information. The most frequent occurrence is website hacking, which poses an immediate danger to social media users. This ends up being yet another significant problem that social media presents.

Deception:

The person's identity when they sign up for social networking sites might be real or fraudulent. The other user has no way of knowing if his or her identity is genuine. There have been several reported examples of fraud in the recent past. Social networking has emerged as a simple technological method for misleading people.

Categories of Media

RecognizingMedia Types

Media genres may be specifically defined within a media, such as the "horror" film or the "situation comedy" on television. Each genre has a unique set of characteristics. These elements of a genre's style and substance might include, for instance, a specific locale, character kinds, or technical elements.The way a piece of material is put together, rather than what is in it, ultimately determines its genre. A media text is said to belong to a particular genre if it adopts the rules and norms of other texts in that genre, acts and appears in a remarkably similar way, and has a general layout that is similar to other texts that have been assigned that label. For instance, a programme about premier league football can be compared to the layout of the match magazine because they both fall under the category of sport.

Writing may be divided into six categories: explanatory, persuasive, narrative, technical, and poetic. When you compare and contrast two people, locations, ideas, or objects, you look at their similarities and differences. Genre's purpose is to enable the classification of texts according to their form, substance, and style. For instance, this enables readers to determine if the events being described in an article are fictional or true.

A movie or film has a definite look and feel to it, similar to how a magazine will often have a contents page at the beginning before any of the articles and how a romantic comedy would typically have a wedding or other joyful event at the conclusion. This ensures that the viewer knows what kind of film they are watching and gives them a clear idea of what they expect from that particular film. The audiences have a certain set of expectations as to what a genre text will contain in terms of the characters used, the costumes, and the actors who are in the film. Differentiating features of various media products, for instance, if a scene featured blood and gore, it would be classified as a horror or thriller; likewise, if two people were seated at a desk and text was scrolling across the screen, it would be a news report of some sort.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Different Media Types Fall Under Different Genres:

Newspapers may be printed or published online. There are several national newspapers in India, and some of them may have a certain political or social viewpoint. Newspapers that only cover one religion often amuse and educate their readers on political, social, and theological matters from that faith's point of view. As a result, a news paper's genre is determined by the kind of specification it requires. For instance, DNA's after hours wascentred on Bollywood rumours.

a. Magazines are often printed or online periodicals that cover a range of subjects based on reader preferences and interests. Magazines that focus on a particular faith often provide news from that perspective.
b. Digital TV is available in every household in the globe. Despite several digital channels, secular television programming predominates. Digital sources are often cross-genre, meaning they are multiplatform, but the consumer has a choice in the specification.
c. Local and national radio stations have various audiences they cater to. The majority are secular, while some may include religious elements. Some stations, like Red FM, have a distinct concentration on religious news, discussion, instruction, and music.
d. The internet may be utilised for information, education, entertainment, and research. websites that are just for religion. They may be meant to enlighten the general public or their own religious group. Online fundraising appeals are made by charities like Christian Aid and Muslim Aid.
e. Different storylines, subjects, themes, and genres are covered by movies. They often debut in theatres before being made accessible for individual home watching.

In order to understand the best genre for oneself, whether it be an organisation or a single person in a large society, it is crucial to understand the genre that seems trustworthy and interesting. This applies to any kind of media that one wants to direct their attention towards. For viewers, genre is crucial since it informs them about the kind of movie they will be seeing and what to anticipate. Additionally, various audiences like certain genres. The audience may choose the kinds of films they like to see based on the genre.

CONCLUSION

The media really operates and how its information affects society today. As was discussed in the preceding chapters, media sets agendas for what we should think and discuss, but with the advent of contemporary media, things have changed and media content is now also consumer-driven. The media now provides the conflicts and hot topics that audiences seek for. The most crucial aspect of media organisation in traditional media was content because it was what the audience was given to consume. However, in the last two decades, digital consumption has greatly increased as traditional media has completely transformed into new media, which includes computerised, digital, and networked information and communication. The respondents are split between two extremes: on the one hand, they say they can't possibly envision a world without new media, and on the other, they say new media provide numerous difficulties. The only alternative left at this point is to approach these new media difficulties in a desirable manner, allowing for the most efficient use of social media. In order to give the audience a better new media environment, both service providers and the relevant competitive authorities at the appropriate level should look into this issue. Media also has its own limitations and issues, which will change with time and technology, but we as a society

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

have to understand and find a way to overcome them and keep on creating a new, better society in terms of media consumption. Technology has opened up a new phase for us; let's see how far and how far we can take this. The media was primarily intended to give viewers quick and easy access to important news information and analysis about the world as well as the best entertainment content, posing media professionals with a variety of challenges.

REFERENCES:

[1] M. G. Confetto and A. Siano, "Social Media Content: A Management Framework," *Int. J. Bus. Manag.*, 2018, doi: 10.5539/ijbm.v13n6p84.

[2] H. A. Syrdal And E. Briggs, "Engagement With Social Media Content: A Qualitative Exploration," *J. Mark. Theory Pract.*, 2018, doi: 10.1080/10696679.2017.1389243.

[3] V. Marino and L. Lo Presti, "From citizens to partners: the role of social media content in fostering citizen engagement," *Transform. Gov. People, Process Policy*, 2018, doi: 10.1108/TG-07-2017-0041.

[4] S. Adinarayana and E. Ilavarasan, "A machine learning approach to extract opinions from social media content," *Int. J. Eng. Technol.*, 2018, doi: 10.14419/ijet.v7i4.5.20080.

[5] F. Tiago, J. Couto, S. Faria, and T. Borges-Tiago, "Cruise tourism: social media content and network structures," *Tour. Rev.*, 2018, doi: 10.1108/TR-10-2017-0155.

[6] Y. Teklesellassie and E. Boersma, "Attitudes towards Code-Switching in an English-Medium Content Classroom.," *PASAA J. Lang. Teach. Learn. Thail.*, 2018.

[7] M. M, N. K, B. N, and R. DR, "Teenagers Understanding and Influence of Media Content on their Diet and Health- Related Behaviour," *J. Clin. Nutr. Diet.*, 2018, doi: 10.4172/2472-1921.100071.

[8] Y. Gerrard, "Beyond the hashtag: Circumventing content moderation on social media," *New Media Soc.*, 2018, doi: 10.1177/1461444818776611.

[9] S. T. Roberts, "Digital detritus: 'Error' and the logic of opacity in social media content moderation," *First Monday*, 2018, doi: 10.5210/fm.v23i3.8283.

[10] M. C. Perreault and E. Mosconi, "Social media engagement: Content strategy and metrics research opportunities," in *Proceedings of the Annual Hawaii International Conference on System Sciences*, 2018. doi: 10.24251/hicss.2018.451.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 9

TRADITIONS IN AUDIENCE THEORY AND RESEARCH, AUDIENCE FORMATION, AND AUDIENCE EXPERIENCE

Dr. Kumar Ravi, Associate Professor,
Department of English, Presidency University, Bangalore, India,
Email Id-ravimanchi@presidencyuniversity.in
Prof. Kamal Bhowmik, Regional College of Management,
Bangalore, India

ABSTRACT:

This abstract covers the idea of audience creation, gives a brief history of audience theory and research, and highlights the value of audience experience in the study of media. Understanding the impact audiences have on media consumption trends, media impacts, and the creation of meaning in mediated communication requires an understanding of these factors.Traditions in audience theory and research are the primary emphasis of the first component. The goal of audience theory is to comprehend the function of audiences in the receipt and interpretation of media. It includes a variety of methodologies and viewpoints. These practises include, among others, the reception theory, cultivation theory, and active audience theory. Every tradition provides different perspectives on audience behaviour, motives, and how people interact with media.The audience formation is covered in the second aspect. According to similar interests, identities, or consumption habits, people create audiences. This process is known as audience formation. Audiences are formed by a variety of factors, including social influences, media choices, and demographic and psychographic characteristics. Understanding audience formation enables media researchers and practitioners to target certain demographics, customise material, and examine how media consumption is influenced by societal identities.

KEYWORDS:

Business, Culture, Media, Social Media, Social.

INTRODUCTION

The audience is the last consumer of media, as you may know. Feedback from the audience is essential throughout the communication process. The recipient's response is required for the message to be considered successful. The term "ideal audience" refers to a communicator's envisioned, intended audience. When producing a rhetorical text, the communicator or speaker envisions a target audience a group of individuals who will be addressed, persuaded, or otherwise impacted by the speech or rhetorical text.The audience might consist of a single person or a variety of different sized and sorts of groups of individuals. The audience theories are based on how an audience behaves or is affected. In this section, we'll look at many aspects of the audience, theories, and interactions between the audience, communicators, channels, and material[1], [2]. The target audience and its interactions with the message or content are the main concerns. One of the main subjects discussed in this course is the effect of media laws and content on the audience[3], [4].

Audience Concept

As you may know, an audience is a group of people who go to a performance of art, literature, drama, music, or video games in any media (players or viewers). One individual

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

reading a newspaper or magazine to billions of people watching international events on television might be considered a member of the media's audience.Historically, the term "audience" might have signified a variety of people reading newspapers, books, or magazines. A large crowd gathered at the theatres to see the movie when they arrived. However, the emergence of radio and then television changed how audiences were conceived. A divided audience of groups or people was established by the individuals or groups. The radio might be listened to by a group of individuals from any location in the globe. The internet video games split the audience. There is another aspect to it, though: watching television series that are seen globally brings people together[5], [6].

The Origin of Audience

The beginnings of the audience may be traced to a gathering of individuals watching any kind of act while seated together behind an imagined queue. When theatres originally started as a ritual with tribal dances and festivals that needed a communal assembly, the first audience showed up. Peasants would join the performers in this participatory form of theatre. These people are still prevalent across Asia and India[7], [8].

The earliest recorded audience was in Greece, when locals celebrated the harvest by praying to the gods. In this style of audience, seats were assigned according to social status; the affluent were given front row, ornate seats, while peasants and other lower-class persons were seated in the rear. The word "spectator" was used by the Romans to refer to an active audience. A consequence of agricultural celebrations, theatre emerged throughout Asia[9], [10].

Clarification is provided by the definition of audience, which is a group of listeners or observers. It could have originated at a performance when attendees were compelled to observe singers while simultaneously listening to music. A collection of ardent fans make up the audience, and they let the performers in the theatre.

Over the years, it has been observed that audiences might be kind, apathetic, ignorant, or hostile. Each of these audiences requires a different approach from the communicator. If they're friendly, you should support their views; if they're indifferent, you should convince them that it matters to them; if they're uninformed, you should educate them before recommending a plan of action; and if they're hostile, you should respect them and their viewpoint.

One must first define "mass" before defining "mass audience." Blumer's Mass Communication Theory contends that mass is diverse, enormous, and anonymous. The term "heterogeneity of mass" refers to several groups of people; these people may vary in terms of their ages, genders, incomes, faiths, occupations, or geographical regions. It is possible to find a depiction of the masses in either India or the United States; it is a large group of individuals who are probably nameless, faceless, and unknowable.

We may infer from the mass audience hypothesis that when individuals watch a movie or read a magazine at home, they join a "Mass audience"; everyone who comes into contact with a media text joins the mass audience of that text. This is comparable to a crowd at a FIFA World Cup game when everyone is watching the same game, but the media audience is split by time and location. Since the majority of the population is extremely large and physically distinct, the individuals are not known to one another. They have no idea who the other is. Because most individuals are nameless, the majority are disorganised. The multitudes do not have a common goal to achieve, unlike in a public gathering.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

There are Four Methods for Understanding Large Audiences:

1. Media Impact It refers to the reach of all media, including readers of newspapers and magazines, listeners of radio, viewers of television, and, in the case of new media, internet users.
2. Mass media may be accessible, but one's capacity or desire to utilise it will decide whether they have access to it. Despite being accessible, newspapers may not be read by the general people.
3. Media Exposure: It's possible that a large portion of the general populace is ignorant of mainstream media or other types of new media technologies. In addition, no one gets exposed to all of the content of any media. But not every person who consumes media information is exposed in the same manner.
4. Media Effects: If media viewers have altered their knowledge, attitudes, or behaviours as a consequence of their exposure to the media, this is something to take into account.

Traditions in audience theory and research, audience formation, and audience experience The Fourth Estate of Democracy and a social institution throughout the early years of modern media, especially print media, was journalism. The growth and technical development of the mass media changed everything; now, the media is a multibillion-dollar enterprise with profit as its main priority. The audience has become a market as a result of the commercialization of the media. The audience/consumer receives the media material as a commodity that has all the required components. Producer competitiveness has increased as profit has become the main objective. A target audience, as defined by market theory, is a collection of prospective consumers with a certain socioeconomic profile who are exposed to a medium or message.

As a consumer idea, audience is significant for both content and advertising. Advertising is the primary source of funding for the media. Advertising generates revenues directly, therefore the more ads there are in publications like newspapers, television commercials, and radio jingles, the more money there is to be made. Media that is driven by competition aims to boost ad revenue. As a consequence, advertising often determines the media's content since the allure of money affects the media's policies. In this dreadful nexus, the audience assumes the function of a market.

Only an abstraction generated from the institution's point of view and for the institution's advantage, audiences really exist. In addition to demographic factors like gender, age, and socioeconomic status, psychographic factors like interests, habits, and pastimes also play a role in defining the audience. In this context, the central idea of audience theory is the interaction of genre, narrative, representation, audience, and media language.

Key Consumer Theories

Theory of The Hypodermic Needle

The Hypodermic Needle Theory, also known as the Effects Theory, describes media material as quickly reaching the audience and having an affect, like a needle pricking the body. This is analogous to the psychological "Stimulus-Response" theory.

The consumption of media texts affects the audience. The text's message has the greatest influence since audiences lack the ability to oppose it because they are passive. like a consequence, the media functions like a drug, causing the people to become dependent, drugged, or even duped. Indeed, in the 1920s and 1930s, the Frankfurt School postulated that the media influenced audiences in order to support businessmen and the government. Albert

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Bandura's Bobo Doll, which said that children who see violence on television grow aggressive, was a significant research that contributed to the Hypodermic Needle Model's acceptance in 1963.

Gratification Choose audience:

In contrast to the Hypodermic Needle Model, the audience as a whole set choose what to do with the media rather than having it directly influence them. The media is used by the audience to fulfil desires. To understand the message (what they desire), people turn to the media. This is an individualised and selective audience. This audience wants information to stay educated (on the kind of information needed), to define themselves (personal identity), to relax and unwind (escapism), and to identify with fictional characters in television programmes. Gratification might eventually turn into a media habit. The more a person or audience relies on media to fulfil their wants, the more independent they become and the more power the media has over them.

Theory of Reception: The Effects model contends that, among other things, media encourages inactivity, makes us "couch potatoes," prevents students from studying and landing jobs, contributes to violence because viewers are influenced by violent programming, encourages "copycat behaviour," and promotes mindless and unnecessary consumption of goods through its advertisements. Three methods exist for the audience to react to content:

Preferred/Dominant readings: Because the producer provides the material the audience needs depending on the audience's sociocultural background, there isn't much for the audience to question.

Negotiate Readings: Although the audience may not fully concur with the context in this instance, they attempt to adapt to what is written or seen in order to maximise their understanding of what they read or saw.

Opposition/Resistant Readings: The audience objects to the context read or watched since the material may not be consistent with their socio-cultural beliefs.

Different Audiences:

Based on their demographics and mental make-up, the various audiences may be classified:

Elite Audience: Members of elite audiences are those who decide on social trends and set them. They have an excellent education and are financially well. They are well-regarded in society. Despite being small in number, they make a big influence. They could also run media enterprises as their owners or controllers. The elite audiences are those who use communication technology early on. They don't generally consume a lot of media.

General Audiences: These are enormous, diverse audiences that include a wide swath of the populace. This group includes the overwhelming majority of individuals. Media material mostly aims towards them. Their involvement determines whether a material or channel is successful or not.

Special Interest Audiences: These groups of individuals all have a common interest. They consist of a few individuals. The media produces unique material specifically for these consumers. Examples of programming include those aimed for tribals, housewives, college students, and other audiences with specific interests. On the other hand, publications like Mainstream, Economic and Political Weekly, and Media Asia have a modest but well-known following.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Community or Public: A social community may be built around a family. A family gathering during a party or event, such as an engagement, leads to the formation of a broader social group. As a consequence, social gatherings often place during important occasions like weddings, celebrations, and even when a select number of individuals assemble for a charitable event. Additionally, the objectives of all of these groups are the same. In a small group, everyone is acquainted with one another. They have a clear relationship structure, are aware of their shared membership, and have similar ideas. They cooperate to accomplish a shared objective. The more people there are, the harder it is to communicate.

Social groups' intended audience is often easy to manage. because it is possible to understand and research a social group's needs and motivations. Such programmes may be made by producers who see their audience as a single, uniform entity. The populace is scattered. They come in a variety of sizes, from little to huge. Typically, the word "public" refers to a purpose, objective, or action. Members of the public can be dispersed and unfamiliar with one another. Political parties approach members of social groupings as the general public when it comes to communicating information about their policies and objectives. Publics as intended consumers are difficult to influence and inspire due to their variety.

Average Audience:

The mass media's audience is varied, and each medium has its own demographic. Mass communication via media reaches a huge audience. Information is conveyed to readers via newspapers. The broadcast media educates the audience electronically. A media for listeners is radio, a means for viewers is television, and a medium for viewers is film. New Communication Technology includes all three of those activities.

The audiences of mainstream media, which were formerly immensely popular, have been redefined as a result of digital technology. Additionally, today's media audiences are dispersed. The audience for each media has decreased as a consequence of the fragmentation. The majority of the media audience is driven by the broadcast media. Among this group, sitcoms and soap operas are popular.

The second media audience is the "Niche Audience," which selects personalised broadcasts or consumes only bespoke information. This is a very tiny group of individuals. There are several divisions and groups for audiences of medial mediums. This division might be made in accordance with occupations, social classes, and other elements.

Theories of Audience Structure

It is more focused on what ought to be done than on what actually happens. It differs from positive science. While ethics is concerned with morality, positive science is concerned with facts and their causes. It evaluates the norms or guidelines by which we may judge whether human conduct is right or wrong. The normative sciences also include logic and aesthetics.

The fundamental structure of audience theories is the impact produced on the audience. The fundamental basis for understanding audience theories is the SMCR model. The listener is impacted by every aspect of communication, whether it is direct or indirect. The Berlo Communication Model illustrates how each stage of communication is interrelated and has an impact on both the speaker and the listener.

Design Model for Media Use

In 1969, when the United Kingdom was holding the election for the year 1964, Jay Blumer and McQuail looked at the reasons people watched different political broadcasts on

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

television. According to McQuail's Structural Model, the audience's or viewers' reasons for watching the broadcast are categorised. In other words, according to McQuail's Structural Model of Media Usage, audience media consumption has a "Structure" that can be broken down into several "needs."

Four categories for the uses of different media were offered by Denis McQuail, Jay Blumer, and Joseph Brown in 1972: distraction, personal connection, personal identity, and monitoring. According to Blumer, McQuail, and other theorists, people's use of media and the pleasure they get from it are inextricably related to the environments in which they live. They stated in 1974 that there are five ways in which people's "social situations" might "engage in the development of media related wants":

Social tensions and conflicts may cause media audiences to be interested in similar issues.The media may be used to bring topics that need attention to the public's notice via social events.Due to societal constraints, real-life choices to satisfy particular demands could be few, and the media might fill the void. Media may help with affirmation since certain ideals are regularly triggered in social circumstances.Media structure is the selection of information that is accessible at a certain location and time and is defined as the generally continuous array of channels that the media may provide in social contexts.

Value Model of Media Gratification Expectancy

Uses and Gratification Theory are indissolubly linked to Expectancy Value Theory, therefore using this approach is essential to understanding audience theory. Martin Fishbein put out this notion in 1970. According to this concept, behaviour is a consequence of one's "expectancies" and the "value" of the object they are aiming towards. Such an approach suggests that the behaviour selected will have the greatest combination of anticipated success value when more than one activity is viable.

Particularly, the social influence of the audience has an effect on attitude and attitude change. Media pleasure is a result of audience social influence. Because of the attitudes that have developed as a consequence of societal influence, audiences look for certain media material. This idea has also been developed into a tool in many other fields, including education and advertising. For instance, the cultural influence on a certain clothing brand could lead viewers to seek out television advertisements for that brand and develop a desire to buy the goods.

According to Fishbein (EVT/ Mode), people react to information about an item or conduct by forming a belief about it. This knowledge is almost always acquired from the media. Additional information (organic food traits, for instance) may refute an existing opinion (that, for instance, eating organic foods is beneficial for your health). Then, people place a value on each characteristic that a belief is "based" (organic foods help you stay healthy). Finally, an expectation is developed or adjusted (to purchase the recently introduced organic food marketed) based on the circulation of ideas and values.

Integrated Audience Choice Model:

Dennis McQuailclaims that Webster and Wakshlag had an impact on the development of this concept. In order to present both audience and media viewpoints, this strategy blends audience and media elements. The following elements describe the two sides:

The Audience's Influence:

The choice of media is influenced by socioeconomic background, notably social class, education, religion, culture, political environment, family, and place of living. Media

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

consumption is influenced by personal traits including age, gender, family status, education, profession, money, and lifestyle.Genres, formats, and unique content all affect how people like to consume media.Media use patterns during free time and other times are crucial.Awareness in choosing the amount and kind of information is one area where it is possible to anticipate that interested audiences would plan their own media consumption as you see fit.

The Audience:

The media system including its participants, scope, and types of media as well as the particular qualities of individual media channels national, local, linguistic, and format have an impact on audience attention. The fundamental pattern of whether the media provide the people with the information they want is referred to as media structure. Content accessibility affects the genres and forms that are accessible to a prospective audience. Media publicity or promotional programmes are the terms used to describe advertising and image development carried out by the media for their own purposes.

Time and attendance are specific strategies for timing, scheduling, and content creation in line with the competition's plan to influence audience choice and usage of media. For instance, the majority of regional language TV networks simultaneously air the same formats and shows in order to compete with one another. These factors suggest an integrated approach where media and audience are mutually dependent.

Audience and Media

Both the media and the audience play significant roles in communication. The content providers are the media for the audience, who act as receivers. A media audience might consist of only one person (one person watching TV or reading a newspaper) or it can consist of billions or an infinite number of individuals viewing events or programmes simultaneously throughout the globe. Since there wouldn't be any media if there was no audience, the audience is vitally important to media producers. Since the media is what keeps them profitable, competitive, and in business, it is essential for the media. Although the audiences are engaged, they might be small or vast, main or secondary. They may be big or little, and owing to developments in technology, they can be interactive.

Divvying Up the Audience:

Thanks to developments in media technology, there are now three times as many media channels than there were before. Audience fragmentation refers to the separation of audiences into several segments small or big as a result of the wide variety of media outlets. Audience fragmentation is the process of dividing a population into homogenous groups based on predetermined factors including demographics, communication styles, media consumption, and other factors. For instance, there may be disparities between the age groups of children and seniors. Depending on how they consume media, the audience may be classified into several categories, such as TV viewers, Internet users, and FM listeners. It is possible to further divide newspaper readers into those who read print newspapers and those who read electronic newspapers online.

The cause of audience fragmentation is media convergence. The same material is accessible across every mediums. When you read a news article in the newspaper, it is also accessible as an e-paper and shows up briefly on social media platforms even before the next morning's edition. Because businesses must simultaneously serve consumers from various groups and geographical areas, advertisers must contend with audience fragmentation. Digital technology

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

has created audience uncertainty since a large number of individuals are reading/viewing the same information at the same time or at different periods. The fragmentation of the audience is essential in the technological era. In contrast to broadcasting, narrowcasting uses specialised Cable TV to target smaller audiences. Zone casting uses technology to target specific neighbourhoods with different commercials, and location-based mobile advertising uses technology to follow you around and promote products around-the-clock.

Participant Audience:

Ethics just serves to guide us towards a certain goal; it is not a science of application. It follows a different route than applied science, which is a tool for achieving a goal or set of ideals. For instance, medical science is a method for eliminating the root causes of sickness. Ethics thus aims to ascertain the ultimate goal of life and how it could be fulfilled. You may already be aware of the term "interactive media," which describes goods and services provided by digital computer-based platforms that react to user activities by presenting content including text, moving pictures, animation, video, audio, and video games in response to the user's actions. Systems for large-scale audience engagement provide a plethora of opportunities for information, education, and entertainment. For a range of media platforms as well as technological products including mobile phone applications, web-based video games, and interactive television, interactive media creates images and animations.

An interactive audience is distinguished primarily by its ability to react to digital input. There is no method for a reader or viewer of conventional media, like print or broadcast, to navigate. Interactive audiences replaced one-way communication as the Internet became commercialised in the 1990s. These are a few instances of interactive audiences:

Software for Applications:

1. Software designed for a knowledge management system; for instance, if you're looking for information on "How to keep pests away," this application may help.
2. The most common kind of interactive media audience is via apps, like Zomato and Swiggy, which allow users to communicate and plan.
3. Games: Both groups and individuals (s) may benefit greatly from interactive games and activities. On the digital platform, you may play interactive games like Little Thief and Family Tree.
4. Interactive video: Interactive aspects in video and television include video/TV streaming, which enables live streaming and interactive viewing of shows.
5. Social Media: The bulk of the interactive audience is comprised of the social networking sites (SNS) or online communities that enable the navigation, sharing, and creation of media.
6. Advertising: Interactive elements used in outdoor, in-store, and digital advertising. An example would be a digital poster that engages passersby.

The following categories of interactive media are all well-liked and have sizable global interactive audiences.

Audience Analysis

A particular audience segment's attitudes, knowledge, interest, conduct, and preferences in regard to a certain topic or event are gathered, analysed, and interpreted through audience research. Usually, it's done to identify the media's intended audience. Advertisers strive to understand the audience's desires, reactions to products, how to motivate and convince them, and how they may use this information to better their products.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Several demographic categories, such as income, gender, career, marital status, and religion, are used to segment the audience. Examples of audience research include questionnaire-based surveys, focus groups, interviews, and online discussion boards for market research. Because it may disclose the audience's preferences and important details about the channel's programming, audience research is useful. By enabling you to create an audience profile, it will aid in defining your target audience. But doing research requires resources, and it may be expensive if the questions are flawed. As a consequence, if responses are vague or lacking, the outcomes might be off.

Surveys are conducted to find out how many people read newspapers and magazines, listen to radio, and watch television and go to the movies. Research on TV viewing serves as the basis for ratings (TV Rating Points, or TRP). In the case of the Internet and social media, research has gained pace, and both the requirement and the outcomes have been established to understand the New Media's increase in popularity. In audience research methods, the use of digital media, in particular smartphones, has become more widespread.

CONCLUSION

The audience still plays a crucial and essential role in the communication process. Recognising audience viewpoints and researching the variables influencing the audience-media connection are crucial. Since the development of media has led to dynamic interactions, audience-centric research will continue to be of the highest relevance in the coming years.In conclusion, historical perspectives on audience theory and research provide important understandings of audience behaviour and media consumption trends. Analysis of audience formation enables understanding of how audiences are formed from people with similar identities and interests. The investigation of audience experience offers a fuller comprehension of the individualised and subjective processes that take place during media viewing. These factors may help scholars and practitioners better understand how audiences shape media impacts, meaning production, and the general dynamics of mediated communication.

REFERENCES:

[1] R. Kor, “The Commenting Persona: Reception Theory and the Digital Rhetorical Audience,” *J. Media Res.*, 2018, doi: 10.24193/jmr.30.4.

[2] Q. Wang, “Dimensional Field Theory: The adoption of audience metrics in the journalistic field and cross-field influences,” *Digit. Journal.*, 2018, doi: 10.1080/21670811.2017.1397526.

[3] A. S. Perdana, “Identity Positions And Halal Cosmetics In Indonesian Middle-Class Muslim Women,” *Expo. J. Ilmu Komun.*, 2018, doi: 10.33021/exp.v1i1.370.

[4] A. Cavalcante, “Affect, emotion, and media audiences: the case of resilient reception,” *Media, Cult. Soc.*, 2018, doi: 10.1177/0163443718781991.

[5] J. Gehman, V. L. Glaser, K. M. Eisenhardt, D. Gioia, A. Langley, and K. G. Corley, “Finding Theory–Method Fit: A Comparison of Three Qualitative Approaches to Theory Building,” *J. Manag. Inq.*, 2018, doi: 10.1177/1056492617706029.

[6] K. Bergstrand and J. M. Jasper, “Villains, Victims, and Heroes in Character Theory and Affect Control Theory,” *Soc. Psychol. Q.*, 2018, doi: 10.1177/0190272518781050.

[7] J. A. Anderson, “The pragmatics of audience in research and theory,” in *The Audience and its Landscape*, 2018. doi: 10.4324/9780429496813.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[8] C. Nwabueze "Rethinking the Bullet Theory in the Digital Age," *Int. J. Media, Journal. Mass Commun.*, 2018, doi: 10.20431/2454-9479.0402001.

[9] M. Zimmermann and R. Jucks, "How experts' use of medical technical jargon in different types of online health forums affects perceived information credibility: Randomized experiment with laypersons," *J. Med. Internet Res.*, 2018, doi: 10.2196/jmir.8346.

[10] E. Rodenbeck, "Communications principles for inviting inquiry and exploration through science and data visualization," *Integr. Comp. Biol.*, 2018, doi: 10.1093/icb/icy105.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 10

ANALYSIS OF PROCESSES AND MEDIA EFFECTS

Mrs. Sreelekha Premjet, Assistant Professor,
Department of English, Presidency University, Bangalore, India,
Email Id-sreelekha@presidencyuniversity.in
Prof. Ujjwani Banrejee, Regional College of Management, Bangalore, India

ABSTRACT:

By highlighting the intricate interactions between media content, people, and society, this abstract examines the mechanisms behind media impacts. To understand how media affects people's attitudes, behaviours, and perceptions, it studies the many theoretical stances and empirical study carried out.The processes of media impacts are the primary emphasis of the first component. The reactions to media information that are part of these processes include cognitive, emotional, and behavioural ones. They entail the attention to, perception of, interpretation of, identification with, and internalisation of media messages. Along with this, societal and cultural variables affect how people interact with media and the results that follow. Gaining knowledge of these procedures may help you better understand the ways in which media influences people's attitudes and behaviour.The theoretical frameworks that direct the investigation of media impacts are covered in more detail in the second area. These viewpoints include, among others, the spiral of silence theory, the agenda-setting theory, the social learning theory, the cultivation theory, and the uses and gratifications theory. Every theory provides distinct insights into how media content affects people's worldviews, behaviours, and social interactions. In-depth knowledge of the underlying processes and circumstances that contribute to media impacts is gained by researchers via the examination of various theoretical frameworks.

KEYWORDS:

Communication, Media, People, Public, Social.

INTRODUCTION

Although there is no agreement on the form and extent of these predicted effects, the whole discipline of mass communication studies is founded on the idea that the media has significant effects[1], [2]. Given how numerous, if tiny, instances of influence may be seen in ordinary life, this uncertainty is all the more startling. We respond in many ways to media content, such as news stories, films, radio music, and so on. For example, we dress for the weather, make purchases based on advertisements, attend films that were discussed in the news, and so on. Unquestionably, positive or bad economic news affects business and consumer confidence[3], [4].

Numerous instances of poor media coverage of food adulteration or contamination have led to substantial shifts in consumer behaviour, sometimes with serious economic repercussions. Acts of violence or suicide seem to have been inspired by or replicated by media depictions. Many laws and rules are designed to stop the media from hurting individuals, and some people even want the media to benefit society[5], [6].

Our minds are overflowing with information and perceptions from the media. Politics, government, and business all operate on the premise that we are aware of major world events in our media-saturated world. Few of us can think of a specific instance in which the media

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

helped us develop an opinion or absorb crucial facts. It also takes a lot of time and money to influence the media to achieve these outcomes, especially via public relations and advertising, and it is unlikely that this would occur unless there is a firm perception that it functions, essentially, as intended. One group that seems convinced they can get the desired effects is the media[7], [8]. However, there is a great deal of doubt. The contrast between the general and the particular may help to partially explain the conflict. Without being able to see or predict the overall consequence or knowing how much of it can be traced to the media after the fact, we can be assured that certain impacts are happening constantly. Numerous effects may occur with no obvious organisation or direction[9], [10].

Determining the media's relative contribution to an impact is challenging since they are seldom the only important or adequate source of that influence. There are many compelling theoretical reasons for this ambiguity, and even common sense and "practical knowledge" fall short when it comes to worries about the impact of the media on the divisive topics of morality, opinion, and deviant conduct that have drawn the most attention from the general public. In many of these situations, the media is without a doubt the major or sufficient cause, and it is hard to take into consideration all other psychological, social, and cultural factors. Furthermore, it makes little sense to refer to "the media" as a singular thing rather than as the carriers of a huge variety of messages, images, and ideas. The bulk of this material "comes from society" and is "sent back" to society through the media, rather than being created by the media.

People outside of the media, such as social critics, politicians, and interest groups, have started the bulk of impact studies. The underlying assumption has been that society as a whole has a "problem" with the media. Although negative media impacts still influence public discourse on the media, particularly more contemporary forms like the Internet, this is no longer entirely true. There will never be a bridge across the gap between those who affirm or fear the media's supremacy and those who raise doubts about it. The'media power' belief system has far too many vested interests, and the evidence requirements of opponents are far too high to be readily met. Even yet, it may be advantageous to have these divergent viewpoints. It serves as a cautionary tale to be sceptical of accepting 'persuaders' or critics' statements at face value, to avoid equating particular messages with the medium as a whole, and to carefully distinguish between various types of impact and various situations. Most essential, we must acknowledge that the receiver affects the consequences at least as much as the transmitter does.

Although there is no agreement on the form and extent of these predicted effects, the whole discipline of mass communication studies is founded on the idea that the media has significant effects. Given how numerous, if tiny, instances of influence may be seen in ordinary life, this uncertainty is all the more startling. We respond in many ways to media content, such as news stories, films, radio music, and so on. For example, we dress for the weather, make purchases based on advertisements, attend films that were discussed in the news, and so on. Unquestionably, positive or bad economic news affects business and consumer confidence.

Numerous instances of poor media coverage of food adulteration or contamination have led to substantial shifts in consumer behaviour, sometimes with serious economic repercussions. Acts of violence or suicide seem to have been inspired by or replicated by media depictions. Many laws and rules are designed to stop the media from hurting individuals, and some people even want the media to benefit society.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Our minds are overflowing with information and perceptions from the media. Politics, government, and business all operate on the premise that we are aware of major world events in our media-saturated world. Few of us can think of a specific instance in which the media helped us develop an opinion or absorb crucial facts. It also takes a lot of time and money to influence the media to achieve these outcomes, especially via public relations and advertising, and it is unlikely that this would occur unless there is a firm perception that it functions, essentially, as intended. One group that seems convinced they can get the desired effects is the media.

However, there is a great deal of doubt. The contrast between the general and the particular may help to partially explain the conflict. Without being able to see or predict the overall consequence or knowing how much of it can be traced to the media after the fact, we can be assured that certain impacts are happening constantly. Numerous effects may occur with no obvious organisation or direction. Determining the media's relative contribution to an impact is challenging since they are seldom the only important or adequate source of that influence.

There are many compelling theoretical reasons for this ambiguity, and even common sense and "practical knowledge" fall short when it comes to worries about the impact of the media on the divisive topics of morality, opinion, and deviant conduct that have drawn the most attention from the general public. In many of these situations, the media is without a doubt the major or sufficient cause, and it is hard to take into consideration all other psychological, social, and cultural factors. Furthermore, it makes little sense to refer to "the media" as a singular thing rather than as the carriers of a huge variety of messages, images, and ideas. The bulk of this material "comes from society" and is "sent back" to society through the media, rather than being created by the media.

DISCUSSION

People outside of the media, such as social critics, politicians, and interest groups, have started the bulk of impact studies. The underlying assumption has been that society as a whole has a "problem" with the media. Although negative media impacts still influence public discourse on the media, particularly more contemporary forms like the Internet, this is no longer entirely true. There will never be a bridge across the gap between those who affirm or fear the media's supremacy and those who raise doubts about it.

The'media power' belief system has far too many vested interests, and the evidence requirements of opponents are far too high to be readily met. Even yet, it may be advantageous to have these divergent viewpoints. It serves as a cautionary tale to be sceptical of accepting 'persuaders' or critics' statements at face value, to avoid equating particular messages with the medium as a whole, and to carefully distinguish between various types of impact and various situations. Most essential, we must acknowledge that the receiver affects the consequences at least as much as the transmitter does. Direct effects, conditional effects, cumulative effects, process and models of media impacts, socio-cultural effects, and cognitive-transactional effects, are all examples of effects.

The Power of the Media Can Vary with the Times

Prior to moving on from the historical component of media effects study, it is important to take into account Carey's hypothesis that shifts in public perception of the influence of mass media may have historical roots. It might be argued that the main cause of the shift in the discussion of the implications from a strong to a weak to a strong model is that the social reality was changing at the time, he continues. Strong repercussions were definitely warned during the two world wars' tumultuous aftermath, but the more tranquil 1950s and 1960s

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

seemed more stable until the tranquilly was once again disturbed by social upheaval. The mass media seem to share part of the responsibility when the stability of society is challenged by crime, war, economic downturn, or any other kind of "moral panic."

We can only speculate as to the origins of these temporal connections, but it is possible that at times of crisis or when awareness is at its highest, the media may have a greater impact in certain respects. The period after the collapse of communism in Europe, the Gulf and Balkan Wars of the 1990s, the Afghanistan and Iraq Wars that followed 9/11, as well as other international conflicts, may all bear this out. Numerous factors make this feasible. Media is often the only way that people hear about important historical occurrences, and this may cause them to associate the message with the medium. In times of change and uncertainty, people are more inclined to turn to the media for information and guidance.

Additionally, it has been shown that the media has a stronger impact on subjects that are not directly tied to personal experience. Government, industry, and other elites and interests regularly attempt to shape and manipulate public opinion via the media during times of stress and ambiguity. According to Rosengren and Windahl , discrepancies in the findings about the impact of television may be due to how different television was in terms of content and social experience in the 1980s compared to the 1950s, when the original study was performed. Additionally, it changes according on the culture. If this is true, it has implications for the way we watch television now, which has changed considerably. The most important yet obvious point is that media impact, whether real or prospective, fluctuates throughout time and across different places.

Communicative Power Types

The definition of power has proved challenging, not only in relation to the media but also generally. When it has been defined, two separate routes have been pursued. With stimulus-response thinking, one adopts a behavioural and causal line of reasoning where power is equated with the likelihood of achieving a particular result, whether intended or not. Using Max Weber's concept of power as the "chance of a man or group of men to actualize their will in a community activity even in the face of resistance from other participants" as its foundation, the sociological alternative model is founded on this definition. According to this theory of power, there must be a connection between the parties to an action in order for coercion to be effective. Additionally, there are winners and losers.

The second model has better explanatory power, even when impacts are unintentional, since most effects need the target of influence's participation or compliance. Both models are relevant to the topic of media effects. However, there may not be obvious collaborators when it comes to mass communication, and actual compulsion is improbable. Communication or symbolic power is distinct from other forms of power since it is founded on non-material standards.

Here, it's important to underline that symbolic power may be used in a number of contexts. The main forms include: providing information, serving as a catalyst, drawing attention in various ways, persuading, framing "reality," and defining situations. Even if each of these channels shows some signs of having an impact on the media, they do not all have the same capacity, at least not for a standalone communication effect.

For a variety of reasons, more effects from media result from defining situations and framing reality, providing information, or the differential direction of attention . Aid that is appropriate for the aforementioned phase of "negotiated influence" fundamentally shows these criteria.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Impact Levels and Kinds

The 'effects' of the media are just the outcomes of what the media does, whether purposefully or accidentally. 'Media power,' on the other hand, describes the media's entire capacity to cause effects, especially those that are intended. The term "media efficacy" refers to how well a certain medium performs in reaching a particular goal, which is always a communication objective. Although it might be challenging to maintain consistency, such variations are required for accuracy.

Even more crucial for study and theory is the difference between 'levels' of occurrence, notably the levels of person, group or organisation, social institution, national society, and culture. Any or all of them may be impacted by mass communication, and impacts at one level especially a "higher" level often signal consequences at other levels.

Although the bulk of study on media impact has been done at the individual level, findings concerning collective or higher levels are intended. The most confusing aspect of impact research is probably the variety and complexity of the phenomena involved. Effects on cognition,affect, and behaviour are often broken down into these three areas. An early study's interpretation of this three-part difference was that it made sense logically from first to third, with relevance increasing.

In reality, it is becoming harder to preserve the distinction between the three ideas and to accept the special logic of that specific sequence of occurrence. Neither is conduct necessarily more significant than other forms of impacts. There are many techniques to distinguish between the various types of media effects. According to Klapper , there are three types of communication: conversion, minor change, and reinforcement, which are respectively defined as a receiver's confirmation of an existing belief, opinion, or behaviour pattern and a change in the form or intensity of cognition, belief, or behaviour.

It is important to widen this three-way division to account for all potential outcomes, especially at levels above the individual. The two effect categories that suggest that there is no impact entail various definitions of media operations. In the case of an individual, reinforcement is likely to take place as a consequence of the receiver's deliberate and persistent focus on information that is compatible with his or her preexisting views.

Types of Main Media-Induced Changes

The media has the power to:

a. Achieve the desired transformation;
b. Unintentionally modify the situation;
c. Make a little modification;
d. Make change easier;
e. Compile existing information
f. Change prevention is crucial.

Individual, social, institutional, or cultural changes may all take place. Contrarily, "preventing change" refers to the deliberate dissemination of biassed or ideologically shaped material in an effort to prevent a conforming audience from changing. Often, this simply means that agreed-upon ideas are repeated without any opposition. We have so much proof of the media's "no change" impact, and it warrants our undivided attention due to its long-term effects. It is a somewhat deceptive statement since anything that alters the likelihood that future opinion or belief distributions will occur qualifies as a social process intervention and, thus, as an impact.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Lang and Lang statethat'reciprocal,' 'boomerang,' and 'third-party' effects have also been seen. The first is about what it means for a person or even an organisation to get media attention. For instance, being broadcast may significantly change a planned event. The media often interacts with the subjects of its reports. For instance, Gitlin showed how the American student movement of the 1960s was influenced by its own publicity. The 'boomerang' effect, which generates change in the opposite direction than expected, is a well-known phenomenon in campaigns. The 'third-party' effect is the idea that one is likely to impact other people but not oneself. The phrase "sleeper effect" has also been used to describe effects that take a while to become apparent.

In their discussion of impacts dimensions, McLeod et al. make a distinction between effects that are content specific and effects that are diffuse or universal. In the latter case, a predisposed structure or tendency is seen as a potential transformational force.

A Typology of Media Effects Processes

We will begin by bridging two of the previously stated distinctions: deliberate and unexpected consequences, as well as short- and long-term impacts, in order to provide an overview of current breakthroughs in theory and research. This method was put out by Golding to aid in differentiating between various news ideas and their effects. He contends that in the case of news, intentional short-term effects are referred to as "bias," while unintended short-term effects are referred to as "unwitting bias," intended long-term repercussions are referred to as "policy" , and unintended long-term effects of news are referred to as "ideology."

We may map out the major categories of media influence processes that have been researched in the research literature in terms of these two coordinates by adopting a similar way of thinking.

Upcoming and Planned:

1. **Propaganda:** Propaganda is described by Jowett and O'Donnell as "the deliberate and systematic attempt to shape perceptions, alter cognitions, and direct behaviour to obtain a response that furthers the propagandist's desired intent." It's also feasible to use long-term propaganda.
2. **There are other potential responses:** As a consequence of being exposed to messages meant to modify their attitude, knowledge, or conduct, people either accept change or oppose it.
3. **The media campaign:** a situation when a multitude of media are used in coordination with one another to reach a particular audience with a compelling or informative message.
4. News exposure's short-term cognitive effects on learning are evaluated using assessments of audience understanding, recognition, and memory.
5. **Framing:** A media effect is the audience adopting the same interpretive frameworks and "spin" that are employed to contextualise news items and event descriptions. A similar activity is "priming," in which the media accentuates the standards for judging public events or people.
6. **Agenda-setting:** The method by which the public's awareness of problems and their assessment of significance is influenced by the relative prominence assigned to various topics or subjects in news coverage.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Unplanned and Short-Term:

One person's response: Individual media stimuli exposure results in undesired or unanticipated effects. Particularly in the context of aggressive or aberrant conduct , this has largely been seen as imitation and learning. Another word that has been used is "triggering." Similar consequences include intense emotional reactivity, sexual arousal, and responses to fear or anxiety.

Collective Response: Many people are exposed to some of the same effects in the same setting or situation at the same time, which might result in unrestrained and non-institutional collaborative activity. The three strongest emotions fear, anxiety, and rage can cause panic or civil upheaval because they are so strong.

Impacts of the policy the unintended effects of crisis, abuse, or danger news coverage on public policy and action. A such example is the alleged CNN influence on foreign policy.

Planned and Long-Term:

Spread of development the intentional use of communication for long-term advancement, campaigns, and other types of influence, especially within the social network and power structure of the community or society. News distribution is the pace at which a certain population learns about specific events over time, paying close attention to the degree of penetration and the sources used to get the information . The phrase "innovation diffusion" is used to describe how fresh ideas spread. the process through which a certain group of people adopts technology advancements, typically as a consequence of advertising or widespread public knowledge. It could have both planned and unforeseen effects.

Information is dispersed: the effect of media news and information on how quickly knowledge is transmitted throughout social groupings. The main emphasis is on narrowing or widening "knowledge gaps." A similar issue is the "digital divide."

Unexpected and Long-Term:

Social Environment Management:

Here, systematic inclinations that encourage adherence to a set sequence or behavioural pattern are mentioned. Depending on one's social philosophy, this may be seen as an intentional or unintentional extension of socialisation.

Socialisation: The unofficial contribution of the media to the understanding and acceptance of the norms, values, and expectations of conduct associated with social roles and circumstances. The result of the circumstance: referring to how the media works with institutional forces to cover and resolve significant "critical" events. instances of probable instances include revolutions, significant internal political upheavals, and war and peace challenges. Elections and other events may also have an impact. How meaning is created and what constitutes reality: effects on societal interpretations and public perceptions. This kind of influence requires the recipients to participate more or less actively in the process of constructing their own meaning.

Institutional adjustments: Current institutions' responses to media developments, especially those that affect their own communication capabilities.The multiple effects of spending time with media at the cost of other activities, such social interaction, should be considered. Shifts in the general pattern of beliefs, actions, and symbols that define a whole civilization, a group of societies, or a particular section of a society. Another example of effects is the potential strengthening or weakening of cultural identity.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Participation in society: The presence of integration may be seen on many levels, but particularly at the local and national levels, which correspond to the geographic regions where the media is distributed. Short-term consequences may also happen, for example, in the wake of a significant public emergency or tragedy.

Conditions of Effect Mediators

The refinement of the stimulus-response paradigm included identifying the conditions that mediate effects. According to McGuire , the main categories of variables are source, content, channel, receivers, and destination. There are reasons to believe that authoritative and trustworthy sources, as well as sources that are alluring to or comparable to the recipient, will provide messages that are more persuasive. In terms of substance, effectiveness is correlated with repetition, consistency, and a dearth of alternatives. Additionally, it is more probable when the subject is well-defined and precise.

In general, things that are far away or less important to the receiver will have the intended impact more strongly. It has been discovered that style, appeal types , argument balance, and argument sequencing all play a part, but the findings are too different to draw any general conclusions. The channel aspects have been widely researched, with mixed findings, since content and receiver factors impact learning outcomes. It may be challenging to distinguish between underlying channel differences and variations in media in which channels are embedded. While tests of memory or comprehension suggest that written or spoken verbal messages take precedence over graphical visuals, generally speaking research has failed to clearly demonstrate the relative worth of different modes in any consistent manner.

As we've seen, there are several apparent receiver qualities that may have a big impact, but motivation, interest, and previous knowledge might need special consideration. The degree of motivation or participation has repeatedly been emphasised as being especially crucial to the influence process and to determining the sequence in which different sorts of effects take place. According to Ray , the typical 'effect hierarchy,' as shown, for instance, in the work of Hovland et al. , is a process that progresses from cognitive learning through emotional response , to 'conative' impact. . With some supporting data, Ray argues that this paradigm only naturally arises in circumstances involving high participation. The process may move from cognition to conduct immediately when there is minimal engagement, with emotional adjustment taking place afterwards to bring attitude and behaviour closer to one another .

The rationale and design of many persuasive communication campaigns, which assume attitude to be a direct correlation and predictor of conduct, are called into doubt by this idea. Additionally, assessments of campaigns that just include measurements of attitude change are not without suspicion. The three characteristics' consistency with one another is also a problem. According to Chaffee and Roser , high involvement is also seen as a necessary condition for effect consistency, and hence for a consistent and durable impact. Their preferred media impact model takes into account a recurring pattern of low engagement, dissonance perception, and learning, with cumulative effects. According to this perspective, information that is surface-level and prone to forgetting may transform into a well-considered plan of action when presented frequently.

In every natural media context, individual receivers will pick which stimulus to pay attention to or ignore, will interpret it differently, and will react or not respond behaviorally based on their decision. Because the parameters governing selectivity are inextricably tied to the characteristics of the stimulus, which either encourage or dissuade the development of an effect, this calls into question the validity of the conditioning paradigm.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

As a consequence, we should shift our focus away from the straightforward truth of stimulus perception and towards the mediating factors mentioned above, especially in their wholeness and interaction with one another.

As a "phenomenistic" solution to the impact issue, which holds that "media are influences acting among other influences in a complete environment," it is often recommended and referred to as such.

CONCLUSION

Empirical analysis of media impacts is included in the third component. The influence of media on people and society is studied using a variety of techniques, such as surveys, experiments, content analysis, and qualitative interviews. These studies investigate a wide range of topics, including intergroup interactions, political beliefs, violence, and issues related to body image and violence.

The results demonstrate both short- and long-term media impacts, as well as the moderating variables that affect the magnitude and direction of these effects.In summary, attitudes, behaviours, and perceptions of people are greatly influenced by the processes and consequences of the media.

Media has an effect on people and society via cognitive, emotional, and behavioural reactions to the content of the media, which are impacted by social and cultural variables. People and groups may successfully negotiate the complex web of media impacts and maximise the beneficial benefits of media while minimising hazards by researching theoretical viewpoints, undertaking empirical research, and encouraging media literacy.

REFERENCES:

[1] G. Clavio and R. Vooris, “ESPN and the Hostile Media Effect,” *Commun. Sport*, 2018, doi: 10.1177/2167479517739835.

[2] T. L. Huang, “The puzzling media effect in the Chinese stock market,” *Pacific Basin Financ. J.*, 2018, doi: 10.1016/j.pacfin.2018.04.005.

[3] J. B. Houston, M. L. Spialek, and J. First, “Disaster media effects: A systematic review and synthesis based on the differential susceptibility to media effects model,” *J. Commun.*, 2018, doi: 10.1093/joc/jqy023.

[4] K. Falasca, “Not minimal but more difficult to measure: A panel study of media effects,” *Observatorio*, 2018, doi: 10.15847/obsobs12320181040.

[5] W. J. Potter, “A review and analysis of patterns of design decisions in recent media effects research,” *Review of Communication Research*. 2018. doi: 10.12840/issn.2255-4165.2018.06.01.014.

[6] J. B. Singer, “Transmission creep: Media effects theories and journalism studies in a digital era,” *Journal. Stud.*, 2018, doi: 10.1080/1461670X.2016.1186498.

[7] W. R. Neuman, “The Paradox of the Paradigm: An Important Gap in Media Effects Research,” *J. Commun.*, 2018, doi: 10.1093/joc/jqx022.

[8] J. Strömbäck, K. Falasca, and S. Kruikemeier, “The Mix of Media Use Matters: Investigating the Effects of Individual News Repertoires on Offline and Online Political Participation,” *Political Communication*. 2018. doi: 10.1080/10584609.2017.1385549.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[9] M. Alnsour, "Social Media Effect on Purchase Intention: Jordanian Airline Industry," *J. Internet Bank. Commer.*, 2018.

[10] D. Johann, K. K. von Königslöw, S. Kritzinger, and K. Thomas, "Intra-Campaign Changes in Voting Preferences: The Impact of Media and Party Communication," *Polit. Commun.*, 2018, doi: 10.1080/10584609.2017.1339222.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 11

IMPACTS ON SOCIO-CULTURE

Ms. Anupama Gupta, Assistant Professor,
Department of Soft Skills, Presidency University, Bangalore, India,
Email Id-anupamagupta@presidencyuniversity.in
Prof. Purandaran G, Regional College of Management, Bangalore,
India

ABSTRACT:

The study of media's effects on socioculture in this abstract focuses on how media has a significant impact on the development of social norms, cultural practises, and group identities. It investigates the interactions between media platforms, content, and technology and how they influence sociocultural dynamics and the way societies change in the modern digital era.The media's influence on society values and beliefs is the subject of the first consideration. The transmission of ideas, moral principles, and cultural standards is greatly aided by the media, which functions as a potent socialisation agent. It impacts people's attitudes, affects how they see social situations, and helps establish societal ideals. Gender roles, cultural diversity, political beliefs, and social justice movements are just a few examples of the areas where the media has an impact.

The influence of media on cultural customs and practises is covered in more detail in the second element. Cultural practises may be preserved or changed through media platforms and content. They help spread cultural expressions, creative genres, and traditional knowledge. Media also makes it easier for people to interchange ideas and combine different cultures, which helps hybrid cultural identities to evolve. The media's ability to commodify and commercialise culture, nevertheless, may also give rise to issues with cultural appropriation and authenticity.

KEYWORDS:

Content, Media, Identifies, Television, Violence.

INTRODUCTION

The function of media in creating communal identities is examined in the third component. The use of media platforms gives people a place to express their identities. They provide a feeling of community by enabling marginalised groups to speak out, question prevailing narratives, and express their opinions.

However, the media may also serve to legitimise prejudices, maintain injustices, and contribute to the dispersion of identities. The development of online communities and subcultures, which have shaped new types of identity and sociocultural dynamics, has been made easier by the digital age[1], [2].

A Behavioural Effect Model

The theoretical developments contribute to moving beyond the straightforward conditioning model and explain some of the difficulties encountered in research. It goes without saying that in circumstances with unpredictable outcomes, some persons would react or respond to stimuli more readily than others, placing them "at risk." Comstock et al. developed an extension of the fundamental stimulus-response model using television watching as an

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

example in order to systematise the findings of research on this topic, especially with regard to violence. Its foundation is the idea that media exposure is fundamentally no different from any other experience, deed, or observation that could have an impact on learning or behavior [3], [4].

The process is represented by the model as a sequence of actions that follow the first "exposure" to a certain sort of television behaviour. This is the very first and crucial "input" that must be received in order to learn or duplicate the intended behaviour. Arousal and the amount to which alternative behaviours are displayed are two other crucial inputs. The likelihood that learning will take place increases with increasing arousal and decreasing the number of behaviours .

Two additional conditions relate to the portrayal of consequences and the level of reality: the likelihood that learning takes place increases as positive consequences appear to outweigh negative ones and as television behaviour appears to be more realistic.

When the conditions for effect are not satisfied , the person is returned to the start of the procedure; when there is a likelihood of effect , the issue of action is pertinent[5], [6].

The possibility of learning the action is influenced by all of the aforementioned variables, but any future conduct depends on the capacity to put the action into exercise. Arousal, which also refers to interest and attention, is the most crucial prerequisite after opportunity since it is necessary for learning. This concept is an enhancement over the straightforward conditioning model and is useful for focusing attention on the most important aspects of any given circumstance, even if research has not yet confirmed it[7], [8].

Crime, Violence, And The Media

It has received a lot of attention that the media may promote, if not really be the root of, crime, violence, and aggressive, antisocial, and even illegal conduct. The main cause for worry is the persistently high level of crime and violent depiction in popular media of all kinds. A further factor is the widely held assumption which may or may not be true that the development of the aforementioned societal evils paralleled the development of mass media in the twentieth century[9], [10].

Every new widely used media has spurred fresh worries about possible negative effects. Recent studies have linked youth-committed random acts of violence, particularly among young people, to the Internet and popular music. In addition to the 'problem' that new media have created that is uncontrollable by society or parents, there has been a general change in media that has allowed for a fresh take on an age-old problem.

As a result of the increase in television channels, the relaxation of regulations, and the lowering of acceptable thresholds, it is now more probable than ever that children will be exposed to more televised violence.

Although there is disagreement about the exact extent of media effect, thousands of studies have been undertaken on the premise that violence on screens, especially, is a cause of real violence and hostility. However, a study project carried out for the US Surgeon General towards the end of the 1960s, according to Lowery and DeFleur, produced three main findings: Television shows often include violent content. More and more violent stuff is being shown to kids. Overall, the data is consistent with the idea that viewing violent entertainment increases aggressive behaviour. These results seem to be accurate more than thirty years later.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Theory

The fundamental elements of violent impact theories have remained mostly constant. Three major theoretical frameworks are presented by Wartella et al. for understanding how individuals pick up and mimic media violence. One is the "social learning theory" of Albert Bandura, which contends that children learn through media representations which behaviour will be rewarded and which will be penalised.

Second, there are "priming" effects: individuals are more likely to use violence in interpersonal situations when they see violence because it activates or "primes" other relevant ideas and judgements. Third, Huesmann's script theory holds that social conduct is controlled by "scripts" that outline how to respond to events. Violence on television is codified in such a manner that it causes violence as a consequence of aggressive writing.

In addition to the impacts of modelling and learning, it is generally accepted that exposure to violent images results in a general "desensitisation" that lowers inhibitions against and raises tolerance for violent activity. As with all such ideas, there are several factors affecting a person's temperament, many of which have to do with how violence is portrayed. The primary contextual elements affecting audience responses have previously been established. Aside from your own attitude and content, it's also important to consider your viewing environment, especially if you're watching with family, friends, or others at home.

Content

The Surgeon General's study's key conclusions, which were previously highlighted, have repeatedly been reaffirmed. Young people continue to be drawn to the violence that is often shown on television. The 1998 US National Television and Violence Study revealed that children's television had more violence than other forms of programming.

It is impossible to assess if global exposure has risen or decreased over time, but most regions of the globe now have access to violent video content and the means to watch it. In a worldwide study of television violence including 5000 youngsters in 23 countries, Groebel , writing for Unesco, noted on the universality of media violence and the ubiquitous affinity with violent media hero characters, especially among boys.

Evidence of The Impact

Due to potential implications for business and regulations, the third finding relating to behavioural consequences is substantially less widely accepted and has always been controversial. It's challenging to make this point clearly, because every statement made by a large authority assumes a political connotation.

According to the American Psychological Association, "there is almost no doubt that people who are heavy viewers of this [television] violence display higher acceptance of violent attitudes and more aggressive behaviour." . However, this isn't a clear statement of causality because it leaves out the potential of other influences, including the environment.

According to Groebel, children from high-aggression environments and those in a "problematic emotional state" were far more likely than others to see and be drawn to aggressive violence.

Linne asked about the connection between media violence and social violence in a survey of European academic researchers on media and violence. For 22% of respondents, there was a "obvious causal link," for 33% there was a "vague causal link for some children," and for 4% there was "no causal link." The remainder of the group believed the issue was too

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

complicated to be resolved by such a simple fix. Linne found that research have generally moved away from the issue of causality and towards a comprehension of the inescapable allure of violence.

DISCUSSION

Children's violent behaviour patterns and viewpoints, according to Groebel'sstudy, "are a mirror of what they encounter in their real environment: frustration; hostility; challenging conditions". According to him, "media violence... is primarily presented in a rewarding context... [and] serves multiple demands." It "compensates" for flaws and deficiencies in critical areas and personal disappointments. It offers "kid-friendly thrills in a less dangerous environment."

In terms of "attractive role models" for guys, it offers a framework. The "reward qualities" of aggression are reinforced more systematically than non-aggressive coping mechanisms. These results confirm what has already been discovered in much earlier studies and are not brand-new. We are aware that viewing violent content on television may have harmful effects, but these effects are often mitigated by other variables that may or may not be the "real" or underlying cause.

Media representations of violence and hostility have been hypothesised to have some good effects by allowing for the virtual and safe discharge of emotion and animosity. The term "catharsis," which derives from Aristotle's idea of play, has been used to this process. There is no empirical evidence to support the idea that being exposed to violence has any advantages, even if it is evident that the bulk of the aggression evoked by media depictions is discharged vicariously without hurting others.

Terminational Techniques

Other typical impacts of violent and "horror" material include stimulation of fear and emotional distress. Both adults and kids look for thrills and entertainment in scary material, yet some individuals have unintended and negative outcomes. The fear that the media instills may be strong and enduring. It's not always simple to identify what will make you uncomfortable. When determining the potential extent and damage from terrifying content, we must make a distinction between the types of material, the degree of realism, the reason for "exposure," and receiver qualities like age, personality, and emotional stability. Girls seem to be more susceptible than boys to fear brought on by the media.The exposure context may also have an impact on the results. According to Valkenburg 31% of children questioned in Holland said that television frightened them, although nearly often it was movies or adult programmes.

The Media and Crime

Although the media is commonly suggested as a potential factor in actual crime, research has not shown such a connection. Most of the justifications for labelling the media as suspects are conjectural. Theoretical explanations include the possibility that the media glorifies crime, highlights its advantages, and teaches strategies. However, the dominant narrative in the media has always been that crime does not pay and that criminals are unpleasant people. There are concerns about how real or misleading representations of crime in the media affect conduct, but there is little doubt that they have an impact on how the public views crime and the likelihood of being a victim.

The 1999 Columbine School massacre and a similar occurrence in Erfurt, Germany in 2002 both emphasised the potential connection between media depiction and real violence. These

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

cases of homicides that seemed to have no apparent cause and in which a relationship between the murderers and certain media could be shown. A number of legal proceedings have been brought in the United States asserting that media stimulation causes violence, but none of them have been successful.Negligence, which is established by whether the media took excessive risks, was the primary factor in determining guilt. It is difficult to build a case against the media without generating widespread repression and censorship since such purported impact occurrences are so uncommon.

A similar issue arises when discussing the effects of sexually explicit material. Data analysis conducted by Perse indicates that pornographic content desensitises individuals who are exposed to it and promotes women to tolerate violence against them: "exposure to pornography appears to be related with detrimental repercussions". In spite of this, the issue has not been fixed. In his analysis of the findings of three public commissions,Einseidel came to the conclusion that the issue had not been resolved by social scientific research. The assessment of the facts must take political and ideological considerations into account.

Legal theory, which often employs a direct model of consequences, may differ from content and media theory, which has challenged this paradigm.Violence committed at the media's behest against particular minorities, outgroups, or hate figures falls under a type of media impact not discussed in the discussion that came before it. The media may purposefully disparage identifiable people or groups in such a manner that there is a genuine danger of violence via individual or group action, even if it is unlawful for them to openly promote violence.

A credible relationship to hate campaigns in certain media has been made between acts of violence against groups including child sex offenders, other sexual offenders, different ethnic minorities, conscientious objectors, supposed terrorists, gipsies, migrants, and others. There may be other elements involved, but there is little doubt that the media contributed to some of the many examples that have been made public. The problem of media incitement of civil or national conflicts is another. There are reasons to believe that the media contributed to the escalation of ethnic conflict in Yugoslavia in the early 1990s.

Young People and Children in the Media

The general and research literature on the impact of media on children is replete with expectations and worries, in addition to the subject of violence and crime. Numerous studies have examined how children use and respond to media, especially television, from the beginning to the present. Among the theories presented and tested about adverse impacts are the following expectations from the media:Parental authority is being undermined; understanding and experience of sexual activity at a young age; obesity and improper eating; a rise in passivity; a decrease in leisure and exercise time; a displacement of reading time ; a rise in social isolation; a reduction in assignment time and attentiveness;A growing self-consciousness about one's appearance is the root cause of anorexia. depression susceptibility

Some of the beneficial effects ascribed to media include the ones listed below:laying the groundwork for social participation, learning about the world in general, developing prosocial attitudes and behaviours, achieving educational goals, assisting with identity building, and enhancing one's creativity. Several of the following hypotheses are plausible and some have been investigated, according to social learning theory. There can be no generalisation, and none of these can be regarded as fully established nor entirely disproven. According to research experience, there are several more factors that each of these 'effects' contribute to. Despite this, experts seem to agree that limiting children's exposure to television generally

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

benefits them. However, Seiter found that adult opinions of the dangers of television vary by socioeconomic class, gender, and other factors.

Effects of Collective Reaction

The logic of the stimulus-response paradigm may be applied to the collective reaction to mass media even while additional factors are present. The main focus of the new components is on how responses spread to others, which often occurs quickly and amplifies total effects significantly. Self-generating and self-fulfilling processes are common in work. The word "contagion" has been used under certain circumstances, especially when physical crowds assemble, but it has also been employed when people are scattered and reached via mass media and interpersonal encounters. One important sort of consequence in reaction to scary, inadequate, or incorrect information is widespread panic. An example of this is the often quoted panic response to Orson Welles' radio broadcast of The War of the Worlds in 1938, when false news reports claimed a Martian invasion . The purported involvement of the media in igniting civil upheaval in many US cities in the late 1960s served as more evidence.

Personal connections and distrust of official explanations of the catastrophe as shown in the media were thought to help the community's reaction to the terrorist explosion in Madrid in 2004, which happened soon before a general election. The media's function in each of these instances is a bit ambiguous. Even while industrial catastrophes like power outages and nuclear accidents as well as natural disasters like earthquakes provide a wealth of potential stimuli, the likelihood of unforeseen terrorist strikes has enhanced the relevance of such events. There is no doubting that some circumstances may lead to a panicked response to news. We're discussing a special kind of rumour, one where there is a critical need for knowledge and a finite supply.

The media provides the feature of delivering the same news to many people at once, which may either increase or decrease anxiety. A panic attack may occur as a result of anxiety, concern, or uncertainty. Additionally, it seems that partial or inaccurate information is a panic-inducing factor that prompts a hasty search for information, often via personal channels, giving the original message greater validity. Many terrorist attacks are planned, threatened, or carried out for political reasons by those who intentionally or unintentionally try to use the media for their own purposes. The connection between the two is hence intricate. By causing fear and worry in the public, terrorists want to draw attention to their cause. Another possibility is that there is blackmail going on. Schmid and de Graaf assert that violence serves as both a means of accessing media platforms and a message unto itself.

The media is conflicted between two strong pressures: the first is to report spectacular events according to traditional news standards, and the second is to refrain from acting as a weapon of mass destruction and a hindrance to counterterrorism operations. Despite substantial research, the widely held belief that the media actively encourages the spread of terrorism has not been definitively proven. The influence of the media might be quite diverse.Studies of the response to the 9/11 terror attacks in New York demonstrate that there was no widespread public fear despite the level of shock and grief and the utter absence of preparation for such events. We may presume that widespread media attention, well beyond the local location, contributed to the situation's de-escalation. The 1995 Great Hanshin Earthquake taught us numerous things about the value of the media during emergencies and the repercussions of media failure.

Another example of potential contagion effects is the succession of aeroplane hijacking operations in 1971–1972, which showed obvious signs of being inspired by news coverage. Similar correlational data that seems to support the impact of media coverage was uncovered

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

by Holden. The idea that news items can'spark' deviant conduct in people has been supported by more scientific data. According to Phillips, the number of suicides, car accidents, and fatalities on commercial and private planes all rose following newspaper coverage of suicides or murder-suicides.

In addition, he was able to statistically correlate the prevalence of suicide in television fiction with that in real life, although his results have been disputed because of methodological problems. There is, at the very least, some data that points to a contagious or imitation effect. Since The Sorrows of Young Wertfter by Goethe was published in 1774, there have been many instances of suicides that were prompted by fiction and news. Jamieson et al. assess the results and provide suggestions for how reporting could be handled to lessen risks to those who are more susceptible.

Human Disorder

Due to the potential challenge to the status quo, non-institutionalized and violent collective activity has been closely scrutinised, and the media has been involved in the hunt for explanations of such behaviour. It has been suggested that the media might, among other things, incite riots, encourage rioting as a culture, instruct individuals on how to riot, and spread riots from one place to another.

Even while it seems like everyone agrees that in any riot scenario, human contact plays a bigger part than the media, the data supporting or refuting these claims is patchy at best. Even yet, there is some evidence that the media may assist by simply reporting the occurrence and location of a riot, publicising circumstances that lead to riot behaviour, or announcing the potential for rioting in advance. In general, it seems that the media may shape how events turn out, and even if they are ultimately "on the side" of the status quo, they can unwittingly intensify division. While it hasn't been shown that the media is a major or primary contributor to rioting, they may have an influence on the time and kind of rioting. Spilerman provides some support for this and other hypotheses on the basis of very weak data. He conducted a lot of study, but he was unable to provide a solid structural explanation for many US urban riots.

He came to the conclusion that television, namely network news, was mostly to blame, especially for fostering a feeling of "black solidarity that would transcend the bounds of community." Mobilisation for collective action now seems to be more likely to be conducted through mobile phone or the internet rather than as an unintentional effect of mass media. Examples include the Madrid case and the coordinated protests against international economic conferences that started in Seattle in 1998. When addressing panic and rioting together, it's important to note that the most common solution to the risks previously discussed, the restriction or suppression of news, might increase local dread since an explanation for obvious neighbourhood disturbances would be lacking.

Diffusion of Innovation and Development

The bulk of the information comes from a number of initiatives made in developing countries after World War II to employ mass media to promote technological development, good health, and education, typically adopting models created in rural America. Early theories on media and development portrayed the media's effect as'modernizing' by just spreading western ideas and preferences. The conventional view of media influence has been as a mass educator working in partnership with authorities, experts, and local leaders to accomplish certain change objectives.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An important player in this school was Everett Rogers, who developed a four-stage model of information diffusion: information, persuasion, choice or adoption, and confirmation. This progression resembles the persuasive stages described by McGuire. However, the media's role in the adoption process is only relevant during the first phase, after which it is replaced by interpersonal connections, formalised information and advice, and actual experience. Early diffusionists placed a strong focus on planning and organisation, linearity of influence, hierarchy, social structure , reinforcement, and feedback. Rogers foresaw the "passing" of this "dominant paradigm," pointing out its shortcomings in terms of these related characteristics as well as its excessive dependence on "manipulation" from above.

An alternative "convergence model" of communication was put out by Rogers and Kincaid, focusing on the need of a continual process of interpretation and response, leading to better mutual understanding between sender and receiver. Critical thinking in the 1970s connected efforts at external growth with the maintenance of dependency. The success of mass media is dependent on its capacity to maintain ties to the society's core and its original culture, according to more recent theories of development. Participatory communication is gaining popularity and has been advocated. It's important to note that before it can take part in diffusion processes like those observed in contemporary or developed civilizations, mass communication must first become a novelty in and of itself . For media to be successful, other modernity needs may be needed, including individuation, faith in bureaucracy and technology, and understanding of the sources of media authority, legitimacy, and objectivity.

While donor nations continue to support communication initiatives and the construction of mass media infrastructure with development money, there is now a much reduced expectation for large-scale development results.

The drawbacks of information-technology solutions are well understood, as is the uneven distribution of any potential advantages. There is also more focus on the need of enhancing public communication for the general public and communication freedom as a human right as a prerequisite for success.

CONCLUSION

Media has a large and varied effect on socioculture overall. It affects cultural practises, determines social ideals, and helps to forge group identities. To assess media material critically, promote media literacy, and create inclusive and varied sociocultural contexts, it is crucial to comprehend these effects.As a result of influencing social values, altering cultural norms, and assisting in the emergence of group identities, the media is crucial in developing socioculture. The effects of media also include the promotion of values and ideas as well as identity development, cultural interchange, and cultural preservation. It is possible for people and societies to interact with media material in a critical and educated way by being aware of the nuances of the media's impact on socioculture. This promotes a more diverse and dynamic global culture.

REFERENCES:

[1] E. A. Shank, “Considering the Lives of Microbes in Microbial Communities,” *mSystems*, 2018, doi: 10.1128/msystems.00155-17.

[2] X. Chen, Q. Wang, X. Li, Q. Wang, J. Xie, and X. Fu, “Heat shock pretreatment of mesenchymal stem cells for inhibiting the apoptosis of ovarian granulosa cells enhanced the repair effect on chemotherapy-induced premature ovarian failure,” *Stem Cell Res. Ther.*, 2018, doi: 10.1186/s13287-018-0964-4.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[3] H. M. Palethorpe, D. A. Leach, E. F. Need, P. A. Drew, and E. Smith, "Myofibroblast androgen receptor expression determines cell survival in co-cultures of myofibroblasts and prostate cancer cells in vitro," *Oncotarget*, 2018, doi: 10.18632/oncotarget.24913.

[4] M. T. Valarmathi, J. W. Fuseler, J. D. Potts, J. M. Davis, and R. L. Price, "Functional Tissue Engineering: A Prevascularized Cardiac Muscle Construct for Validating Human Mesenchymal Stem Cells Engraftment Potential in Vitro," *Tissue Eng. - Part A*, 2018, doi: 10.1089/ten.tea.2016.0539.

[5] S. I. Jenkins and D. M. Chari, "A stoichiometrically defined neural coculture model to screen nanoparticles for neurological applications," in *Neuromethods*, 2018. doi: 10.1007/978-1-4939-7584-6_14.

[6] M. Swearingen, B. Falcon, S. Chintharlapalli, and M. Uhlik, "An endothelial cell/mesenchymal stem cell coculture cord formation assay to model vascular biology in vitro," in *Methods in Molecular Biology*, 2018. doi: 10.1007/978-1-4939-7357-6_21.

[7] L. Delsing, T. Kallur, H. Zetterberg, R. Hicks, and J. Synnergren, "Enhanced xeno-free differentiation of hiPSC-derived astroglia applied in a blood-brain barrier model," *Fluids Barriers CNS*, 2019, doi: 10.1186/s12987-019-0147-4.

[8] M. Chiba *et al.*, "Activatable Photosensitizer for Targeted Ablation of lacZ-Positive Cells with Single-Cell Resolution," *ACS Cent. Sci.*, 2019, doi: 10.1021/acscentsci.9b00678.

[9] H. Wang, Z. Feng, and B. Xu, "Instructed Assembly as Context-Dependent Signaling for the Death and Morphogenesis of Cells," *Angew. Chemie - Int. Ed.*, 2019, doi: 10.1002/anie.201812998.

[10] S. Filardo, M. Di Pietro, G. Tranquilli, and R. Sessa, "Biofilm in Genital Ecosystem: A Potential Risk Factor for Chlamydia trachomatis Infection," *Can. J. Infect. Dis. Med. Microbiol.*, 2019, doi: 10.1155/2019/1672109.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 12

DEVELOPMENT AND MASS MEDIA

Dr. Shibilynuaman Zainudheen, Assistant Professor,
Department of English, Presidency University, Bangalore, India,
Email Id-shibilynuaman@presidencyuniversity.in
Prof. K N Swamy, Regional College of Management,
Bangalore, India

ABSTRACT:

This abstract investigates the connection between mass media and development, emphasizing the essential part the media has in influencing and determining society development. It examines the difficulties and moral issues related to the use of mass media, as well as how it might help to the growth of the economy, society, culture, and politics.

The first part focuses on how the media affects economic growth. The distribution of information, market trends, and investment possibilities may be facilitated by mass media, including print, broadcast, and internet channels. It may support the expansion of businesses, entrepreneurship, and information and idea sharing. Additionally, media platforms provide outlets for marketing and advertising, which may boost economic activity and help to generate cash.

The second topic explores how the media has affected societal advancement. Social communication is facilitated by mass media, which also connects people and communities and offers a stage for debate. It may advocate for human rights, advance social justice, and increase public understanding of social concerns. By reaching a variety of audiences and overcoming information gaps, the media also plays a significant role in education and knowledge diffusion. The development of inclusive societies is also aided by media representation and diversity in media content.

KEYWORDS:

Content, Knowledge, Media, Political, Television.

INTRODUCTION

The cultural component of emerging mass media. Local languages, customs, and cultural legacy may all be preserved and promoted via the media. Additionally, it may help in cross-cultural communication, cultural preservation, and cultural exchange. Concerns about cultural imperialism, cultural homogeneity, and the deterioration of traditional values and practises are raised by the impact of mass media on culture[1], [2].

The media has an impact on development by:

Technical knowledge is spread, and mobility and individual transformation are fostered. Elections, rising consumer demand, and assistance with population control are just a few of the ways that democracies are advancing[3], [4].

Distribution of Knowledge in Society

Here, we examine one of the media's most often predicted and important effects: their capacity to educate and maintain the informed Ness of a big population in a manner that is compatible with the demands of a modern economy and a participatory democratic process.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

While the average and minimum levels of 'knowledge' in a society are significantly raised by mass media, as is the rate at which information is disseminated, there is much discussion about the persistence of inequality and the varying abilities of different media to produce these effects[5], [6].

The problem has gained new life and urgency with the advent of the Internet, which has enormous informatics potential but a diverse distribution and real usage. As a consequence, the phrase "knowledge gap" has been replaced with the new term "digital divide". Long anticipated to have contributed to the bridging of knowledge gaps brought on by socioeconomic and educational inequality, the press and broadcasting have significantly boosted the flow of public information. According to political campaign research, this 'knowledge gap-closing' across social groups may occur swiftly[7], [8]. However, evidence of the reverse effect has also been discovered, showing that a small attentive minority gains for more information than the rest, widening the gap between certain population groups.

According to Tichenor et al., the "knowledge gap hypothesis" "does not hold that lower status population segments remain wholly unaware". Instead, it is thought that those in better socioeconomic positions experience knowledge development that is disproportionately bigger. 'There is unquestionably a class bias in attention to 'information-rich' sources, with strong correlations between social class, attention to these sources, and the capacity to respond to information queries on political, social, and economic concerns[9], [10].

The knowledge gap hypothesis is made up of two main parts: one deals with how information is distributed across socioeconomic groups in society generally, and the other is focused on particular topics or themes that some individuals are more educated about than others. The first "gap" is probably caused by basic socioeconomic inequalities that the media alone cannot address. Regarding the second, there are many methods to widen and narrow gaps, and it is probable that the media will do both. The media effect's trajectory is influenced by a number of factors. In order to improve attention and learning, Donohue et al. stressed the role of media in bridging gaps on issues that are of wide concern to small communities, especially during times of conflict.

Information seeking and learning are often driven by motivation and perceived usefulness, and these elements are more impacted by social environment than by media. However, it has been said that various media may have varying effects and that print media, as opposed to television, are more likely to widen inequities. This is because these media are the favoured sources for the privileged classes. Based on the fact that television covers a broader portion of a society with comparable news and information and is generally seen as reputable, the theory that it may have the reverse effect is supported. But a lot depends on the institutional structures a society employs. Public broadcasting networks in Western Europe and, to a lesser degree, the national network system in the United States, previously provided a common and consistent source of shared knowledge on domestic and international issues. As a consequence of current trends towards channel diversification, heightened competition, and audience fragmentation, this enormous audience for information is diminishing.

Similar to print media, television is becoming into a more unique information source. However, it lacks the advantages of captive mass audiences. Robinson and Levy's study on news learning from television does not provide much hope for television's capacity to fill knowledge gaps, even in the days before mainstream viewership. The influence of the media on narrowing or closing gaps is uncertain, although gaps still exist, according to Gaziano , who analysed 39 research on the knowledge gap hypothesis .

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The divide between those with access to information and those without it is expanding as a result of the unequal adoption of new computer-based information technologies. The knowledge gap hypothesis predicts that as a consequence, as individuals with better informational abilities and resources move even farther ahead of those with less information, the disparities will widen. The idea of a "knowledge gap" may or may not still be true. It makes the basic assumptions that we all need to have in order to operate in society. In light of the quantity and specialisation of information, this assumption loses credibility but may still be important to the democratic political process of choosing leaders.

Social Learning Theory

Especially with regard to children and young adults, Bandura's sociallearning hypothesis is a frequently used theory of media impacts. The fundamental tenet of the theory is that we cannot acquire what we need to control our own growth and conduct by direct personal observation and experience. We have to learn a lot from unreliable sources, like the media. According to Bandura's approach, the four crucial stages of social learning are attention, retention, production, and motivation. We concentrate on media information that may be relevant to our daily life, particular requirements, and interests. The information we have gained may then stick in our minds and be added to our body of prior knowledge. The third step, known as production, is the actual application of the behavioural lessons learnt. This action may be rewarded orpenalised, with the resultant increase or reduction in desire to choose a certain course of action.

DISCUSSION

The theory is applicable to both the adoption of different action models and the socialising effects of media. Only a few examples include personal consumption, interaction patterns, eating and drinking habits, and clothing, appearance, and style. Long-term patterns are also viable. According to Bandura, the concept only applies to conduct that is explicitly expressed in symbolic form. The theory also makes the assumption that learners are capable of self-reflection and active involvement. It differs from imitation or mimicry. Media is seldom the only source of social learning, and other influences like parents, friends, and instructors all have an impact. There are enormous collective impacts on social learning. However, social learning theory asserts that media may have direct effects on individuals and that these effects need not be filtered via social networks or personal relationships.

Socialization

It is commonly believed that the media has a role in the early socialisation of children and the long-term socialisation of individuals, despite the fact that the nature of the situation makes this impossible to prove. This is partly because it takes so much time, and partially because any media impact interacts with other social background factors and various family socialisationmethods. Prima facie evidence of media-mediated socialisation has sometimes been found in sporadic longitudinal studies of development. However, certain fundamental presumptions about the possible socialisation effects of media are regularly included into media control policies, media choices, and the standards and expectations that parents apply or hold for their children's media usage. The media may assist and reinforce other socialisation agencies, according to the media socialisation thesis, but they can also pose a threat to the standards established by parents, schools, and other social control agents.

The underlying assumption of the thesis is that by symbolically rewarding and punishing particular behaviours as they are portrayed in the media, norms and values may be taught. Another point of view is that it is a process of education wherein we all learn how to act in

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

certain situations and the expectations that go along with a given position or social status. Because of this, the media often prioritises patterns of conduct and representations of life above genuine experiences.

Children have a tendency to look for life lessons and relate them to their own experiences, according to early studies of children's media usage . Content studies have also drawn attention to the systematic presentation of social life representations, which may have a significant influence on children's expectations and ambitions. Socialisation theory often emphasises the conformist function of media. This viewpoint contends that the media is neither "prosocial" nor "antisocial," but rather supports the ideals that are already widely accepted and established. Even though there is only sporadic direct support for the idea that media has a socialising influence, it is universally accepted.

Formation of Consciousness and Social Control

There are many different theoretical perspectives on the extent and intent of the mass media as a social control agency. According to a widely held theory, the media unintentionally supports the prevailing ideologies in a community or country due to a mix of institutional and individual decisions, operational limitations, outside pressure, and foreseeing the expectations and wishes of a varied and large audience. A stronger and more critical version of this perspective views the media as essentially conservative due to a mix of market considerations and deference to national and governmental goals. Similar data supports these opposing theories, most of which speak to systematic content patterns and very little to impacts directly. Herman and Chomsky developed a hybrid critical theory of systematic long-term influence in the form of a "propaganda model." According to this, news in capitalist nations must pass through a variety of "filters," such as reliance on official sources of information, advertising, the financial integration of the media with the rest of the economy, and news management efforts. Numerous circumstantial indications of the operation of the last-named filter have been found in other research, including Reese et al.,Manheim , and Herman and Chomsky .

The weakness of the Herman and Chomsky positions is that they give so little consideration to later research and evidence. Manufacturing Consent is the title of Herman and Chomsky's book, which is based on Walter Lippmann’s assertion that "the manufacturing of consent is capable of vast refinements... and the prospects for manipulation open to anyone who understands the process are apparent enough." In the development of beliefs about the power of the media, Lippmann's theories embody what was previously referred to as the first phase.

The most widely consumed media tends to generally reinforce accepted social norms and behaviours . The national state or its well established institutions face few fundamental threats in the mainstream media. Thus, evidence of both what is present and what is absent in media content serves as the foundation for the claim that mass media tend to promote the status quo. In the former, "conformist" or patriotic action is praised, established elites and points of view are given considerable attention and preferential access, while non-institutional or deviant behaviour is regarded unfavourably or unfairly.

One of the conclusions of "cultivation" research shows a correlation between television dependence and the acceptance of consensus or moderate political views. The mass media is frequently portrayed as encouraging national or communal agreement and as tending to portray problems as solvable within society's and culture's established "rules."In a similar spirit, the media regularly paints certain behavioural patterns and social groupings as both abnormal and dangerous. These include juvenile gangs, drug addicts, "football hooligans," and certain sexual misfits, in addition to the blatantly criminal. The media has been accused

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

of inciting "moral panics" and misrepresenting the genuine danger and importance of these organisations and their actions. People who depend on government assistance may be referred to as "welfare scroungers", and the same is true of immigrants, refugees, and travellers , as well as the poor . The tactic is referred to as "blaming the victim," and it is a typical component of the development of public opinion to which the media may make a substantial contribution. The result is to provide scapegoats and targets for societal rage, to deflect attention from real problems having root causes in societal structures, and to build support for law enforcement.

It may be challenging to find evidence of media omission, but comparative content analyses of news from many nations have contributed to the body of data showing systematic neglect of some topics and regions of the globe. The Glasgow Media Group carried out in-depth analyses of news content and identified a number of significant patterns of omission. When evaluating the often eloquent and powerful theoretical arguments for the ideological impacts of the media, we should bear in mind the equally reasonable theories of the limited potential for media influence. Particularly relevant is the evidence of audience preference and "differential decoding". Although they originate from the same critical school, the teachings of "reception" study give a counterpoint since the bulk of theories about ideological or hegemonic impacts are focused on media and content observation rather than audience or "effects."

The degree to which the effects suggested by this body of theory and research really take place is difficult to gauge. The media are, however, mostly owned and controlled by commercial interests or by the government, and as a result by the interests with the greatest amount of political and economic clout. Having such media ownership is prized for reasons other than immediate financial benefit, notably for political and social power and prestige, according to a substantial amount of prima facie evidence.

The outcomes aren't always favourable or in favour of the status quo. Undoubtedly, Gans' assessment that "news is not so much conservative or liberal as it is reformist" is still accurate today. According to their own self-described role and philosophy, the media are dedicated to acting as a conduit for messages that may also serve as a catalyst for change. They most likely generate a lot of activity, agitation, and stress within the constraints of systems with some capability for creating change, upsetting the established order.

Cultivation

The long-term media influence theories have perhaps been studied and documented the most by Gerbner ; see Signorielli and Morgan . It asserts that among contemporary media, television has become so pervasive in everyday life that it now controls our "symbolic environment," substituting personal experience and other methods of learning about the outside world for its message about reality.

Television is sometimes referred to as the "culture arm of the established industrial order," "serving mostly to maintain, sustain, and reinforce customary beliefs and behaviours rather than to alter, disrupt, or undermine them".

This claim brings the cultivation effect very close to what the Frankfurt School critical thinkers and subsequent Marxist theory argued. Cultivation analysis, according to Signorielli and Morgan, is the third element of the "Cultural Indicators" research paradigm, which also examines audience beliefs and behaviours in relation to exposure to television's message and institutional processes underlying media content production.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Test the theory's validity:

It is predicted that those who watch more television would have perceptions of reality that veer more away from the accepted representation of the social world and more in the direction of the "television" representation of the world. The study of violence and crime has long been a major subject of research, with culti•vation studies concentrating on how it is portrayed in the media, how common it is, and the numerous hazards it poses, on the one hand, and how the general public perceives crime and their attitudes towards it, on the other. Early results from the cultivation research showed that individuals were more inclined to exaggerate the likelihood of crime in the actual world and the personal dangers they faced the more television they watched.

This link seems to still be present, at least in the United States. Investigated topics in politics and society include the influence of the media on political consensus.In a thorough examination of several research on how television constructs reality, Hawkins and Pingree found numerous sporadic indications of the anticipated relationships, but no unambiguous evidence pointing in the direction of the association between watching television and ideas about social reality. They contend that television may impart knowledge about social reality and that viewing and social reality may be mutually reinforcing: watching television shapes social reality in a certain manner, but this social reality formation may also influence viewing behaviour. In a recent thorough assessment of the research on culture, Morgan and Shanahan draw the conclusion that while cultivation effects do occur, they are often insignificant.

As productivity and supply increase, the television experience is likely to be more varied and non-cumulative than the theory predicts. For instance, a study on the cul•tivation effects of television on marriage expectations found that watching genre-specific 'romantic' material, but not general TV viewing, was associated with irrational expectations. In contrast to earlier sources, Sotirovic found that viewers of cable TV news and entertainment programmes had unfavourable perceptions of welfare recipients. Rossler and Brosius found that some talk show topics had minor cultivation effects in Germany, but not from all television or the genre as a whole. Active audience theory further refutes the idea that strong "message systems" have a long-term cumulative impact. The supposed causal link between television watching statistics and survey data on values and attitudes has been contested by a number of academics. The 'cultivation' effect seems to be more common in the United States, where television content is more commercial and less diversified.

Despite the extensive research, there is still conflicting information from various countries. Wober found little evidence in British data to support the idea of a violent society, and Doob and McDonald found the same thing in Canadian data. Rosengren and Windahl provide a variety of data about long-term changes in young people's television viewing habits that might be used to support the cultivation hypothesis, but according to Hedinsson , evidence amounted to "if not a direct support, at least a non-refutation of Gerbner's theory."

One example is the way in which people's "mental maps" of the world change significantly based on how much television they watch. Outside of North America, there isn't much in the globe for high-viewing teenage guys. No matter how plausible the theory, it is practically hard to cope with the complexity of purported relationships between symbolic structures, audience conduct, and audience attitudes due to the multiple intervening factors. It's also difficult to tell any "cultivation" process apart from customary socialisation. Despite this, it seems that the field of study covered by cultural indicators and cultivation research has not yet reached its full potential and may yet support further specialist and in-depth research on certain topics.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The Media and Long-Term Social and Cultural Change

In one way or another, the theories of mass communication put forward a variety of significant social and cultural ramifications. However, any such impacts are probably going to be minor, persistent, and difficult to measure. There are several more alternatives, some of which are conflicting. For instance, mass communication has been connected to society fragmentation, individuation, variety, and even personal isolation. Putnam ties the decline in'social capital' as well as a decline in civic and social involvement in America to television consumption. This position has some evidence.

Other theories have credited the media for sometimes harmful levels of social cohesion and uniformity. The media has received praise for more widely distributing both traditional and modern culture as well as criticism for lowering cultural standards. There isn't much concrete evidence to support the sweeping claims made about the effects of mass media on culture and society, despite the validity of these and other theories in this area. The process by which the media contribute to social and cultural change is largely dependent on their capacity to explain situations, provide frames of reference, and disseminate representations of social groups. They also act as a nation's "collective memory" in the absence of major historical information.

The media do not originate any of these, but they do include them into narratives that are more or less consistent and recurrent, which act as secondary sources for people's ideas of their own society and their position within it. By keeping up with every new trend, concern, or notable piece of information that may be included in a bigger tale, whether in news or fiction, the media, which has an insatiable need for both novelty and continuity, contributes to change. For the vast majority of people, the media effectively serves as the gatekeepers of change, particularly when they seem to share the same selection of information and viewpoints.

In answering these and other questions, a lot relies on the assessor's viewpoint and early presumptions on the topic at hand. Additionally, it's critical to keep in mind the ongoing dialogue between the media and society. The media, whether as technology or as cultural content, does not just have a one-way causal connection with cultural and social development. Depending on the circumstances, the results of these interactions might vary greatly, are unexpected, and have varied effects.

Without a doubt, the media have changed the way information and ideas are spread, they have taken time and attention away from other activities, and they have become a way to reach more people with more information than was previously possible.

Any social body seeking public attention and connecting with the broader public must consider the implications of these results. Other institutions are under pressure to use media channels themselves, adapt in some manner to the media, or react in some other way to the media. They will probably change their own practises as a consequence.

It's more probable that the media will have an indirect impact. They try to change what the public expects, what resources are available, and most significantly, how other social groups operate. For their public communication, they have grown more and more dependent on the media, and communication has changed to reflect this so-called "media logic" , which has a significant impact on how they behave. All social institutions exist now as media institutions, according to Altheide and Snow. Political institutions are the focus of Chapter 19's analysis, although cultural and social institutions might also derive analogous conclusions.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Effects of Amusement

Entertainment is undoubtedly the most popular category of media content and is the main driver of media's appeal. Zillmann and Bryant remind us that, in addition to the many unintentional negative impacts that have been extensively investigated, entertainment also has effects on its own, purposeful effects, which are effects in and of themselves. Although distraction and being swept up in a tale or spectacle seem to be the fundamental concepts, entertainment has been difficult to define. It may also be seen in terms of more specific sorts of effects, such as being amused, having one's emotions stimulated, resulting in emotions like joy, pleasure, relief, fury, excitement, terror, and so on, or having one's anxieties diverted, among others. Particularly, music has been connected to a number of impacts, such as arousal, emotions, and dispositions.

According to Zillmann , the pleasure and anger caused by the changing fortunes of accurately or inaccurately represented persons is the basis of drama's attraction. Zillmann and Bryant raise more questions regarding the allure of suspense than they can address, especially the seeming allure of news accounts of awful occurrences, which tend to enthral even when there is little reason to dislike the main victims, unlike in many fictions. The research tradition of "uses and gratifications" sought for by viewers, as well as some significant results, but there is still a lack of unified conceptualization in this understudied field of media impacts. The word "escapism" falls short of describing the effects of entertainment, and the many theories of enjoyment put out are not well suited to being precisely formulated and put to the test.

CONCLUSION

The role of the media in politics and development. The promotion of political engagement, democratic procedures, and accountability depends heavily on the mass media. It acts as a watchdog, keeping an eye on government, and exposing corruption. The democratic operation of societies is jeopardised by the concentration of media ownership, censorship, and political media manipulation.Policymakers, media professionals, and scholars must comprehend how mass media and development interact. It enables the investigation of methods to maximise the beneficial effects of mass media on development while resolving the related difficulties. Media independence, media literacy, and responsible journalism are only a few ethical factors that help to ensure the positive involvement of mass media in development processes.In conclusion, mass media has a variety of effects on development, impacting political participation, social advancement, economic growth, and cultural preservation. Harnessing the power of mass media to advance inclusive, sustainable, and democratic communities requires an understanding of its potential as a vehicle for good development while tackling its difficulties and ethical issues.

REFERENCES:

[1] J. Kleinnijenhuis, A. M. J. Van Hoof, and W. Van Atteveldt, "The combined effects of mass media and social media on political perceptions and preferences," *J. Commun.*, 2019, doi: 10.1093/joc/jqz038.

[2] F. N. M. Uchôa *et al.*, "Influence of the mass media and body dissatisfaction on the risk in adolescents of developing eating disorders," *Int. J. Environ. Res. Public Health*, 2019, doi: 10.3390/ijerph16091508.

[3] H. Junsheng, R. Akhtar, M. M. Masud, M. S. Rana, and H. Banna, "The role of mass media in communicating climate science: An empirical evidence," *J. Clean. Prod.*, 2019, doi: 10.1016/j.jclepro.2019.117934.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[4] O. N. Goryacheva and G. S. Kalinina, "The manipulative capacity of mass media," *Humanit. Soc. Sci. Rev.*, 2019, doi: 10.18510/hssr.2019.7676.

[5] A. S. P. Christensen, M. K. H. Meyer, P. Dalum, and A. F. Krarup, "Can a mass media campaign raise awareness of alcohol as a risk factor for cancer and public support for alcohol related policies?," *Prev. Med. (Baltim).*, 2019, doi: 10.1016/j.ypmed.2019.05.010.

[6] D. Langdridge *et al.*, "A visual affective analysis of mass media interventions to increase antimicrobial stewardship amongst the public," *Br. J. Health Psychol.*, 2019, doi: 10.1111/bjhp.12339.

[7] F. G. Neuner, S. N. Soroka, and C. Wlezien, "Mass Media as a Source of Public Responsiveness," *Int. J. Press.*, 2019, doi: 10.1177/1940161219832416.

[8] S. Dasgupta, "Impact of exposure to mass media on female empowerment: evidence from India," *Int. J. Dev. Issues*, 2019, doi: 10.1108/IJDI-10-2018-0156.

[9] B. Morley *et al.*, "Association of the LiveLighter mass media campaign with consumption of sugar-sweetened beverages: Cohort study," *Heal. Promot. J. Aust.*, 2019, doi: 10.1002/hpja.244.

[10] O. N. Berduygina, T. N. Vladimirova, and E. V. Chernyaeva, "Trends in the spread of fake news in mass media," *Media Watch*, 2019, doi: 10.15655/mw/2019/vl0i1/49561.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 13

PUBLIC OPINION, POLITICAL COMMUNICATION AND THE NEWS

Ms. Mini Pushkar, Assistant Professor,
Department of Soft Skills, Presidency University, Bangalore, India,
Email Id-koustavnandi@presidencyuniversity.in
Prof. Vandana, Regional College of Management, Bangalore, India

ABSTRACT:

This abstract examines the connection between news media, political communication, and public opinion. It highlights how important the news media is in influencing democratic processes, fostering political conversation, and forming public opinion. The abstract emphasizes the dynamic relationship between the media, political figures, and the general public as well as the ramifications for informed civic participation and democratic governance.The first consideration focuses on how the news media affects public opinion. The public's main source of knowledge on political concerns, regulations, and occurrences is the news media. The media assists people in forming ideas, forming political attitudes, and making informed judgements via news reporting, analysis, and commentary. The media's ability to create agendas affects the topics that are brought to the public's notice and how they are framed, which shapes public opinion and affects political results. This explores how political communication affects public opinion. Different communication tactics are used by political players, such as politicians, political parties, and interest groups, to sway public opinion. This includes developing persuading messaging, participating in open campaigns, and using media outlets to forward their political goals. In the process of political communication, the media functions as a crucial middleman, distributing these signals to the populace and influencing how they are received and interpreted.

KEYWORDS:

Communication,Knowledge,News, Public, Political.

INTRODUCTION

Media organisations respond to public needs and interests while also influencing public opinion via their editorial, framing, and news selection choices. Public opinion and media involvement are crucial in influencing media coverage and the political conversation as a whole.This chapter addresses yet another set of possible media effects, namely those connected to news and other kinds of informative media, as well as political communication in general. Concerned are the 'consequences' for public 'knowledge,' 'beliefs,' and attitudes, especially those that are short- or medium-term in nature. The line between intentional and accidental strikes might be difficult to draw[1], [2].

Inadvertent communication may have systematic and predictable effects whereas intentional communication might have unforeseen consequences. Furthermore, it has become commonplace to observe that purposeful communicators in the news, public opinion, and politics usually attempt to conceal their advocacy inside the "news" or just strive to attract attention and free exposure[3], [4]. The two sectors of mass communication where conventional media confront the greatest competition and danger from new online media, notably the Internet, are news and political communication. More news sources and news

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

genres are available on the Internet than on any newspaper or television station, and users may choose the news they want to read or watch based on their own interests. It also provides the opportunity for communication with and response to news sources. Additionally, there are limitations and obstacles that prevent the audience from using the increased potential, which limits the impact[5], [6].

News often doesn't have instructional goals, but instead offers a service where a range of information is Learning from news that audience members may choose from according to their interests. In terms of attention voluntariness, the frequent absence of specific motivation, and the high degree of inattention that follows broadcast news usage non-specific, the conditions of mass media news consumption are often noticeably different from other informational contexts. Content in the news is typically ephemeral and accidental. However, the main objective is to inform, and news material is often assessed using a set of criteria for information value[7], [8]. Additionally, people do gain knowledge from the news, increasing their level of knowledge. Whether or whether news is delivered to a group of people who pay attention, understand it, and can remember or identify some of it after the event has happened determines how much of an effect it will have[8], [9].

Like other sorts of impacts, comprehension and recall are impacted by the message, the sender, the audience, and other factors. There are several degrees to which news broadcasts may be relevant, attention-getting, interesting, and understandable. Depending on their audience's degree of trust and reliability, news sources are likely to vary. On the audience side, general interest in news, previous familiarity with the topics, and general educational level are perhaps the most crucial factors. It's clear that a lot of information is "received" with little active "processing" and without much thinking.

Studies on how to learn from published news are few and far between. The results so far have tended to support those of decades of fundamental communication research.As a result, in addition to having a good educational foundation, news items that are interesting, relevant, and tangible help with understanding. However, previous knowledge and the practise of talking about news with others are also crucial. Although the public commonly cites television as the main news source, Robinson and Levy discovered that it is underestimated as a source of public-policy information.

Additionally, they found that a number of common news production and presentation techniques often hindered listeners' capacity to understand the news. Graber, on the other hand, indicates that visual cues do help viewers remember television news content. According to a recent survey, the average student learns relatively little and retains just a small portion of what they have studied. Findahl claims that under normal circumstances, people only recall around 5% of the news. Even yet, the choice and organisation of the already-present information impacts what is acquired.

For News and News Processing Schemata

According to news content analysis, a lot of news is provided inside meaning frameworks that result from the manner in which news is acquired and processed. It seems sense to believe that audiences receive incoming news using some of the same 'frames' since news is 'framed' topically and thematically to make it simpler to understand. Graber used this line of reasoning while analysing news. The previously described interpretive frameworks or schemata are collaboratively developed and widely used manuals for cognition, selection, and relevance.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

According to Graber, a schema is a "cognitive framework made up of organised knowledge about situations and people that has been abstracted from prior experiences." It is used to process new data and retrieve data that has already been saved. Schemata help in evaluating fresh data and filling in the blanks when there are gaps in the data or when the data is unclear. They may also aid in your memory of crucial facts.

Others may be more regional and localised, while the broadest and longest-lasting frameworks could use a worldwide currency. Graber found that people's "schemata" were very varied, fractured, and disorganised. In reaction to news content, schema were used in a number of ways using a wide range of methodologies.

DISCUSSION

This paradigm defines news learning as the incorporation of new information into pre-existing schemata. This clarifies the relationship between prior knowledge and increased capacity for learning. Despite the fact that information is often provided in the form of pre-existing schemata that recipients simply adopt without critically analysing, recipients are assumed to be actively engaged in the process.

Exemplification: One frequent aspect of news that has been studied in terms of affects is the use of "exemplification," or the citation of particular concrete instances to illustrate more general themes and support broad conclusions. This is one kind of framing. But if the situation is not typical, the approach can result in misinformation or prejudice. Zillmann claims that there are four potential possibilities.

There will be a greater impact on how people see problems when tangible examples are used rather than abstract arguments, when examples are emotionally engaging, when several instances of the same sort are provided, and when the presentation is compelling. Research has generally supported these assertions.

Differential Reactions:

In the tradition of "reception analysis," further research has supported the idea that real news interpretations are significantly impacted by the circumstances, viewpoint, and biases of the particular audience member at the time of receipt. Gurevitch and Levy refer to the'meta-messages' that these viewers bring to television news as 'latent meanings that are included in audience decodings,' which aid in connecting personal sense-making to bigger stories. They presumptively believe that viewers, like journalists, have "tacit ideas" that shape how they interpret and absorb information.

Jensen supported this assertion with evidence from a study of how news is received in various nations. He found that less educated and interested news audience members use different themes from the "super-themes" used by journalists to organise news narratives. The viewpoints that surface usually ignore important news stories, especially international news. Jensen outlined four criteria via which viewers interpret news:

a. **Space:** Depending on how far away the activities are, audiences may or may not be affected.
b. **Power:** Audiences are more likely to think that news affects both the powerful and them.
c. **Time:** Audiences interpret events in light of their own previous and future personal histories.
d. **Identity:** Viewers identify or disassociate with people, places, and events in the news.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The first studies on how people process news were based on Stuart Hall's encoding/decoding paradigm, which argued that, depending on the perspective of the reader, news might be understood in 'hegemonic,' 'negotiated,' or 'opposi•tional' ways. Although there isn't much evidence for it, a study of Jewish and Palestinian attitudes to Intifada news seems to support it. Extremists tended to react to the news in a 'hegemonic' or 'oppositional' way on both sides, whilst moderates adopted a 'negotiated' strategy.

Factors Influencing News Learning

a. Prior knowledge and interest of the audience
b. Perceived significance of the issue
c. a trustworthy and reputable news outlet
d. The subject is specific and has a "hard news" vibe to it. There are also illustrations in the form of images.
e. Information repetition

Newsworthiness

According to Box 19.1, news must be believed to be credible in order for learning effects to be achieved. There is enough proof that individuals pay attention to media sources they don't believe, despite the fact that a news source has to be trusted in order to be successful. Perceived fairness, absence of prejudice, and good faith were deemed to be more significant than perceived accuracy or reliability of information, according to Gaziano and McGrath. The quality of the source, not the information, is crucial.

A key element was the perception that a medium had the interests of the people at heart. In the United States and the United Kingdom, television soon eclipsed newspapers as the most dependable news source after the 1960s. Public confidence in television is affected by a number of things, including the legislated neutrality of television and the perception that images are more reliable than words. In certain countries, there is a definite difference between reliable public television and unreliable private television. The results of the poll also show that the general public is aware of the differences between quality and 'tabloid' newspapers in terms of credibility.

Additional variations exist around the nation. The press in the United Kingdom is far less reliable than the press in almost any other Western European nation. Credibility perceptions are dynamic and seem to reflect real differences across sources. The question of what is being measured accurately is still a concern. The issue of legitimacy has come up again with the introduction of the Internet as a news source. Although it is inherently difficult for users to judge the reliability of content on the Internet unless it comes from reputable media sources, there is a widespread perception that the Internet may provide solutions to issues.

It's still too early to identify a distinct public opinion trend, and study results have varied. Research comparing the Internet to television and newspapers as news sources in Germany and the United States found that the Internet trails behind in terms of perceived trust. Users under 30 seem to trust online sources more than older users do. In keeping with the idea that there is greater variety, many who are cynical about politics in general prefer to acquire their information from non-mainstream sources, such as the Internet.

Diffusion of News

It takes place over a short- or medium-term period of time when news is adopted and assimilated into people's "knowledge." Early studies on the impact of news tended to focus on "diffusion," or the dissemination of information as measured by memory for particular

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

occurrences. Four main aspects have drawn a lot of attention in this situation. They are the degree to which individuals are aware of a certain event, its perceived relevance or salience, the amount of information that is distributed about it, and the degree to which awareness of an event is acquired via personal contact or news media. The interactions between these four people take many different forms, but one is shown by the J-shaped connection between those who are aware of an event and those who learned about it from a personal source. The J-shape displays the following conclusions a very high percentage of people are likely to have heard about an occurrence via a personal contact when almost everyone is aware of it. When fewer people are aware of events, fewer people first learn about them via personal contacts, while more people learn about them through media sources.

However, there is a group of events that only a tiny portion of the general population is aware of. Because personal contact networks are reactivated under these circumstances, the percentage of information obtained via personal contact increases in compared to media sources. These are minority for whom the event or issue is particularly significant. The distribution of news information may take on a variety of forms other than the "standard" S-curve. The J-curve, which has just been defined, is a crucial kind of variation. Chaffee presents three alternative patterns: incomplete diffusion, very fast early acceleration, and excessively sluggish acceleration. In terms of 'content-specific' factors, source variables, and receiver variables which are commonly combined different solutions should be found.

The theory around news dispersion is still being held back by the bias of research towards a certain sort of occurrences, notably "hard news," which has a high degree of unexpectedness. To get a fuller picture of news dissemination mechanisms, additional data on "soft news" and typical or predictable occurrences would be required. We are also limited by the difficulty of evaluating an event's importance without taking into account how much media attention it received and keeping in mind the varying interests of various societal groups.

Information distribution has become more challenging as a result of the proliferation of channels and the relative decline of centralised mass media sources. Despite the alleged decline of interpersonal relationships in contemporary culture, word-of-mouth still plays a significant role in the spread of certain startling news. Interviews conducted a day later on people's initial news sources on the September 11, 2001 terrorist incident in New York found that 50% of respondents learned about it through someone else, 33% from television, and 15% from radio. In order to get complete dispersion, it required two hours.

Frame Impacts

The idea of framing is interesting because it makes the argument that journalistic frameworks will affect what an audience learns. The frames will likewise be picked up by it. It is not yet obvious how framing will work as an impact, however. According to Cappella and Jamieson, "the way the news is framed by journalists and how the audience frames it may be same or different."

Based on the assumption that certain inferences, ideas, judgements, and contrasts concerning subjects, policies, and politicians are triggered by news frames, the same authors proposed a model of framing effects. Their major objective was to determine if framing political news as "strategic" or "conflict oriented" would lead to a rise in public mistrust about politics. Their results support the theory that a cumulative media influence has led to an increase in scepticism. Scheufele presented a process model of framing effects, which acknowledges that they are the product of interactions between three sorts of actors: journalists, viewers, and interested sources and media companies. He notes that there are two sorts of frames: media frames and individual frames. Both frame types have the potential to be independent or

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

dependent.These actors participate in four interconnected framing processes, according to the paradigm. The first is the development and application of media frames by journalists and other employees of news organisations who are constantly engaging with sources and applying "news values" and "news angles" to event reporting while under time constraints. Second, the audience watches "framed" news broadcasts. The adoption of certain frames by audience members has ramifications for their attitudes, worldviews, and behaviours.

Entman laid the groundwork for a great deal of framing research, but his attempt to create a single, overarching paradigm for the framing process has come under fire. The research, according to D'Angelo, indicates that there are at least three primary framing paradigms. The first is a cognitivist viewpoint, which contends that the words and ideas of those who have been affected take on the texts of journalistic stories. Additionally, there is a constructionist form of the process where journalists provide 'interpretive packages' of the viewpoints of news sponsors. A critical viewpoint, which believes frames to be the outcome of news collecting practises and elite ideologies, is the last one. In this sense, framing is considered to exert hegemonic power.

Despite the challenges, there is enough data, especially from political communication research, to demonstrate that viewers that identify with news framing do experience impacts. Iyengar discovered that how social crisis news was conveyed affected whether or not individuals were more likely to place the blame for their troubles on the victim. According to study, the way the news was presented during the Gulf War in 1991 led many individuals to choose military actions over diplomatic ones[10].

In the news coverage of the two air disasters discussed Entman found convincing evidence of public opinion shaping in line with the built-in news frames: the Soviets were harshly criticised for the loss of the Korean plane, while the Americans were largely absolved of responsibility for the Iranian loss. varied framings of the same demonstrations reportedly had varied impacts on viewers, according to McLeod and Detenber. Al Gore's defeat in his challenge to George W. Bush over the contentious results of the US presidential election, according to Jamieson and Waldman, may be attributed to the manner the issue was presented.

Setting The Agenda

In order to describe a behaviour that had long been seen and researched in the context of political campaigns, McCombs and Shaw coined the phrase "agenda-setting." The fundamental tenet is that the news media educate the public on the most pressing issues of the day, which is reflected in how such issues are seen by the general public. According to Trenaman and McQuail, "the evidence strongly suggests that people think about what they are told, but at no level do they think what they are told."

During that period and significantly afterwards, data showing a link between the order of significance assigned to "problems" in the media and the order of relevance ascribed to the same subjects by politicians and the public have been gathered. The process was referred to as the "power to structure issues" by Lazarsfeld et al., and is described by Dearing and Rogers as "an ongoing fight among issue protagonists for the attention of media professionals, the public, and policy elites." Politicians attempt to convince people that the issues they are most acquainted with are also the most pressing. This is a crucial component of advocacy and efforts to influence public opinion. Setting the agenda may have prevented the widely held belief that persuasive strategies have little to no effect.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The agenda-setting hypothesis is based on this, but there isn't enough evidence to demonstrate a causal relationship between the various topic "agendas." Instead, we'll need to know the content of party programmes, evidence of opinion changes over time in a particular segment of the public, and a content analysis of media attention to different issues during the relevant period. We also need some proof of how the general populace uses pertinent media.

Such facts have seldom, if ever, been presented simultaneously, supporting the agenda-setting argument. The less certain one is that such an influence occurs, the more one moves away from the general notion that media direct attention and create cognitions and towards analysing concrete instances.

According to Davis and Robinson, prior agenda-setting studies neglected potential effects on people's views of who is important, where important things occur, and why things are important.

Media priorities, public priorities, and policy objectives are three separate agendas that need to be distinguished, according to Rogers and Dearing. These are intricately intertwined and have a range of potential consequences.

The same writers also highlight how the public and the media can not have the same values in regards to news events, how personal experience and how events are portrayed in the media can differ, and how the media's trustworthiness can vary. Additionally,'real-world events' could interfere in unexpected ways, leading prior goals to be derailed.

Reese asserts that a lot relies on the relative power dynamics between media and sources, which vary greatly from situation to situation. Each of these comments brings a different kind of variety to the conversation. Despite these difficulties, agenda-setting has caught the attention of mass communication specialists as a practical substitute for the search for directed media impacts on individual attitudes and behaviour change.

Dearing and Rogers claim that a variety of additional elements, such as the bandwagon effect, the spiral of silence, news dissemination, and media gatekeeping, are related to agenda-setting. The bulk of the data is conflicting, and assessments often see agenda-setting as a workable but untested idea.

There are uncertainties due to theoretical difficulties as well as the strict methodological requirements for showing a causal relationship. The theory presupposes a chain of influence that extends from the priorities of governments or other interest groups to media agendas, where news values and audience interests are key considerations, and ultimately to public opinion.

There may be additional explanations for this link, the most popular of which would claim that underlying public concerns will influence how political elites and the media define problems.

Such a procedure is crucial to the logic of free media as well as political philosophy. The three 'agendas' mentioned above may be brought together in part by the media, but choosing which one to follow is not the same thing.Dearing and Rogers propose a number of generalisations about agenda-setting.

One is that a variety of media sources often agree on the relative significance of a range of issues. Second, media goals don't always line up with "real-world" signs. It is not an issue's absolute significance that matters, but rather the relative power of the forces and individuals

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

striving to define and advance it. Finally, the media's coverage of an issue has a significant impact on how important it is to the general population.

Despite the relevance of agenda-setting in political communication research, the impact is likely to be categorised as a 'peripheral' effect under the ELM model since it originates from unintentional signals of significance offered by presentation. This does not diminish the significance of these factors, which contribute to mould how the general public views political and social reality. The same set of news priorities are often shared by many mass media outlets, which is a common need for agenda-setting.

This issue is becoming more challenging due to the availability of several new online news sources and the growing likelihood that a "news user" may seek for news in accordance with a certain agenda.

CONCLUSION

For a democracy to work, it is essential to comprehend how public opinion, political discourse, and the news media interact. A diversified and trustworthy media environment that stimulates critical thinking, encourages public discussion, and supports openness in political communication is essential for a well-informed and active citizenry.

It emphasises the value of media literacy, the need for a diversity of viewpoints and voices in the media, and the function of journalists in maintaining moral standards and delivering truthful and objective information.The news media is crucial in influencing public opinion and enabling political communication, to sum up.

The media's ability to frame issues, establish the agenda, and serve as a forum for political debate have a big impact on how people develop opinions, become involved in politics, and practise democracy. An educated and engaged populace, a thriving public sphere, and the maintaining of participatory democracy's tenets all depend on understanding the dynamic interplay between the media, political players, and the public

REFERENCES:

[1] B. M. Darshan and K. Suresh, “The ‘Social’ in political communication: Social media enabled political discourse, engagement and mobilization in India,” *Humanit. Soc. Sci. Rev.*, 2019, doi: 10.18510/hssr.2019.7425.

[2] V. V. Vasilkova and N. I. Legostaeva, “Social bots in political communication,” *Rudn J. Sociol.*, 2019, doi: 10.22363/2313-2272-2019-19-1-121-133.

[3] K. Sengul, “Critical discourse analysis in political communication research: a case study of right-wing populist discourse in Australia,” *Commun. Res. Pract.*, 2019, doi: 10.1080/22041451.2019.1695082.

[4] T. Bergman, “‘old-New’ Directions in Political Communication: Taking Michael Parenti’s Media Criticism as a Guide,” *Frontiers in Communication*. 2019. doi: 10.3389/fcomm.2019.00023.

[5] M. G. Ramírez, “The use of YouTube in the Catalan procés. Political communication through social media: Mediatized prosumers?,” *Estud. Sobre el Mensaje Periodis.*, 2019, doi: 10.5209/ESMP.63725.

[6] E. V. Budaev and A. P. Chudinov, “Rhetorical analysis of political communication in contemporary foreign linguistics (2010-2018),” *Sibirskii Filologicheskii Zhurnal*. 2019. doi: 10.17223/18137083/69/16.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[7] G. López-García and J. M. Pavía, "Political communication in election processes: an overview," *Contemp. Soc. Sci.*, 2019, doi: 10.1080/21582041.2018.1479040.

[8] A. Salikov, "Telegram as a means of political communication and its use by russia's ruling elite," *Politologija*, 2019, doi: 10.15388/Polit.2019.95.2.

[9] M. Hinton and A. Budzyńska-Daca, "A comparative study of political communication in televised pre-election debates in Poland and the United States of America," *Research in Language*. 2019. doi: 10.2478/rela-2019-0002.

[10] V. P. Miletskiy, D. N. Cherezov, and E. V. Strogetskaya, "Transformations of Professional Political Communications in the Digital Society (by the Example of the Fake News Communication Strategy)," in *Proceedings of the 2019 IEEE Communication Strategies in Digital Society Seminar, ComSDS 2019*, 2019. doi: 10.1109/COMSDS.2019.8709404.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

PROJECT MANAGEMENT FOR ENGINEERING AND CONSTRUCTION

Dr. Lakshmi Prasanna Pagadala
Dr. Srinivasan Palamalai
Prof. Ashwat Reddy

IQAC
Bangalore

ALEXIS PRESS
JERSEY CITY, USA

PROJECT MANAGEMENT FOR ENGINEERING AND CONSTRUCTION

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Regional College Of Management Bangalore
IQAC
Bangalore

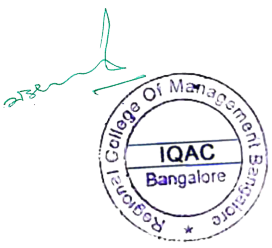
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

PROJECT MANAGEMENT FOR ENGINEERING AND CONSTRUCTION

Dr. Lakshmi Prasanna Pagadala

Dr. Srinivasan Palamalai

Prof. Ashwat Reddy



Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

ALEXIS PRESS

Published by: Alexis Press, LLC, Jersey City, USA
www.alexispress.us

© RESERVED

This book contains information obtained from highly regarded resources.
Copyright for individual contents remains with the authors.
A wide variety of references are listed. Reasonable efforts have been made
to publish reliable data and information, but the author and the publisher
cannot assume responsibility for the validity of
all materials or for the consequences of their use.

No part of this book may be reprinted, reproduced, transmitted,
or utilized in any form by any electronic, mechanical, or other means,
now known or hereinafter invented, including photocopying,
microfilming and recording, or any information storage or retrieval system,
without permission from the publishers.

For permission to photocopy or use material electronically
from this work please access alexispress.us

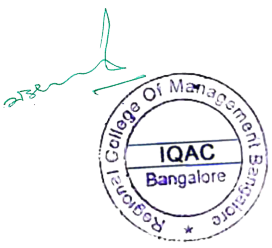
First Published 2022

A catalogue record for this publication is available from the British Library

Library of Congress Cataloguing in Publication Data

Includes bibliographical references and index.

Project Management for Engineering and Construction by *Dr. Lakshmi Prasanna Pagadala, Dr. Srinivasan Palamalai, Prof. Ashwat Reddy*
ISBN 978-1-64532-989-3



CONTENTS

Chapter 1. Design Coordination: Effect Project Management Strategies..... 1
— *Dr. Lakshmi Prasanna Pagadala, Prof. Ashwat Reddy*
Chapter 2. A Brief Introduction about Construction Phase..... 9
— *Ms. Anandasrinivasandeviprabha, Prof. Karthik*
Chapter 3. Project Construction: Significant in project Management..... 17
— *Dr. Akhila Udupa, Prof. Shivaraman*
Chapter 4. A Brief Overview about Bidding, Tenders and Contracts 28
— *Dr. Nalin Chirakkara, Prof. Shalini*
Chapter 5. Quality from Theory to Reality and Its Significant 37
— *Dr. Pramod Pandey, Prof. Akshay*
Chapter 6. Assurance of Quality in Construction..... 46
— *Mr. Ram Srinivas, Prof. B S Patil*
Chapter 7. Impact of the Project Risk Management..... 55
— *Dr. Srinivasan Palamalai, Prof. Sumesh*
Chapter 8. Project Close Out: Last Step of Project Cycle..... 64
— *Dr. Ranganathan Kumar, Prof. Dinesh Roy*
Chapter 9. Personal Management Skills: Key of Successful Project 72
— *Dr. Muralidhar Sunil, Prof. Zabiulla*
Chapter 10. Components of Decision-Making Management..... 80
— *Mr. Ashok Bhat, Prof. Anala*
Chapter 11. A Brief Overview about Total Quality Management 88
— *Ms. Anandasrinivasan Deviprabha, Prof. Smitha*

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 1

DESIGN COORDINATION: EFFECT PROJECT MANAGEMENT STRATEGIES

Dr. Lakshmi Prasanna Pagadala, Associate Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-lakshmi.prasanna@presidencyuniversity.in
Prof. Ashwat Reddy, Regional College of Management, Bangalore, India

ABSTRACT:

The design team leader must create a work plan in order to efficiently organize the design process. When preparing the design proposal, the design work plan should be created. Any work plan must contain the scope, budget, and timeframe for completing the task. The work that has to be done by the different design disciplines is integrated and interfaced based on the design work plan. The plan also serves as the foundation for tracking the design effort's scope, costs, and timeframes. The design deliverables the drawings and specificationsfor each discipline involved in the design endeavor are specified in the scope of work for design. In most cases, the design cost is expressed in labor hours rather than monetary terms. The design work packages are often scheduled using a milestone bar chart. However, a CPM timeline is advised for significant projects.

KEYWORDS:

Construction, Coordination, Design, Projects, Scope.

INTRODUCTION

In engineering and construction projects, design coordination is a critical component of project management. It entails the methodical management and integration of design processes to guarantee that all project elements are in line with the project's goals, needs, and specifications. The importance of design collaboration and its contribution to project success are briefly discussed in this introduction.To obtain a cogent and well-integrated design, design coordination is crucial in engineering and construction projects. To make ensuring that all design components function in unison with one another, it entails coordinating the activities of architects, engineers, contractors, and other parties engaged in the design process.Design coordination is to avoid confrontations, disagreements, and mistakes in design that might result in expensive rework and delays during the building process. Project managers may detect and address any conflicts or concerns early on by coordinating design tasks, which reduces schedule interruptions and saves time and money[1]–[4].

Coordination of the design also makes ensuring that it adheres to the project's criteria and objectives. It entails checking the design against the project requirements, building codes, rules, and industry standards. This aids in upholding compliance, reducing hazards, and guaranteeing the project's use, safety, and quality.Collaboration and communication are key components of design coordination. It encourages efficient communication between all parties involved in the project, including the architects, engineers, builders, and subcontractors. Design coordination improves cooperation, stimulates creativity, and aids in attaining design excellence by facilitating collaboration and information exchange. Coordination of the design process is also essential for cost control. Early detection of design conflicts or inefficiencies allows project managers to optimize design solutions, save costs,

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

and guarantee resource utilization. As a result, there are fewer design modifications made during the building stage, which lowers the risk of cost overruns and project delays.

For engineering and construction projects, design coordination is a crucial step in the project management process. It guarantees that design aspects are integrated, compatible, and compliant, reduces disputes and mistakes, and increases project effectiveness. Project managers may reduce risks, enhance project results, and raise the possibility of project success by efficiently managing design processes. The process of design coordination is dynamic and requires ongoing monitoring, assessment, and adjusting as the project develops. To handle design-related issues and guarantee efficient project execution, project stakeholders must effectively communicate, collaborate, and make decisions.The right tools, technology, and processes must be used to enable efficient teamwork and communication in order for design coordination to be successful[5]–[7].

These might include collaborative project management tools, virtual design and construction (VDC) platforms, and building information modelling (BIM) software. Additionally, design coordination spans the whole project lifespan, not just the pre-construction stage. To guarantee that design adjustments, alterations, and updates are properly communicated and executed, it entails continual coordination between design teams, construction teams, and other stakeholders.In the end, effective design coordination is necessary to produce a project that is coordinated, practical, and aesthetically beautiful. It helps to reduce risks, improve project quality, and provide work that meets or exceeds customer expectations. Project managers may create a solid basis for a project's success and encourage seamless cooperation among all stakeholders engaged in the design process by highlighting the significance of design coordination[8], [9][10].

DISCUSSION

The scope of work for design establishes the deliverables for each discipline involved in the design endeavor, including the drawings and specifications. Work hours rather than money are often used to calculate the design cost. Normally, the design work packages are scheduled using a milestone bar chart. A CPM timetable is suggested for big projects, nevertheless. The design team leader creates a work breakdown structure after going through all the backup material to identify the different task packages necessary to produce the design deliverables, the drawings, and the specifications. Then, for each work package for each discipline, such as architectural, civil, structural, electrical, and mechanical, a certain number of design hours is allocated. Next, a milestone bar chart for the design work packages is created. Assigned labor hours to each job in the milestone bar chart indicates that the bar chart is cost loaded. For monitoring and organizing the project throughout design, output from the cost-loaded bar chart is often supplied on a weekly basis. Then, for each week throughout the design phase, a simple earned-value analysis similar may be carried out. The earned value of each work may be calculated by dividing the percent complete by the planned design hours. To assess how well the design process is working, the gained value may be compared to the actual design hours charged to the task and the expected design hours.

Producing Contract Documents

It is now possible to evaluate a wide range of design possibilities that were previously unfeasible using manual techniques thanks to the development of computers for designing and creating contract papers. However, overusing computers may result in excessive overdesigning, overwriting, and over drafting. Examples include process engineers, hydraulics engineers, and structural engineers who wish to conduct one more computer simulation or load check. The specification writer may continue to cut and paste a new

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

section into the contract paperwork, or the CADD operator may wish to see how a design would appear if another modification is made. Occasionally, excessive simulating, designing, or writing might result in mistakes in the contract papers. The lead designers must create a system for keeping track of the design effort to make sure it is moving forward without racking up too many billable hours while yet delivering sufficiently detailed drawings and specifications for the contractors to follow throughout construction. This will lessen complaints from building contractors about attractive designs that are flawed and impossible to build.

Managing Scope Growth during Design

Some designers have a propensity to make adjustments throughout the design process in order to appease the customer, regardless of the effect on the project's budget and timeline. Changes may be categorized as project development or scope expansion. Project development deals with adjustments required to fit the scope as it is now specified. Changes that expand the project's initial scopethe scope that was accepted before the design process beganare referred to as scope growth. Any design endeavor must have a procedure in place to manage scope expansion. Scope and change control must be a priority for both the owner and the engineer. After the conceptual design phase, the project owner must be committed to freezing the project's scope. Every proposed modification must go through a thorough assessment and approval procedure that takes into account the potential cost and schedule impacts as well as any knock-on consequences on other operations. The power to approve modifications made during design must be restricted.

A change management philosophy and strategy should be agreed upon by the engineer and owner. For instance, under what circumstances would modifications be taken into account: If it won't function? Does this have any legal repercussions? Whether any environmental effects exist? Questions like Does the change add value? and is the change necessary? must be addressed when modifications are presented.

The owner and the engineer should come to an agreement on a no-later-than date for freezing scope. Although the recommended practice for effective project management is to freeze project scope after the conceptual design stage, it should be acknowledged that on certain projects the owner must compete in a highly competitive market to develop a product. In a market with intense competition, the owner may want the freedom to make changes. The project scope both throughout design and construction to ensure that it will function as intended after finished.

The design team's task is more complicated in this kind of circumstance, and more care must be taken to inform the owner of the entire effects of scope adjustments. The price of engineering and building for the scope adjustment must be weighed against the owner's potential financial rewards in the form of revenues, operations, and facility upkeep.A management reserve for scope expansion and a contingency for scope modifications should both be included in the project budget. Any proposed change must be communicated to all discipline supervisors and anybody else whose job might be impacted. Then, if the modification is adopted, these managers should ascertain and report the cost and schedule implications.

The owner's representative, the engineering manager, and the project manager must all examine and accept the aforementioned implications before work can start on the modification. After a change has been accepted, it's critical to let individuals who may be impacted know why the change was made.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Managing Small Projects

It is typical for a project manager of small projects to oversee many projects at once. The management of any one project is not the issue. The inability of the project manager to give each project the necessary attention makes scheduling and resource management more difficult. Because there aren't much personnel available for small projects, the project manager must pool resources with other project managers. The few people who have been allocated to the project must thus assume responsibility for a variety of tasks. Planning ahead is essential. The project manager often finds themselves waiting for information or juggling the urgent demands of numerous projects at once. Small projects often have a very short lifespan, which leaves little time for thorough planning or problem-solving while the job is being done. By the time the project is over, workers are often still on their learning curve. The project manager must create a single master schedule including all the projects under his or her control in order to handle several little tasks. This will help to lessen circumstances when two or more support staff are required simultaneously. Instead of arranging the work on only one project, the issue is scheduling the project manager's many duties. Small projects are managed by more managers than big ones. Numerous engineering firms establish organizational divisions specifically for the project management of minor projects. Upper management must pay particular attention to and focus on the issues posed by managing small projects. The characteristics of project team members that excel at managing small project.

Attributes of Small Projects Team Personnel

1. Have a can-do attitude.
2. Prefer a hands-on approach to work.
3. Dislike bureaucracy.
4. Are decision makers.
5. Need little or no supervision.
6. Have a value system to make the customer satisfied.
7. Are good communicators
8. Prefer to talk out problems
9. Know when to stop an activity when things are going wrong
10. Has the personality and people skills to coerce people to be responsive to his or her needs
11. Has the ability to navigate through the various departments of his or her company to get things done

Project Team Meeting

Design is a creative process that includes a range of specialties and countless choices that have a significant influence on a project. Each designer's work often has an impact on the work of one or more other designers.

The integration of related tasks to guarantee project compatibility is a challenging challenge in design coordination. In most cases, the challenge is integrating the work of all designers rather than finding design experts who know how to execute the job. Effective communication during regularly scheduled team meetings is the only way to achieve this. Weekly team meetings are necessary for the length of a project. These sessions are required to maintain the team's cohesiveness and to guarantee a constant flow of information. Conflicts abound in a regular project. The participation of all people who are impacted is the greatest method to swiftly settle these disputes. Only open dialogue and compromise will

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

allow for this. The project manager is in charge of all team meetings, but they shouldn't be dominated by him or her. Often, a team member may be tasked with facilitating talks to address issues pertaining to his or her specific field of expertise.

Project managers must use their own discretion and have the talent of recognizing when to take the initiative and when to delegate that responsibility to others. To guarantee that important topics are covered and the meeting is over as quickly as possible, an agenda should be created to guide project team meetings. The agenda should contain a list of the topics to be covered, including work that has been finished, work that is still being done, work that is planned, and unique issues. Team meetings should include all participants.

The project manager should write up and distribute meeting minutes to all attendees. The project manager is responsible for making sure meetings are fruitful. Meetings are necessary and necessary, but if they are not well organized and executed, they may cause annoyance and waste time. There are instructions for running team meetings

Guidelines for Productive Meetings

1. Develop and publish an agenda in advance to permit better participation by attendees.
2. List unfinished items from previous meetings on the agenda, including the names of individuals who are responsible for reporting on status.
3. Restrict attendance only to individuals who need to attend.
4. Don't waste time by discussing events that do not pertain to the purpose of the meeting.
5. Pick a meeting leader who is a leader and facilitator, not a dictator, to ensure the meeting is conducted in an informative environment.
6. Maintain strict agenda control; follow the items in order with set time limits for discussions.
7. Avoid interruptions, such as phone calls, as much as possible.

Weekly Monthly Reports

The process of creating reports is ongoing in project management. Reports must be delivered often and include information that is useful to the recipient in order to be meaningful. The propensity to include everything in a report leads to documents that are so large that crucial information may be missed. Generally speaking, the project manager should create two regular reports for each project, a weekly highlight report and a monthly report.

The minutes of the weekly team meetings include a lot of information that is used in the weekly highlight report. Work accomplished, work in progress, work planned, and unique issues should all be included in the report. The project manager and his or her team often utilise the weekly report to organise the ongoing work. Project milestones that have been reached, a comparison of actual costs to anticipated expenses, and an overlay of the planned and actual time schedules should all be included in the monthly report.

The estimated project completion date and a projection of the final cost should be included in trend reports as well. Upper management and the owner's representative often utilise the monthly report, which serves as a permanent record for the project file. The weekly and monthly reports should both have a uniform structure so that comparisons of the project status, the progress of the work, and the team's performance can be assessed. The reports serve as a measure of individual responsibility and appreciation of excellent performance in addition to providing project progress updates.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Constructability

Engineering and construction are often divided early on in the project. The use of cutting-edge technology, including three-dimensional computer-aided drawingConstruction automation, robots, and computer-aided design (CADD) have all raised awareness of a project's constructability. These new developments make it possible to modify designs to facilitate effective building, which emphasises the need to combine engineering and construction to include constructability's input into the design process (Figure. 1). The objective is to make it easier for construction and design to communicate ideas before, during, and after design. The CII has produced studies and financed research on constructability. A solid explanation of constructability concepts for conceptual planning, design and procurement, and field operations may be found in CII Publication No. 3-3, titled Constructability Concepts File. The passages from the following paragraphs are the report's contents by providing examples.

Simplicity, flexibility, sequencing, substitution, and labour skill/availability are at least five elements that should be taken into account while deciding on design configurations for efficient construction. Any constructible design should have simplicity as a desired feature. Unjustifiedcarnality serves no one's best interests and significantly raises the likelihood of a poorly finished project. Particularly for refit or rebuild projects, special drawings and instructions may be needed to increase the constructability procedures. It would be ideal if construction workers on the ground had the freedom to choose different techniques or fresh ideas.

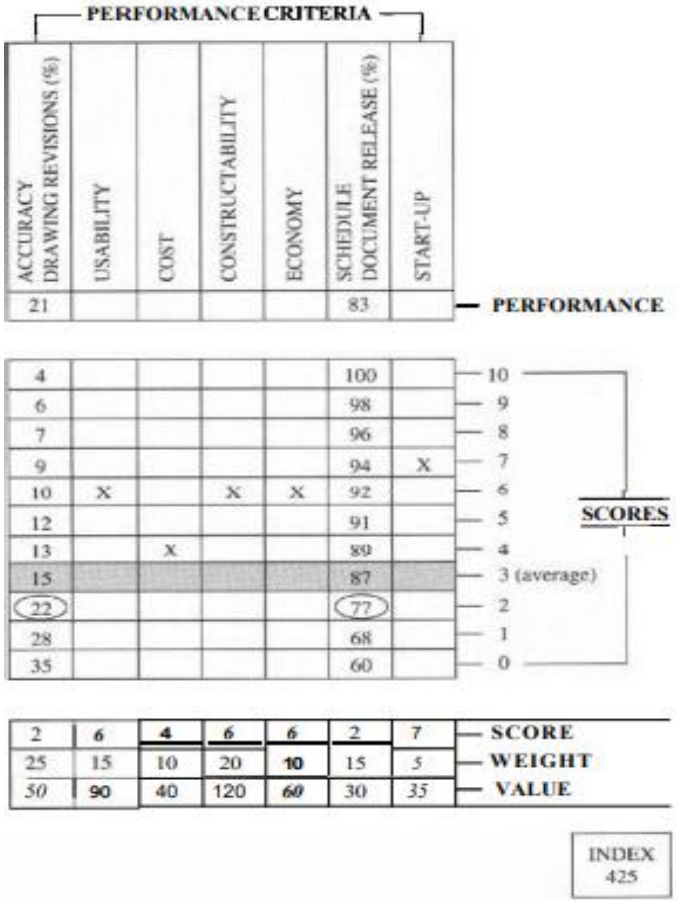


Figure 1: Represting the Design Matrix Using Quantitative Evaluation[AccessEngineeringLibrary].

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Designs should outline the intended outcomes without placing restrictions on how they will be attained. It is also desired to provide designs that do not restrict the building techniques or approaches in the completely open and competitive market. Installation sequencing is a design issue as much as it is a procurement and construction one. Designs have been developed that unnecessarily limit how installations are performed during construction. Layout and facility spacing should be carefully considered during design to allow for many construction operations to take place simultaneously. Although substitutions and alternatives merit consideration, they are often disregarded due to the pervasive belief that a certain method has always been used. Constructability will be impacted by improperly considered material applications, necessitating expensive adjustments. When constructability programmes are used throughout the design process, these effects may be reduced and even avoided. The availability of labour is often not taken into account early enough in the life cycle of a project. It is important to investigate both the skill level of the employees and the labour availability. Lack of either skill levels or labour availability may have an expensive effect on a project and must be taken into account during the design process. According to CII research, project or firm size is not a hindrance to constructability or the execution of a constructability programme. Improved projects, cheaper costs, improved productivity, and faster project completion are all benefits of include construction in the design process. The idea that construction simply reviews designs to choose the one that is simplest to build is a significant barrier to the adoption of successful constructability programmes.The constructabilityprogramme implementation recommendations are provided in CII Publication No. 3-2.

Post Design Review

Project management must be improved, and evaluation is a constant process. The project manager's organization's work management system must be adaptable enough to take into account the variances in each project. The project manager must decide at the start of each project what system changes and enhancements are necessary and suitable for the project. Each project's design is finished, and the project manager and his or her team needs to perform an in-depth assessment of the management of the design process as well as the design effort. Each member of the project team and any significant participants who were engaged in this assessment should be design. To evaluate every aspect of the project, including scope expansion, quality and scope alignment, owner expectations and satisfaction, conflicts among team members or with other parties, excessive schedule changes, comparison of final costs to the original budget, and a list of precautions for managing future projects, a check list should be created. The project manager should put out a quick summary report after a comprehensive discussion of the design process that includes suggestions for how to make the system better for next projects.

CONCLUSION

Project management for engineering and construction projects requires careful consideration of design coordination. It makes ensuring that design components are integrated, compatible, and compliant, reducing disputes, mistakes, and delays during project execution. Proactive communication, cooperation, and decision-making among project stakeholders are necessary for effective design coordination. Project managers may save time, money, and avoid scheduling problems by coordinating design efforts to detect and address possible issues early on. It aids in preserving conformity with project requirements, building codes, rules, and industry standards, assuring the project's operation, safety, and quality. Through the optimization of design solutions and a decreased possibility of expensive design revisions during the construction phase, design coordination also plays a vital role in cost control. It

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

fosters creativity and achieves design excellence by facilitating good communication, collaboration, and information exchange among team members. Utilizing the right tools, technology, and processes to promote collaboration and communication is essential for effective design coordination. It is a continuous process that involves coordination between design teams, construction teams, and other stakeholders. It lasts the duration of the full project lifetime. Effective design coordination is necessary to provide a project that is coordinated, practical, and aesthetically beautiful. It helps to reduce risks, improve project quality, and provide work that meets or exceeds customer expectations. Project managers may successfully handle design-related difficulties and guarantee the success of engineering and construction projects by giving design coordination top priority.

REFERENCES:

[1] M. Tory, S. Staub-French, B. A. Po, and F. Wu, "Physical and digital artifact-mediated coordination in building design," *Comput. Support. Coop. Work*, 2008, doi: 10.1007/s10606-008-9077-4.

[2] V. Bhat, J. S. Trivedi, and B. Dave, "Improving design coordination with Lean and BIM, an Indian case study," in *IGLC 2018 - Proceedings of the 26th Annual Conference of the International Group for Lean Construction: Evolving Lean Construction Towards Mature Production Management Across Cultures and Frontiers*, 2018. doi: 10.24928/2018/0479.

[3] A. H. B. Duffy, M. M. Andreasen, K. J. MacCallumx, and L. N. Reijers, "Design Coordination for Concurrent Engineering," *J. Eng. Des.*, 1993, doi: 10.1080/09544829308914785.

[4] H. Ponton, A. Osborne, N. Thompson, and D. Greenwood, "The power of humour to unite and divide: a case study of design coordination meetings in construction," *Constr. Manag. Econ.*, 2020, doi: 10.1080/01446193.2019.1656339.

[5] D. Riley and M. Horman, "The effects of design coordination on project uncertainty," *Proc. 9th Annu. Conf. Int. Gr. Lean Constr. (IGLC-9), Singapore*, 2001.

[6] S. Mehrbod, S. Staub-French, N. Mahyar, and M. Tory, "Characterizing interactions with BIM tools and artifacts in building design coordination meetings," in *Automation in Construction*, 2019. doi: 10.1016/j.autcon.2018.10.025.

[7] S. Jang, Y. Jeong, G. Lee, and Y. Kang, "Enhancing Subcontractors' Participation in BIM-Based Design Coordination under a DBB Contract," *J. Manag. Eng.*, 2019, doi: 10.1061/(asce)me.1943-5479.0000714.

[8] S. Mehrbod, S. Staub-French, M. Tory, and N. Mahyar, "A framework for classifying BIM design coordination issues.," *Constr. Spec. Conf.*, 2015.

[9] A. Sawhney and J. U. Maheswari, "Design Coordination Using Cloud-based Smart Building Element Models," *Int. J. Comput. Inf. Syst. Ind. Manag. Appl.*, 2013.

[10] G. Silvius and R. Schipper, "Exploring responsible project management education," *Educ. Sci.*, 2019, doi: 10.3390/educsci9010002.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 2

A BRIEF INTRODUCTION ABOUT CONSTRUCTION PHASE

Ms. Anandasrinivasandeviprabha, Assistant Professor,
Masters in Business Administration, Presidency University, Bangalore, India,
Email Id:eviprabha@presidencyuniversity.in
Prof. Karthik, Regional College of Management, Bangalore, India

ABSTRACT:

Because of how closely the quality of the finished product depends on the craftsmanship and management of building, the construction phase is crucial. The completeness and quality of the contract documents that the designer prepares, as well as three additional factors laborers with the necessary skills to produce the work, field supervisors with the ability to coordinate the numerous activities needed to complete the project on the ground, and the quality of the materials used in project construction have an impact on how well the project is built. To complete a project of high quality, professional laborers are needed as well as efficient administration of the trained laborers.

KEYWORDS:

Bid, Contract, Construction, Designs, Owner.

INTRODUCTION

The fact that the building phase consumes the bulk of the project's money and schedule makes it crucial. As mentioned in earlier chapters, a project's design expenses typically fall between 7% and 12%. 90% of a project's cost, assuming a median value of 10%, is spent on construction. Therefore, a 15% variance in design costs may only have a 1.5% effect on the project, but a 15% variation in construction costs may have a 13.5% impact. Similar to prices, a project's construction time is always disproportionately longer than its design time. Most owners need to utilize their projects as soon as possible, thus any delay from the anticipated completion date might result in serious problems for both the owner and the contractor. The construction contractor must carefully plan, organize, and manage the project in the most effective way possible due to the dangers that are inherent in building and the many activities that must be completed[1]–[4].

Assumptions for Construction Phase

The goal of the construction phase is to complete the project on time, within budget, and in compliance with the plans and specifications. There are three presumptions necessary to accomplish this goal, as stated. Due to the nature of building work, there are sometimes variances even when the assumptions are plausible. A project is a unique, one-time business venture. Each project is different; thus, its conclusion can never be anticipated with complete certainty. In order to build a project, the owner often contracts with a contractor that supplies all labor, tools, materials, and construction services in accordance with the designs and requirements. This necessitates managing a variety of activities and duties at once, while also interpreting blueprints and coping with inclement weather. Some people find it challenging to admit that plans and specifications do include flaws. A lot of people are needed to prepare a design because they must organize supporting tasks, execute design calculations, and create several sheets of elevations, sections, details, and dimension drawings. Although perfection in

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

a set of designs and specifications is something that every designer aspires to, it is seldom attained. Before beginning construction, the owner typically accepts and approves the contract paperwork. However, the owner's desires aren't always reflected in the designs and specifications. Members of a board of trustees, board of directors, or commission may represent the interests of certain owners, notably non-profit Organisations or government bodies. These people often come from backgrounds in professional or corporate jobs, with little to no experience in project work or drawing interpretation. Since they won't see the final product until it is placed during construction, they may endorse the choice of a material or project arrangement. If the contractor submits a bid price that is less than what is necessary to construct the project and make an acceptable profit, serious issues might result for both the owner and the contractor[5]–[8]. A contractor that underbids a project may potentially pose serious issues for the design firm. A construction firm is a business that has to generate a profit in order to stay in business. Before awarding a construction contract, each contractor's proposal must be carefully considered. If a construction contractor underbids a project, project management will be challenging no matter how competent the people involved are.

Assumptions for Construction Phase

1. **Scope:** The design plans and specifications contain no errors and meet the owner's requirements and appropriate codes and standards.
2. **Budget:** The budget is acceptable that is, it is what the owner can afford and what the contractor can build it for, with a reasonable profit.
3. **Schedule**: The schedule is reasonable; that is, short enough to finish when the owner needs it and long enough for the contractor to do the work

Circumstances like owner-requested adjustments during construction, changes to the design, or different site circumstances might occur and affect the project price and timeline. There should be a suitable contingency to account for these sorts of deviations that might negatively influence the project budget and schedule in order to lessen the effect of these circumstances. Contractors must be given enough time to complete their tasks.

The quality of the project and worker productivity will suffer if a reasonable amount of time is not given. During construction, there are many variables that might prevent work from moving forward as planned, including the weather, material deliveries, answers to concerns about the design, and inspection. The contractor is required to provide a schedule that accounts for the acceptable fluctuation in time that is inherent in the building process, as well as to plan ahead for all project needs. The aforementioned issues must be dealt with by the project manager. He or she must continuously make plans and be on the lookout for these circumstances. To respond to new circumstances, the project will need to be adjusted and coordinated[9], [10].

DISCUSSION

The method used to pay the construction contractor may have a significant influence on the project's budget, timeline, and amount of owner and designer engagement. Fixed price and cost reimbursable are the two broad categories into which contract pricing may be separated. For fixed-price agreements, the contractor may get payment in the form of a flat amount or a per-unit charge. Cost-reimbursable contracts may contain payment mechanisms by all of the following, individually or in combination: cost plus a predetermined percentage of the total cost, guaranteed maximum price, or incentive. The benefits, drawbacks, and circumstances that favour the usage of the aforementioned payment methods for building services have all been covered in a number of publications and articles. A summary of what has previously been written is provided in the following paragraphs to help the project manager in their

Regional College Of Management Bangalore IQAC Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

managerial duties. By delivering a full set of plans and specifications that have been developed by the designer prior to construction, lump-sum contracts aim to fix the project's cost. For any alterations that could be required during construction, the contractor is nonetheless entitled to additional remuneration.

Changes made during construction are a significant cause of cost overruns for lump-sum contracts. For these kinds of initiatives, it's crucial to guarantee a thorough design that's as error-free as feasible and to limit any owner alterations. Before inviting bids, the contract documentation must be sufficiently reviewed to find any inconsistencies and ensure that the project can be built. Because a change in one area of the project often impacts other parts of the project, the project manager should collaborate with the owner throughout construction to assess the complete impact of a project modification, including the influence on the project's cost and schedule. Before the construction contract is finalised, a pricing schedule for labour and equipment for additional work linked to project amendments should be established. Unit-price contracts are chosen since it's possible that the amount of work can't be estimated precisely enough for a contractor to submit a lump-sum quote. Errors in the expected compensation are a significant cause of cost overruns for unit-price contracts.

Quantities. Unbalanced bids from contractors might result in considerable increases in the anticipated cost of the project and costly legal issues if errors in projected pay amounts are present. All predicted remuneration should be carefully reviewed. Prior to the invitation for contractor bids, the number of unit-price contracts. After receiving all of the bids, each unit-cost bid item should be carefully examined to look for any bid unbalancing. Reviewing big quantity pay items and any abnormally large unit-cost bid items in particular may help find any inconsistencies. For some projects, it is preferable to begin construction before the design is finished. These projects might be complex or urgently needed to be completed, in which case it would not be feasible to produce a complete detailed design of the entire project before beginning construction. Cost-reimbursable projects need intensive material delivery tracking and labour assessment. To assess and approve the project's material, labour, equipment, and other charges, the owner's organisation must set up a field office. For owner organisations that need the freedom to alter the project as necessary during construction to obtain the best results and fulfil their goals, this style of contracting may be effective. However, the proprietor must have a lot of project management expertise.

Build Method of Project Delivery

Design-bid-build (DIBIB) is sometimes referred to as the conventional project delivery approach. Before commencing the bid and construction phase, all design work is finished. When cost is the project's top priority, timeline is its second consideration, and the scope is well specified, this delivery approach is often chosen. The owner, designer, and contractor are all involved in the DBB project delivery technique. A contract for design services is signed by the owner with the designer, while a separate contract for construction services is signed with the contractor. The owner employs both the designer and the contractor. Although the owner often appoints the designer as their representative throughout construction, the designer does not employ the contractor. The designee is often compensated on the basis of a pre-set fee or a portion of the construction contract.

The contractor receives payment in the form of a lump sum: The owner gets the chance to see how the project will appear before moving forward with construction, which is when the highest expenditures will be expended, since design is finished before bidding. The contractor can accurately predict the cost of construction since they have a thorough grasp of the project's needs. As a result, the owner is able to estimate project costs prior to signing

Regional College Of Management Bangalore IQAC Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

construction contracts. All parties' responsibilities, risks, and engagement in DIBB are clearly stated. Due to the fact that the contract agreements clearly outline what the contractor must perform, the owner has a reasonably high degree of engagement and control throughout the design phase but less involvement during the building phase. The D/B/B project delivery method's major drawback is the extra time that may be needed to finish the design and put the project out for bid. Real construction to begin. The owner may incur costs as a result of changes made after construction contracts have been awarded.

Build Method of Project Delivery

The design build (Dm) project delivery approach is often used to speed up project completion. Construction may begin before all the design work is finished, which often reduces the completion time. The owner has a high degree of engagement and control over the whole project. This gives the owner freedom to change the design while work is being done. The D/B project delivery technique is often used for projects when the time, cost, and scope are all important factors. The owner and the DIB business are both parties to the D/B method of project delivery. The owner and the D/B company enter into a contract for the performance of both design and construction services. The DB contractor is responsible for all design work, including the construction drawings. Although the D/B contractor may use one or more subcontractors, they do all of the work themselves.

The DB business often employs both skilled construction workers and in-house designers. Conflicts between the designer and contractor, which often arise in the D/BB delivery process, may be lessened by this arrangement. To perform D/B work for the owner, a construction contractor may sometimes link up with a design firm or a design firm would team up with a design business. Qualifications-based selection (QBS) is a standard method for selecting the D/B Company. The business owner requests offer from companies on a preselected or prequalified list. Each potential D/B business is put through an assessment procedure to evaluate their quality, safety history, schedule, cost performance on previous works, and other aspects. Selection is thus based more on qualification than on cost.

Typically, the price of the D/B services is determined by some kind of cost-reimbursable agreement, such as cost plus a predetermined sum or cost plus a percentage. The D/B Company may be chosen for projects with a well-defined scope depending on pricing. The contract for incentives may be based on a predetermined maximum sum, with bonuses for costs that are less than the promised sum and penalties for costs that are more than the stipulated sum. Despite being a crucial factor, the entire project cost is not clearly known at the start of a D/B project since the design has not yet been produced. Because the designer is also the builder, handling inspection is a problem that has to be addressed early in the project. The owner may conduct inspection if competent persons are present inside the owner's organisation. In certain circumstances, inspection services are provided by a neutral third party.

Prospective Bidders and Bidding

The choice of the contractor is crucial because the contractor is crucial to the project's successful completion. In order to construct the project in accordance with the plans and requirements, the owner and designer must rely on the contractor to provide the necessary labour, tools, materials, and expertise. Everyone has issues if the contractor does. Before a bid is approved, the owner often needs potential contractors to provide a bid bond. Most owners demand that the contractor produce a performance bond in addition to a material and labour payment bond before a contract is awarded. Before beginning fieldwork, the contractor provides the owner with copies of all bonds. Bonds do provide the owner some

Regional College Of Management Bangalore IQAC Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

degree of security, but they cannot ensure that the work will go well. A prequalification procedure that assesses a potential bidder's record of experience, financial competence, safety record, as well as overall character and reputation in the sector, should be used in addition to bond requirements. In order to give a representative cost comparison for projects with a competitive bid process, at least three bids should be obtained. A bigger number of bidders will often result in more competition and cheaper bids. The quality of the bidders, however, matters more than the sheer number of bids. It is feasible to regulate which businesses are permitted to make a bid for private projects. It is preferable in this sort of circumstance to not let firms to submit bids if their qualifications are in doubt or if they are the project was just not desired to be built.

The amount of time permitted should be carefully taken into account. Contractors to provide prices. The recommended deadline date must provide enough time for bidders to complete a complete bid. A respected contractor may be approached to help establish a reasonable time for bid preparation if it is unclear what period of time would be suitable. Some bidders may decline if the time limit is too short, or worse, the offer may not be well prepared. Construction is hampered unnecessarily if the bid period is too protracted. An addendum is a modification made to the bid package during the bidding process to fix mistakes, clarify project specifications, or make adjustments before the contractor is given the go-ahead. Numerous addenda might drive off respectable bidders or put them in a risky beware position about the quality of the designs and specifications or the likelihood of future revisions the owner could make during construction. These circumstances may result in pricey change orders that have a negative impact on the project's overall cost.

To define any unique elements of a project and aid bidders in creating a strong proposal, a prebid meeting should be organised. This is a good moment to define the project's scope, describe any unique working circumstances, and respond to contractor inquiries. All parties shall get written confirmation of any item that was discussed during the meeting but was not included in the bid papers. Using the same set of bid papers that the contractors are using to submit bids, the party who will manage the contract should provide a thorough cost estimate for every project. This will help with the assessment of contractor bids since creating an estimate requires a thorough examination of every facet of the project. By carefully reading the bid papers and going through the process of creating a precise cost estimate, many project-related issues may be found. If the organisation of the party that will handle the contract has the necessary expertise, there are several professional estimating firms that may do this job.

Qualification-Based Selection (QBS)

Construction contractors are often chosen based on the lowest and best-qualified bidder for lump-sum, fixed-price projects. Since each contractor is obliged to submit a bid price, finding the lowest price is rather straightforward. The contractors are often asked to submit a prequalification form prior to bidding in order to guarantee qualification. Typically, the form asks for details on the contractor's standing, stability, and ability to complete the job. Most bid papers also call for a bid bond to be presented with the bid when it is delivered to the owner. When a contractor is eligible for bid bonds, the owner is often assured that they will also be eligible for payment and performance bonds after the contract is signed. Contractors are often hired based on QBS for cost-reimbursable projects or negotiated contracts as the project's cost isn't known at the time the contractor is picked. Usually, the owner compiles a short list of potential contractors, each of whom would probably be chosen for the job. Gatherings are conducted to offer each the chance for the potential contractor to inquire about the details of the proposed contract and the owner's ideal project conclusion and obtain

Regional College Of Management Bangalore IQAC Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

explanations. The gatherings are educational in character and may include a trip to the project location. After then, contractors are requested to submit official requests for bids (RFPs).

The was typically asks for details on the technical and managerial capabilities of the project as a whole, the method to be adopted in conducting the project, as well as a cost estimate. To enable the owner to assess offers uniformly, each contractor receives an RFP with a predetermined format. The owner evaluates all ms after receiving them. The merits of each cost suggestion are evaluated. The owner must assess the viability of each contractor's cost estimate since the true cost is unknown. A fee schedule for all labour, supplies, and indirect costs that would be associated with the project may be included in the cost proposal. The owner often seeks a competitive pricing range rather than the lowest price. Costs are taken into account, but the best and last offer is chosen in the end. A weighted assessment technique is utilised to provide a quantitative evaluation of each RFP in order to choose the best and final bid. For instance, the RFP is broken down into categories, and each area is assigned a weight according on how important it is. While some categories could have equal weighting, others might receive differing weights. An example of assessment categories is shown below.

1. Management information system.
2. Project schedule.
3. Personnel Contractor quality control.
4. Management of subcontractors.
5. Resource utilization.
6. Health and safety approach.
7. Financial capacity.
8. Experience and references.

Software for CADD, scheduling, cost estimation, accounting, submittal reporting systems, and other pertinent data may be included in the management information system. The degree to which a company has developed an efficient management information system is an indicator of its capacity to keep a project's budget steady throughout both the design and construction phases. A suitable project timeline, either a bar chart or a network, should be presented. It should highlight the key milestones needed to finish the project. Since cost is a factor in choosing contractors, a cost estimate ought to be necessary.

The cost estimate does provide a general idea of the ultimate cost even if it is unknown at the moment a contractor is selected. The quality of the workforce is crucial when QBS selects contractors. Resumes of key individuals should show a team that is capable of completing the project's job requirements. Key team members' formal education, project experience, and professional registration are all signs of their competence.

A list of the persons, materials, and significant subcontractors to be used for the project should be included in each bid. Multiple subcontractors must be managed for engineering and construction projects. A strategy for procuring supplies, tools, services, and subcontractors should be included in the RFPs that QBS requests from potential contractors. The proprietor must Prior to receiving RFPs from potential contractors, the company must give a list of its preferred providers. Any QBS process should also include information on resource utilisation, including a thorough explanation of the staffing strategy to manage the project's naturally varying workload and guarantee the presence of an experienced workforce throughout times of work build up and drop. For the purpose of selecting contractors via the QBS method, a quality assurance and quality control (QA/QC) programme should be completely documented in the RFP. The system should include quality control throughout the construction process, including testing, inspection, and safety, as well as during the creation

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

of design drawings and specifications. Each project should have its own specific set of evaluation criteria for contractor offers for QBS. Final decisions are often made based on a combination of time, budget, technical merits, and quality.

Technical excellence, managerial skill, staff credentials, previous experience, past performance, and timetable compliance are all examples of how quality may be conveyed. Although choosing a contractor based on pricing is fair, the ultimate decision may be made based on the proposal that provides the owner with the most in terms of performance value. The cost proposal shouldn't be the deciding factor for cost-reimbursable contracts since preliminary cost estimates could not be a reliable predictor of final real costs. The lowest proposed cost or lowest total proposed cost plus a charge is often not used to determine which contract would be cost-reimbursable. The chance of cost overruns may rise if cost-reimbursable contracts are awarded solely on the basis of predicted costs, since this may promote the submission of overly low estimates. The business with the plan to carry out the contract in a way that benefits the owner the most should be the main factor, as decided by assessment of proposals in accordance with defined evaluation criteria. The owner assigns numerical weights to each factor that is taken into account. The weights' value is often kept a secret from the businesses making bids. The RFP, however, may provide potential contractors with information on the minimal standards that apply to certain assessment criteria or sub factors. Based on the weight of each aspect, the owner gives each one a score throughout the evaluation process. Whichever RFP earns the highest rating will be used to choose the contractor. After that, the contractor is informed, and a contract in advance is created. A contract is signed after everything is finalised.

CONCLUSION

For engineering and building projects, the construction phase is a crucial step in the project management process. It entails putting the project strategy into practice and turning design ideas into tangible buildings. The major points addressing the importance and results of the building phase are outlined. Project managers supervise the execution of construction tasks throughout the construction phase to guarantee that they are completed in accordance with plans, timelines, and quality standards. To efficiently and successfully perform construction activities, it entails managing a variety of resources, including labor, supplies, equipment, and subcontractors. The efficient management and monitoring of the project is essential to the successful conclusion of the building phase. Project managers need to keep a careful eye on the work being done, monitor expenses, and deal with any problems that may come up. The necessary requirements and specifications are met by routine inspections and quality control procedures. Strong communication and cooperation amongst project stakeholders are also essential throughout the building phase. The construction team, subcontractors, and other stakeholders participating in the project must be adequately informed about the project's objectives, plans, and expectations. Collaboration encourages teamwork, encourages problem-solving, and boosts productivity. Additionally, throughout the building phase, safety monitoring is crucial. To safeguard employees, reduce hazards, and guarantee adherence to safety standards, project managers must adopt and enforce the necessary safety procedures. The success of the project as a whole and the welfare of the construction crew depend on maintaining a safe working environment.The project's physical realization results from the building phase's successful conclusion. It signifies the accomplishment of project deliverables, milestones, and goals. It prepares the groundwork for later stages including commissioning, testing, and project handover. For engineering and building projects, the construction phase is a crucial step in the project management process. It entails carrying out the project strategy, organizing resources, managing the project, and monitoring it.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Construction success depends on effective coordination, coordination, quality control, and safety management. Project managers can complete the project, fulfil customer expectations, and provide a high-quality completed product by efficiently managing the construction process.

REFERENCES:

[1] T. K. Wang, D. N. Ford, H. Y. Chong, and W. Zhang, "Causes of delays in the construction phase of Chinese building projects," *Eng. Constr. Archit. Manag.*, 2018, doi: 10.1108/ECAM-10-2016-0227.

[2] K. K. Naji, M. M. Mansour, and M. Gunduz, "Methods for modeling and evaluating construction disputes: A critical review," *IEEE Access*, 2020, doi: 10.1109/ACCESS.2020.2976109.

[3] J. Hong, G. Q. Shen, Y. Peng, Y. Feng, and C. Mao, "Uncertainty analysis for measuring greenhouse gas emissions in the building construction phase: A case study in China," *J. Clean. Prod.*, 2016, doi: 10.1016/j.jclepro.2016.04.085.

[4] T. Jafary Nasab, S. M. Monavari, S. A. Jozi, and H. Majedi, "Assessment of carbon footprint in the construction phase of high-rise constructions in Tehran," *Int. J. Environ. Sci. Technol.*, 2020, doi: 10.1007/s13762-019-02557-3.

[5] D. Anggraini, J. U. D. Hatmoko, and M. Handajani, "Quantifying Delay Risk Potential of Road Projects during Construction Phase: A Case Study," *MATEC Web Conf.*, 2019, doi: 10.1051/matecconf/201928005009.

[6] A. L. C. Ciribini, S. Mastrolembo Ventura, and M. Paneroni, "Implementation of an interoperable process to optimise design and construction phases of a residential building: A BIM Pilot Project," *Autom. Constr.*, 2016, doi: 10.1016/j.autcon.2016.03.005.

[7] B. A. Tayeh, K. El Hallaq, F. A. Sabha, and M. O. Yusuf, "Effects of Construction Phase Errors on Maintenance of School Buildings in Gaza Strip," *Int. J. Manag. Inf. Technol. Eng.*, 2017.

[8] B. A. Tayeh, R. O. Yaghi, and Y. I. Abu Aisheh, "Project Manager Interventions in Occupational Health and Safety During the Pre-construction Phase in the Gaza Strip," *Open Civ. Eng. J.*, 2020, doi: 10.2174/1874149502014010020.

[9] H. Vahidi, A. Padash, and R. Heidari, "Analysis of occupational hazards and lateral environmental pollution in the construction phase of Yadavaran oil field," *Adv. Environ. Technol.*, 2019, doi: 10.22104/AET.2020.4324.1219.

[10] K. Al-Reshaid, N. Kartam, N. Tewari, and H. Al-Bader, "A project control process in pre-construction phases: Focus on effective methodology," *Engineering, Construction and Architectural Management*. 2005. doi: 10.1108/09699980510608811.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 3

PROJECT CONSTRUCTION: SIGNIFICANT IN PROJECT MANAGEMENT

Dr. Akhila Udupa, Associate Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-akhila.udupa@presidencyuniversity.in
Prof. Shivaraman, Regional College of Management, Bangalore, India

ABSTRACT:

Construction schedules specify the order of activities and their length, acting as road maps for project implementation. By outlining a precise timeframe for each activity and highlighting crucial dependencies, they assist project managers with resource allocation, procurement planning, and risk management. Project managers may maximize resource utilization, reduce delays, and guarantee on-time project completion by using effective construction scheduling. It aids in early conflict or bottleneck detection, enabling proactive mitigation measures and timetable modifications. Construction timetables also encourage cooperation and communication among project participants. All parties involved may use them as a shared point of reference, ensuring that everyone is aware of the project's timeframe, deadlines, and expectations. This encourages collaboration, cooperation, and wise decision-making. Construction schedules facilitate budget planning and control, which further aids in cost management. Project managers may track project expenses, monitor spending, and prevent cost overruns by matching project activities with the project's financial restrictions. Schedules make it possible to estimate costs accurately, assisting with resource allocation and helping to spot areas where money may be saved. The efficiency of building schedules has increased because to the usage of technologies such as scheduling software and Building Information Modelling (BIM). Project managers may use these technologies to develop dynamic timetables, integrate real-time data, and track project progress. They provide improved construction schedule management in terms of transparency, accuracy, and flexibility. The management of engineering and construction projects relies heavily on construction timelines. They provide a project execution road plan, maximize resource allocation, improve communication, and aid in cost control. Project managers may improve project efficiency, reduce delays, and guarantee successful project delivery by using construction schedules properly.

KEYWORDS:

Construction, Contractor, Equipment, Project, Work.

INTRODUCTION

The goal of scheduling a construction project is to make sure that the work is adequately planned so that it may be handled successfully and efficiently. A timetable must include all the tasks necessary to accomplish the activity, be arranged logically, and often be displayed as a time scale for simple comprehension. The goal is to make sure that all tasks required to finish the job are well planned and coordinated. As things change, the timetable has to be modified. The building contractor is responsible for both planning and carrying out the job. The timetable must be created with the job-site superintendent's involvement. The superintendent will participate in the daily management of theso that he or she has a better

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

understanding of how the task will be implemented. The timetable will be utilized to manage the work if the superintendent participated in its creation since he or she will have bought into it. Without the superintendent's input, schedules are seldom effective. Both the individual who prepared the estimate and the contractor's project manager are excellent sources of information and support for the site supervisor (Figure 1).

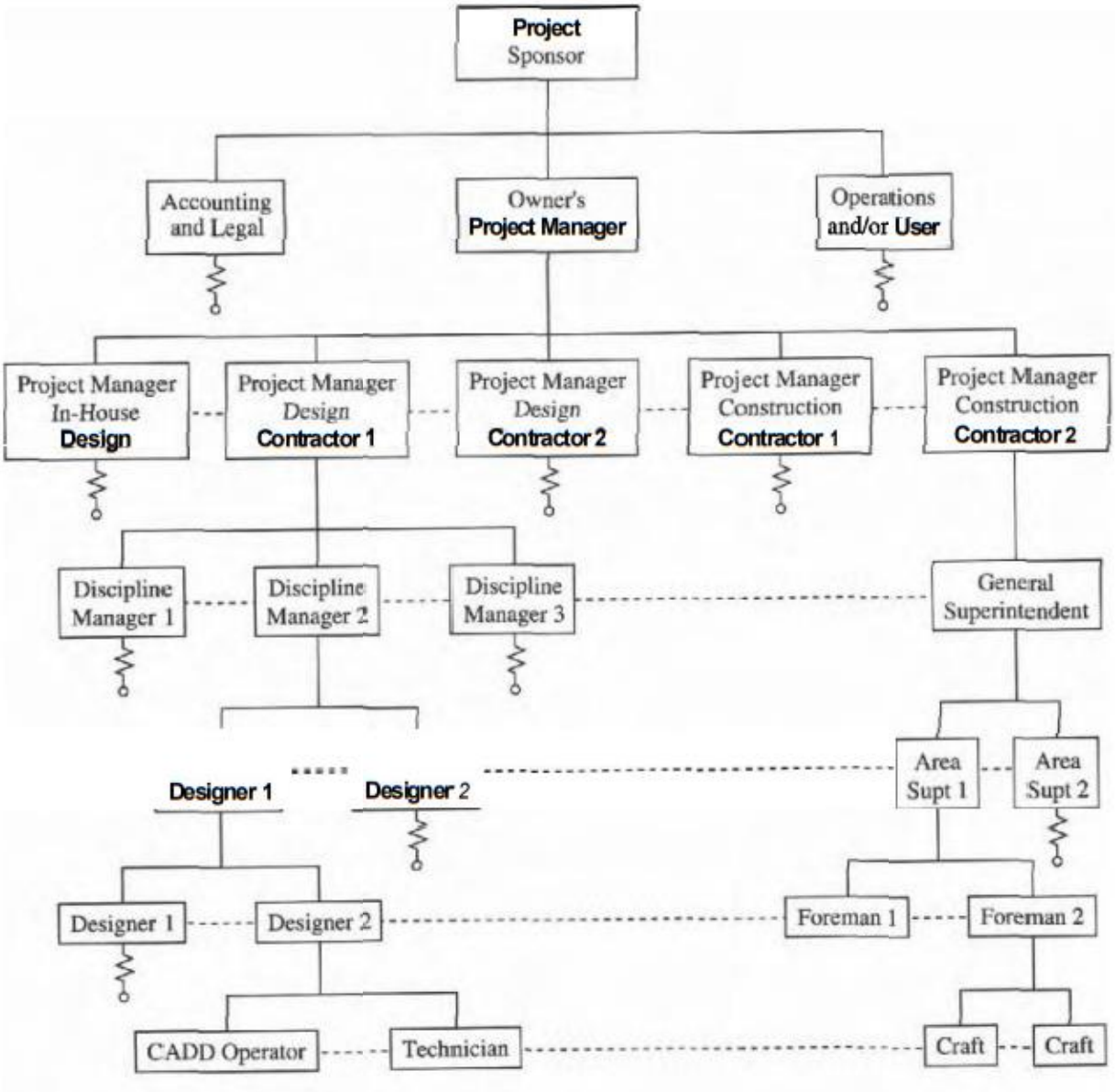


Figure 1: Effective Horizontal Communication Channels Necessary during Construction[AccessEngineeringLibrary].

Creating schedules is important, but the superintendent is the one who must organize the tasks in the order in which the project will be completed. The interests of the owner, the designer, and the contractors are all served by a successful building timetable. The construction timetable must, first and foremost, be readable and simple enough for the workers in the field to understand. Too often, superfluous details that are of little use to the field workers are included in the development of construction schedules. The schedule simply has to be detailed enough for the field supervisors to understand what is expected of them.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Area foremen in the field may then create a daily or weekly work plan for their specific tasks. For instance, if the schedule lists second floor painting as an activity, the paint crew's supervisor may create a daily work plan listing the precise rooms that must be painted during the week indicated in the construction calendar. Dates for the arrival of materials and equipment are crucial during construction since they often result in delays. To guarantee that supplies and equipment arrive at the project site when required, delivery dates for crucial activities must be continuously monitored[1]–[3].

DISCUSSION

In certain circumstances, a contractor could refuse to provide the owner with any timetable on the grounds that the owner won't be able to prove that the contractor didn't properly plan or coordinate the work in the absence of a schedule. An alternative argument contends that the lack of a timetable throughout construction enables the contractor to construct an as-planned rather than an actual schedule at the conclusion of the project to protect his interests in the event of disagreements or claims. Include the construction timetable as a particular pay item in the contract agreements as one way to encourage the contractor to create a suitable construction schedule. When the baseline schedule and each monthly schedule update have been submitted, the contractor would then be allowed to charge for this pay item. For instance, the mobilisation payment may be linked to the submission of the construction schedule. As a result, mobilisation expenses would not be reimbursed to the contractor until the construction schedule was provided. Due to the fact that the majority of contracts include payments to the contractor for mobilisation, this is simple to include in the construction contract. Unfortunately, there has been an increase in recent years in the use of construction schedules to support claims against the owner for extra time and expense. Some contractors will only create a timetable if the contract demands it. Construction contracts often relate costs to schedules, which has an influence on the contractor's monthly payment.

Some contractors create a plan with the idea that doing so would increase their chances of getting the owner to pay for extra time and/or money in change orders and claims. As a result, the schedule may sometimes be used to request more time or money rather than just as a planning tool to manage the project. Demanding, scrutinising, and accepting contractor timetables come with hazards. Schedules that have been approved or accepted may have legal repercussions for the owner. When an owner accepts a timetable, for instance, there is a chance that claims may be made against them using the schedule as evidence. Owner. The danger of not mandating building timetables is there, nevertheless. When there is no timeline, the contractor may not adequately design the project, and the owner has no means of monitoring cooperation or progress. The majority of seasoned construction managers agree that risks are reduced when building schedules are necessary. There are a variety of potential issues with construction scheduling, thus whomever is tasked with examining or approving construction schedules should proceed with care. The next paragraph lists a few of these safety measures.

Precautions for Construction Submittals

A submittal is a document that the contractor sends to the owner or designer for examination and approval. In order to avoid holding up the construction, the contract agreements may sometimes include that the engineer must assess contractor submittals in a reasonable amount of time. Typically, contractors include three or five days for submitting and review timeframes in the schedule. In the event that the timetable is approved, the duration indicated therein specifies what constitutes a reasonable period of time. Any review that takes longer is thus automatically deemed to be reasonable, creating a basis for delay or impact claims.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Other times, the timetable could not include any submitting dates at all. Instead, it is assumed that the submittals will begin the next day or on the same day as the construction activity. The contractor may then file a claim for delays every time a construction activity's commencement is postponed while the engineer analyses a submission for that activity. A clause stating the allocable time for submission review might be inserted into the contract terms to prevent issues related to submittal review timeframes.

For instance, a clause stating that the engineer must examine and reply to a contractor's Horntail within twenty calendar days of receiving a submission might be inserted. Additionally, the contract papers may provide that the contractor's resubmissions must be given the same amount of time for review as the original submission.

The debate over whether the owner and engineer should have a single time period in which to study the submittal and any resubmissionsor if the beginning time for submittal review should start afresh with each resubmissionhas been resolved totally as a result of this. This is a fair distribution of the risk of submitting unacceptable materials. Many issues with submission reviews and the effects of review delays may be avoided with a contract that includes submittal reviews in the construction schedule.

The contract may include a clause requiring the contractor to provide a construction schedule of all submittals needed for the project, including when each submittal will be made available for review. The contractor will be more likely to have a strategy for all submittals if this is done. Additionally, it enables the owner and engineer to properly plan their personnel and workload for the review procedure. It will be easier to include submittals if the designer provides a comprehensive list of all necessary submittals. In the timetable.

Delivery Dates of Owner-Furnished Equipment or Materials

In the construction sector, it is typical for owners to acquire and provide equipment or supplies with lengthy lead times. For the owner's benefit, this saves time and money.

The construction schedule normally includes the delivery dates for any equipment or supplies given by the owner. If the delivery dates for any materials or equipment provided by the owner are included on the schedule and the owner accepts the schedule, an implicit guarantee that the goods will be delivered by the date indicated on the schedule is created.

The contractor may submit a claim for additional expenses owing to work delay and impact claims if the owner is unable to fulfil the previously planned and agreed-upon delivery dates.

When the delivery dates for all owner-furnished products are indicated on the construction schedule relatively early, this might cause another issue. This gives the owner more chances to be held liable for delays if the owner-furnished goods are delivered later than expected.

The earliest delivery dates for all owner-furnished equipment might be included in the contract terms to assist prevent this kind of issue.

These dates may be based on the manufacturers stated delivery dates, plus a suitable time contingency. Making provisions in the contract terms that specify owner-furnished products will be supplied not sooner than one date and not later than another is another way to deal with the problem of claims relating to such things is one way to solve the issue.

The contractor is given some confidence that the products will arrive on the project site when expected in this way. Risk associated with owner-furnished products is decreased by giving a range of anticipated delivery dates.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Scheduling Contractor Procured and Installed Equipment

The construction schedule, which only lists equipment installation as one activity, does not adequately describe the labour required to acquire and install the equipment. The fabrication, delivery, and installation of large pieces of equipment purchased and installed by the construction contractor should be shown as independent operations. This guarantees that the contractor has made enough plans and eliminates uncertainty about the manufacturing and delivery schedules. The pay request from the contractor for the equipment is also made clearer since it is anticipated that the pay request for equipment purchase will come much sooner than the pay request for equipment installation. Which pieces of equipment are regarded as significant should be specified in the bid papers by the designer. Another way to aid in the correct planning and scheduling of contractor-provided equipment is to add a clause in the contract requiring the contractor to give a separate schedule outlining the expected order and delivery dates of each piece of equipment used on the project. To avoid any misconceptions, it is important to clarify in the contract terms which equipment components are significant.

Contract Schedule Constraints

The contract contracts may be created to include specific timetable requirements that demand construction activities be finished before other activities can begin, or sequences that must be followed to avoid disrupting other operations, during the design phase of a project. This kind of circumstance is more common during renovation projects than during the building of new facilities. These rules may not be followed in the contractor's first schedule submission.The contractor may claim that the owner waived the contract requirements by accepting the schedule and that, as a result, the owner now owes an equitable adjustment in order to re-establish these constraints. This could happen if the owner accepts the schedule without the constraints and then later tries to enforce the contract requirements. All restrictions should be thoroughly examined by the owner and designer to see how they will affect the contractor's operations. To guarantee that a comprehensive list of restrictions is included in the contract terms, this must be done during the design process. Constraints on the contractor often result in more money spent and more time needed to do the job.

Sequestering Float

Sequestering float is a method of creating a construction schedule where most tasks have little or no float. Because the non-critical pathways have very little float, such as less than five or ten days, the outcome is a timetable with many critical paths or one critical path with numerous additional paths that are near critical. Schedules for construction with a lot of sequestering float are susceptible to delays. Any owner intervention with the contractor's activities raises the possibility that the contractor may file claims against the owner for extra expenditures.

The construction schedule may also include preference sequencing, in which tasks that may be completed simultaneously are shown as sequential rather than concurrent. Reducing float in the network by showing operations sequentially rather than concurrently results in more essential activity. To assess fake activity durations, the construction timetable should be carefully examined. For instance, an activity that is advertised as having a twenty-day length may only need 10 days, which would decrease network float. A non-sequestering float language may be included in the contract terms to reduce issues with sequestering float. A clause of this type might say something like, Pursuant to the float sharing requirement of the contract documents, the use of float suppression techniques such as preferential sequencing or logic, special lea flag logic restraints, and extended activity times are prohibited and the

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

use of float time disclosed or implied by the use of alternative float suppression techniques shall be shared to the proportionate benefit of the owner and contractor.

Schedule Updates

A project's initial timetable, which was usually sound, sometimes deviates into one that is impossible to maintain because of sloppy modifications. There is a propensity to apply restrictions to represent the real work when adjustments are made throughout construction. Activity limits like start-to-start and finish-to-finish virtually always result in illogical reasoning, which often causes misunderstanding and mistrust of the timetable. It may be beneficial to evaluate the update process with the owner, designer, contractor, and any significant subcontractors. The communication between all stakeholders will be improved, and there will be less surprises when the schedule modifications are given. The limitations on the activities are often removed by the conversations. It is advisable to avoid using activity limits while creating the first schedule or when creating schedule modifications.

Relations with Contractors

During the building phase, construction contractors take the main position; nevertheless, the owner and designer also play a crucial role. For the project to be completed, a collaborative atmosphere conducive to cooperation has to be created. Compared to other industries, the construction business is distinctive. Because every construction project is unique, there are many different trades involved, projects are planned and completed quickly, and there is a wide range of materials and equipment that has to be installed. Additionally, a lot of the labour is done outside and construction employees often lose their jobs due to self-employment. Due of these circumstances, managing the building is difficult, and participant collaboration is crucial. All interactions with contractors must be respectful, consistent, fair, and firm. To earn the respect of others and persuade them to accomplish what has to be done, one must behave oneself professionally. It is sometimes necessary to be aggressive without being unpleasant, and other times to be quiet without being a pushover. To operate in a construction setting, one must learn how to interact with people and know how to respond in any circumstance. Due to the nature of building projects, disputes and confrontations between people do sometimes occur. One must understand that fights and disagreements are not always negative since many brilliant ideas have come about as a consequence of confrontations. The mind-set that ought to rule is that diplomacy may turn conflicts into accords. There are instances when adopting a neutral stance could be preferable. Contractors are autonomous commercial entities that are solely needed to provide the contract's final product or service. There are instances when an owner and a contractor may not agree, but getting the job done should always come first. The contractor's skills, labour, and equipment are used to their fullest potential when there is a good owner-contractor partnership.

Dispute Resolutions

Contractors, owners, and designers will virtually certainly be engaged in conflicts given the nature of building projects. A conflict may be settled by discussion, mediation, arbitration, or litigation, among other options. Direct talks between the disputing parties might be arranged to address the issue honestly and find a solution that will satisfy everyone. There are often no additional parties involved. Through mediation, disagreeing parties are given the option of working with an impartial third party to help them reach a resolution. A final decision cannot be made by the mediator. The main difference between mediation and arbitration is that the arbitrator has the power to provide a final, binding judgement that cannot be challenged by any party. A panel of arbitrators may be used in certain cases to settle disputes. Litigation is the process of resolving conflicts via lawsuits that follow the official procedures of the

Regional College Of Management Bangalore IQAC Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

judicial system. Generally speaking, compared to the other techniques, this one takes a lot longer and has much greater legal fees. Negotiations are often the fastest and most cost-effective method for resolving disputes since factual issues may be handled without adhering to formal legal procedures. ~The parties participating in the lect have voluntary informal lect talks at mutually convenient times and locations. Each party's representative must be able to speak for their organisation on the negotiating table. The intricacy of the topic determines the size of the negotiation teams; nonetheless, efficiency is often greater with fewer people participating. The degree to which the contract decisively resolves the problems at issue in the disagreement, the level of preparation made before to the negotiation, and the desire of both parties to engage in good faith negotiations all affect how well the negotiations proceed. Direct discussions between the parties may improve their successful business relationships. Mediation is often the next best course of action when direct discussions fail to produce a resolution. Similar to negotiation, mediation is voluntary, so both parties must agree to have the mediator act as a catalyst to explore potential solutions, to gather information and resolve misunderstandings, and to influence the parties to adopt flexibility in their positions in order to reach a final settlement.

The disputing parties and the mediator may meet in public or in secret throughout the procedure. Both parties to the dispute mutually agree on the mediator. A public-service, non-profit organisation called the American Arbitration Association (AAA) has set standards and regulations for mediation. Arbitration is the process of submitting a disagreement to a mutually chosen, neutral a third person whose judgement is enforceable and legally binding. An arbitration provision is often placed in a contract's general terms in order to employ this approach, therefore the parties acknowledge and agree that any disputes will be resolved by arbitration upon the execution of this Agreement. The articles that make up the Construction sector Arbitration Rules, developed by the AAA, are now the most well-known arbitration procedures in the construction sector. The steps are as follows: agreement to arbitrate; choice of arbitrator; hearing preparation; hearing of the dispute and award. Within 30 days after the hearing's conclusion, the arbitrator typically renders his or her ruling. As a result, judgements are reached far more quickly than via litigation.

Since litigation is the most expensive, time-consuming, and difficult means for resolving disputes, most parties attempt to settle disagreements before taking them to court. The interests of the parties are represented by legal counsels who adhere to the rules of the legal and judicial systems. A legal tribunal decides the dispute's ultimate conclusion. Frequently, an agreement to resolve the conflict is struck shortly before going to court. Avoiding and Resolving Disputes during Construction is a brochure published by the American Society of Civil Engineers that outlines a way for fostering cooperative, problem-solving attitudes on projects via a fundamental risk-sharing concept between the owner and contractor. It outlines unique contract clauses and procedures that have been successfully used to hundreds of projects to prevent or settle conflicts without going to court. These three clausesDispute Review Boards (DRB), Escrow Bid Documents (EBD), and Geotechnical Design Summary Reports (GDSR)are thoroughly explained and advised on all projects with a high risk of significant conflicts. A three-member DRB that is established at the start of construction helps to prevent disagreements and, in the event that they do arise, offers prompt and fair suggestions for non-binding remedies.

The contractor's bid papers may be reviewed to create a trustworthy database that can be used to negotiate price modifications and settle disagreements. The contractor's entitlement to compensate for significantly different site conditions is acknowledged by the inclusion of the Federal Differing Site Conditions provision and a GDSR in the contract. This also creates a

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

clear geotechnical baseline to detect different site conditions. Along with implementation guidelines, these requirements are included in the brochure[4]–[6].

Job-Site Safety

Like planning, scheduling, estimating, cost management, and other aspects of project work, safety is a crucial component of project management. Safety must be prioritised at all levels and throughout the whole project. Accidents have an impact on both workers and their families. The financial expenses, liability repercussions, legal obligations, and corporate reputation all highlight how crucial project safety is. There are many fundamental ideas and methods that may be applied to safety that were previously discussed in relation to project management. Every stage of a project's design and construction should take the aspect of safety into account. Safety is not something that is added to a project by mistake; it has to be planned for and managed just like scope, budget, and schedule. Due to the nature of the activity, construction entails several potential risks for both equipment and personnel, including heat, noise, wind, dust, vibrations, and poisonous chemicals. The federal government established the Occupational Safety and Health Administration (OSHA) as a regulatory body to guarantee worker safety. It is applicable to everyone participating in a project, including the designers, owners, employees, and contractors.

Despite the fact that OSHA and other laws have been passed for safety, management is still in charge. The project manager must collaborate closely with the other members of his or her team to include safety into all project phases, including planning, design, budgeting, and construction. Starting at the top of the organisation, safety should be ingrained at every level of management down to the crews and employees on the job site via words and deeds. Despite the fact that the contractor is now given ultimate responsibility for construction safety, there should be a coordinated team effort to comprehend and put into practise a safety mind-set that enhances job-site safety[7]–[10]. Medical expenses, premiums for compensation benefits, liability, and property damage are all included in accident costs. In recent years, these expenses have increased. Accidents often result in other substantial expenditures, however. These expenses include missed wages for the wounded worker, lost wages for other workers who had to miss work due to an accident, and lost supervision time.

The focus of everyone must be on safety. According to research, managers of safer work sites deliver higher results. They do a better job of keeping labour costs down and projects on time. These facts run counter to two justifications managers sometimes cite for a poor safety record: accidents are unavoidable in a hazardous business-like construction, and finishing the project must come first. These managers are duped by urban legends that may be quite expensive for the project and the business. Productivity and safety on the work site should be managed as two interrelated components of great job performance. It has been said that a successful work site manager once said, you don't have to trade production for safety. The staff will work more quickly the safer they are. You may be more productive the safer you are. Prequalification of contractors is often determined by their bonding capacity and prior work history. The building company is often chosen based on the prequalified contractors' lowest bid price. Perhaps a contractor's safety record should be taken into account as a mandatory component of construction bids, and a bid might be rejected on the basis of an unsatisfactory safety record.

Management of Changes

In order to finish a project, certain adjustments must be made while it is being built. The owner, designer, or contractor may be the cause of the alterations. After construction is finished, an owner could want to make a modification to more effectively employ the project

Regional College Of Management Bangalore IQAC Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

for their intended purposes. Because it is not always feasible to forecast all the events that will emerge throughout the construction process, a designer or contractor may desire to make changes to the original plans or specifications. Changes thus occur throughout construction virtually often. The change-order, a form that is used to make modifications during building a documented account of the changes made to the work. The initial bid paperwork, together with any authorised modification orders, serve as the legally enforceable contract documentation for the project. Despite the fact that a change-order may raise or Most change orders affect a project's cost and/or schedule by adding to the cost and/or delaying the project's completion. Therefore, every project manager must exercise caution when handling modifications during construction since a change in the work nearly always has a negative impact on the project's budget and schedule. If changes can be foreseen in advance, management of such changes is substantially improved. Before construction starts, there are several variables that may be identified that serve as early indicators of project alterations in the future. According to research, lump-sum projects with a big cost differential between the lowest and next highest bid amount often see significant cost rises. The phrase money left on the table is often used in the construction business to refer to the gap between the lowest bidder's offer and the bid of the next highest bidder. Because high money-left-on-the-table is a sign of potential cost escalation, a project manager should put more effort into monitoring and regulating the project. A monthly request for a list of expected change orders is one method for managing modifications during construction. In order to assess the necessity for and/or usefulness of the change, the project manager or his or her assistant first consults with the party expecting the change. When the complete impact of a change is contrasted to its genuine worth, an honest examination of its merits might sometimes lead to the conclusion that the change is not actually essential.Because changes to one component of a project often have an impact on other sections of the project, every facet of a modification must be carefully considered. Sometimes the entire effect on other project components is unknown until a later time, which might have a negative impact on the cost in the project's later stages. A change that happens later in the project as a consequence of a change made earlier in the project is sometimes referred to as having a ripple-effect. Changes during construction should be avoided unless they are absolutely essential. If a change is required, it must be carefully considered, precisely specified, accepted by all involved parties, and executed in the most effective and cost-effective way possible.

Resource Management

For a project to be completed, a lot of resources are required. Resources include people, tools, supplies, and independent contractors. To save expenses during construction, each resource must be controlled as effectively as possible. The most crucial resource on the project are the tradespeople who run and install machinery. These people learn their expertise via education and practical practise. As long as the necessary training, equipment, and resources are accessible when required, they are capable of completing the task. The skilled personnel are often criticised for the project's poor-quality work. Though itPeople don't often produce subpar job on purpose. Poor work is often the result of inadequate instructions, delayed delivery of supplies, unavailability of equipment, or a lack of direction and supervision. These issue-causing factors are the fault of administration of the project. As a result, the project must have a well-defined work plan that outlines both the work that must be done right now and the work that is scheduled for the future. The project's craft teams must be made aware of this strategy. The kind and quantity of equipment employed on a project relies on the project's specific requirements. For instance, a sizable spread of scrapers, dozers, water waggons, compactors, and motor patrol graders may be needed to build a sizable earthen dam. However, simply a modest front-end loader, truck, and portable crane may be required

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

for the building of a strip mall. Just as there has to be a plan for the employees on the project, the choice and use of equipment on a project must be an intrinsic element of the overall construction plan and timeline. The task of creating an equipment plan for the project falls on the construction project manager and his or her field supervisor. The maintenance of equipment and its downtime should be given enough attention since its unavailability may have a substantial influence on a project's timetable. The purchase and installation of materials is a significant expense for many building projects. The primary duties of a materials management system are the identification, acquisition, storage, distribution, and disposal of materials required for a construction project. By making sure that high-quality supplies are accessible when and where they are needed, the efficient use of people may be significantly improved.

The size, location, cash flow needs, and methods for purchase and inspection will all affect a material strategy. The timeliness of material deliveries to the project site is crucial since these deliverieswhether they are partial, late, or of the incorrect kindare often the root of construction delays. The building project timetable must take lengthy lead time materials into account. The contractor is in charge of making sure that the project has a well-defined materials management system and materials management strategy. For the majority of projects, the owner gives a prime contractoroften referred to as the general contractorone contract to complete the project's construction phase. The general contractor then engages a large number of speciality contractors, sometimes known as subcontractors, to do the building work that needs specialised knowledge or tools. Therefore, multiple subcontractors that work for the general contractor do a large portion of the needed work on many construction projects.In order to integrate the work of all subcontractors on the project, this multiple-contract model requires meticulous planning, scheduling, and coordination by the general contractor. This is required since each subcontractor's work often has an impact on one or more other subcontractors working on the project. For a big project that takes a long time, the owner could hire many prime contractors. The same management ideas discussed throughout this book should be applied to the management of subcontractors. Each subcontractor on the project must have a clearly defined scope of work, pricing, and timetable. Additionally, there has to be a clear interface between all of the project's subcontractors' work. The general contractor is accountable for efficiently managing his or her subcontractors.

CONCLUSION

Engineering and construction project management cannot be done without construction schedules. They are essential to the efficient management of resources, the timely completion of projects, and the success of construction operations. Construction schedules provide project managers a thorough timetable of the events, tasks, and milestones involved in the project, enabling effective planning and coordination of the building process. Schedules aid in optimizing resource allocation, reducing delays, and ensuring that project goals are achieved within the allotted time period by describing the order of tasks and their length. Project managers may see possible problems or bottlenecks early on and take steps to alleviate them with the help of effective construction scheduling. Project managers may proactively handle difficulties, make required schedule modifications, and keep the project on track by analyzing essential dependencies and possible hazards. Construction timetables also encourage cooperation and communication among project participants. All stakeholders are aware of the project timeframe, deadlines, and expectations thanks to its use as a single reference point. The building process benefits from excellent cooperation, coordination, and decision-making as a result. Another important factor backed by building schedulesis cost

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

control. Project managers can efficiently track project expenses, monitor expenditures, and control the budget by matching project activities with budgetary restrictions. Schedules make it possible to allocate resources efficiently and find cost-cutting possibilities.The efficiency of building schedules has significantly increased because to technological advancements like scheduling software and Building Information Modelling (BIM). Real-time data, visualization options, and more flexibility in controlling and changing schedules are all provided by these technologies, which improves project results. In engineering and building projects, construction timetables are essential to the project's success. They provide a project execution road plan, maximize resource allocation, improve communication, and aid in cost control. Project managers may create effective construction processes, satisfy project goals, and deliver successful projects on time and within budget by efficiently using construction schedules.

REFERENCES:

[1] M. Shan, B. G. Hwang, and L. Zhu, "A global review of sustainable construction project financing: Policies, practices, and research efforts," *Sustain.*, 2017, doi: 10.3390/su9122347.

[2] R. M. Choudhry, "Achieving safety and productivity in construction projects," *J. Civ. Eng. Manag.*, 2017, doi: 10.3846/13923730.2015.1068842.

[3] S. Moradi, K. Kähkönen, and K. Aaltonen, "Project managers' competencies in collaborative construction projects," *Buildings*, 2020, doi: 10.3390/buildings10030050.

[4] R. Ahmed, N. Azmi, and M. T. Masood, "The Essence of Project Leadership is Significant to Project Management," *Res. J. Recent Sci. Res. J. Recent Sci*, 2013.

[5] I. Bashynska, O. Kovalova, O. Malovichko, and O. Shirobokova, "Risk management of innovative socially significant projects (on the example of urban passenger transport)," *Int. J. Adv. Res. Eng. Technol.*, 2020, doi: 10.34218/IJARET.11.4.2020.026.

[6] J. Jiang, G. Klein, and W. Fernandez, "From project management to program management: An invitation to investigate programs where IT plays a significant role," *J. Assoc. Inf. Syst.*, 2018, doi: 10.17705/1jais.00480.

[7] M. M. Carvalho and R. Rabechini, "Can project sustainability management impact project success? An empirical study applying a contingent approach," *Int. J. Proj. Manag.*, 2017, doi: 10.1016/j.ijproman.2017.02.018.

[8] T. Chen, M. Fu, R. Liu, X. Xu, S. Zhou, and B. Liu, "How do project management competencies change within the project management career model in large Chinese construction companies?," *Int. J. Proj. Manag.*, 2019, doi: 10.1016/j.ijproman.2018.12.002.

[9] M. Parchami Jalal and S. Matin Koosha, "Identifying organizational variables affecting project management office characteristics and analyzing their correlations in the Iranian project-oriented organizations of the construction industry," *Int. J. Proj. Manag.*, 2015, doi: 10.1016/j.ijproman.2014.06.010.

[10] G. J. Li and Y. S. Zhang, "From risk management to uncertainty management: A significant change in project management," *J. Harbin Inst. Technol. (New Ser.*, 2006.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 4

A BRIEF OVERVIEW ABOUT BIDDING, TENDERS AND CONTRACTS

Dr. Nalin Chirakkara, Associate Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-nalinkumar@presidencyuniversity.in
Prof. Shalini, Regional College of Management, Bangalore, India

ABSTRACT:

Contracts, bids, and tenders are essential parts of project procurement and are very important in managing engineering and construction projects. The relevance of bids, tenders, and contracts are briefly discussed in this abstract, with special attention paid to how these factors affect project success and their significance in the project procurement process.The practice of requesting competitive bids from possible contractors or suppliers to carry out particular work or deliver products and services is known as bidding. Contrarily, tenders are official proposals or bids made by suppliers or contractors in response to a client's request for bids. Contracts are written agreements that formally establish the client's connection with the chosen supplier or provider.

KEYWORDS:

Bids, Contracts, Cost, Management, Tender.

INTRODUCTION

A contract with all parties involved provides the crucial and vital backbone to any project, regardless of its potential effects on the behavior of a project's service providers and/or on the ability of the project management team to overcome any gaps or limitations in its provisions. The various forms of contracts and bids that are used often are covered in this chapter along with their benefits and drawbacks. It often occurs for a project manager to work for a firm with a well-established market presence for a significant amount of time. This alone may help to promote a certain complacency regarding tendering and contract processes that are already known from prior projects. It appears reasonable to anticipate reaching the same conclusion as they did at a different period and under a different set of circumstances while following in the footsteps of one's predecessors in writing another contract. However, it is prudent for the current project manager to examine how earlier contracts were really carried out and how their faults and flaws were resolved in order to prevent unpleasant surprises. This may be easily discovered by looking at the contractors. Engaged on the present project, evaluating their output, and taking into account how their output may be improved by the introduction of specific adjustments to tendering and/or other contract processes[1]–[4].

If close-out reports from earlier projects are sufficiently transparent and clear, a study of them may swiftly inform a project manager on the relative strengths and flaws of those projects. This makes it easier to revise the tactics to use while interacting with the different service providers. This may help the business achieve better success than it could have with those counterparties in the past. There have recently been unheard-of developments in the growth of industry due to the ease of communications and accelerating of movement between nations and continents as a consequence of cheap transportation and communications at the global level. This has encouraged the freer, or less constrained, flow of commodities and services

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

internationally across different countries. At the same time, this ostensibly freer trade across countries and continents has increased rivalry between businesses and international Organisations, with each trying to hold onto and grow their portion of the global market. As a result, competition has increased as each player strives to establish or seize market share with novel or distinctive products and services that outperform competitors[5]–[7].

These circumstances have opened up a whole new sector of management consulting in the domain of market strategies that take into consideration this escalating global competitiveness.

The owner of a project could get proposals from several nations. Decision-making in such a setting must be guided by thorough and unbiased information, including the most recent developments on international norms that are widely recognized. It is especially important to manage project arrangements in a way that ensures the customer's trust in a product or service since there may be a significant physical distance between the client and the engineering office or factory of a contractor. One such system will be covered in chapter eight and is that of the ISO (International standardized Organisations, a division of the United Nations). Along with these factors, the completion of a contract that was thoughtfully constructed offers an additional assurance of product-quality assurance, at the proper price, delivered on schedule. Using a tool like a FIDIC contract, which is a standard contract created by the International Federation of Consulting Engineers, helps the project achieve the intended outcome even more[8]–[11].

DISCUSSION

Project management comes into touch with the reality of the contemporary construction industry when it comes to projects that include the construction of one or more physical facilities, such as factories, offices, workshops, warehouses, oil and gas fields, or other energy generating or energy supply projects, etc. Construction contracts are typically, at least initially, a three-way arrangement. Between the owner and the principal contractor on the one hand, and between the owner and the supplier of engineering services on the other, there are two major contracts (Figure 1). Of course, the engineering company and/or the contractors also have agreements with subcontractors to deliver goods or render services.

The overall project will be impacted by all of these contracts. In order to achieve a quick response, speed performance, or ensure quality-of-service in the maintenance of the engineering firm's computer systems, for instance, the services for an engineering firm might be provided by a company that maintains their computers but with whom there is no legally binding contract.

This would cause the overall design time to exceed what would be anticipated if such a third-party service provider were not involved in the process. In other words, a contract between an owner and a contractor may seem good on the surface and be apparent to both parties as to all of its implications. However, additional arrangements between the owner or contractors and individuals who are not directly party to their contractual connection, or for others whose relationship with them is not tightly governed by contract, might prove to be quite troublesome. The skilled and vigilant project manager takes sure to look out for and avoid such potential minefields that are concealed. Every contract is crucial to the project, and everyone should be aware of its purpose.

However, the riskiest contracts are sometimes the most crucial since they typically include the biggest financial investments in the project, notably the building contract between the owner and the primary contractor. The sort of contract, how each contract differs based on the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

project's nature, and its goal must all be determined by the owner. Formal owner-contractor agreements may take many different forms and sizes. The following are the most often observed:

1. Measured contract.
2. Lump-sum.
3. Cost-plus contract.

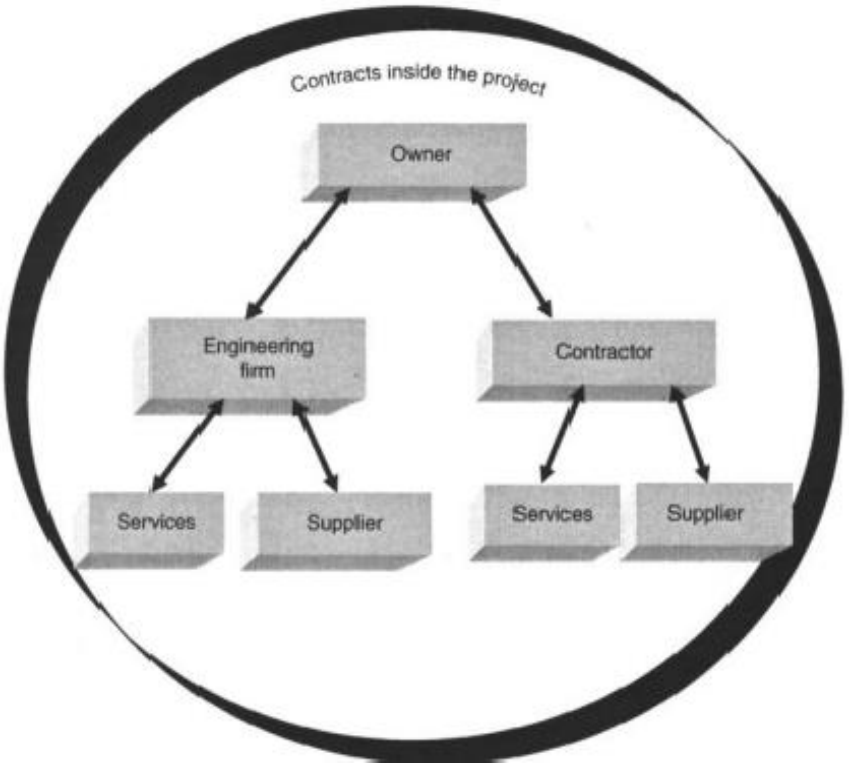


Figure 1: Represting the Contracts inside the project[AccessEngineeringLibrary].

The Measured Contract

This kind, one of the most popular in the building industry, has developed a solid reputation through many years of usage in a variety of situations, including both stable and unstable social and economic conditions. Quantities of each item are included in the contract paperwork, along with precise descriptions and detailed specifications. When calculating the item's overall cost, the contractor multiplies the price of each item by the amount.

The sum of all these costs is the overall project cost. The benefit of this strategy is that any effects on the price of this item, which was predetermined on a basis specified in the contract, can be easily ascertained, as can any shortages or increases in quantity. The inclusion of a fixed price throughout the project time has recently come to be considered as a possible source of harm to the interests of the contractor, who receives little to no specific protection under this form of contract, in light of increasing pricing and other continuous market developments. A widely-used international commercial practice has emerged whereby, in the case of a project whose execution exceeds twelve months, a clause in the contract provides for allowing increased prices for labour, materials, or tools. This is because contractors have become reluctant, or have even refused, to tender for contracts that have not provided some safeguard against rising costs. In European nations, the Department of Environment and other governmental agencies produce a bulletin each month to explain pricing increases.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The Lump-Sum Contract

Historically, low-cost projects have employed this kind of contract. In this agreement, the contractor will carry out the job for a set fee. Because there is no quantity computation in this contract, the drawings and specifications must be unambiguous.Therefore, it may be challenging to estimate the amount of variation cost when the location changes. Due to this situation, talks between the contractor and owner may drag on and damage the project as a whole. Modern versions of this kind of contract describe the engineering, procurement, and construction (also known as EPC) at one location at the same time as a turnkey solution. It fosters intense rivalry among contractors, especially in a project's design area. One is due to the fact that one aspect alone may considerably lower a project's overall cost. The advantages the owner, who may anticipate beginning to realize profit from the project's entry into actual operation that much sooner and at the lowest cost. Of such a development are unavoidably to return to the owner.

The ability to divide big expenditures or milestones, such as the purchase, delivery, and/or installation of equipment on-site, is another crucial feature of the lump-sum contract. In this situation, a contractor might be interested in dividing this cost into separate amounts to represent the costs of providing the machinery's concrete base, performing mechanical work on the equipment, supplying and installing the machine, and finally attaching the machine to an external source of electricity.

The contractor and project owner may be able to allow themselves leeway to negotiate their way around the impact of any unforeseen price rise in any one of these things by thus breaking out the price of each component item of activity separately in this manner. Some contracts additionally include an appendix that lists the cost of goods or labour per day that is likely to cause this activity to grow or decrease.

The Cost-Pius Contract

For the course of the project's construction, the contractor will provide construction at its real cost plus a predetermined ratio. This latter sum comprises profit and supervisory expenses. This is set throughout the length of the project, provided price increases do not cause an issue.

The primary drawback of this sort of contract is the amount of supervision necessary, which includes daily inspections of the facility, staff, and supplies. Cost-plus agreements are often utilized for projects that need to be completed quickly, urgently, on a very small scale, or that are of great significance. For urgent objectives, they often need materials delivered in distant locations. These contracts are often used in oil and gas projects since they frequently call for quick action to address some unforeseen issue or other. The bills from the suppliers reveal the cost of the materials, and the contractor receives the predetermined set proportion.

Contracts between an Owner and an Engineering Consultancy Office

The Engineering Office provides a thorough description of the services to be supplied, and this contract is based on several defined criteria. The anticipated value is often within 7% of the project's overall expenses for smaller consultancies and within 5% of the project's total costs for bigger corporate entities in companies of European and Arab nations. Based on project size, the Engineers Association has determined these percentages. There can be extra charges for facility usage, travel, and other supervisory costs whether the contract is for design services alone or design services with some on-site supervision activities.In certain projects, supervision costs could be fixed rather being calculated as a percentage.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

This kind of contract is often based on the price of man-hours used in large projects. The lead engineer, senior, junior, and drawing hourly rates are all specified in the contract. The total cost of the project is calculated by counting the hours that each group spent working on it. Any administrative, insurance, tax, or other costs are included into the pricing, which is based on an hourly rate. The advantage of contracting on this basis of man-hours for the engineering office arises when the owner asks revising any aspect of the study design or adding another component that was not initially included in the scope of work supplied to the engineering office. The extra cost may be simply computed since the office gives a certain number of hours for each member and the rate is already a known figure.

The Importance of Contracts for Project Quality Assurance (QA)

There are various types of contracts between the owner and the contractor as well as between the owner and the engineering office, and bugs in the contracts can result in issues that may be challenging to resolve, taking up valuable time and affecting the project's final cost. Periodic particular reviews provide a crucial way to keep a successful contract that completely fulfils all requirements so that you may prepare for this possibility in advance. And knowingly. Including amount in addition to the drawings and requirements.There are some other fundamental items that are frequently overlooked when contracts are being written, such as the specifications of the onsite working conditions, the cost of the materials, labour, and tools, the price for the materials, labour, and tools, and the price. as well as the definitions of the working relationships to be maintained between the owner, the contractor, supervisory personnel, and the engineering facility. Other administrative matters, such as the health, safety, and environmental (HSE) standards that must be adhered to, the precautions to be taken to ensure employee security, the methods to be used to manage potential costs associated with accidents or illnesses that may occur on the job site, the sums to be set aside to pay for taxes and other government fees, the legal and/or judicial processes to be used in the event that a dispute between contracting parties cannot be resolved through mutual consent, and other matters, are no less significant.

The FIDIC instrument, which includes precise forms covering these and other similar issues, serves as an illustration of a stable regime for international contracts. Major multinational projects employ FIDIC as the de facto reference norm for contracts between nations.

Table 1: Cost, time, and resource estimate sheet.

Client		**Project number**	
Project title		**CTR number**	
CTR title		**Start date**	
Revision		**End date**	
Scope:			
In this section the scope of work will be written in summary but should be precise.			
Assumption:			
The assumption that the designer will take into consideration that according to these paper the client will accept and review that.			
Inputs:			
In this item will be the input data which will be the SOR from the client, soil data, survey maps, and other data that the client should deliver to the engineering firm.			

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Contracts in ISO

In ISO 9001, procedures regarded as best practises for contract reviews are outlined. The following elements are covered by the ISO requirements for creating and evaluating contracts:

1. Contracts document.
2. Review contracts.
3. Procedures.
4. Requirements.
5. Capability of contractors or service provider.

The contract papers itself may make reference to or include portions of the ISO standard. The contract agreement must include plans to assess the deliverables' quality as well as a quality plan from the contractor or supplier. It is highly advised that the parties carefully check the contract before signing to make sure that all obligations are spelt out in it. The vendor or contractor must be able to show they have the skills necessary to complete the if there are any additional requirements that go beyond the main scope, the contract. This added scope has to be agreed upon and included in the final agreement.

Bids and Tenders

The next stage of the intricate administrative work begins once the project and its scope have been established, all drawings and requirements have been gathered, the kind of contract has been chosen, and the contract's final form has been decided. The project manager learns about the legal framework for contracts and project bids in each nation during this phase. Different approaches may be used in this area to lessen unfair or unauthorized manipulation of the project and/or its contractual arrangements. This is also the area where potential or real corruption may be contested, disclosed, or prevented, ensuring continued and assured fair competition amongst contractors.Most nations have rules that encourage local construction enterprises while simultaneously allowing multinational construction companies access to their markets. Understanding the legislation regulating tendering and bidding processes is crucial to understanding this area of a project manager's duties.

This has an impact on the project's principal goal of hiring a service provider that can achieve its goals while providing the requisite quality at the lowest cost. Although many nations share many of the same core concepts and practices of business law, each one has its own unique characteristics and applications. Because of this, it is not unexpected to see multinational corporations doing business in several nations depend on a contracts department that can handle contracts and bids in accordance with the unique legal requirements of each nation's contract law and tendering processes. The overall structure of the many tender types, the requirements to be met, and the features of each form of bid are all well-established. Among the primary categories of tender, there are some distinctions in the budgetary constraints and operational specifications. The following four primary kinds are covered:

1. Public (open) tender.
2. Limited tender.
3. Negotiated tender.
4. Direct order.

Public (Open) Tender

The owner creates lists of the works and accessories, as well as the service terms and conditions handbook. These papers need extra attention during preparation. The contract's

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

terms, as well as its administrative, tax, insurance, and succession obligations, must all be preserved in writing. English is the language that contracts are written in and are standardized on. The basic terms and conditions of the contract are included in translated brochures, and in the case of foreign bids, they specify if Arabic, French, Chinese, or other texts are applicable in the event of a dispute or ambiguity over the content. Newspapers publish advertisements for open bidding. The declaration submitted to tender, the deadline for submission, the work needed, the amount of the primary and final bond, the cost of a copy of the tender terms, whether external tenders must be advertised in the owner country and abroad, and any other information the administration deems necessary for the work should all be included in this timely advertisement.

Typically, a period of at least thirty days from the date of the initial notice of the auction is available for public tender for bid submission. A licensed competent authority may decide to cut the time in half if required, but only by a maximum of fifteen days. Public tenders for the supply of yearly supplies do not have to meet these standards unless in extraordinary circumstances necessitated by the topic of the tender and with the authorized supreme authority's approval. The duration of a tender's validity typically runs from the date fixed for the opening of the envelopes at auction until notification of acceptance prior to the expiry of the tendering submission deadline, unless the body administering the tender's auction promptly requests that bidders accept some extension.

The chain of custody of a company's tendering documents is tracked by a designated employee from the time they receive final approval from the relevant department to proceed until the documents are delivered to the location where the tendering auction will take place. Though this crucial duty may also require notifying a designated responsible person from the auction-managing authority of impending delivery, this delivery is often arranged for the afternoon or morning before the bids are set to be opened. Fairly near to the time formally scheduled for opening the envelopes, of his company's offer. The chairman of the committee in charge of handling the auction's formalities is charged with the following on the day set aside for opening submitted bids:

1. Verify the integrity of the seals on the bidding documents received.
2. Establish in the minutes of the meeting the number of envelopes received.
3. Open the bids sequentially, assigning each opened envelope its uniquely-identifying serial number.
4. Enumerate the components of the tender.
5. Read aloud the name of each bidder and title of their tendering document to the audience of bidders or their representatives. and
6. Announce the amounts of each bid

An initial bond equal to at least 1% of the tender value for the construction work is submitted by bidders. A winning bidder must post a bond equivalent to 5% of the project's construction expenses as soon as they accept the tender award. Usually, these procedures need to be completed within a 10-day window beginning the day after the auction. The period allotted for presenting this bond is often no more than twenty days for winning bidders who are located outside of the nation. The time for submitting the final deposit may be extended by the relevant authorities by a maximum of 10 days.) Government authorities notably promote public bids as a tool for enhancing the overall business environment. The goal of public policy is to promote the growth of new contractors while upholding an orderly, rules-based system with globally recognized standards so that domestic contractors can improve their overall performance and competitiveness in both domestic and international markets.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Limited Tender

The restricted tender is often employed in most unique industrial projects where there may be a limited number of suppliers or contractors due to their increased specialization. An ISO-compliant pre-qualification evaluation and audit for these firms should be conducted before adding the contractors to the company's bidding list. The owner already has a list of possible suppliers and contractors, unlike the case of the public tender. The restricted bid is addressed to a certain registered group of contractors that are known to have prior relevant expertise. Most commercial Organisations, as well as certain government agencies, utilised this tendering procedure to restrict participation in the bidding to a relatively limited number of suppliers and contractors with a reputation for quality work from inside and/or outside the nation. Saving time and money while starting the project is the goal. The procedures used for announcing a tender, creating a bid, and choosing a winner adhere to the approaches previously covered for public tenders. However, one key new twist in limited-tendering has developed with the widespread use of secure corporate websites via the Internet, which electronically allow the secret filing of bids.

The processes of creating, filing, and amending limited tenders have been made less expensive and, in most cases, just as dependable as the work that previously required many more human agents. This is thanks to sophisticated software that handles online many of the background functions of securing the provenance and chain of custody of tendering documents. On the Internet, an owner would often set up a website where bidders may enter and propose or modify their rates.

The bidders' ability to see the pricing of their rivals ensures that the data is very transparent. Without rumor and enthusiasm, all parties understand why a company wins the offer. All of this obviously depends on detailed descriptions of each project component and what the actual effort required to fulfil it entails. Specifically for chemical bids, oil and gas industries often employ this tender. Only a few numbers of renowned suppliers on the global market are able to fulfil the exacting and well-defined standards, making it easier for the owner to negotiate the best price.

CONCLUSION

For a project to be successful, effective tendering, bidding, and contract management are essential. They aid in project delivery on schedule, quality control, and cost management. The achievement of project goals is guaranteed by properly signed contracts, which helps to prevent misunderstandings and disputes along the road. Furthermore, well-managed contracts encourage cooperation between the project owner and the supplier or contractor. Project execution goes more smoothly and produces good results when there are open lines of communication, clearly defined roles and responsibilities, and appropriate risk distribution. Contracts, bids, and tenders are essential elements of project management and procurement in the engineering and building sector.

They provide the groundwork for accountability, justice, and openness. Project managers may choose qualified partners, provide precise project requirements, and build a strong foundation for project success by managing these procedures successfully.

REFERENCES:

[1] E. Dávid-Barrett, M. Fazekas, O. Hellmann, L. Márk, and C. McCorley, “Controlling Corruption in Development Aid: New Evidence from Contract-Level Data,” *Stud. Comp. Int. Dev.*, 2020, doi: 10.1007/s12116-020-09315-4.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[2] S. M. Whitten, A. Reeson, J. Windle, and J. Rolfe, "Designing conservation tenders to support landholder participation: A framework and case study assessment," *Ecosyst. Serv.*, 2013, doi: 10.1016/j.ecoser.2012.11.001.

[3] Y.-H. Perng, Y.-K. Juan, and S.-F. Chien, "Exploring the Bidding Situation for Economically Most Advantageous Tender Projects Using a Bidding Game," *J. Constr. Eng. Manag.*, 2006, doi: 10.1061/(asce)0733-9364(2006)132:10(1037).

[4] C. Di Mauro, A. Ancarani, and T. Hartley, "Unravelling SMEs' participation and success in public procurement," *J. Public Procure.*, 2020, doi: 10.1108/JOPP-03-2018-0013.

[5] J. Hunady and M. Orviska, "Effect of Corruption on Tax Revenue in the OECD and Latin America Countries," *Proc. 20th Int. Conf. Theor. Pract. Asp. Public Financ. 2015*, 2015.

[6] Y. Goyal, "How Governments Promote Monopolies: Public Procurement in India," *Am. J. Econ. Sociol.*, 2019, doi: 10.1111/ajes.12300.

[7] G. Polat, H. Turkoglu, A. Damci, and F. D. Akin, "Detecting unbalanced bids via an improved grading-based model," *Organ. Technol. Manag. Constr.*, 2020, doi: 10.2478/otmcj-2020-0004.

[8] A. C. Sidwell, D. Budiawan, and T. ma, "The significance of the tendering contract on the opportunities for clients to encourage contractorled innovation," *Construction Innovation*. 2001. doi: 10.1108/14714170110814541.

[9] F. N. Abou-Abed, "Algorithmic Provision of System of Optimal Distribution of Tender Projects between Executors by Types of Work in Mining Industry," in *E3S Web of Conferences*, 2020. doi: 10.1051/e3sconf/202017404015.

[10] S. K. Shrestha, "Average Bid Method – An Alternative to Low Bid Method in Public Sector Construction Procurement in Nepal," *J. Inst. Eng.*, 2014, doi: 10.3126/jie.v10i1.10888.

[11] D. Gefen and E. Carmel, "Why the first provider takes it all: The consequences of a low trust culture on pricing and ratings in online sourcing markets," *Eur. J. Inf. Syst.*, 2013, doi: 10.1057/ejis.2012.49.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 5

QUALITY FROM THEORY TO REALITY AND ITS SIGNIFICANT

Dr. Pramod Pandey, Associate Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-pramodkumar@presidencyuniversity.in
Prof. Akshay, Regional College of Management, Bangalore, India

ABSTRACT:

The procedures involved in monitoring and ensuring product quality have elevated to crucial issues for the survival of businesses looking to establish a privileged position at the local and worldwide levels. This is the driving force behind the rising interest in and demand for the most effective techniques for implementing Total Quality Management (TQM). The emphasis of this chapter is on quality management systems in construction projects and the roles and responsibilities of different stakeholders in maintaining project-wide TQM. Any company that wants to expand in the open marketplaces of today, competing and working together to share the local and global markets, has a stake in implementing TQM at all times.

KEYWORDS:

Control, Quality, Project, Project, Standards.

INTRODUCTION

Any project, product, or service must have quality as a core component if it is to satisfy customers and be successful. The idea of quality changes from theoretical frameworks to practical application in real-world initiatives, going from theory to reality. Understanding the idea of quality and its numerous aspects is the first step on the path from theory to practice. In addition to fulfilling specified standards, quality also refers to providing value, dependability, performance, and satisfying consumer expectations. It entails upholding standards, using best practices, and improving continuously. Theoretical frameworks that give direction and fundamentals for attaining and maintaining quality include Total Quality Management (TQM), Six Sigma, Lean concepts, and ISO standards. These frameworks place a strong emphasis on the value of a methodical approach, continual process improvement, and a quality-oriented organizational culture[1]–[4].

The ultimate measure of quality, however, is how well it performs in actual projects and operations. The process of turning theory into practice is fraught with difficulties. The availability of resources, time limits, budget restrictions, and changeable project settings are examples of practical constraints that might make it difficult to achieve the necessary degree of quality. A thorough awareness of project needs, stakeholder expectations, and the capacity to strike a balance between quality, money, and time are all necessary for putting quality into practice. To guarantee that quality requirements are fulfilled, it includes competent project planning, implementation, monitoring, and control. Quality is also an ongoing endeavor rather than a one-time success. It requires a dedication to constant observation, assessment, and development. To find areas for improvement and implement corrective measures, Organisations must set up feedback loops, carry out routine audits, and participate in continuous learning. The cooperation and coordination of several stakeholders, including project managers, team members, suppliers, and customers, is necessary to execute quality in

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

real-world projects. Successful quality implementation depends on effective communication, teamwork, and a common knowledge of quality requirements[5]–[7].

The transition of quality from theory to practice is a dynamic and difficult process. To produce the appropriate degree of quality, it necessitates the application of theoretical frameworks, the adaptation of concepts to actual circumstances, and the dedication of all project stakeholders. Organisations may close the gap between theory and practice and produce effective project results by comprehending the obstacles, putting best practices into practice, and promoting a culture of quality.The integration of quality management practices into the project lifecycle is essential for the effective use of quality in real-world projects. This entails including quality planning into the project's initial planning stages, carrying out quality assurance tasks while the project is being carried out, and performing quality control to ensure that the deliverables satisfy the necessary requirements. In the process of moving from theory to practice, the importance of organizational culture and leadership cannot be understated. By promoting a culture of responsibility, continuous improvement, and unrelenting pursuit of perfection, leaders must promote quality as a fundamental value. Organisations may foster a culture where quality permeates every facet of project execution by setting the example at the top and allowing staff to own quality.

When it comes to excellent implementation, the use of efficient tools and methods also helps to close the knowledge gap between theory and practice. Checklists for quality, inspections, statistical analysis, benchmarking, and customer feedback methods are a few examples of these resources. The capacity to detect and monitor quality metrics in real-time may be further improved by using technology and digital solutions, allowing for prompt interventions and assuring adherence to quality standards.In the end, a comprehensive and multifaceted approach is what will enable great implementation to successfully translate theory into practice. Combining knowledge, skills, procedures, tools, and a dedication to ongoing development are necessary. Organisations may offer goods and services that meet or exceed consumer expectations, improve their reputation, and promote long-term success by adopting quality as a core component of project management[8]–[11].

DISCUSSION

Any equipment may now be acquired from anyplace thanks to globalization. How can the buyer be certain that the product has the necessary quality and is able to provide the customer with anything they need within the time frame specified in the conditions of a contract that both parties have agreed to? A quality management system that may inspire trust from the customer Risks associated with the project should be reasonably reduced. In today's commercial climate, engineering, vendor, and owner-contractor Organisations are transnational. The Middle East, Asia, or Europe may have branch offices that report to the main office in the United States. Quality management difficulties must be resolved if present or potential customers are to feel confident in the services, they are receiving from a location that may be thousands of miles away from a project site. This will help the business preserve its good name. Given these conditions, there has developed a growing dependence on and emphasis on internationally recognized standards as the main objective criterion supporting a provider's commitment to offer the level of quality that a customer expects. This is reflected in the standards created and maintained today by the International Standards Organization (ISO), a division of the UN.

However, there was no generally acknowledged third party creating or supporting objective but publicly supported engineering quality standards criteria until a decade after the conclusion of World War II. Today, this trend has progressed to the point where widely-

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

accepted specifications have been created for the construction and installation of manufacturing equipment and facilities of every variety, incorporating the highest levels of quality assurance compatible with generally manageable levels of capital investment.

The British Standards Institute, which had been releasing a variety of instructions on how to attain the BS4891 quality assurance, was the Organisations that started work on these standards in the United Kingdom. After some time, a variety of acceptable papers that suited the requirements of the manufacturer or supplier were produced. Thus, the BS5750 standard started to take shape and was eventually published in a series in 1979. Both internal quality management in a supplier Organisations and quality assurance of the product for customers of a manufacturer were given direction by it.

The manufacturers, suppliers, and consumers of the United Kingdom quickly began to embrace this norm as the industry benchmark. The British requirements are regarded as the starting point for any European specifications at the same time as the American National Standards Institute started working on a standard called "ANSI 90" for enterprises in the United States.

The ISO 9000 Standard

The International Organization for Standardization (ISO), a United Nations agency founded in 1947, entered the picture as the only body that could be relied upon to publish others' standards and maintain thorough translations of them across the major UN languages. With time, the ISO's operations expand, and it publishes a large number of standards. Due to the interest from manufacturers, their foreign agents, and consumers, the standards have spread globally. In order to satisfy the consumer, the producer offers a product, which boosts production and sales. Representatives from 163 nations make up the ISO, the majority of which already employ BSI and ANSI standards. The operations of the ISO have grown throughout time, and numerous specialized requirements have also come to be published under their umbrella, relieving other nations of the burden of translation. British standards BS5750, parts 1, 2, and 3 were quickly followed by the 1987-released ISO 9000 definition. To show the fundamental ideas and various applications that may be utilized in a series of ISO 9000, the same general Organisations of the components and the ISO increased were used as a general reference.

The European Committee for Standardization's board decided to align its work on standard specifications with the guidelines outlined in ISO 9000 on December 10 of that year. It was released under the heading EN29000 1987 after being approved as a standards specification for European nations without any further changes or adjustments.

These European standards have English, French, and German as their official languages. Following that, this Organisation decided to publish and translate these specs according to each country's language.

The next significant advancement for this standard occurred in 1994, when roughly 250 items were changed. These revised articles are simpler to read than the originals and provide clarification of the standards. ISO 9000 is broken down into sections 9001, 9002, and 9003 in order to clearly define quality assurance details involving the design, the production, and the approval of a finished product. According to market demand for the major product lines already on the market, factory circumstances, and current conditions most likely to be faced with current technology, ISO 9004 comprises the fundamental guidelines for the creation of the Total Quality Management system. Technological options.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Quality Management Requirements

The quality management regime described in ISO 9000 is a system of interconnected resources, tasks, and responsibilities that offers procedures and means for fostering or maintaining trust in any provider who complies with its demands to provide products and services that meet marketable quality standards.

Quality Manual

The official documentation of a company's quality management system is found in its quality handbook. It could include the following:

1. A rule book by which an organization function.
2. A source of information from which the client derives confidence.
3. A vehicle for auditing, reviewing, and evaluating the company's Quality Management System (QMS).
4. A firm statement of the company policy towards quality control (QC).
5. A quality assurance (QA) section and description of responsibilities.

In my capacity as the process, review, and quality system commander. Models of documents as well as models for the registration of the test results. The necessary documents to determine how to follow up on quality.

Quality Plan

The quality plan outlines the actual procedures that must be followed in a certain sequence in order to achieve the desired level of quality for the project. The quality plan differs from project to project depending on the specific conditions of the agreement with the owner or the customer. It should include the materials to be used, the kinds of workers, and the tools needed to carry out the contract's quality objectives. Everything is described in great depth, including a plan for testing and evaluating how far the contract has come in achieving these objectives. The quality plan is rigid and cannot be changed until the project is completed.

The quality plan must specify the specific measures to be followed to achieve the objective in cases when contracts demand that a buyer, customer, or owner include unique criteria necessary for producing the intended result. The purpose of presenting this plan to the customer is to increase confidence in the supplier's capacity to provide the necessary product at the desired standard. The quality Programme consists of: all controls, processes, inspection equipment, manpower sources, and skills that a company must have to achieve the required quality

1. QC inspection and testing techniques that have been updated.
2. any new measurement technique required to inspect the product.
3. measures that remove potential sources of conflict between inspection and operation.
4. standards of acceptability for all features and requirement that have been clearly recorded.
5. Compatibility of the design, manufacturing process, installation, inspection procedures, including all applicable documentation readied before production begins.

Quality Control

According to ISO, a set of procedures, tasks, or evaluations must be carried out in a certain order to produce goods that meet the standards for quality. The end result of construction projects is a building or structures that are functionally sound. Setting the degree of supervision for each project phase is the first stage in quality control, which ensures that

Regional College Of Management Bangalore IQAC Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

every component of the project is carried out correctly and in accordance with the necessary requirements. Building and structure design, construction, and usage must all be as consistent as feasible with the project's requirements. Keep in mind that the project-delivery Organisations, from the manager on down, is responsible for quality control. In actuality, the department head and the construction managers have been assigned the duty of quality control.

Why Is Quality Control Important?

There are several advantages to quality enhancement. Making sure that work is done properly decreases errors, which reduces the need to repeat jobs, saves waste, and keeps project expenses in check. An environment like this may help the business become more competitive by boosting productivity and worker morale. Take into account two crews with comparable size, expertise, and job activity.

The first crew benefits from having someone in charge of quality control, but not the second. Before continuing with the project, any errors may be fixed. On the other hand, any flaw in the second crew's work will likely not be found until after it has been finished. This work's flaw will either be removed or fixed, or it will be overlooked and kept in place.

The owner will feel some level of unhappiness as a result of all these issues as building moves forward. Customer discontent may potentially result in the Organisations losing out on future building contracts or necessitating expensive remedial measures. Defects come with a price: the person who committed the error received payment, and the person who repairs it will also accept payment, and extra material and equipment costs will be necessary.

Take the well-known instance of the New York City parking garage that partially collapsed. This disaster was brought on by the lack of reinforcing steel in three of the six cast-in-place column haunches that supported the major precast girders. Reinforcing steel was supposed to be put at these points, according to the project plans and the rebar shop drawings, however it was unintentionally overlooked. As a consequence, additional work that was required to remedy the job and fix the damaged post had to be done at the contractor's cost. When a commercial complex was being built in Qatar, another significant quality error was made. They discovered that around 40% of the columns had a strength that was less than the permitted strength after pouring the concrete for the columns and the slab. Therefore, since there was no concrete quality control on site and the workers lacked expertise, the project was delayed and the cost of the repairs was high. To save expenses and save time, quality is often compromised. Quality does, however, result in time and financial savings. Nothing reduces time or saving money by avoiding expensive procedures of correction from the start and doing the task correctly the first time.

Submittal Data

One of the first phases in the quality control process is to analyses the project's submittal information, including shop drawings, work samples, test results and other performance information concerning the materials to be used, Letters of Certification, etc. It is necessary to confirm that the details obtained from suppliers and subcontractors on the components that will be placed into the project adhere to the requirements stated in the contract agreements. A number of factors should be examined and confirmed, including dimensions (thickness, length, and shape), ASTM (American Society for Testing Materials) standards, test results, performance specifications, color, and collaboration with other trades. Checking shop drawings is especially important since they fill in information on the specifications for concrete reinforcement, structural steel, cabinets/millwork and lifts that may be lacking from

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

contract drawings. The information supplied on the authorized shop drawings is what the fabricators use to "custom make" their products, therefore this warning is particularly relevant for projects involving things that were initially made off-site. The contract plans and requirements must be compared to each item on the shop drawings. The project's compliance with the necessary quality control standard is decided after a thorough examination of the submission data.

The general contractor reviews submissions, and the consulting engineer then reviews them. The submission data's original submitter is required to resubmit updated or extra information if the data isdisapproved or lacking. The template from which further-required materials will be manufactured is a submission that concludes the review procedure. Any errors that are missed throughout the submission review procedure might possibly result in issues requiring more money and time for repair. A subpar shop drawing assessment may have devastating results, as seen by the 1981 walkway collapse at the Kansas City Hyatt Regency. The load on the fourth-floor walkway connections was doubled as a result of an uncontrolled alteration in the structural connections' specifications. Due to this, the second-floor walkway was damaged when the suspended walkway from the fourth level collapsed. And then down to the lower level. 114 people lost their lives in this catastrophe, while 200 more were injured.

How to Check Incoming Materials

Information submitted is verified against the terms of the contract and approved before being filed for future use. Many businesses provide a reference number in their submissions. Incoming items may easily be checked against contract criteria and off-loaded at the storage location after everything checks out by comparing information contained on the delivery tickets, or manufacturer's information included in the shipment, with data from the submission. At the same time, care must be taken to prevent any "unapproved" material kept on-site from being used in the building process. If this happens, work may need to be redone or other remedial measures may need to be taken.

Methods of Laying Out and Checking Work

Maintaining the quality of the project output depends on the way the work is laid out as well as the verification of the proper placement, orientation, and elevation of the work. Incorrect placement of work, such as misplacing anchor bolts for the foundation, may result in additional costs for repairs and delays. In addition to inspecting the work, it also has to be laid out properly. For instance, a tape measure, plumb bob, carpenter's level, and chalk box are necessary equipment for installing anchor bolts in a foundation. Inspection elevations during the installation of concrete footings and completing the grade and floor are among the topics to be covered for the correct designing and inspection of the job. Windows, overhead doors, and air-handling systems are examples of ways to verify that work is being done in the field according to the manufacturer's instructions for the arrangement of certain objects. Since quality control is everyone's job throughout the building process, the majority of engineers working in construction roles will assist in managing QC responsibilities. Engineers should be encouraged to look for "key items" during inspections since it isn't always evident what has to be discovered to achieve a thorough examination.

Material/Equipment Compliance Tests

Prior to placement and after installation, testing of materials and equipment is required by every project owner. Whether or whether they will be doing the tests themselves, engineers should be conversant with testing techniques. A list of each test that will be necessary should be laid out prior to starting building activities. This will be utilized by QC professionals as a

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

checklist. The kind and frequency of testing necessary for each component of the task should be included on this testing checklist. After tests are completed, a test report including the test's findings should be maintained on file or placed in a folder marked "test report" for future use. The following tests are typical ones that will be carried out on the worksite to verify the caliber of the work that is installed or finished.

Soils Testing

The loads from a structure are dispersed into the earth below by the foundation of the building. The soil in this area has to be sturdy enough to support the impending loads. In order to prevent differential settling in the structure, which can lead to structural and weatherproofing issues, the strength of the soil must also be uniform. Verifying the soil's compaction is necessary to guarantee that the building structure settles as little as possible. It is necessary to verify that each excavation or soil backfill operation complies with the project specifications' compaction criteria. Prior to doing any more work, such as placing rebar, these tests are conducted.

Concrete Tests

The slump test and the concrete cylinder, or cube test, are the two kinds of concrete tests that are performed to assess concrete on the worksite. According to ASTM C 143, the slump test checks if the concrete has reached the appropriate workability without becoming too wet. The project requirements for mortar state that mortar either an ASTM C270 or ASTM C780 standard must be followed. The appropriate mortar ingredient ratios are specified by ASTM C270 as 1 part Type S masonry cement to 3 parts masonry sand. The mortar's necessary strength and the procedure for acquiring samples for compressive testing are both outlined in ASTM C780. It is necessary to get copies of these ASTM standards to guarantee complete compliance with the project requirements and industry standards.

Plumbing Tests

Leaks must be examined in the building's pipes throughout. All pressurized (supply/return/fire sprinkler) pipes must undergo hydrostatic pressure testing, which is determined by a water pressure gauge, in order to check for leaks. The pipes must typically withstand 150% of their regular operating pressure for two hours in order to pass the test. Any decrease in pressure suggests that there is a line leak. The test is rerun for two hours once this leak has been located and fixed. It should be noted that loose joints must be tightened, or they must be disassembled and fixed. An authorized rectification procedure does not include applying pipe sealant to the pipes outside.

Performance Tests

Many of the intricate systems that are placed in the building need to undergo performance checks. The fire alarm system, lifts and water chillers/air handlers are a few of these systems. Only QC staff members observe and verify these kinds of tests, which are carried out by the system installation. Once again, it's critical that QC staff members understand what goes into testing these systems. Industry standards will be included in the project requirements and must be adhered to for appropriate testing.

Quality Control Plans

Both field staff and business officials should be involved in quality control. The written reference document for the execution of the quality control Programme is provided by quality control plans. The responsibilities and operations of the quality control staff must be

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

described in this plan as succinctly and clearly as feasible. Due to the need to write such a plan, the following writing recommendations should be employed. The many departments engaged in the quality control process should contribute to the strategy. The employees of the field offices, the owner, the engineer, the subcontractors, and the suppliers are all included. The QC plan's creation and execution must go beyond a cosmetic correction. Even if the quality control Programme may seem effective on paper, it can only accomplish its goals if the specified quality control processes are followed every day. The individual implementing the technique outlined in the handbook must have no trouble understanding the strategy. Organizational charts displaying the line of command, descriptions of roles, guides to following processes, and samples of appropriate documentation should all be provided. All adjustments necessary to maintain efficient quality control on the project site must be included in the plan in order to keep it current. This can include making use of recommendations from the personnel in charge of QC tasks.

CONCLUSION

The process of taking quality from theory to practice is difficult yet crucial in project management. Meeting regulations, providing value, and surpassing customer expectations are all parts of the notion of quality. Theoretical frameworks provide direction, guiding ideals, and recommended methods for obtaining and sustaining excellence. The ultimate measure of quality, however, is in how well it works in actual projects. Achieving the appropriate degree of quality may be difficult due to a variety of variables, including budgetary restrictions, resource shortages, and unpredictable project contexts. Delivering effective project outputs requires balancing trade-offs between quality, money, and time.A thorough comprehension of the project requirements, as well as efficient planning, execution, monitoring, and control, are necessary for the realization of quality in practice. It entails the cooperation and coordination of the project's stakeholders, the promotion of a culture of quality, and the maintenance of good communication and a common understanding of the standards for quality.Quality is also a continuous process rather than a final product. Organisations must promote a culture of learning and innovation, embrace continuous improvement, set up feedback loops, and carry out frequent audits. In order to establish quality as a fundamental value, organizational culture and leadership commitment are crucial. The capacity to measure, monitor, and guarantee adherence to quality standards is improved by integrating quality management practices into the project lifecycle and using the relevant tools and methodologies. Real-time quality monitoring and effective interventions are further made possible by technology and digital solutions. A multifaceted strategy is necessary for the effective translation of quality from theory to practice. Organisations may close the gap between theory and practice by fusing theoretical knowledge with real-world application, leadership commitment, organizational culture, and continual development. Delivering projects, goods, and services that meet or exceed client expectations, improve the standing of the company, and promote long-term success are the outcomes.

REFERENCES:

[1] A. Murawska, “Managing the quality of medical services from patients’ perspective – theory and reality,” *J. Posit. Manag.*, 2014, doi: 10.12775/jpm.2013.005.

[2] S. B. Bacharach, “Organizational Theories7: Criteria Some for Evaluation What Theory Is Not7: Data , Typologies , and Metaphors,” *Acad. Manag. Rev.*, 1989, doi: 10.5465/AMR.1989.4308374.

[3] A. Nayak, “On the way to theory: A processual approach,” *Organ. Stud.*, 2008, doi: 10.1177/0170840607082227.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[4] X. Shao *et al.*, "Virtual reality technology for teaching neurosurgery of skull base tumor," *BMC Med. Educ.*, 2020, doi: 10.1186/s12909-019-1911-5.

[5] P. A. Rauschnabel, R. Felix, and C. Hinsch, "Augmented reality marketing: How mobile AR-apps can improve brands through inspiration," *J. Retail. Consum. Serv.*, 2019, doi: 10.1016/j.jretconser.2019.03.004.

[6] S. J. Bae, E. Y. Bae, and S. H. Lim, "Sourcing quality-of-life weights obtained from previous studies: Theory and reality in Korea," *Patient*. 2014. doi: 10.1007/s40271-014-0049-0.

[7] D. Freeman *et al.*, "Virtual reality in the assessment, understanding, and treatment of mental health disorders," *Psychological Medicine*. 2017. doi: 10.1017/S003329171700040X.

[8] C. R. Williams, S. Bogdewic, M. D. Owen, E. K. Srofenyoh, and R. Ramaswamy, "A protocol for evaluating a multi-level implementation theory to scale-up obstetric triage in referral hospitals in Ghana," *Implement. Sci.*, 2020, doi: 10.1186/s13012-020-00992-2.

[9] J. Kaluža, "Reality of Trap: Trap Music and its Emancipatory Potential," *IAFOR J. Media, Commun. Film*, 2018, doi: 10.22492/ijmcf.5.1.02.

[10] S. B. Bacharach, "Organizational Theories7: Some Criteria for Evaluation Linked references are available on JSTOR for this article7: Organizational Theories7: Some Criteria for Evaluation," *Acad. Manag. Rev.*, 1989.

[11] K. Lomborg and M. Kirkevold, "Truth and validity in grounded theory -- a reconsidered realist interpretation of the criteria: fit, work, relevance and modifiability.," *Nursing philosophy : an international journal for healthcare professionals*. 2003. doi: 10.1046/j.1466-769X.2003.00139.x.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 6

ASSURANCE OF QUALITY IN CONSTRUCTION

Mr. Ram Srinivas, Assistant Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-ramsrinivas@presidencyuniversity.in
Prof. B S Patil, Regional College of Management, Bangalore, India

ABSTRACT:

In the construction sector, quality assurance is essential for ensuring that projects adhere to the necessary standards, requirements, and client expectations. The significance of quality assurance in construction and its essential elements, such as quality planning, quality control, and quality improvement, thorough quality planning, which includes identifying quality goals, setting quality standards, and creating a quality management system, is the first step in ensuring quality in construction. Key quality metrics are identified during the planning phase, together with performance standards and the processes to be used for quality control throughout project execution. To monitor and confirm that construction activities and deliverables adhere to the agreed quality standards, quality control activities are put into place throughout project execution.

This includes routine testing, inspections, and recording of quality-related operations. Corrective measures are taken to resolve non-conformances or deviations from the quality standards once they have been found, recorded, and remedied.Another crucial component of quality assurance in construction is continuous quality improvement. To improve construction processes and results, it entails analyzing quality data, spotting patterns, and putting corrective and preventative measures in place. Continuous improvement initiatives are aided by stakeholder feedback, lessons learnt from prior projects, and best practices.All project parties, including clients, contractors, suppliers, and regulatory agencies, must work together and be committed to effective quality assurance in construction. Everyone is in agreement with the project's quality goals because to clear communication, frequent meetings, and shared responsibility for quality. Additionally, using technology and digital tools may considerably improve the speed and efficacy of quality assurance procedures in the building industry. Real-time quality data collecting, analysis, and decision-making are made possible by mobile apps, data analytics, and real-time monitoring systems, permitting prompt interventions and raising overall quality performance.

KEYWORDS:

Assurance, Communication, Construction, Project, Quality.

INTRODUCTION

An illustration of the significance of quality assurance is shown below. You make the choice to work on a sewage system. You had the identical system constructed by a contracting business in great quality, according to schedule, seven years before. Without any other influence, it is your choice and you are accountable for it. Is it wise to contact this business directly or not? Why? Before reading the next paragraphs, please think about the answers to these questions. There are currently several global corporations operating in a variety of sectors, including the construction business. Therefore, every business and every one of us occasionally serves as both a manufacturer and a service provider. For instance, the

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

contractor firm offers the customer services, and at the same the manufacturer supplies ceramic tiles, HVAC equipment, plumbing equipment, and other materials and equipment to the contracting business in order to execute the project. Additionally, the factory that sells ceramic tiles is a customer of the business that provides mechanical spare parts to keep their machinery operational[1]–[4].

Therefore, a flaw in any one of the systems will have an impact on them all. If everyone in the firm has a solid quality system, it should go without saying that the quality system should apply to all enterprises and Organisations. To make sure that the product and service are based on needs, standards, and customer satisfaction, each Organisation should develop its own system. If the quality assurance system is effective, it will continue to function as intended even if some employees leave the company or retire. In response to the first question, if this firm is a family business run by a father and a son, and the son becomes careless and sluggish, the project may be in danger if his company participates in any project activity. In contrast, if he has a genuine quality system, you may engage with him, but you should also do an audit. For a global corporation, on the other hand, the chairman often works from a location remote from the project, therefore quality assurance will be documented for external or internal audit review. The system should keep track of and address any issues the owner has about the business. The following is the goal of quality assurance:

1. To make sure that the final product is in conformity with the specifications, and the employment is highly qualified and able to achieve a high quality of the product through the administrative system
2. To ensure the application of the company's established characteristics among all sectors in the factory, regardless of personnel
3. The benefits of the application of quality assurance systems can be summed up in that it gives the ability to produce a product identical with the required requirements, as well as to save production costs by reducing waste and faulty goods. Projects in particular have a significant influence since they are time-sensitive and may be the project's primary motivator.

For instance, whatever transpires on any given day of the project's overall duration will result in a sizable profit for the owner. For oil developments, the same holds true. As a result, while decreasing or not rejecting any product, time is saved by not having to undo or fix what has already been done, or by not having to engage in negotiations between the contractor's team and the owner's and supervisory staff. By lowering the quantity of customer complaints, a high-quality product helps to establish a strong and positive relationship between the seller and the client. However, a procedure that consistently results in complaints from the contractor is likely to have issues with QA maintenance, and a subpar QA system may limit access to many domestic and international markets [5]–[8].

DISCUSSION

Construction projects must adhere to the necessary standards, requirements, and client expectations, hence quality assurance is essential to the sector. The term quality assurance refers to a variety of procedures and practices used to monitor, manage, and enhance the caliber of building projects. With multiple players, elaborate designs, and complex building procedures, the construction sector is renowned for its complexity and interdisciplinary nature. Therefore, ensuring the quality of building projects is crucial to ensuring the built environment's safety, functionality, and longevity.A rigorous quality planning process is the first step in implementing quality assurance in construction. This entails creating a thorough quality management system, establishing quality standards, and setting quality targets. To

Regional College Of Management Bangalore IQAC Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

provide the foundation for reaching the intended level of quality, quality planning takes into account elements including project needs, relevant laws, and industry best practices[9]–[12].

Following the start of the construction project, quality control measures are put in place to monitor and confirm that the deliverables and construction activities adhere to the set quality standards. In order to make sure that the materials, workmanship, and procedures adhere to the necessary requirements, quality control requires routine inspections, testing, and documentation. Any deviations or non-conformances are found, recorded, and dealt with using the proper remedial measures. Continuous quality improvement, in addition to quality control, is a crucial component of quality assurance in construction. To improve construction processes and results, this entails analyzing quality data, spotting patterns, and putting corrective and preventative measures in place. Continuous improvement initiatives are aided by the implementation of best practices, stakeholder input, and lessons learnt from past projects. The cooperation and dedication of all project participants, including customers, contractors, subcontractors, suppliers, and regulatory agencies, are necessary to achieve quality assurance in construction.

Everyone is in alignment with the project's quality goals and actively contributes to maintaining and enhancing quality throughout the project lifecycle thanks to clear communication, shared accountability, and frequent meetings.Additionally, the method quality assurance is carried out in construction has changed as a result of the use of technology and digital tools. More efficient and effective quality data collecting, analysis, and decision-making are made possible by cutting-edge software, mobile apps, data analytics, and real-time monitoring systems. This enables prompt interventions, greater communication, and higher-quality performance all around. In order to guarantee that construction projects satisfy the necessary standards and client expectations, quality assurance is of the highest significance in the construction business. Construction companies may offer projects that are secure, long-lasting, and of a high caliber by using efficient quality planning, control, and continual improvement. Collaboration between stakeholders and the use of technology both help building projects produce high-quality results.

Quality Assurance in the ISO

When there is a contract between the parties and the manufacturer, ISO 9001 outlines the specifications for quality management systems and lays out a framework for quality assurance throughout the product's development, design, manufacturing, and usage.

The Responsibility of the Manufacturer

A manufacturer is defined as a person who manufactures or supplies a product, as well as a person who provides any necessary service, and under a TQM regime, the manufacturer bears primary responsibility for upholding quality requirements. A reputation for respecting and satisfying the requirements of a TQM system has itself evolved as a significant competitive advantage in the globalized marketplace of modern international trade. This may be observed in the abundance of offices, global consulting firms, or multinational contracting firms vying for various types of building contracts throughout the Arab world, mostly based on how comprehensive and dependable their quality assurance systems are. Serious competitors at this level should follow two essential stages. The upper management level must first exhibit it’s When it comes to taking the initiative in projects, QC and QA have a sincere enthusiasm in doing so. Second, the management level maintains a climate that makes it simple to deal with QA regulations and guarantees that all workers follow the necessary guidelines and QA procedures. At the administrative level, such a promise is typically seen negatively as a restriction on the freedom of action seen required to fulfil contract duties as quickly and

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

effectively as possible. Senior management should pay special attention to the training process to prevent this, planning training sessions on quality assurance practises and technical labour in particular for all company personnel.

Responsibility of the Owner

Where should the ultimate blame for a project's failure be assigned? The owner who started the project and put together the funding for its completion must bear responsibility for this. The owner or owner's representative must ultimately bear responsibility for any issues with a project's quality goals not being met, including issues such as subpar final products or the project's failure to comply with various required specifications, as they were not adequately or effectively communicated to those responsible for carrying out the project. Therefore, the TQM strategy requires that the contractor collect and preserve all data necessary for the project's execution, and that the owner's consultants' office is responsible for making sure the contractor is so outfitted. The interaction between the owner, the contractor, and the consultant or engineer is shown in Figure. 1. Its lines of information exchange traffic highlight the key complexities of such a triangle interaction while also demonstrating how any QA/QC failure on the part of one party has an impact on the other parties.

The contractor or manufacturer decides the price and timeline depending on the requirements and the quality of the finished product. But in order for them to be successful on this front, the owner must first determine what the project's essential requirements are. One of the owner's most significant and vital obligations is choosing the contractor sometimes known as the manufacturer. or the owner's agents. The owner chooses the engineering office first. When execution begins, the owner mustChoose the builder. As a result, it is the owner's or the owner's representatives' duty to learn enough about the contractor's and engineering office's prior professional experience to determine if they have handled projects comparable to the one at hand. The owner is uniquely situated in this triangular relationship to keep an eye on the full and actual financial situation of the project and ensure that the other two partner-groups are able to fulfil their obligations to the delivery of the project, which serves to reinforce this responsibility.

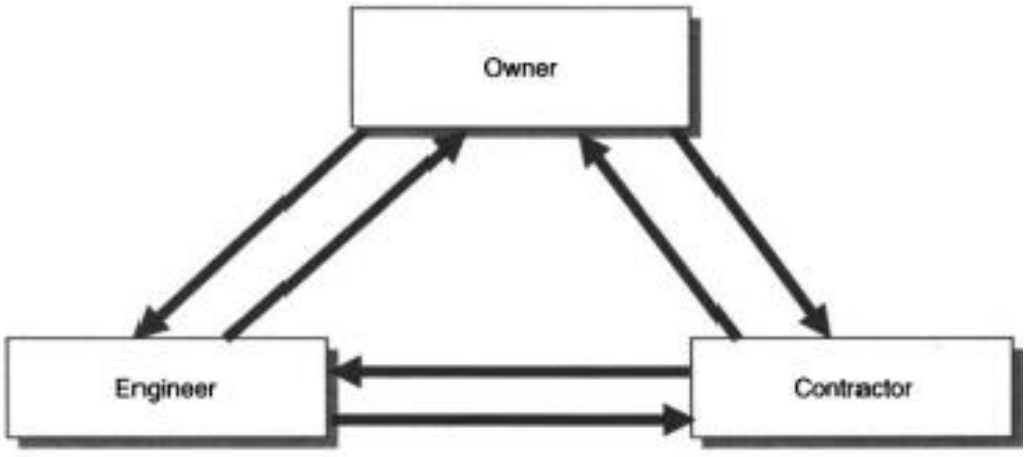


Figure 1: Relation between owner, contractor, and engineering company [Access Engineering Library].

Project Quality Control in Various Stages

A project is defined as a set of activities with a beginning and an end in the broadest sense that this book has been written around. The complexity and scale of industrial construction

Regional College Of Management Bangalore IQAC Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

projects are frequently used in this book as the basis for the majority of its key examples because they stand in direct proportion to one another. This situation also serves to simplify the author's educational task while simultaneously easing the reader's learning burden. There are social or cultural initiatives, such constructing an opera house, theatre, library, or another structure. Buildings for homes or businesses are being constructed as part of the housing project. Roads, bridges, and other civil building projects, among others, Railway. Although irrigation projects exist, this book focuses on industrial building projects, especially for oil and gas operations. This is true once again given that the current chapter's emphasis is on QA, QC, and TQM.

The specifics of how these concepts might apply to software design projects or literacy training projects, for example, may not be as well-defined as ISO standards for large capital projects with some type of construction component, but the justifications for taking the most deliberate approach to establishing quality expectations for such projects and observing how they are to be fulfilled would involve the same issues of fundamental principle.

According to the size and cost of the project, building industrial projects will differ from one to the next. However, it's important to remember that the amount of quality control must inevitably vary depending on the scope of the project. Today, this is glaringly obvious in the case of building projects carried out in many developing nations. Small businesses may have adequate quality control measures in place, but contracting firms or independent engineering firms that compete internationally are also raising the bar on their projects' quality. Of course, this inevitably drives up the overall cost of these projects. The answer to solving this problem lies in what and where? The key is to identify quality concerns at the phase or stage level of a project's life cycle and to maintain project management throughout each of those phases. The conversation will now concentrate on the quality control concerns that emerge throughout the different project lifecycle phases.

Feasibility Study Stage

Each stage has its own significance and an influence on the project as a whole depending on the type, conditions, value, and goal of the project. The feasibility study phase, which is followed by preliminary investigations, establishes the aim and allows for the choice of the guiding principles and future engineering.

The feasibility stage establishes the objective as well as the economic viability of any chosen movement. Full discussions and analysis are hallmarks of a complete feasibility study carried out by an experienced and qualified company. Consideration of all relevant economic facts with the goal of thoroughly recognising and excluding all potential outcomespotential surprises.

The goal of hiring a competent consultant to conduct a feasibility study is to allow the formation of a more complete and grounded understanding of what the owner or ownership group may realistically anticipate. Following this, a strategic choice must be made on whether to go forward with the project and, if so, when and how.

The choice of the organisation that will perform the feasibility study by the owner or ownership group is crucial in the case of relatively large-scale projects, and within this the most important element is the consultancy's track record and experience with such projects. In today's global economy, it often turns out that the finest skill set will be located abroad, someplace other than the owner's or ownership group's nation of origin.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Quality Considerations during FEED (Front-End Engineering and Design) Preliminaries

Front-end engineering and design (FEED)'s second phase starts once the project's feasibility research is finished, along with goal-setting and strategic decision-making. This stage of technical studies provides the most probable geometry of how the project may really progress, which is no less significant than the feasibility-study stage. The success of the project moving forward will rely on both the details of the engineering how-to generated during this stage of technical research as well as the project's overall conceptual viability. The owner should make a significant effort to pick and choose the consulting firm's skills and experience with this specific kind and scope of project. The experience of engineering projects varies based on the kind of industrial project, whether it belongs to the petrochemical industries, oil and gas plants, power stations, or other industrial projects. This is one of the most crucial factors.

For instance, the construction gender of the building needed in minor projects like constructing flats, offices, or a small factory will be more completely established in this phase. Beginning engineering research. Will precast, pre-stressed, or reinforced concrete be needed? The response to this query specifies the necessary building materials, such as the kinds of columns, beams, frames, shear walls, solid slabs, flat slabs, hollow blocks, etc. The choice and quantity of each of these options will depend on the size of the structure itself and the owner's needs.

The difficulty of this phase rises when large-scale projects like stadiums or oil and gas projects are involved since these studies connect with spatial concepts. This might include important issues like a land surface's ability to sustain different types of load-bearing buildings based on the soil type. This will then dictate the kind of foundation that has to be developed and the depth at which it should be buried. These kinds of factors are taken into account when planning oil and gas projects, and they have an impact on how pipes are installed and/or other types of surface transportation are carried out onsite.

The interaction between the many civil, mechanical, electrical, and chemical engineering disciplines throughout the project's development is yet another factor that these studies must establish.

In order to clearly specify the project's needs in the Statement of Requirement (SOR), engineering studies are a crucial input in the process. That document is essential for the quality assurance system since it includes all of the owner's information.

The SOR should be employed when making certain structural alterations in addition to being necessary for new or large-scale projects. In the case of a residential structure, the owner should decide on the necessary number of storeys, the number of apartments to be located on each level, the number of stores to be included, and any other necessary needs. The engineering office delivers their engineering analysis in a Basis of Design document (BOD), guided by the requirements in the SOR.

The Engineering Consulting office explains the important regulations and requirements for the design, the mathematical formulae to be utilised, any computer software that will be used, the necessary number of copies of the drawings, and the sizes of the drawings. Other data, such as land or marine meteorological data and physical survey data, may also be included in the BOD when appropriate. The owner and the engineering office evaluate the BOD together, and each updated and revised version of the BOD that results from additional examination is documented.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Regarding the procedures followed in handling drawings and updating them, care must be taken. Any created designs should be provided to the FEED team so they may be examined and implemented. The designs are returned to the owner's engineering office when the predetermined amount of time has passed, as agreed upon in advance. Until the engineering studies are finished, comments are returned to the owner. Large projects may take months to complete this phase, which puts a premium on cost management and increases the burden on the engineers in charge of keeping a running but increasingly precise estimate of project costs moving forward. Given that exploratory investigations are being finished and the project schedule is being finalised to meet what the engineering studies have found, the aim in cost management at this stage is the refining of the project cost estimate to as precise a level as feasible. Another significant area of future expenses on which to start getting a hold is the continuous cost of project maintenance. At this same stage, before actual building starts, and given what the engineering study helps to reveal about the methods and means presently accessible to continue, this is an essential area of future costs.

The first step in doing this is establishing the project lifespan, taking note of the building guidelines followed, the kind of structure, and the maintenance strategy. In order to lower the long-term maintenance costs, the project site and the surroundings around it must be weatherproofed.There are several different types of protection systems, and each one affects the project outlay curve differently. For instance, using stainless steel involves significant upfront expenses, followed by routine maintenance that adds just a little amount more. As an alternative, there are defence systems with modest initial capital costs whose upkeep over time will raise the sum that must be budgeted each year for inspections and any maintenance that is necessary as a consequence of those inspections.

The engineering studies should consider a number of the structure's characteristics related to its location and the ease or complexity of maintenance work that results from that. Similar considerations must be made when choosing mechanical equipment at first: whether to choose project units with the highest reliability and consequently low maintenance costs but a high initial capital outlay, or whether to choose equipment with lower reliability ratings and potentially higher future maintenance costs but a lower initial cost. Engineering studies are required to provide the same option in each rubric: high initial expenses followed by predicted low continuing maintenance costs, or less expensive expedients with uncertain and perhaps rising maintenance costs in the future. For instance, a water tank in the building of a power plant is showing signs of dependability problems. During the course of the plant's operation, would it need maintenance or cleaning? Choosing whether or not a second tank is required is the solution to this issue. Alternative design concepts may be used if this one is not required. These kind of judgement calls place a specific burden on the expertise of the engineers and contractors engaged. Any mistake might lead to complications down the road that would seriously harm the project's chances of success, as opposed to starting again with a simpler solution that costs less and works just as well.

CONCLUSION

Construction projects must fulfil all necessary standards, requirements, and client expectations, hence quality assurance is a crucial component of the sector. Construction companies may offer projects that are secure, long-lasting, and of a high caliber by using efficient quality planning, control, and continual improvement. An extensive quality management system is created as part of detailed quality planning, which also establishes goals and criteria for quality assurance throughout construction. Through the project lifetime, this lays the groundwork for reaching the target level of quality.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The next step is to adopt quality control measures to ensure that all construction-related activities and outputs adhere to the predetermined standards. The necessary standards are met by materials, craftsmanship, and procedures thanks to routine inspections, testing, and documentation. Any discrepancies are handled by taking the necessary remedial measures. An additional essential component of quality assurance in construction is continuous quality improvement. Construction Organisations may improve their processes and results by doing quality data analysis, spotting patterns, and putting corrective and preventative actions in place. The use of best practices, lessons gained, and input from stakeholders all contribute to continual improvement initiatives.

To successfully implement quality assurance, all project stakeholders must work together and be committed. Everyone is in alignment with the project's quality goals and actively contributes to maintaining and enhancing quality thanks to clear communication, shared accountability, and frequent meetings.Construction's quality assurance methods are now much more effective and efficient thanks to the usage of technology and digital technologies. Real-time quality data collecting, analysis, and decision-making are made possible by cutting-edge software, mobile apps, data analytics, and real-time monitoring systems. This enables prompt interventions, greater communication, and higher-quality performance all around. quality control in construction is essential to guaranteeing the functioning, longevity, and safety of building projects. Construction Organisations may produce projects that satisfy the needed standards and customer expectations by employing efficient quality planning, control, and continuous improvement procedures. Technology use and stakeholder collaboration are other factors that help construction projects provide high-quality results.

REFERENCES:

[1] Sahil Sanjeev Salvi and Samiksha Shridhar Kerkar, “Quality Assurance and Quality Control for Project Effectiveness in Construction and Management,” *Int. J. Eng. Res.*, 2020, doi: 10.17577/ijertv9is020028.

[2] M. M. Uddin, “Lean construction quality assurance opportunities in highway construction,” in *IGLC 28 - 28th Annual Conference of the International Group for Lean Construction 2020*, 2020. doi: 10.24928/2020/0013.

[3] A. P. C. Chan, “Quality assurance in the construction industry,” *Archit. Sci. Rev.*, 1996, doi: 10.1080/00038628.1996.9697365.

[4] K. S. Nyakala, T. T. Munyai, J.-H. Pretorius, and A. Vermeulen, “Significant Factors Influencing Quality Assurance Practices in Small and Medium-Sized Construction Projects in South Africa,” *J. Econ. Behav. Stud.*, 2019, doi: 10.22610/jebs.v11i2(j).2816.

[5] P. G. S. Assistant, “Quality Control and Safety Assurance in Construction Building,” *IJSRD-International J. Sci. Res. Dev.*, 2017.

[6] X. Jiang, “Reflection on Quality Assurance System of Higher Vocational Education under Big Data Era,” *SHS Web Conf.*, 2015, doi: 10.1051/shsconf/20151401009.

[7] C. Madear, G. Madear, and S. M. Radu, “Construction quality assurance and quality control at landfills,” *Qual. - Access to Success*, 2019.

[8] D. K., “Study On Negligence Of Quality Assurance And Proposing An Effective Framework For Total Quality Management,” *Int. J. Res. Eng. Technol.*, 2015, doi: 10.15623/ijret.2015.0402084.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[9] W. Zeng, M. Y. K. Tse, and M. Tang, "Supply chain quality management: An investigation in the Chinese construction industry," *Int. J. Eng. Bus. Manag.*, 2018, doi: 10.1177/1847979018810619.

[10] R. Saxena and S. Badve, "Tissue Microarray — Construction and Quality Assurance," *IHC Stain. methods*, 2009.

[11] Mr. Ghadage Nilesh Ramchandra, Prof. Hedaoo Manoj Nagorao, and Prof. Konnur Basavaraj Adiveppa, "Quality Assurance during Site Construction of Nuclear Power Plant," *Int. J. Eng. Res.*, 2016, doi: 10.17577/ijertv5is060399.

[12] M. Hajdukiewicz, J. Goggins, O. de la Torre, D. Holleran, and M. M. Keane, "An automated standard-based life cycle quality inspection methodology for smart precast concrete solutions in buildings," *J. Struct. Integr. Maint.*, 2019, doi: 10.1080/24705314.2019.1627454.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 7

IMPACT OF THE PROJECT RISK MANAGEMENT

Dr. Srinivasan Palamalai, Associate Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-srinivasanp@presidencyuniversity.in
Prof. Sumesh, Regional College of Management, Bangalore, India

ABSTRACT:

A key component of project management is the identification, evaluation, and control of risks that might affect the project's goals. An overview of project risk management, its significance to project success, and important steps in the risk management process. The goal of project risk management is to proactively handle any risks and uncertainties that might have an impact on project results. It entails taking a methodical approach to risk identification, evaluating the probability and effect of such risks, and creating the best possible strategy to address or mitigate them.The importance of project risk management in achieving project success is highlighted in the chapter. Project managers may make wise judgements, efficiently allocate resources, and reduce the possibility and impact of undesirable occurrences by recognizing and managing risks early on. The description describes the main steps in the risk management process, such as risk identification, risk assessment, planning for risk responses, and risk monitoring and control. Through the course of the project lifecycle, these processes allow project teams to methodically assess and deal with risks. The value of stakeholder involvement in project risk management. It is possible to have a thorough awareness of risks, agreement on risk response plans, and shared responsibility for risk management via effective communication and cooperation among project stakeholders.The relevance of technology and tools in project risk management is also highlighted in the chapter. The accuracy and effectiveness of risk assessment and decision-making processes may be improved through the use of risk management software, data analytics, and simulation approaches.

KEYWORDS:

Assessment, Monitoring, Management, Project, Risks.

INTRODUCTION

A key component of project management, project risk management is concerned with locating, evaluating, and controlling possible risks that can affect the project's goals. Every project has some level of risk, and good risk management enables managers to anticipate problems before they arise and lessen their effects.

The first step in introducing project risk management is to comprehend the idea of risk. Any unknown situation or occurrence, such as one involving cost, scheduling, quality, or scope, that might have an impact on the project's goals is referred to as a risk. These hazards may result from a number of things, such as technological difficulties, environmental considerations, organizational limitations, or outside pressures. The main objective of project risk management is to increase possibilities for successful outcomes while minimizing the possibility and severity of possible hazards. Project teams may identify, analyze, assess, and react to risks in an organized way thanks to this methodical and iterative procedure. The significance of project risk management for attaining project success is also emphasized in

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

the introduction. Project managers may make wise judgements, distribute resources wisely, and guarantee that projects are completed within the established parameters by proactively managing risks. It aids in preventing or lessening expensive delays, budget overruns, quality problems, and other unfavorable outcomes[1]–[3].

Risk identification, risk assessment, risk response planning, and risk monitoring and control are only a few of the essential elements of project risk management that are highlighted in the introduction. These elements provide a structure for methodically controlling risks over the course of a project. Risk assessment analyses the possibility and effect of recognized hazards whereas risk identification identifies prospective risks and their characteristics. Creating solutions to manage risks, such as avoiding, minimizing, transferring, or accepting them, is the main goal of risk response planning. Last but not least, risk monitoring and control include ongoing risk monitoring, the implementation of risk response strategies, and necessary change adaptation. The need of stakeholder participation in project risk management is also emphasized in the introduction. By including them, you may get new insights, benefit from their knowledge, and better match risk management tactics with project goals. Additionally, it encourages openness, dialogue, and shared accountability for successfully managing risks. Project teams can proactively handle possible risks and uncertainties thanks to the crucial process of project risk management[4]–[7].

Project managers may successfully manage risks, maximize project outputs, and raise the likelihood of project success by using a methodical approach and incorporating stakeholders. The many elements of project risk management will be covered in further depth in the following sections.Project risk management includes not just detecting and resolving risks, but also prioritizing risks based on their potential effect and propensity to occur. This enables project teams to concentrate their time and resources on controlling the most important risks that might materially influence project goals. The systematic evaluation of and reaction to recognized risks is aided by risk management approaches and tools including risk registers, probability-impact matrices, and risk mitigation strategies. These methods provide an organized method for identifying risks, evaluating their possible effects, and creating effective mitigation or control solutions.

Furthermore, during the course of the project lifecycle, project risk management should be regularly evaluated and analyzed since it is an iterative process. As the project moves on, new risks can appear, current risks might change, and it might be necessary to reevaluate and revise the efficacy of risk response techniques appropriately. Project team members, stakeholders, and other relevant parties must work effectively together to communicate and collaborate if project risk management is to be successful. Sharing risk information is facilitated by open, transparent lines of communication, which also ensure that everyone is aware of possible risks and their individual roles and responsibilities in managing them. Project resilience is raised, project performance is improved, and project risk management practices are ultimately implemented. Project managers may traverse uncertainties, adjust to changing conditions, and maximize the chance of project success by successfully recognizing, analyzing, and managing risks[3], [8]–[10].

DISCUSSION

The perspective of a project proposal's total economic possibilities, both favorable and unfavorable. The definition, management, and mitigation of risks that arise during project execution are covered in this chapter. The probability studies and Monte-Carlo simulation methods are crucial in this evaluation, which is known as quantitative risk assessment, when looking at risk assessment for a project from an economic perspective. However, this

Regional College Of Management Bangalore IQAC Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

approach to research and evaluation needs specialized tools and knowledge. Using qualitative risk assessment techniques, as we shall outline in this chapter, to apply risk assessment in the execution phase. No specialized knowledge or software is needed for this testing approach. A team participating in the project's execution, normally under the direction of someone with expertise in qualitative risk assessment methodologies from prior comparable projects, will typically use a mix of experience and qualitative skills to manage risk throughout the project's execution. Poor, sloppy, or otherwise insufficient execution of a programmed task(s) whose remedy would increase project costs, time, or overall output quality, is one of the biggest sources of risk to be controlled. The project's potential for risk is lower now than it was at the beginning. The dangers may be divided into two groups.

1. Project risks are the risks that can happen during a project due to technical mistakes that can occur during construction.
2. Process risks are the risks that can occur during the project due to procedural mistakes, poor communication between the project team, and poor team performance.

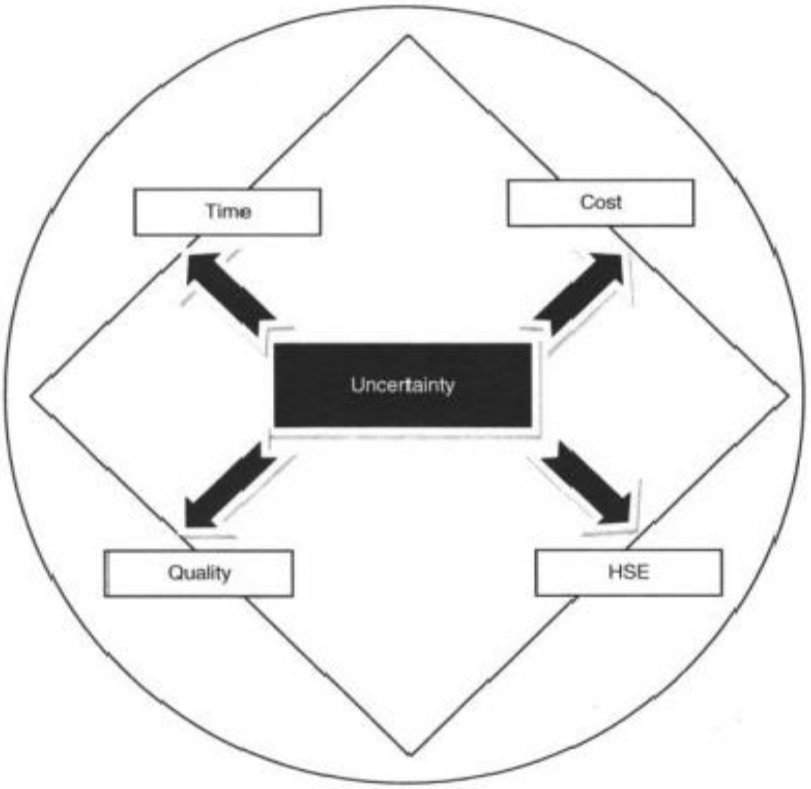


Figure 1: Represting the Sources of uncertainty [Access Engineering Library].

In general, there are several sources of uncertainty, particularly in the key project components of cost, time, quality, and HSE, as shown in Figure 1. Our goal is to reduce these uncertainties, make educated guesses about what could occur, and take reasonable steps to prevent it. Figure 1 illustrates how the level of uncertainty is comparable to a black box, where no one can predict what will happen. Uncertainties are things that may happen, while objectives are things that must occur.

The Risk Management Process

The systems approach to risk management described in the Guide to the PMBOK is used by the Project Management Institute (PMI). There are six main steps that make up the risk process.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

1. Risk management planning.
2. Risk identification.
3. Risk assessment.
4. Risk quantification.
5. Risk response planning.
6. Risk monitoring and control.

Project Risks

The possible danger will become clearer after the timetable is finished. The project manager's understanding of potential risks is crucial since he is responsible for recognizing the activities that will have a greater risk of negatively impacting the overall project execution and lengthening its duration or both. Costs will rise In light of the following information, the project manager should analyze the planning schedule and identify areas of planning that have significant risks.

1. Tasks on the critical path.
2. Tasks that need a long time period in which to be executed.
3. Tasks that have a little overtime.
4. Activities that start with the beginning of other activities.
5. Tasks that need many individuals for their execution
6. Complex tasks.
7. Activities and tasks that need condensed training.
8. Tasks that need new advanced technology.

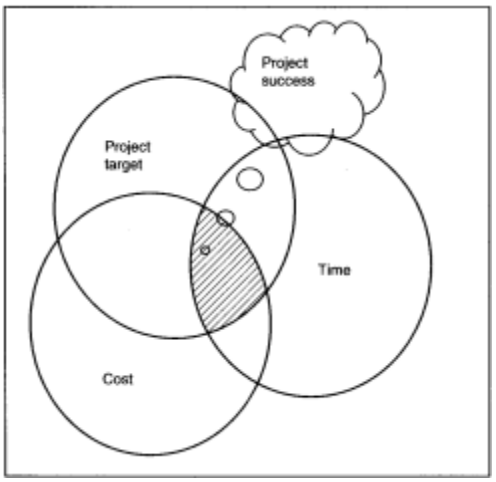


Figure 2: Represting the Point of project success[AccessEngineeringLibrary].

The steps required to implement those tasks, how to monitor implementation on a daily basis, and who should be responsible for follow-up at that stage of the project must be identified and planned after choosing the tasks that would pose risk to the project and determining their position relative to other risks and tasks. The example of pouring concrete is informative in better illuminating what kinds of things might be regarded as high-risk operations during project execution. Excavation work is one of the project's riskiest activities. It is on the project's critical path and requires a lengthy amount of time to complete. As a result, there is a great likelihood that it will be delayed, which might have a significant effect on the whole project. The riskiest activity in each project is the one that is longest and placed on the critical route. On the other hand, there is a known and hence more manageable danger of experiencing delays with the delivery of machinery and other mechanical equipment bought from overseas.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

By scheduling jobs that can be completed without the equipment to begin or conclude prior to arrival of the equipment, the effects of such a delay may be partially reduced. Depending on how many other operations rely on the arrival of the anticipated equipment, the difficulty of such job rescheduling will vary. Excavation and waiting for the arrival of required equipment are two instances that both have high risk ratings since they are beyond the scope of project management. The accomplishment of the project's goals within the allocated spending limit and time frame constitutes its success. However, over the course of the project's execution, some expenses, the length of time, and the project's goals may change. According to Figure. 2, the success of the project is truly determined by how well these three components interact with one another. The likelihood of success is low, according to the preceding discussion of probability. The project will be put in the area of mutual junction.The project has a lot of non-specific regions that might introduce problems. Any of the following may be one of these.

1. Activities of a long period of time and on the critical path.
2. A lack of identification of the project objectives.
3. A non-competent project manager.
4. An inaccurate cost estimates.
5. A bad atmosphere, in general, in the project.
6. Achieving customer satisfaction.
7. A rapid change in resources during time periods.

The allocation of personnel and other resources onsite throughout a building phase is shown in Figure. 3. The project's initial resources and operations are scarce. There is a transitional area when resources rise as a result of rising activity. In this change

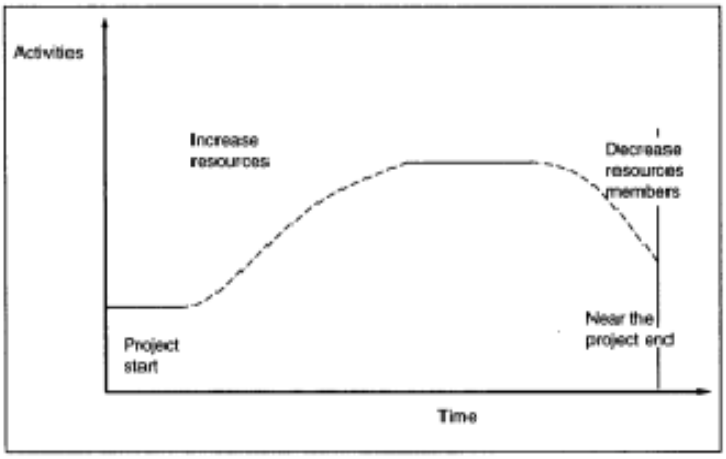


Figure 3: Represting the Change in staff volume during a project[AccessEngineeringLibrary].

Zone will be high risk since it will quickly expand the number of workers on the project within a short period of time. Therefore, there will be a very high probability of poor quality, misinterpretation of the goal, and errors in safety practice. Since the amount of resources will be stable in the middle of the project, the risk will be lower. After that, begin the second transition zone by cutting back on resources. This stage carries a high risk because there is a chance that you'll run out of staff quickly and may forget to hand over or transfer equipment that you might need in the future. At the same time, as staff is being cut back, everyone working on the project will be busy looking for other opportunities on other projects. You may use the list below as a checklist to help you identify the risks associated with uncertainty in your project. The following list summaries the typical causes of uncertainty in projects:

Regional College Of Management Bangalore IQAC Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

1. Scope of work.
2. Quality of estimates.
3. False assumptions.
4. Technological novelty.
5. Changes in technical specs.

Risk Assessment

In Figure. 4, the risk assessment process is shown. The first phase is to specify the anticipated risks associated with project execution, followed by an analysis of those risks. Setting a priority for these risks is the last stage. No matter what the endeavor is, there is always a risk involved. Priorities for developing solutions and mitigating risks may be established by concentrating on the risks impacting the management of the project. The following inquiries must be answered truthfully and objectively in order to evaluate these risks:

1. What is the risk exactly?
2. How do these risks affect the project?
3. What can be done to reduce the impact of the risks?

At this point, the risks will be evaluated based on how they will affect the goals, timeline, and cost. We now need a simple technique for evaluating the hazards realistically, and this approach is known as qualitative risk assessment.

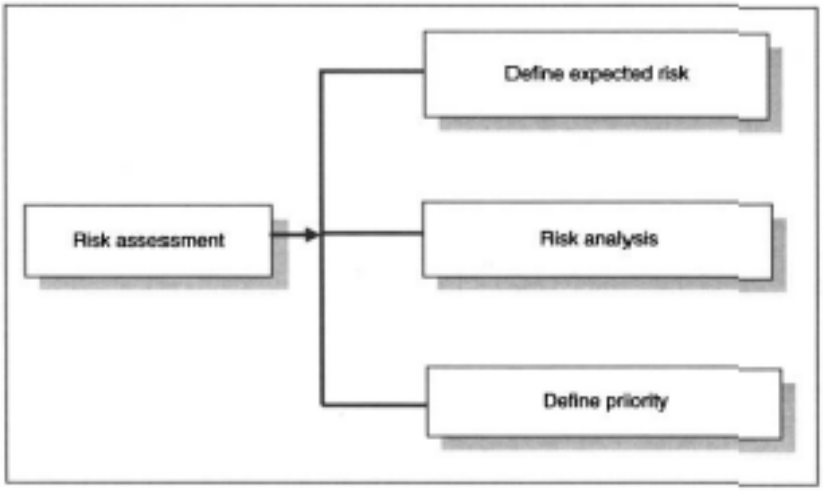


Figure 4: Represting the Risk assessment tools [AccessEngineeringLibrary].

Grouping of Risks

The risks need to be categorized after describing the whole range of events that might happen during project execution, impact the project aim, or extend the project's duration or cost. Utilizing quantitative methodologies, risk-related regions are ranked, and the project's crucial stage is determined using fairly objective standards. Then, all project participants are gathered for a brainstorming session with the goal of reaching an agreement on which risks are most likely to occur within particular time frames and their potential impact on the project's cost and completion deadlines. It will be more crucial for big initiatives than for small ones to group risks. In the business world, it is often believed that a meeting to discuss a group of risks requires more than 10 participants, it is definitely too big and will not be effective. A succession of risk management meetings is required as projects get bigger, although one meeting may suffice for a small project. Techniques like to those used in the

Regional College Of Management Bangalore IQAC Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

creation of the work breakdown structure may be utilized to make this easier. Indeed, meetings for risk management may be planned using the WBS itself.

The person who is most directly connected to the area where the risk will have the most effect, or the person who is most knowledgeable with the risk's technology, should be given the responsibility of looking for risk. The person in charge of a job should be concerned about any risks that arise while it is being completed and that only directly impact that activity. The assignment of responsibility, however, travels up the organizational ladder to the person above the person directly or immediately accountable for the work since no task in a project is completely independent of all the others. The project manager often establishes the job of risk manager in projects where risk is a major issue. This individual is in charge of keeping track of all hazards and updating the risk management strategy. This strategy becomes increasingly important when projects grow in size or as risk tolerance decreases.

Risk Monitoring and Control

The process of risk monitoring and control include keeping track of all the risks that have been recognised, as well as recognising new risks as they emerge and residual hazards that arise from the application of risk management strategies to specific risks. Throughout the project, the effectiveness of the risk management strategy is continually assessed. The processes for risk monitoring and management are shown in Figure. 5. After determining the importance of each risk, you should work with the project team to find a solution. Next, decide on an emergency plan, and then specify the monitoring system that you will use as the project manager for each risk.

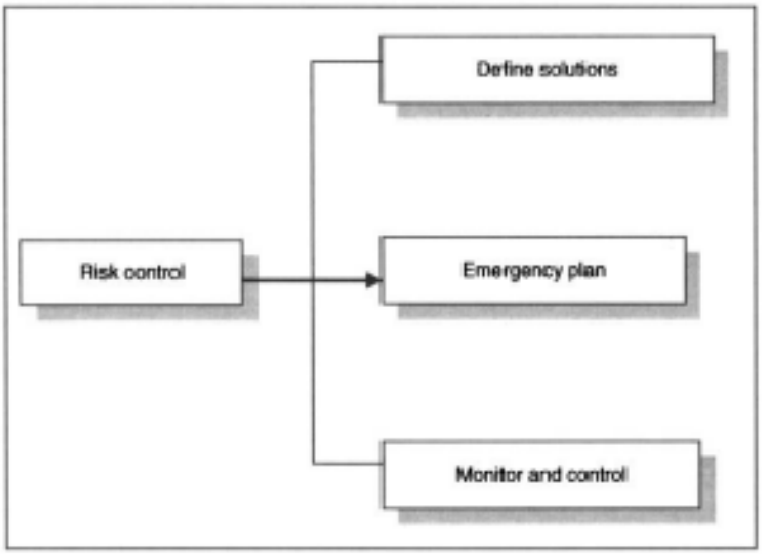


Figure 5: Represting the Steps in controlling the risks[AccessEngineeringLibrary].

A backup plan is implemented when a danger seems likely to materialize. In the absence of a contingency plan, the risk is managed haphazardly via the use of a workaround. An impromptu reaction to a bad risk occurrence is a workaround.

The implementation of the workaround or contingency plan constitutes a remedial action. The project manager and the project team are worried about whether risk responses have been applied to the risk as intended and if they have been successful. Additional risks might arise or further actions could be required after they have seen how well the risk response has worked. From the beginning to the finish of a project, risk management is a continual activity. The identified risks are monitored as the project moves forward and are updated when the

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

window of opportunity closes. Monitoring early warning signs allows us to reevaluate the risk's effect and likelihood. The risk tactics are evaluated for suitability as the danger draws near, and new responses are developed. Risk evaluations, reviews, and audits might be carried out. to examine the likelihood and potential effects of risks that have been identified and are getting closer to becoming likely occurrences on a regular basis. Once risks have already occurred, they may be examined and audited to see if the risk response is working. These modifications must be recorded when each danger manifests itself and is addressed or avoided.

This sort of risk will be managed more effectively going forward thanks to good documentation, and the next project manager will benefit from these lessons learnt.

CONCLUSION

By proactively detecting, evaluating, and managing possible risks, the discipline of project risk management is essential for ensuring the effective completion of projects. It is essential for reducing the chance and effect of uncertainties that could obstruct project goals and results. Project managers may efficiently negotiate the complexity of project settings and make wise judgements by using a systematic and iterative approach to risk management. Project teams may reduce possible risks, take advantage of opportunities, and maximize project performance via risk identification, assessment, reaction planning, and monitoring.It is impossible to emphasize the value of stakeholder participation and involvement in project risk management. A shared feeling of responsibility is fostered, effective risk response plans are made possible, and the identification and understanding of risks are improved by including stakeholders from different levels and disciplines.

Project risk management also includes a considerable contribution from technology and tools. More accurate risk assessments, scenario planning, and decision-making are made possible by risk management software, data analytics, and simulation approaches. These developments increase the speed and precision of risk management procedures. Continuous monitoring and assessment are necessary for effective project risk management. As the project moves forward, risks might change or new ones could emerge.

The project is kept robust and flexible to changing conditions by regular analyses and revisions of risk response measures. Project management must include the management of project risks. Project teams may improve project results, reduce possible interruptions, and raise the chance of project success by proactively identifying, analyzing, and managing risks. Project risk management becomes an inherent component of project execution via effective stakeholder participation, the use of technology, and ongoing monitoring, allowing projects to accomplish their targeted goals.

REFERENCES:

[1] R. R. Junior and M. M. de Carvalho, “Understanding the impact of project risk management on project performance: An empirical study,” *J. Technol. Manag. Innov.*, 2013, doi: 10.4067/s0718-27242013000300006.

[2] B. Hartono, D. F. Wijaya, and H. M. Arini, “The impact of project risk management maturity on performance: Complexity as a moderating variable,” *Int. J. Eng. Bus. Manag.*, 2019, doi: 10.1177/1847979019855504.

[3] M. El Khatib, L. Nakand, S. Almarzooqi, and A. Almarzooqi, “E-Governance in Project Management: Impact and Risks of Implementation,” *Am. J. Ind. Bus. Manag.*, 2020, doi: 10.4236/ajibm.2020.1012111.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[4] "Impact of Risk Management and Benefits Management on Project Success with the Moderating Role of Effective Project Governance," *Int. J. Bus. Econ. Aff.*, 2019, doi: 10.24088/ijbea-2019-45004.

[5] M. Kishk and C. Ukaga, "The impact of effective risk management on project success," in *Association of Researchers in Construction Management, ARCOM 2008 - Proceedings of the 24th Annual Conference*, 2008.

[6] F. Jovanović, N. Milijić, M. Dimitrova, and I. Mihajlović, "Risk management impact assessment on the success of strategic investment projects: Benchmarking among different sector companies," *Acta Polytech. Hungarica*, 2016, doi: 10.12700/aph.13.5.2016.5.13.

[7] V. A. Bañuls, C. López-Vargas, F. Tejedor, M. Turoff, and M. Ramírez-De La Huerga, "Validating cross-impact analysis in project risk management," in *Proceedings of the International ISCRAM Conference*, 2016.

[8] S. Naeem, B. Khanzada, T. Mubashir, and H. Sohail, "Impact of Project Planning on Project Success with Mediating Role of Risk Management and Moderating Role of Organizational Culture," *Int. J. Bus. Soc. Sci.*, 2018.

[9] M. M. De Carvalho and R. Rabechini Junior, "Impact of risk management on project performance: The importance of soft skills," *International Journal of Production Research*. 2015. doi: 10.1080/00207543.2014.919423.

[10] M. Allen, C. Carpenter, M. Hutchins, and G. Jones, "Impact of Risk Management on Project Cost: An Industry Comparison," *J. IT Econ. Dev.*, 2015.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 8

PROJECT CLOSE OUT: LAST STEP OF PROJECT CYCLE

Dr. Ranganathan Kumar, Associate Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-drsenthilkumar@presidencyuniversity.in
Prof. Dinesh Roy, Regional College of Management, Bangalore, India

ABSTRACT:

Project closeout, the last stage of the project lifecycle, is concluding all project-related tasks, assessing the success of the project, and handing over deliverables to the client or end-user. An overview of project closeout, including its significance and important steps, is providedcritically important, project closeout marks the end of the project's goals and the start of the operational phase. It includes a range of tasks including wrapping up paperwork, doing project reviews, getting project approvals, and making sure deliverables are handed off without a hitch emphasizes how crucial project closeout is to project success. It enables project teams to evaluate a project's effectiveness, note any lessons discovered, and record best practises for subsequent initiatives. Additionally, it offers a chance to assess project results in relation to the established goals and confirm that all contractual and legal requirements have been met.A final project review to assess project performance, resolving any outstanding issues or defects, archiving project documentation for future use, and facilitating the delivery of project deliverables to the client or end-user are key activities in the project closeout process. Stakeholder participation and effective communication are essential throughout project closeout. It makes ensuring that all stakeholders are aware of the project's end, that any unresolved issues are taken care of, and that the relevant handover procedures are successfully accomplished.

KEYWORDS:

Closeout, Contractor, Life cycle, Phase, Work.

INTRODUCTION

The project lifecycle's last phase, project closeout, signals the conclusion of project execution and the start of the operational phase. It includes a number of procedures and activities meant to complete project deliverables, assess project effectiveness, and guarantee a seamless handover to the operational team or end-users. For the project to be officially finished, all contractual responsibilities to be met, and lessons learnt to be applied to future projects, it is essential to complete the closeout phase. Project teams concentrate on finishing all outstanding tasks, resolving any difficulties, and completing all required paperwork and documentation during project closeout. This stage offers the chance to consider the project's accomplishments, evaluate how well it accomplished its goals, and pinpoint opportunities for development. Effective communication with stakeholders, such as customers, sponsors, team members, and the appropriate authorities, is another aspect of closeout. The closeout procedure varies according to the project's scope and complexity as well as any particular contractual obligations. However, it often entails responsibilities like performing evaluations of completed projects, resolving concerns, finishing off administrative and financial work, preserving project records, and promoting knowledge sharing[1]–[3].

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The significance of this phase will be highlighted, and this article will provide insights into best practices for a successful and thorough project closure. It will examine the important actions and factors involved in project closeout. Organisations may guarantee a seamless transition to the operational phase, record important lessons learned, and improve future project performance by adhering to efficient project closeout practices. In big industrial plant projects, construction is inspected continuously; nevertheless, the owner's representative often demands vessel inspection before closure and significant equipment testing after installation. The stage of project development when these operations are carried out is sometimes referred to as mechanical completion. Because it might be difficult to define mechanical completeness, the project manager should create a standard for plant completion with the owner's representative to make sure everyone is on the same page[4]–[6].

This has to be included in the construction contract so that everyone participating in the project is aware of who is responsible for what throughout each stage of the project. The contact between the owner's representative, the principal designers, and the contractor must be coordinated by the project manager in collaboration with the construction contractor. Each party's obligations must be spelt out in detail. Additionally, in line with the contract papers, it is necessary to specify the testing process and test kinds in detail. For establishing when a vessel may be closed, the lead time notice needed for inspection, what is to be monitored, and a sign-off sheet for the owner's representative, a written plan should be created. This is vital to prevent pointless vessel opening and shutting, which may take a long time to complete. The process for handing over equipment to the owner must be confirmed in writing by the project manager from the owner's representative[7]–[9].

Due of the high expenditures involved, care and custody are crucial. Each side has to be aware of who is accountable and when they are accountable. When a piece of equipment is finished, tested, and ready for use, the project manager must inform the plant. Able to be turned over to the owner. Any further changes after acceptance need the owner's work authorization. The way this process is handled should be official. With the appropriate representatives' signatures being necessary. To define the start-up process, the project manager must work in tandem with the contractor and designer. Although formal, the procedure must be adaptable. The project manager should get a written statement from the owner's representative outlining the assistance that each member of the project team will need during startup. The owner must be involved in the project, and the project manager must avoid assuming they have certain demands[10], [11].

DISCUSSION

Throughout the course of a project, construction activity is inspected. Numerous pieces of machinery, electrical systems, and mechanical systems could be finished before the whole project is finished and prepared for testing and approval in accordance with the contract requirements. The owner's representative and the designers who are in charge of inspection, testing, and final acceptance must collaborate closely with the project manager. The building contractor should get a formal notification that provides a definition of mechanical completion and provide enough advance time for the process. This is essential to avoid losing a significant amount of time that might harm the project's deadline. The owner must have a clear concept of the tests they want to watch, the things they want to check throughout the tests, and the kinds of testing that are necessary. The owner, designer, and contractor are the three main contractual parties, and their roles must all be specified. The project manager has a responsibility to efficiently organize this activity. When the contractor asks a last examination of the work towards the conclusion of a project, project close out officially starts.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A punch list with all tasks still needing completion or correction is created prior to the request. The field inspection staff must carefully go over their daily inspector's record to identify any work items that have been submitted that need to be corrected before creating this punch list. Before the work is sufficient for acceptance, the punch list procedure may need to be repeated numerous times. Representatives of the owner, contractor, and the principal designers the architect, as well as the civil, electrical, and mechanical engineers, etc. who worked on the project, should attend the final walk-through inspection. The acceptance of the work and the final payment to the contractor shall be made in accordance with the provisions of the contract agreements, and the project manager shall plan and perform the final walk-through inspection. When construction is sufficiently finished in line with the contract agreements so that the project may be utilised for its intended objectives, it has reached its substantial completion.

This indicates that there are just a few minor tasks left to accomplish and that the project is ready for usage. A list of all the tasks still needed to be done to finish the project may be added to the contractor's Certificate of Substantial Completion. The work has been accepted as complete when the Certificate of Substantial Completion and the related defect list are approved. Since the contractor has no further obligations under the contract once the owner signs the certificate, it is crucial to make sure the list is exhaustive. Following the satisfaction of all defects, ultimate payment, together with the release of all retainage, is often delayed for thirty to forty days. The contractor must provide all necessary papers, including warranties, lien releases, and other contract requirements, before receiving final payment.

Guarantee and Warranties

Typically, the contract calls for the contractor to provide a one-year warranty once construction is finished that all materials, tools, and labor will be of high quality and faultless in line with the contract conditions. The total project's guarantee may be extended beyond the customary one-year time frame, although this is uncommon. Depending on the equipment, warranties may last anywhere between one- and five-years following installation. The owner must be given operating instructions, manuals, replacement parts, and warranty certificates. Before final payment to the contractor, the project manager must make sure that all warranties are collated and given to the owner.

Lien Releases

The property may be subject to liens filed by material suppliers, subcontractors, or employees who provided supplies, equipment, or labor on a project but have not yet received payment. Even when the owner has given the general contractor the entire amount of the contract, the underpaid party has the right to claim a lien. Consequently, if the general contractor doesn't pay its subcontractors, suppliers of materials, or personnel, the owner could have to pay for portion of the contract twice. The owner has the right to withhold payments known as retainage from the general contractor during construction in order to pay for outstanding invoices and lender liens. Most contracts contain a language in the general conditions that requires the general contractor and all levels of subcontractors to provide a lien release for all labor and materials for which a lien might be filed, or a bond that is acceptable to the owner and protects the owner against any liens. Before approving final payment to the contractor, the project manager must confirm receipt of all lien releases or the bond.

Record and As-Built Drawings

For every project, revisions and adjustments to the initial designs are nearly a given. The original contract materials that were distributed for bid purposes must be preserved in

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

reproducible form, at least one set. This is required for the settlement of claims and disagreements since it is certain that the question What did the contractor bid on? will come up. Additionally, there must be thorough records of everything changes in building orders. A typical clause in a contract is that the contractor must create an as-built a copy of all the shop drawings, addenda, change orders, and specifications. The size and features of the work that were not completed precisely as they were initially indicated are represented in the as-built drawings. Examples include relocating doors, moving electrical or air conditioning ducts, or locating subsurface utilities, pipes, and other concealed work. These papers, which are sent to the owner once the project is finished, detail all the modifications made to the original contract bid paperwork.

Disposition of Project Files

The project manager typically keeps two files during a project: a record file and a working file. Original copies of crucial documents pertaining to agreements, contracts, and other legal issues are included in the record file. The working file, which is the project manager's file used for day-to-day project management, often includes copies of papers from the record file in addition to correspondence, meeting minutes, phone logs, reports, etc. A project's records and files, as well as a substantial quantity of information related to the project, amass after completion.The majority of Organisations have a set process on how to deal with files (Table.1). The record file's information has to be organized and indexed for quick access and retrieval for future use. The record file often contains duplicate information that should not be deleted, some of which may include handwritten annotations. Although a large portion of the file's contents may be deleted, enough details need to be kept so the project manager can go back and review their work.

Table 1: Check List of Duties for Project Close Out.

Pmject close out	Owner	CM	Designer*	Contractor
1. Certificate of substantial completion	Approve	Review, approve, file	Review, approve	Originate
2. Clean-up	Observe & comment	Coordinate, enforce	Observe	Responsible
3. Punch list	Approve as required	Expedite & coordinate work	Prepare, evaluate work	Respond
4. Cali backs (after construction)	Request	Arrange & coordinate	Review & approve work	Respond

Post Project Critique

Every project should have a post-project review because there are lessons to be learnt from each project that can be used to increase the success of subsequent initiatives. Owner and important project players like lead designers and construction representatives should be present. All team members benefit from the input obtained via a constructive discussion of the issues and solutions discovered during a project when planning and carrying out subsequent ones. It is crucial that the whole conversation be conducted in a good and professional way for the meeting to produce the intended outcomes. The project's positive and negative features must both be addressed. Instead of focusing on who was at blame or caused the issue on this project, the emphasis should be on how to prevent or mitigate

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

difficulties on future tasks based on problems discovered on this work. Others who did not attend the post-project review should still get the minutes of the meeting so they may learn from the lessons. A project peer review, which is an impartial assessment of the design principles or management practises of a specific project, may be helpful. The requirements of the owner, designer, or any interested party may be addressed in project peer reviews. A report named has been created by the American Consulting Engineers Council (ACEC) and the American Society of Civil Engineers (ASCE).

Owner Feed-Back

After a project is finished and being used by the owner, a formal meeting with representatives from the owner's Organisations should be conducted to get feedback on how the project is doing. This is a crucial activity for assessing the quality of a finished project and the owner's happiness since the actual success of a project can only be gauged by how well the owner's Organisations uses it.

Impact on Project Partners and Stakeholders

One of the main tenets of Interred is that project outputs should be durable or leave a legacy. Many programmes contain selection criteria designed to make sure that outcomes and resultsand maybe even partnershipscontinue to matter after the initiative is over. This must be assured, at the very least, among project partner organisations and among the stakeholder groups who have been most closely involved with the project: It is doubtful that any permanent advantage would have been attained if a project's outcomes are abandoned right away and no desire in continuing to work on the topic.The process of integrating fresh concepts and methods into the standard operating procedures of the target organisations is known as mainstreamin or capitalization. Depending on the sort of result and solution, target audiences, and larger project stakeholders engaged, the activities might take several forms. It is often one of the primary goals of publicity and distribution efforts, but it goes a step farther than simple promotion by attempting to guarantee the use and implementation of the project's output.

The application procedure will undoubtedly favour projects with a solid mainstreaming approach. A lot of the success factors have been covered in earlier chapters in relation to communication, needs analysis, and stakeholder participation. A crucial aspect of project creation and management is planning for what will happen with the actual outputs when the project is over, and early actions should be taken to achieve these goals. There are four crucial inquiries to make: What outputs will the project produce that should be made available to a wider audience? · Which target groups should be informed about which outputs? What is the best way of reaching these target groups? How do we expect them to make use of these outputs?Early on in the project's existence, these concerns need to be addressed. Considering how each project partner should be affected by the project as a whole, who in each Organisations will need to support project outcomes for this to happen, and how they may be engaged most effectively, should be the beginning point. It's crucial to constantly keep in mind that individuals are more likely to embrace opinions they have had a hand in shaping.

The direct target audiences for the project should go through the same procedure. Exists a local company or interest group that can take over the results, for instance if it's a SME? Can SMEs be convinced to continue with their own finance when work is successful? This already begs the following final query: Is it sufficient for the target audience to be aware of the project output and to get some knowledge from it, or has the project created a tool that should ideally be utilised entirely by new stakeholders in the future? Instead of depending on

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

chance with an open final conference and a publication for wide distribution, this sort of question should guide the communication strategy in the project's final phase. It will help create a series of activities that will convey the required information to the appropriate individuals.The project's potential goods and services should also be given some consideration. There are just a few restrictions if a project partner has been taking part in a State Aid Programme that has been approved: Commercially viable products and services may be created, with the project partner using the money made from sales to carry out further development. It is not feasible to simply sell or charge for access to project outcomes, albeit there are tight restrictions for the majority of project partners. Planning will thus often be predicated on the free transfer of project outcomes to public entities who are prepared to pay for future operation and development expenditures.

This transfer of responsibility must be made public and include all background information and other documents required for a different entity to carry out the project's work. Programmed often stipulate that project developers cannot maintain any intellectual property rights over their work other than the ability to be credited as the creator.

Where there has been an investment in equipment or infrastructure, this sort of transfer is not feasible. In these circumstances, the project partner will need to set aside money for running and maintenance expenses after the project. Any income amounts paid to project partners for services or goods created during the projectproduced within five years of its conclusion must be recorded and the money reimbursed to the Programme.

Making an Impact

The second stage should be to go after policy makers and legislators if the first step is to target the immediate consumers of the project outcomes in order to make sure that they also take up and grasp the project's main challenges. In most cases, it is no longer possible to complete the project with the creation of a research report or the conclusion of a pilot; instead, it is expected that the partnership will identify other Programme participants who could benefit from what has been accomplished and make sure that information is effectively shared with them.It takes time and effort to do this. In order to allay worries about whether the project has solid solutions and can eliminate obstacles, increase performance, etc., it requires that policy goals and needs be understood and that trusted connections can be formed. Like other stakeholders, policymakers are hesitant to adopt final products if they were not directly engaged in their creation or if they cannot, at the very least, understand how clearly their own policies are represented in project proposals.

At project completion, this strategy of establishing positive relationships with key stakeholders early on should truly pay off. If responsible authorities do not take proposals into consideration, there is no sense in producing them. Finding excellent practices is useless if Organisations are not prepared to put them into practice. If no one outside the partnership ever reads the reports, there is no value in having them written.

It is necessary to come to agreements for how outputs will be delivered to stakeholders, when they will get them, and what they will do with them.If project findings are to be mainstreamed and accepted components of regional, national, and/or European policies or processes, stakeholder support is crucial. If stakeholders are approached early in the project and shown the finished products, this is very unlikely to happen. The project must give opportunities for feedback and will be expected to do so. Also keep in mind that the Programme and the national and regional representatives serving on the various Programme committees may be quite helpful in this situation and may have access to various connections.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Planning the Next Steps

Every undertaking requires a defined goal. There must be a time when it is possible to say with certainty if the project's goals have been met or will be attained. In many schemes, there is one area where standards are tightening up: The production of sustained stand-alone outputs via endless repetition of previous operations or reliance on more funds is extremely likely to be denied. If project activities are really valuable to the Programme area, they should eventually be able to secure their own financing.On the other hand, it is widely acknowledged that money from Interred and other programmers plays a significant role for many public entities. A lot of activity is organized around intricate portfolios of initiatives funded by various funds, with Interred offering fresh perspectives, information, and inspiration from across the world. This often fuels further investments or research in other, more significant initiatives, which may in turn spark a fresh set of problems that need investigation in an interred project. These synergies are advantageous because they allow for knowledge and expertise to be shared across sectors and levels of government, maximizing the use of various financing vehicles. Exploring how your results might contribute to these larger processes, what will be adopted by other efforts, and what remains as prospective new topics for Interred financing at project's conclusion is beneficial.

CONCLUSION

Project closeout, which marks the end of project activities and the start of the operational phase, is an important stage in the project lifecycle. Finalizing deliverables, assessing project performance, resolving pending problems, and providing a seamless handover to the operational team or end-users are all included in this extensive process.

The capacity to evaluate project performance, record lessons learned, execute contractual responsibilities, and allow knowledge transfer are all important aspects of project closeout. Organisations may discover strengths and flaws in a project's success via a comprehensive review, allowing ongoing improvement in subsequent initiatives.During the closeout phase, open communication with stakeholders is essential to assuring their comprehension of the project results, resolving any issues, and supporting a seamless transfer. Organisations may develop trust and long-lasting relationships with customers and stakeholders by clearly discussing project successes, problems, and lessons learnt. Administrative responsibilities including financial closeout, documenting and archiving, and concluding contractual obligations are all part of the closeout process. By completing these duties, you can make sure that all project-related financial issues are taken care of, crucial papers are safely maintained and readily available, and legal obligations are met. The conclusion of a project is a time to take stock of its progress, recognize its achievements, and pinpoint opportunities for development. Organisations may improve their project management techniques, streamline procedures, and avoid making the same errors again by collecting and recording lessons learnt. Project closeout is crucial for successfully completing projects, in general. It summarizes project accomplishments, takes care of unresolved problems, and prepares the way for a seamless transfer to the operational phase. Organisations may maximize project results, maintain customer happiness, and constantly develop their project management skills by adhering to best practices and carrying out a thorough closeout process.

REFERENCES:

[1] J. Fahri, C. Biesenthal, J. Pollack, and S. Sankaran, “Understanding megaproject success beyond the project close-out stage,” *Constr. Econ. Build.*, 2015, doi: 10.5130/AJCEB.v15i3.4611.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[2] CDC, "CDC Unified Process - Practices Guide, Project Close-out," *Cdc*, 2017.

[3] J. E. Schaufelberger and L. Holm, "Project close-out," in *Management of Construction Projects*, 2018. doi: 10.4324/9781315529097-17.

[4] I. T. Oya, O. R. Walter, and T. Kremic, "Knowledge transfer among projects using a learn-forget model," *Learn. Organ.*, 2008, doi: 10.1108/09696470810852339.

[5] S. Haji-Kazemi and B. Andersen, "Application of performance measurement as an early warning system: A case study in the oil and gas industry," *Int. J. Manag. Proj. Bus.*, 2013, doi: 10.1108/IJMPB-04-2012-0015.

[6] A. Endo, I. Tsurita, K. Burnett, and P. M. Orencio, "A review of the current state of research on the water, energy, and food nexus," *J. Hydrol. Reg. Stud.*, 2017, doi: 10.1016/j.ejrh.2015.11.010.

[7] C. Amoah and L. Pretorius, "Evaluation of the impact of risk management on project performance in small construction firms in South Africa: The case study of construction systems," *J. Eng. Des. Technol.*, 2020, doi: 10.1108/JEDT-06-2018-0098.

[8] M. Sadeghi, J. W. Elliott, and M. S. H. M. Mehany, "Automatic Verification of Facilities Management Handover Building Information Models," in *Construction Research Congress 2020: Computer Applications - Selected Papers from the Construction Research Congress 2020*, 2020. doi: 10.1061/9780784482865.052.

[9] C. J. Pretorius and H. Steyn, "Knowledge management in project environments," *South African J. Bus. Manag.*, 2005, doi: 10.4102/sajbm.v36i3.634.

[10] E. E. Ted Douglas, "The end game -project demobilization and close-out," *Cost Eng. (Morgantown, West Virginia)*, 1997.

[11] A. Omran and A. S. H. Suleiman, "Identifying the Competence Components of the Construction Project Managers in the Palestinian Construction Industry," *Eng. Proj. Organ. J.*, 2017, doi: 10.25219/epoj.2017.00110.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 9

PERSONAL MANAGEMENT SKILLS: KEY OF SUCCESSFUL PROJECT

Dr. Muralidhar Sunil, Assistant Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-sunilrashinkar@presidencyuniversity.in
Prof. Zabiulla, Regional College of Management, Bangalore, India

ABSTRACT:

A person's ability to successfully manage oneself and their job is referred to as having personal management skills. These abilities help people overcome obstacles, make wise choices, establish objectives, order chores, and maintain a good work-life balance. They are essential for both personal and professional success. An overview of personal management abilities, their significance, and the main topics they cover are provided in this abstract.Time management, planning, discipline, goal-setting, communication, and stress management are just a few examples of the many facets that make up personal management abilities. These abilities support people in increasing productivity, improving performance, and achieving their goals. Possessing effective personal management abilities is also essential for professional growth, work happiness, and general well-being.The capacity to priorities work, use time wisely, and prevent procrastination are all part of time management. Maintaining an organized and clutter-free workstation, managing electronic and physical files, and using efficient processes to keep organized are all examples of organizational abilities. Self-discipline allows people to retain their drive, attention, and adherence to commitments and deadlines.

KEYWORDS:

Managers, Management, Project, Team, Time.

INTRODUCTION

The ideas, methodologies, tools, and strategies that have been utilized effectively to manage engineering and construction projects were covered in the book's earlier chapters. Engineers who are actively engaged in the present project management practice created and utilize the approaches. The project manager must, however, be aware of emerging technologies that may enhance the ideas in this book if they are to be effective. People sometimes oppose new technologies until they are validated. Despite the availability of technology, it is often not used due of human resistance. Change. A competent project manager will evaluate new technologies and come up with creative ways to integrate it into the project management process. An excellent illustration of the adoption of new technology is the usage of computers. When the computer was initially developed, some people solely saw it as a tool for technical or scientific purposes. Progressive project managers, however, saw the potential advantages of using computers in project management[1]–[3].

Nowadays, almost every step of a project's execution involves a computer. More than any other technological advancement, the computer has undoubtedly altered the way we work today. Similar to the influence of computers, the Internet is a technology that is now in use and has the potential to change how project managers do their business. There are several benefits to managing projects online, but the main ones are time savings and increased

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

productivity. Information may be sent more quickly to owners, designers, contractors, and suppliers who are spread out geographically. On project-specific websites, correspondence, drawings, and photos may be shared and catalogued for simple access. Important team members may keep an eye on data sharing, which drastically cuts down on the time it takes to make decisions. A request for information (RF'I) may take an hour to complete using conventional techniques, and it might take days or weeks to get a response. RFIs may now be sent electronically, recorded virtually immediately, and often answered the same day or within a few days. With web-enabled project management, designers, suppliers, and contractors are aware of their obligations. Many businesses now use electronic media like the Internet to conduct their business in a paperless atmosphere. Project managers are taking notice of the improved efficiency as they struggle to do more work in less time. Project staff are expected to give outcomes more rapidly as projects get more complicated[4]–[6].

In addition, team members are dispersed across a larger geographic area than in previous projects. Today, design work completed anywhere in the world can be transferred to anyone else in the globe through the Internet very instantly. Transferring papers from one design office to another in different nations allows design work to advance constantly, 24 hours a day. Websites enhance communication both internally and outside. It may serve as an important source of public knowledge. For a project, a corporation may set up both public and private websites. While team members use one website to share specific design and construction information, the general public may visit another to get the most recent updates on traffic conditions and construction timelines.

The private site may significantly reduce the amount of time required for data interchange between the many offices and sub consultants involved in a project. The most popular and often used component of the Internet is e-mail. It permits users to use a computer to send written messages with optional attachments to anybody in the globe for the price of a local call. Drawing files, word processing documents, spreadsheets, images, multimedia clips, and web sites may all be attached. In addition, faxes may be sent through the Internet rather than traditional phone lines.

Systems for managing projects that are web-enabled handle project data more quickly and effectively. For owners, designers, and contractors attempting to complete work as fast and effectively as possible, the methods help decrease confusion and duplication. These systems may be organized with distinguishing tabs to resemble conventional file folder structures. For instance, a company's web system may utilize the Internet to capture delivery records, status updates, and other data in the field and upload it to the database there.

The use of project schedules utilizing an Internet-enabled technology that enables team members to see their assignments across many projects using a web browser is another example. The creation, upkeep, and dissemination of the project schedule are essential to the project management procedure. One may list current and upcoming events on a website using CPM scheduling or straightforward calendar schedules.

A web server may be utilized as the central repository for project materials instead of a local area network. Word processing files, spreadsheets, pictures, and drawings may all be included in the papers. Existing papers may be checked in and out by users of addandlor. Although they may be utilized in the design or construction phases, documents and file systems are most often employed in the design phase.The web may also considerably improve project management. Systems that are web-enabled may control work flow. The programme can produce, log, track, and index project documents in addition to managing them. Other features include task lists, event notifications for project participants, or necessary follow-up

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

tasks. It has never been simpler to shoot photos and videos and upload them to websites together with papers thanks to digital technology. Complete picture histories may be kept in a database and made accessible online. This may be used to give documentation as the project is being completed and to settle disagreements[7]–[10].

Reports on job costs may also be made public for examination. Without allowing access to an accounting system, restricted access to cost information might be granted for security reasons. Online status reports may include links to further information like timetables, cost reports, RFIs, or accident reports. This offers a method of offering people access to a document-based database that is simple to manage. Another use of project management over the Internet is voice and multimedia. Voice communication may be facilitated through the Internet. Audio and video recordings captured with a digital, still, or video camera may now be attached to emails. A live video stream from an online camera may be accessed by users, and inexpensive gear and software also enables two or more people to teleconference online. This is a useful tool for fixing issues in the field by a group of specialists who may be based in a home office and avoid having to go to the project site. Using intranets and extranets may help with information security. An intranet is a website created specifically for a company's internal usage, sometimes including sensitive information like timetables, bulletins, financial data, and information on the company's human resources. By reducing the number of printed and manually or mail-distributed hard copy notifications and documents, intranets may help businesses save money. An extranet is a website created by a business for shared usage online.

It may include a range of information with restricted or open access for its staff, business associates including suppliers and subcontractors, and the general public. Websites that are tailored to a project fall under this category. The success of project management via the internet offers a huge potential for productivity gains and time savings, but education and training are crucial. To implement new technology, the project manager must be knowledgeable about it and creative. Precautions need to be made while using any new technology. For instance, sending blueprints and data through the Internet might provide additional opportunities for mistakes, omissions, and unauthorized changes. Information may sometimes need to be confirmed as having been received in order to be sure.

The use of the internet is only one example of how technology is being incorporated into the workplace. The project manager must be aware of possible uses when new technologies are created and come up with ways to utilize the technology to boost project management effectiveness[7], [8], [11].

DISCUSSION

When a project is finished and in use, it fills one with a tremendous sense of pride and happiness. Due to the dynamic nature of projects, coordinating engineering and construction presents several difficulties. The project manager and other team members feel satisfied when issues are resolved as they emerge.

The majority of project managers agree that working with individuals on projects results in the formation of lifelong friendships. Years after a project is over, talks between individuals who worked together on prior projects sometimes veer towards humorous recollections of the issues that sprang up and the solutions utilized to address them. In general, the issues seem to be considerably less significant once the project is over than they were while it was being carried out. Successful individuals turn obstacles into opportunities. No matter how challenging a situation may seem, there is always a solution. Most project managers are eager to begin a new project as soon as one is finished. They anticipate the next project and the

Regional College Of Management Bangalore IQAC Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

chance to put the lessons they've gained from other initiatives into practice. The majority of project managers agree that they like their profession.

Human Aspects

The information that must be obtained and handled to properly complete a project was described in the chapters that came before it. Even if a structure for project management and control must be created, individuals are ultimately responsible for making things happen. The general coordination of a project is guided by a project management system; however the system may sometimes need to be improved or modified for a specific project. People are the sole resource that can identify issues and make the required corrections to properly manage a project. Therefore, a project manager shouldn't only rely on the project management system and undervalue the significance of the stakeholders in the project. To sum up, excellent communication between the individuals doing the tasks required to finish the project is the best way to define successful project management. Any project's management includes coordinating the efforts of people who each have a niche area of expertise. A competent project manager is a good delegate, communicator, and planner.

Some project managers have a propensity to gripe that things outside their control are preventing them from finishing the assignment. For instance, a project manager could think that the team members are too inexperienced, that explaining what needs to be done takes longer than it does to actually accomplish it, or that a team member's error would be too expensive. Other frequent instances include the belief that others avoid taking responsibility or that they are overworked and don't have time for more tasks. Even while these issues are concerning, working with people entails a number of other issues that may be managed well. Prior to being assigned the task of overseeing the job, project managers often had years of experience doing the activity. They could prefer performing the task themselves since they are acquainted with what is needed rather than having it done by someone else. Others. As a consequence of trying to do and manage the work at the same time, they get exhausted, dedicate evenings and weekends to their work, and then whine that the task is not completed because others are too inexperienced. Realizing that people can only get experience by completing the labor themselves;

Moreover, more often than not, employees can do tasks equally as well as or even better than supervisors. Accepting the possibility that others may not do the task precisely as the manager would is the issue. Who can do the task adequately should be the determining criteria rather than who can perform the task well. The project manager must strike a balance between the project's overall accuracy and work quality. By maintaining open lines of communication and receiving instruction, one may get past the perception that one is too unskilled. Project managers often do the work themselves at night or on the weekends because they believe it takes longer to explain the task than to complete it themselves. A person can often do the task more quickly than they can describe what is required to others. However, it is often more effective to teach it to others one time so they are familiar with performing it in the future if the job has to be done on a certain project or on subsequent projects. Project managers must understand that they must first comprehend what has to be done for themselves before instructing others. As was covered in earlier chapters, a clear work plan lays out the course of action for informing team members of their job responsibilities.

The completion of a project often entails large expenses over a long time with many dangers. Every project manager is concerned about the possibility that a human error may be too expensive. Due to this anxiety, a project manager could be hesitant to delegate the task to

Regional College Of Management Bangalore IQAC Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

others and wind up performing it themselves. The issue is the lack of trust in other people and the worry that, in the event of a crisis, they won't have the necessary judgement to manage it. The common defense is that If you want it done right, you must do it yourself. However, a sound control system will assist guarantee that job is completed correctly. Finding latent talent might be hindered by a fear of taking a gamble. A management could be hesitant to allocate work because they think others won't have time for it since everyone seems to be busy. This seat... “auction often occurs when the task at hand requires specialized knowledge that only a few people possess. To guarantee that all participating in the project are making effective use of their time, a system must be created. The easiest way to do this is to create a clear project schedule from the outset of the project, with involvement and feedback from every participant. There is always time to do the necessary tasks. The refusal of certain personnel to take accountability is another issue that some project managers have. People won't take responsibility if they anticipate unfair criticism if they make a mistake or believe their efforts will go unappreciated. A manager must create a project control system that guards against huge errors that are disastrous while tolerating small errors that are unavoidable. Because some managers want to make all the choices, some individuals just find it simpler to ask the boss than to make the decision themselves. Managing a project requires People prefer to do the job that is expected of them, therefore clearly state the task that is necessary.

Assignment of Work

Since project management entails coordinating work rather than doing it, the project manager assigns tasks to other team members. When you assign someone work, you give them the power and duty to complete the task and to make any choices that may be required. However, the project manager should not give up control while delegating power, responsibility, and decision-making. Different degrees of delegation may be established by a project manager, including completion of the work and delivery of the results, proposal of the work to be done and notification prior to beginning, and performance of just a portion of the work and submission for review and approval. Work must be delegated to the appropriate person with a clear explanation of what is anticipated and when it must be finished. This is management. One must make sure the other person is aware of the assignment since miscommunication is a regular issue in project management. A project manager must offer each team member the chance to do the task in the manner in which they see fit. Simply said, their method of doing a task is frequently as good as mine.

A project manager's expectations should be realistic. The individual assigned to do a work will typically be aware of this reality and reject pressure and responsibility if the assignment is not one that can be fairly accomplished. The best method to determine if it will be possible to complete a job is to collaborate with the individual to define the work that will be needed to produce the intended outcome. A lot of challenges come up when work is being done. A project manager must be available to answer questions, provide clarification, and make any required revisions. In other words, the project manager must be accessible when required. To keep the job moving in a clearly defined way so that everyone involved can work as a team, regular team meetings are required. A competent project manager must guide the team and boost individual confidence.

It is necessary to have faith in their talent, wisdom, and judgements. Any group's leader must sometimes check in with its members to see how things are going and how they are doing. As a result, the team members gain trust and respect from one another and are more likely to work hard to provide high-quality results. A project manager has to acknowledge and celebrate successful and exceptional performance. People are entitled to and enjoy this

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

acknowledgment. Similar to this, a manager should hold an employee accountable for subpar work and explain why the work is subpar, where errors were made, how to improve the job, and how to avoid difficulties in the future. Many project managers have a propensity to hurry in and take control and are forceful. Each individual has to find their own management style, but they must be careful not to overreact to things. It is possible to turn issues into solutions in due course with the proper mindset and working relationship.

Motivation

Experienced managers easily acknowledge that there are several categories of individuals, including those who cause events to occur, those who observe them, those who are unaware of them, and sometimes those who don't want to know.

The project manager must come up with strategies to inspire each of these groups of individuals. Every team member contributes a skill that is necessary to complete a project. Individual team members are often allocated to the project by their respective supervisors from distinct disciplinary areas. Despite the fact that everyone contributes to the project, each employee may have a separate supervisor. As a result, the project manager, who serves as the team's leader, must inspire people who, in reality, report to someone other than the project manager. Therefore, the project manager must create efficient strategies for team member motivation that go beyond the conventional ways of income or title advancement.

Many managers think that the biggest motivation for people is money. It goes without saying that few individuals would work if they were not compensated. There are other things that affect people's motivation outside money, which may be a motivator to some extent. There are more aspects that need to be taken into account, unless the salary is significantly different. The project manager would struggle with motivation if money were the primary factor in determining each team member's compensation since this is often not the case. Due to the fact that most project managers have little influence over pay rates, they must inspire team members by recognizing them individually and, more crucially, by giving them opportunities to develop and take on new challenges. The topic of inspiring individuals has been the subject of countless publications and philosophies.

The majority of individuals are needs-driven. According to Maslow's hierarchy of requirements, there are five levels of wants that humans attempt to satisfy: basic survival, safety, social, ego, and self-fulfillment. According to the principle, a person tries to meet their fundamental wants for food, clothes, and shelter.

After these requirements are met, a person works towards the next level of need, safety, which may involve maintaining a job, having financial security, etc. The next higher degree of need is sought as each level of need is met. In order to properly encourage the project's participants, a project manager must work to understand their requirements. Since daily tasks make it difficult to do this, it might sometimes be advantageous to connect with people outside of the workplace. Understanding a person's interests and desires is often a beneficial step in comprehending why they behave the way they do and may result in constructive motivation. Each team member's motivating requirements should be taken into consideration when good management devises strategies to boost employee performance. Professionals look for career passion, accomplishment, and recognition. Everyone want both a sense of accomplishment and importance. A project manager should encourage individuals to feel good about themselves because they achieve excellent outcomes. Realizing that everyone has the chance to succeed and living up to their full potential. Team members' attitudes like these may inspire everyone on the team.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CONCLUSION

Personal management abilities are essential for people to properly manage their lives and their job, to sum up. These abilities include a wide range of topics, including goal-setting, communication, time management, organisations, self-discipline, and stress management. People may increase their productivity, accomplish their objectives, maintain a good work-life balance, and boost their general well-being by learning and practicing these skills. The ability to manage one's time well, priorities duties, and refrain from procrastinating is known as personal management. They support people in maintaining their organisations, a well-organized workstation, and efficient file management. Maintaining motivation, remaining focused, and keeping one's word, all depend on one's ability to exercise self-control.Setting goals enables people to specify specific objectives, establish action plans, and monitor their progress towards reaching those objectives. Building good connections, fostering productive work environments, and effectively communicating thoughts and ideas are all made possible by effective communication skills.

The ability to regulate stress enables people to deal with the demands of the workplace, lower their stress levels, and take care of themselves in order to preserve their general wellbeing. A dedication to progress, self-awareness, and continual improvement are necessary for developing personal management abilities. It entails identifying one's strengths and flaws, establishing reasonable objectives, asking for criticism, and actively looking for learning and growth opportunities.

People may maximize their productivity, lower their stress levels, and create a better work-life balance by developing their personal management abilities. These abilities support professional growth, work happiness, and personal achievement. Strong personal management abilities are highly valued by employers since they enhance the organization's overall effectiveness and efficiency.Personal management abilities are more crucial than ever in the hectic and demanding workplace of today. The long-term rewards of mastering these abilities may help people succeed in both their personal and professional lives.

REFERENCES:

[1] D. A. D. Pacana, “Personal Management Skills: An Assessment Among School Heads In The Philippines,” *Int. J. Adv. Sci. Tech. Res.*, 2020, doi: 10.26808/rs.st.10v5.04.

[2] S. Trivedi, “A Study on Development of Personal and Management Skills in Apple Inc,” 2019.

[3] M. F. N. Setyaningrum, “Students? Soft Skills Factor Analysis in Telkom University Department of Business Administration (Study Case in Class 2012),” *Int. J. Sci. Res.*, 2015.

[4] M. Sambasivan, M. Abdul, and Y. Yusop, “Impact of personal qualities and management skills of entrepreneurs on venture performance in Malaysia: Opportunity recognition skills as a mediating factor,” *Technovation*, 2009, doi: 10.1016/j.technovation.2009.04.002.

[5] I. Journal, O. F. Business, and M. Studies, “African Generation Y Students’ Perceived Personal Financial Management Skills,” *Int. J. Bus. Manag. Stud.*, 2016.

[6] H. Roohbakhsh, R. HosseinGholizadeh, and T. J. K. JafarAbadi, “Description and analysis of personal knowledge management skills among the staff of Ferdowsi University of Mashhad,” *Iran. J. Inf. Process. Manag.*, 2017.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[7] I. Setyawati and S. Suroso, "International Journal of Economics and Financial Issues Does the Sharia Personal Financial Management Require? Study of Sharia Financial Literacy Among Lecturers," *Int. J. Econ. Financ. Issues*, 2017.

[8] P. Gallagher and S. Stephens, "Multiple roles, multiple perspectives: Graduates and manufacturing SMEs," *Ind. High. Educ.*, 2020, doi: 10.1177/0950422219869778.

[9] H. D. Nugraha, D. P. Kosasih, K. Kasda, A. Djohar, and M. Komaro, "Model of essential employability skills framework for machine operator," *J. Pendidik. Vokasi*, 2020, doi: 10.21831/jpv.v10i2.31869.

[10] D. Gray and P. Irons, "Managers' Opinions of Management Accountants' Competency Skills and Personal Qualities," *World J. Bus. Manag.*, 2016, doi: 10.5296/wjbm.v2i1.9324.

[11] P. Race, *The Lecturer's Toolkit*. 2014. doi: 10.4324/9781315767277.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 10

COMPONENTS OF DECISION-MAKING MANAGEMENT

Mr. Ashok Bhat, Assistant Professor,
Masters in Business Administration, Presidency University, Bangalore, India,
Email Id-ashokbhat@presidencyuniversity.in
Prof. Anala, Regional College of Management, Bangalore, India

ABSTRACT:

A crucial component of management is decision-making, which is picking the optimal course of action from a range of options. Achieving organizational objectives, resolving issues, allocating resources, and adapting to changes in the corporate environment all depend on effective decision-making. This chapter gives a general overview of decision-making in management, emphasizing its significance, fundamental tenets, and the part managers play in the process. Making decisions is a complicated process that calls for acquiring pertinent information, analyzing data, taking into account a variety of possibilities, weighing risks and rewards, and selecting an option using good judgement and logic. Due to their responsibility for selecting choices that are consistent with the goals and strategies of the Organisations, managers play a crucial part in decision-making.Clarity of aims, logic, extensive analysis, taking into account diverse viewpoints, and taking into account both short-term and long-term ramifications are essential components of good decision making. When making judgements, decision-makers should also take ethical issues, cultural considerations, and stakeholder interests into account. Different models and methods of decision-making exist, such as collective decision-making, intuitive decision-making, and logical decision-making. Making judgements logically means using a methodical approach and basing them on logical analysis and objective standards. Making decisions intuitively depends on gut instincts, prior knowledge, and subjective judgement. In order to benefit from a variety of viewpoints and skills, group decision-making includes incorporating several people in the decision-making process

KEYWORDS:

Decision- Making, Information, Manger, Management, Presentation.

INTRODUCTION

The decision-making process involved in project management involves a great deal of time and effort on the side of the project manager. The quality, cost, or timeline of a project may be significantly affected by certain choices, even if many are routine and can be made quickly. Without knowledge of and comprehension of the fundamental objectives and goals that must be achieved, good judgements cannot be made. Making decisions entails selecting a path of action from a range of options. It is the responsibility of the project manager to make sure that all participants are aware of and understand the project's goals so that they may concentrate their efforts on solutions that will provide the intended outcomes. This is crucial since it might take a lot of time and money to evaluate options that could work to tackle a specific issue but have nothing to do with the main goal at hand. To guarantee a concentrated effort, the project manager must coordinate the project team's work[1]–[3].

Making decisions quickly is necessary to avoid work delays that might affect a project's budget and schedule. The majority of project choices are made internally inside the

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Organisations of the project manager, which makes them manageable. However, certain choices, especially during the review and approval process, are made externally beyond the project manager's Organisations. Early on in the project, the project manager must identify the tasks that call for outside judgement so that the right information can be given and the decision-maker can be recognized. This has to be included in the project schedule to notify the accountable parties and prevent any delays or interruptions in work due to improper timing of decisions. When managing a project, a project manager may resort to the established rules concerning the decision-making power of many Organisations. However, there are several occasions where speaking with individuals who have experienced similar circumstances may be helpful. Whatever the circumstance, there is nearly always someone else who has had a comparable issue. Even though many judgements are made under duress, the project manager should avoid making them[4]–[7].

To make the optimal choice, one must collect all relevant data, predict probable outcomes, reflect, and then utilize their best judgement. Although it is impossible to foresee every conceivable consequence, one may rule out the implausible ones through diligent consideration and evaluation. Every action has some risk, and even skilled managers sometimes make poor judgements. However, fresh information may become available or new circumstances may occur that will necessitate changing the initial decision. To earn the respect of the team, a project manager must be decisive. Procrastination and hesitancy must be avoided by a project manager, and team members should be encouraged to make decisions. Uncertainty makes most people anxious individuals, which increases anxiety and ambivalence. Many things might go wrong due to a lack of decisiveness, including: no one understands what to do, work is not completed because due to a lack of focus, which wastes talent, money, and time. The project manager must make sure that the right choices are taken by the right people, at the right time, and on the basis of accurate information.

All project participants should be informed of a choice after it has been reached so that everyone engaged is aware of what has to be done. Distributing the meeting minutes or transcript of the discussion with a highlight or flag to indicate the decision may be a simple way to do this. Improved organizational performance, more innovation, better problem-solving, and more employee happiness may all result from effective decision-making. On the other side, making bad decisions may result in resource wastage, lost opportunities, and negative effects for the Organisations. Managers may improve their decision-making abilities by being lifelong learners, asking for feedback, following industry trends, and adopting a growth mindset. It is crucial for managers to provide a decision-making environment that values open communication, fosters innovation, and gives staff members the freedom to share their opinions. Decision-making is a vital component of management and is essential to the success of an Organisations. Clear goals, logical analysis, taking into account diverse viewpoints, and ethical concerns are all necessary for effective decision-making. Making choices that are in line with the objectives and strategies of the company is a big responsibility for managers. Managers may enhance organizational performance and promote an innovative and growing culture by polishing their decision-making abilities and developing a supportive decision-making culture[6], [8]–[10].

DISCUSSION

Several essential elements are involved in effective decision making. First, managers must be clear about the aims and goals they wish to accomplish. This clarity helps them to connect their choices with the organization's overarching strategic direction. Second, decision making requires logic. It entails logical reasoning, weighing risks and rewards, taking into account available facts, and applying objective criteria to guide the decision-making process. Another

Regional College Of Management Bangalore IQAC Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

critical part of decision making is thorough analysis. Gathering and analyzing relevant information, doing research, and using analytical tools and procedures to analyses the prospective results of each option are all part of this process. Managers must also take into account diverse viewpoints and include stakeholders who may be impacted by the decision. This provides a more thorough and balanced approach.

Time Management

Time is valuable and essential in everyone's personal and professional lives. A project manager spends a significant amount of time speaking and connecting with other project participants. As a result, it is critical that time be utilised productively and effectively. A project manager must exercise caution since there are always more fascinating and valuable things to undertake than time allows. To assess how effective time is utilised, an examination of how time is spent is required. A time diary of how substantial sections of one's time are spent should be kept on a regular basis. Over the course of two or three weeks, a daily record should be kept that indicates how much time is spent on each activity, who was engaged, and what was achieved. Telephone calls, meetings, unplanned guests, and special requests may all be classified as activities. An analysis of the distribution of time by categories will allow the project manager to determine where his or her time is spent the most, allowing for changes. It is typically simpler to decrease a category with a high time expenditure by a modest amount than it is to reduce a category with a low time expenditure.

Unproductive phone calls and meetings are common time wasters for project managers. Although the telephone is required for a manager to do his or her job, it may be quite disruptive. There are times when calls should not be answered so that other activities may be completed. A secretary, assistant, or answering machine may intercept calls to help with telephone management. Meetings are required for project management. Preparing an agenda and distributing it to all participants before to the meeting is the most effective approach to run a fruitful meeting. An agenda is used to concentrate talks and to follow an organised coverage of information that should be given. A brief list of frequent time wasters is provided. The project manager must establish priorities and create a time management system. The least fascinating tasks may be planned while one's energy is at its greatest. A complete evaluation should be conducted to examine job duties that may be delegated to others, as well as an analysis of work to identify how and what can be delegated.

Common Time Wasters

1. Unproductive telephone calls.
2. Unproductive meetings.
3. Unscheduled visitors.
4. Special requests.
5. Attempting too much at once.
6. Lack of goals and objectives.
7. Procrastination on decisions.
8. Involvement in routine items that others can handle.
9. Inability to set and keep priorities.
10. Inability to say no.

Combined or deleted. Long-term goals should be prioritized above short-term goals, which may easily be assigned to others. Most individuals are more motivated by planned labor than by work that just happens at the time. Priorities must be established and maintained in order to properly manage time.

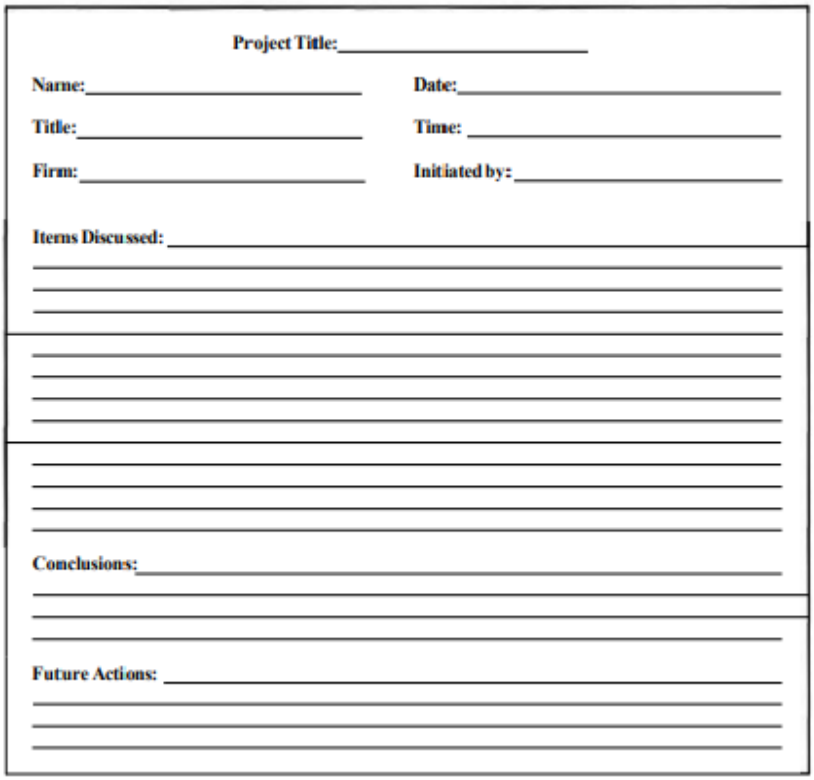
Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Communications

Miscommunication is one of the most common causes of mistakes and misunderstandings in project management and working with people. Too frequently, the other person does not hear or comprehend the information correctly. Communication may be either oral both speaking and listening or written both writing and speaking. As well as reading. In each case, clear, coherent, and efficient communication skills are required to guarantee that all project participants operate well. The project manager must understand that not everyone interprets the same item the same way, and that communication is useless unless it is both heard and comprehended.

The project manager's function is equivalent to the central server in a computer system's local area network. He or she is in charge of the constant and comprehensive flow of information to and from team members, with a focus on disseminating information and choices that may have an impact on the project team's work. Conversations, meetings, minutes, correspondence, reports, and presentations are examples of these communications. Informal information exchanges among team members accomplish most of the day-to-day work on a project. Telephone conversations and casual gatherings between two or more people are examples. Although the majority of these conversations are routine, some may have an influence on the work of others or project choices about scope, money, or schedule. Informal information exchanges that alter the scope, budget, or schedule must be reported in writing at the next regularly scheduled team meeting. The project manager should keep a record of phone calls, including the names of the people involved, the date, time, and location of the discussion, as well as the subjects discussed.


Project Title:_____

Name:_____ Date:_____

Title:_____ Time: _____

Firm:_____ Initiated by:_____

Items Discussed: _____

Conclusions:_____

Future Actions: _____

Figure 1: Represting the Individual Telephone Log[AccessEngineeringLibrary].

Add any relevant information gleaned from the interaction (Figure. 1). Telephone records should be copied and filed with each project. It might be useful to have a master phone log that records each call for all projects for which the project manager is responsible. Each call

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

may be recorded on a single line with the date, time, phone number, person's name, and short notes that offer a summary of the discussion (see Figure. 2). This master log may be linked to the individual telephone record, which provides information on each conversation. A master log is useful for keeping track of the project manager's overall efforts. The project manager must learn and practise effective public speaking abilities. Conversations must be clear, logical, and concise, with no rambling. Before communicating, thoughts and ideas should be organised in a methodical way. This may be accomplished by understanding the communication's goals, such as providing information.Information, to obtain information, to make judgements, or to convince someone. Timing and location must also be considered to ensure that the other person has your full attention, since listening is a vital part of speaking. It is often used. It is vital to follow up on a discussion to ensure that the message was heard and comprehended. This may be accomplished by soliciting feedback.

Date	Time	Number	Name	Company	Project	Remarks

Figure 2: Represting the Project Manager's Master Telephone Log[AccessEngineeringLibrary].

Presentations

As the project's primary point of contact, the project manager serves as the project's spokesman, often making presentations to the owner, agencies, boards, and other interested parties. It is critical to know your audience and to prepare a good presentation. Communicate information that is of value and interest to the audience. A presentation is provided for the benefit of the audience, not the presenter. It should be prepared with the audience in mind and organized in a logical way so that each Parts of the presentation will be related to one another. Problem to solution, unknown to known, cause to effect, or chronological sequence are some

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

examples. Many presentations have the fault of trying to give the audience too much, delivering a step-by-step breakdown of everything on the topic. A presentation often has a time constraint, and the audience is generally a busy bunch. As a result, the presentation should be more of a summary of key points of immediate relevance, with detailed material left in a report that may be reviewed later. Because only a limited number of graphs, tables, or computer printouts may be shown, they must be carefully selected. A presentation should begin with a title, which is a short summary of the topic, and should be followed by a quick overview of the content to be delivered. During a presentation, the person delivering the topic must be aware that the audience will not recall every word stated. The important points may be repeated to boost clarity and emphasize crucial points by picking various words and phrases to bring forth the same significant concepts. This is required for successful speaking, but it cannot and should not be done in writing since a reader may reread content to clarify or comprehend what is stated.

The speaker should clarify any terminology or acronyms that he or she believes the audience may not be familiar with or comprehend. This should be done when the words are utilized, rather than at the start or conclusion of the presentation. A term that is defined or clarified guarantees that the audience hears and understands what is being spoken. It also guarantees that the audience is thinking about the presentation and focuses on the essential points of the speaker. Visual aids, especially tables of figures, equations, and technical data, considerably improve any presentation. The significance of visual aids is that the audience simultaneously hears and sees the presentation, which considerably helps their comprehension and retention of the material. Visual aids can assist the speaker in keeping the presentation running smoothly. Computers utilized across the business are capable of making slides for presentation purposes using graphically produced data. Current copy machines with enlarging and shrinking capabilities may also be used to create overhead transparencies of printed content, such as laser printer-generated reports.

Few individuals are impressed by elaborate language or the speaker's effort to impress the listener. The degree of information that should be offered is determined by the audience's knowledge of the topic. As a result, knowing your audience is essential. Simple and straightforward language that provides the content in an understandable manner should be utilized.

The speaker should not make the audience feel uneasy in order to capture their attention. Apologies and critical remarks should be avoided. Even while discussing contentious issues, a pleasant attitude should prevail. The presentation should be summarized at the conclusion, just as the audience was informed what the presentation was about at the start. In addition, appropriate time should be set out at the end of the presentation for questions and answers.

Meeting

Throughout the course of a project, several meetings are conducted to share information and make decisions. The timetable for frequent team meetings should be specified as part of the project work plan at the start of the project. The project manager should preside over team meetings, which should be conducted once a week, ideally on the same day and time. Meeting minutes should include things discussed, decisions made, and actions to be done together with the responsible person and the due date. Special meetings may be called on occasion to tackle unusual challenges or circumstances. Minutes from these meetings should be preserved in the project files as well. Other meetings with the owner are conducted to report progress or seek clearances.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Special meetings with additional interested parties, such as regulatory agencies or the general public, may be convened. The project manager may not chair these meetings and is often joined by lead project team members to help in addressing project challenges.

Meetings should be conducted in an efficient way since individuals in attendance are typically busy people with other things to do. An agenda is an efficient way of organizing a meeting since it defines and sequences the issues to be addressed, preventing conversations from straying. When an agenda is utilised to lead the talks, the time required to hold a meeting is also greatly decreased. An agenda may also prevent one person from dominating the debate and allow everyone to participate.

Meetings must begin and conclude on schedule. Those who come on time are penalized, while those who arrive late are rewarded. On the agenda, it is ideal to provide the start and finish times. Sessions with limited time will typically cover as much, if not more, content than sessions with unlimited time. Every formal meeting should have minutes taken. As previously stated, meeting minutes should include issues discussed, choices made, and actions to be done together with the responsible person and the due date. All participants should be given a copy of the minutes, and a record copy should be kept in the project file. Minutes allow each person to double-check the issues addressed and choices taken. Minutes also help the project manager plan the agenda for the following meeting.

CONCLUSION

Management of decision-making is an important component of organizational success. Decision-making is a complicated process that includes gathering information, weighing alternatives, and deciding on the best course of action. Organisations may improve their capacity to make informed and effective choices by employing strong decision-making management practices. Several critical factors are required for effective decision-making management. Defining clear decision-making roles and responsibilities, establishing decision-making processes and frameworks, fostering a culture of data-driven decision-making, promoting collaboration and diverse perspectives, and ensuring transparency and accountability in the decision-making process are all examples of these.Organisations that priorities excellent decision-making management may reap a variety of benefits. They are better prepared to react to challenges and opportunities because choices are taken quickly and with all relevant aspects considered. Effective decision-making also results in improved resource allocation, efficiency, and organizational performance. Additionally, effective decision-making management fosters employee engagement and empowerment. Employees feel appreciated and have a feeling of ownership over the results when they are participating in decision-making. As a result, job satisfaction, motivation, and a more favorable work atmosphere rise. Organisations should give training and assistance to their staff to build decision-making abilities in order to achieve effective decision-making management. Leaders also play an important role in fostering a supportive atmosphere that supports open communication, risk-taking, and learning from errors. Effective decision-making management is more crucial than ever in today's quickly changing and complicated corporate scene. Organisations that priorities and foster an effective decision-making culture are better positioned to handle uncertainty, capitalize on opportunities, and generate long-term success.Efficient decision-making management is a strategic need for businesses. Organisations may make informed choices that lead to good results and advance their development and competitiveness in the marketplace by developing strong decision-making procedures, creating a culture of collaboration and data-driven decision-making, and empowering workers.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

REFERENCES:

[1] D. Simić, I. Kovačević, V. Svirčević, and S. Simić, "50 years of fuzzy set theory and models for supplier assessment and selection: A literature review," *J. Appl. Log.*, 2017, doi: 10.1016/j.jal.2016.11.016.

[2] B. M. Schmidt, C. J. Colvin, A. Hohlfeld, and N. Leon, "Definitions, components and processes of data harmonisation in healthcare: a scoping review," *BMC Medical Informatics and Decision Making*. 2020. doi: 10.1186/s12911-020-01218-7.

[3] Y. Rodríguez-Cruz and M. Pinto, "Modelo de uso de información para la toma de decisiones estratégicas en organizaciones de información," *Transinformacao*. 2018. doi: 10.1590/2318-08892018000100005.

[4] F. M. Pires, L. de S. Mendes, and L. L. Quiñonez, "Integrated system architecture for decision-making and urban planning in smart cities," *Int. J. Distrib. Sens. Networks*, 2019, doi: 10.1177/1550147719867829.

[5] A. Ceschi, E. Demerouti, R. Sartori, and J. Weller, "Decision-making processes in the workplace: How exhaustion, lack of resources and job demands impair them and affect performance," *Front. Psychol.*, 2017, doi: 10.3389/fpsyg.2017.00313.

[6] Z. Pučko, D. Maučec, and N. Šuman, "Energy and cost analysis of building envelope components using BIM: A systematic approach," *Energies*, 2020, doi: 10.3390/en13102643.

[7] A. G. García, A. Pinto-Carral, J. S. Villorejo, and P. Marqués-Sánchez, "Nurse manager core competencies: A proposal in the spanish health system," *Int. J. Environ. Res. Public Health*, 2020, doi: 10.3390/ijerph17093173.

[8] K. F. Robinson *et al.*, "Structured decision making as a framework for large-scale wildlife harvest management decisions," *Ecosphere*, 2016, doi: 10.1002/ecs2.1613.

[9] K. A. Waylen *et al.*, "Policy-driven monitoring and evaluation: Does it support adaptive management of socio-ecological systems?," *Sci. Total Environ.*, 2019, doi: 10.1016/j.scitotenv.2018.12.462.

[10] L. Wiréhn, J. Käyhkö, T. S. Neset, and S. Juhola, "Analysing trade-offs in adaptation decision-making—agricultural management under climate change in Finland and Sweden," *Reg. Environ. Chang.*, 2020, doi: 10.1007/s10113-020-01585-x.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHAPTER 11

A BRIEF OVERVIEW ABOUT TOTAL QUALITY MANAGEMENT

Ms. Anandasrinivasan Deviprabha, Assistant Professor,
Master in Business Administration, Presidency University, Bangalore, India,
Email Id-deviprabha@presidencyuniversity.in
Prof. Smitha, Regional College of Management, Bangalore, India

ABSTRACT:

Total Quality Management (TQM) is a management philosophy that emphasizes continual improvement, customer happiness, and the participation of all workers in the pursuit of quality. This summary gives an overview of Total Quality Management, including its core concepts and importance in attaining organizational excellence.TQM emphasizes the necessity of surpassing customer expectations by providing high-quality goods and services. It entails a comprehensive strategy that incorporates quality into all areas of an organizations, including its processes, systems, and culture.Customer focus, continuous improvement, staff participation, process orientation, and data-driven decision making are essential TQM concepts. Customer focus requires recognizing and addressing the requirements and expectations of customers in order to increase satisfaction and loyalty. Continuous improvement refers to continual attempts to improve processes, goods, and services in order to attain better levels of quality and efficiency.

KEYWORDS:

Customer, Construction, Improvement, Processes, Quality.

INTRODUCTION

The Total Quality Management (TQM) concept, which emphasizes cooperation at all levels of an organizations to enhance project quality and achieve maximum customer satisfaction, has received considerable attention. Much of this interest stems from the successful use of TQM in the manufacturing and electronics sectors, notably in Japan, where the TQM idea was first introduced in the early 1950s. To achieve customer satisfaction, cost efficiency, and defect-free quality work, the TQM concept focuses on process improvement, customer and supplier interaction, cooperation, and training. Rather of aiming to examine or test the product to attain quality, the TQM management concept focuses on continually improving the process that creates the product. The strategy use statistics to govern the process: management's purpose is not to fix all system issues, but to empower employees with the tools they need to successfully handle system problems[1]–[4].

Much of the TQM idea may be traced back to the teachings of Drs. W. Edward Deming and Joseph M. Juran, who, together with other US specialists, helped the Japanese improve the quality of their goods starting in the early 1950s. At the time, Japanese goods were plagued with flaws and were seen as inferior to those produced by other nations. Deming travelled to Japan many times to give lectures on statistical process control and incorporating quality into the production process. He emphasized that the bulk of industrial issues are caused by the process, and that statistics may be utilized to govern that process. Juran described a management strategy to quality control that emphasized attaining customer satisfaction via a project team approach and project-by-project improvement. He emphasized the need of training at all levels, from employees to executives. In all cases, the focus is on continuous

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

progress. The Construction Industry Institute (CII) is a national research Organisation created as a consequence of the Business Roundtable's Construction Industry Cost Effectiveness task force report. CII's mission is to enhance the construction industry's cost efficiency by identifying research requirements, conducting research, and aiding in the implementation of the findings. The CII established a Quality Management Task Force to undertake research in the construction industry to identify characteristics of quality management organizations and methodologies seen to be successful in the construction sector.

The task force's goals were to determine the reasons behind the qualities' performance, how they were established and executed, and to offer general principles for adopting enhanced quality management throughout the construction sector. The conclusions of the task force's study are recorded in CII Source Document No. 5 1. The CII task force determined that an integrated strategy of TQM and quality assurance quality control is essential to enhance the quality of the construction industry's goods and services. Construction businesses have taken, with modest adjustments, the TQM techniques and principles employed in the US manufacturing sector and applied them to their operations. The creation and execution of a TQM methodology must be adapted to an organization's particular demands. Aprogram cannot be easily accepted and implemented by a consultant. There must be action behind the words and ceremony, and this can only be done with top management's awareness and engagement. If TQM is to be successful, management must engage in the implementation process and be totally committed to it[5]–[8].

A modest, well-placed pilot project is an excellent way to acquire acceptance of TQM among a company's workers and management. It takes roughly three years for the TQM process to be adopted across an organizations and substantial outcomes to be produced. TQM training will not be successful unless both the technical and humanistic aspects are addressed. The more technical the procedures, the more emphasis should be put on interpersonal and communication skills training. The topics and examples utilized in the training endeavor should be interwoven with the persons being trainer’s real work processes. Employees should begin applying newly acquired abilities to their employment as soon as feasible. Statistical approaches are being utilized successfully in engineering and construction processes to detect and address issues and enhance procedures. Employees and management must first comprehend the underlying ideas of TQM and the objective of regulating and continually improving their processes in order for tracking to be used successfully.

Owners and contractors want better connections with each other, as well as with suppliers and subcontractors. Owners and contractors are entering into partnership partnerships. Both owners and contractors want to limit the number of qualified suppliers they work with. The sections that follow are excerpts from Appendix A of CII Source Document No. 5 1 that describe the basic principles and essential elements of TQM in construction terms, demonstrate their applicability to the construction industry, and outline the TQM process implementation. TQM's fundamental principles are customer satisfaction and continual improvement.

TQM components constitute the framework that supports the customer satisfaction and continuous improvement ideals. Management commitment and leadership, training, collaboration, statistical methodologies, cost of quality, supplier engagement, and customer service are the seven aspects listed in the CII study. Although there is no industry standard for implementing TQM, the CII research identified four steps that have been used to successfully implement TQM preparation and planning, plan implementation, measuring and verifying plan implementation, evaluating results, and moving on to the next preparation and planning stage[9]–[12].

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

DISCUSSION

TQM's core aims are customer happiness and continual improvement, and hence the ideas upon which it is founded. All efforts in TQM are geared towards the goal of delighting the client by continuously improving on the current techniques and procedures that control the job. The two concepts are interrelated and are realized via TQM elements. The construction industry's role is to supply customers with facilities or structures that fulfil their demands. This service must be offered at a competitive price for a firm to continue in business. TQM is a management concept that effectively assesses the client's requirements and offers the structure, environment, and culture to satisfy those goals at the lowest feasible cost. The quality of the final product will be satisfied by assuring quality at each step of the building process, from conception to completion. Customers might be internal or external. External clients are not employees of the firm that makes the product or service, yet they are affected by it.

The goods in engineering are the plans and specifications, and the clients are the owner and the construction organizations in charge of the construction. In construction, the finished facility is the product, while the client is the building's eventual user. These goods are designed to meet the demands of a high-end consumer. Customers may also be found inside the design company and the construction organizations. Other organizations or persons inside their organizations provide items and information to these internal clients. Satisfying the demands of these internal customers is an important element of the process of providing a quality product to the external consumer. Each partner in the process serves three functions: supplier, processor, and customer. This is known as the triple role notion, according to Juran. These three functions supply, processor, and customer are performed at all levels of the construction process, including corporate, division, department, work group, and individual. This idea is shown in

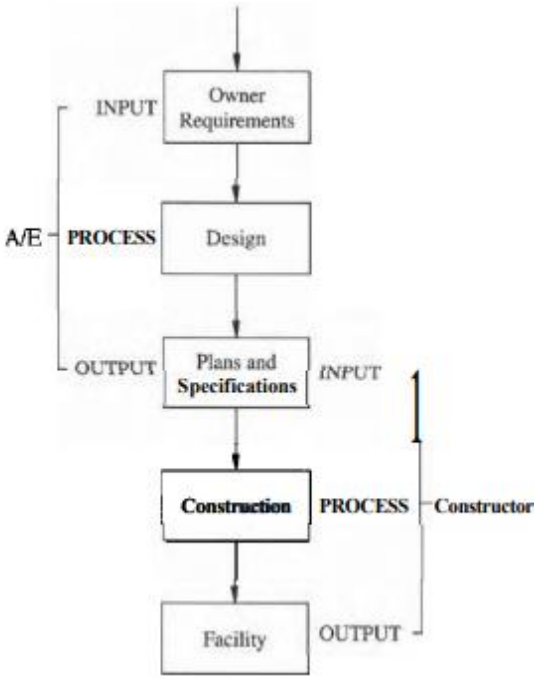


Figure 1: Represting the Juran's Triple Role Applied to Construction [Access Engineering Library].

Figure. 1 depicts an architect engineer (AIE) who is a customer of the owner, a design processor, and a supplier of plans and specifications to the contractor. The contractor is a

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

client of the AIE's designs and requirements, a builder, and a provider of the finished structure to the owner. The efficacy of the design provided by the A/E business is critical to the overall success of this procedure. As the project advances, the capacity to affect the degree of quality in the completed product decreases. This notion emphasizes the need of obtaining customer feedback, both internal and external, throughout the project planning phases.

Continual Improvement

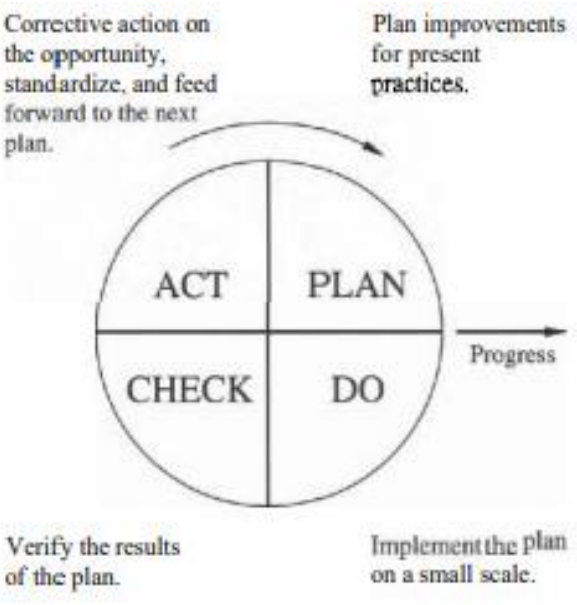


Figure 2: Represting the CII Source Document No. 51[AccessEngineeringLibrary].

Every process may be broken down into phases using flow diagrams, where work flows in, changes state, and continues on to the next step. Within each stage, input changes to output, and the processes and procedures controlling the change of state may be constantly modified to better satisfy the client at the next stage via continuous improvement. Those at each step collaborate closely with their supplier and client following stage to optimise the work process. All phases work together as a team to produce a quality level that will please the consumer. Deming's Plan-Do-Check-Act (PDCA) cycle, seen in Figure. 2, is a problem-solving approach for closing the gap between customer demands and current performance. It is a methodical approach to steadily improve processes and procedures by concentrating on fault rectification and prevention. This is accomplished by addressing the underlying causes of issues and constantly developing and upgrading standards.

The PDCA cycle is made up of four stages that occur throughout time and are continuously cycled. This cycle may be used to all processes, and individual organisations' and functions' PDCA systems can be interconnected and rotated together. Figure. 3 depicts the particular actions that are followed during each phase. The eight phases in Figure. 3 are carried out in a continuous fashion, with two anticipated outcomes. First, to guarantee that processes and procedures are continually improved incrementally, and second, to ensure that previous advancements are preserved. Figure. 4 depicts the dual-purpose notion of the PDCA cycle. The second key duty of management under TQM is to assist the progress of engineering and construction technology and management processes via research and development. Significant improvements in engineering and construction performance may be obtained via innovation. Once established, the PDCA cycle must sustain these high levels of performance.

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

In order to keep them from deteriorating. Without any attempt to stabilize and upgrade the newly constructed system, its demise is certain. Figure. 5 depicts the relationship between incremental gains, innovation, and maintenance. There is a significant correlation between an industry's vitality and its research and development activities. To stay competitive, the construction sector must invest heavily in research and development. The federal government, as well as materials and equipment manufacturers, fund the majority of research and development.Equipment makers. In general, private engineering and design businesses devote almost minimal money to research and development.

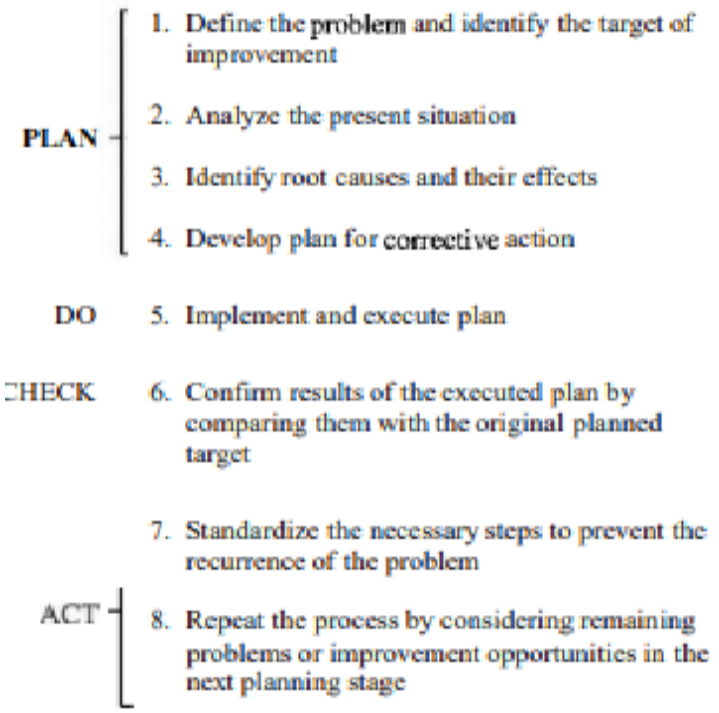


Figure 3: Represting the Specific Steps in the PDCA Process[AccessEngineeringLibrary].

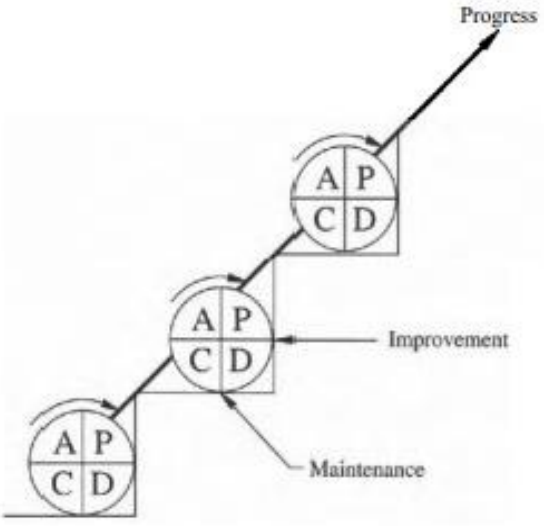


Figure 4: The Dual P rpose of the PDCA Cycle[AccessEngineeringLibrary].

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Management Commitment

TQM can only be effective in the presence of a senior management structure that is really concerned about the company's long-term well-being. It is a corporate concept that creates attitudes and improvements that pervade an organisation. Top management must adopt these attitudes and implement them into the company's daily operations. This dedication must be accompanied by a deep grasp of TQM, allowing members of senior management to lead their organisation through a quality revolution. With this passion and understanding, top management can directly develop new corporate objectives and directions and then lead management teams to achieve those goals and directions. The first step for management is to recognise that an issue exists. According to Deming and Juran's 85-15 rule, 85% of today's company issues are generated by the system in which people operate. Management by control, rather than management by participation, is the dominant management technique today. For example, senior management may establish objectives for the next year and then delegate responsibility for achieving these goals to subordinates by putting controls on each of their subordinates.

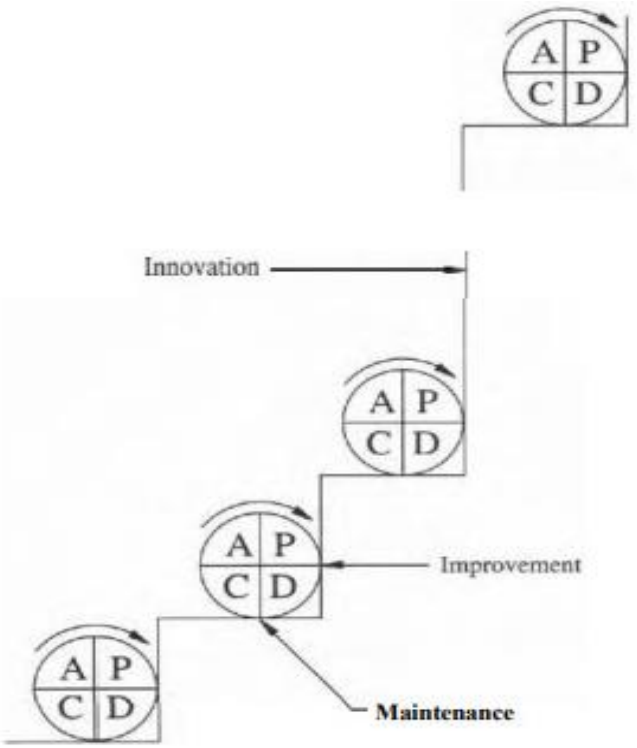


Figure 5: The Two-Sided Effect of Continual Improvement[AccessEngineeringLibrary].

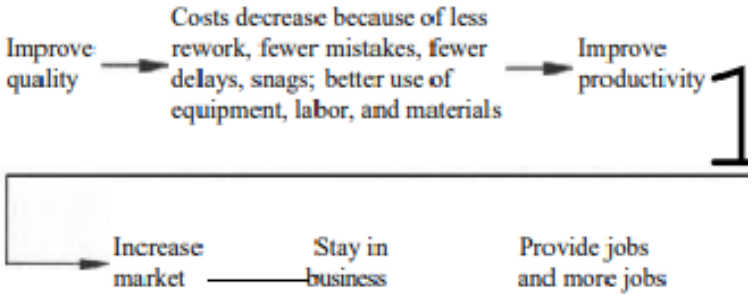


Figure 6: Represting the Deming Chain Reaction [Access Engineering Library].

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Each project's cost, timing, and quality targets are specified in construction terms. Project managers in both design and construction are paid for meeting these objectives. Although this strategy has frequently been effective, there are issues when the job is moved by the controls themselves. Individuals and Organisations tend to create compliance when quantitative controls are unachievable or unfeasible. In other cases, there may be inconsistencies in the controls of various departments, which may lead to allegations and hostile relationships. Control management encourages an Organisation to look inside at its own structures rather than outside at the environment in which the customer works. Once management recognizes the bad characteristics of its existing management style, it may begin to grasp how TQM might improve the Organisations. Deming uses a chain reaction process to demonstrate the advantages of TQM (see Figure. 6). Following management's recognition of a problem, the following stage is for management to acquire a comprehensive grasp of the fundamental concepts and elements that comprise TQM. Management may then show their commitment to quality via action.

CONCLUSION

To summarize, Total Quality Management (TQM) is an effective management strategy that emphasizes continual improvement, customer happiness, and staff participation. Organisations may improve their overall performance, competitiveness, and long-term success by using TQM concepts and practices.TQM implementation requires a comprehensive and methodical strategy, beginning with strong leadership commitment and a clear vision of quality excellence. It entails fostering a quality culture across the organizations, in which every person is empowered and encouraged to contribute to the enhancement of processes, products, and services.TQM is based on the concept of surpassing customer expectations by providing high-quality goods and services. Organisations may improve customer happiness, increase customer loyalty, and form strong connections with their target market by concentrating on their requirements and preferences.TQM is based on continuous improvement, as organizations try to continually improve their processes, remove waste, and increase efficiency.

Data and statistical analysis are used to identify areas for development, create quantifiable targets, and measure progress over time. Organisations may improve quality, cut costs, and boost productivity by continually upgrading processes.Another important feature of TQM is employee engagement, which recognizes the value of employee contributions and promotes active participation in quality projects. Organisations may tap into workers' knowledge, talents, and creativity by engaging them at all levels, resulting in inventive solutions, increased job satisfaction, and a feeling of ownership.TQM implementation requires a commitment to data-driven decision making, with choices based on objective facts and analysis. This helps organizations to make educated decisions, uncover underlying causes of problems, and track performance against quality benchmarks. Overall, Total Quality Management offers organizations with a complete framework for achieving excellence in quality and customer happiness. Organisations that embrace TQM ideas and practices may build a culture of continuous improvement, increase employee engagement, and provide better goods and services to their consumers. TQM is a continuous path towards perfection that demands dedication, effort, and an unwavering emphasis on quality.

REFERENCES:

[1] I. Othman, S. Norfarahhanim Mohd Ghani, and S. Woon Choon, “The Total Quality Management (TQM) journey of Malaysian building contractors,” *Ain Shams Eng. J.*, 2020, doi: 10.1016/j.asej.2019.11.002.

Regional College Of Management Bangalore IQAC Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

[2] T. L. H. Nguyen and K. Nagase, "The influence of total quality management on customer satisfaction," *Int. J. Healthc. Manag.*, 2019, doi: 10.1080/20479700.2019.1647378.

[3] K. L. Sundarkrishnaa, "Total quality management," *Springer Ser. Mater. Sci.*, 2015, doi: 10.1007/978-3-319-14069-8_9.

[4] A. A. Eniola, G. K. Olorunleke, O. O. Akintimehin, J. D. Ojeka, and B. Oyetunji, "The impact of organizational culture on total quality management in SMEs in Nigeria," *Heliyon*. 2019. doi: 10.1016/j.heliyon.2019.e02293.

[5] B. B. Pradhan, "Implementation of total quality management: A review," *International Journal of Psychosocial Rehabilitation*. 2019. doi: 10.37200/IJPR/V23I6/PR190774.

[6] S. Sader, I. Husti, and M. Daróczi, "Industry 4.0 as a key enabler toward successful implementation of total quality management practices," *Period. Polytech. Soc. Manag. Sci.*, 2019, doi: 10.3311/PPso.12675.

[7] E. van Kemenade and T. W. Hardjono, "Twenty-first century Total Quality Management: the Emergence Paradigm," *TQM Journal*. 2019. doi: 10.1108/TQM-04-2018-0045.

[8] J. Abbas, "Impact of total quality management on corporate sustainability through the mediating effect of knowledge management," *J. Clean. Prod.*, 2020, doi: 10.1016/j.jclepro.2019.118806.

[9] Reinold Glory Masinambow and Merlyn Mourah Karuntu, "Analisis Penerapan Total Quality Management Di Rumah Sakit Siloam Gmim Sonder," *J. EMBA*, 2019.

[10] A. Ghobadian and D. N. Gallear, "Total quality management in SMEs," *Omega*, 1996, doi: 10.1016/0305-0483(95)00055-0.

[11] J. Saragih, A. Tarigan, I. Pratama, J. Wardati, and E. F. Silalahi, "The impact of total quality management, supply chain management practices and operations capability on firm performance," *Polish J. Manag. Stud.*, 2020, doi: 10.17512/pjms.2020.21.2.27.

[12] T. B. Thapa, "Total Quality Management in Education," *Acad. Voices A Multidiscip. J.*, 1970, doi: 10.3126/av.v1i0.5314.

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Name of the Publication	Link for the article
INTRODUCTION TO A SYSTEM TO PREDICT HEART ATTACKS USING A MACHINE LEARNING ALGORITHM	https://ciir.in/doc/publication/Sensor%20Based%20Intelligent%20Systems_ISBN%20978-81-962230-9-0.pdf
LEARNING MACHINES	https://ciir.in/doc/publication/Sensor%20Based%20Intelligent%20Systems_ISBN%20978-81-962230-9-0.pdf
ESP32 SPECIFICATIONS	https://ciir.in/doc/publication/Sensor%20Based%20Intelligent%20Systems_ISBN%20978-81-962230-9-0.pdf
SENSOR FOR HEART BEAT	https://ciir.in/doc/publication/Sensor%20Based%20Intelligent%20Systems_ISBN%20978-81-962230-9-0.pdf
SYSTEM IMPLEMENTATION	https://ciir.in/doc/publication/Sensor%20Based%20Intelligent%20Systems_ISBN%20978-81-962230-9-0.pdf
SENSOR DATA	https://ciir.in/doc/publication/Sensor%20Based%20Intelligent%20Systems_ISBN%20978-81-962230-9-0.pdf
INTRODUCTION	https://ciir.in/doc/publication/Sensor%20Based%20Intelligent%20Systems_ISBN%20978-81-962230-9-0.pdf
FISHERIES MONITORING	https://ciir.in/doc/publication/Sensor%20Based%20Intelligent%20Systems_ISBN%20978-81-962230-9-0.pdf
SURVEILLANCE, CONTROL, AND MONITORING	https://ciir.in/doc/publication/Sensor%20Based%20Intelligent%20Systems_ISBN%20978-81-962230-9-0.pdf
MCS'S FUNCTION IN FISHERIES MANAGEMENT	https://ciir.in/doc/publication/Sensor%20Based%20Intelligent%20Systems_ISBN%20978-81-962230-9-0.pdf
STRATEGY AND PLAN	https://ciir.in/doc/publication/Sensor%20Based%20Intelligent%20Systems_ISBN%20978-81-962230-9-0.pdf
NAUTICAL BORDER ALERT SYSTEM FOR FISHERMEN	https://ciir.in/doc/publication/Sensor%20Based%20Intelligent%20Systems_ISBN%20978-81-962230-9-0.pdf
INTRODUCTION TO IoT INDUSTRY PROTECTION SYSTEM CONTROLLER	https://ciir.in/doc/publication/IoT%20Based%20Smart%20Sensing%20and%20Detection%20Systems_978-81-962235-1-9.pdf
NETWORK ACCESS AND PHYSICAL LAYER IOT NETWORK TECHNOLOGIES	https://ciir.in/doc/publication/IoT%20Based%20Smart%20Sensing%20and%20Detection%20Systems_978-81-962235-1-9.pdf
IOT NETWORKING CONSIDERATIONS AND CHALLENGES	https://ciir.in/doc/publication/IoT%20Based%20Smart%20Sensing%20and%20Detection%20Systems_978-81-962235-1-9.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

IOT SECURITY	https://ciir.in/doc/publication/IoT%20Based%20Smart%20Sensing%20and%20Detection%20Systems_978-81-962235-1-9.pdf
M2M Communication	https://ciir.in/doc/publication/IoT%20Based%20Smart%20Sensing%20and%20Detection%20Systems_978-81-962235-1-9.pdf
IoT FUNCTION	https://ciir.in/doc/publication/IoT%20Based%20Smart%20Sensing%20and%20Detection%20Systems_978-81-962235-1-9.pdf
INTRODUCTION TO AUTOMATED CAR PARKING WITH EMPTY SLOT DETECTION	https://ciir.in/doc/publication/Automated%20Systems%20and%20Application_978-81-962235-0-2.pdf
RFID-BASED MANAGEMENT SYSTEM	https://ciir.in/doc/publication/Automated%20Systems%20and%20Application_978-81-962235-0-2.pdf
RFID FREQUENCIES AND MODULES	https://ciir.in/doc/publication/Automated%20Systems%20and%20Application_978-81-962235-0-2.pdf
DEVELOPING A SMART PARKING MANAGEMENT SYSTEM	https://ciir.in/doc/publication/Automated%20Systems%20and%20Application_978-81-962235-0-2.pdf
SYSTEM ANALYSIS AND DESIGN	https://ciir.in/doc/publication/Automated%20Systems%20and%20Application_978-81-962235-0-2.pdf
SMART PARKING SYSTEM TEST PLAN	https://ciir.in/doc/publication/Automated%20Systems%20and%20Application_978-81-962235-0-2.pdf
INTRODUCTION TO DEFY COMBAT COPTER	https://ciir.in/doc/publication/Automated%20Systems%20and%20Application_978-81-962235-0-2.pdf
COMBAT AVIATION	https://ciir.in/doc/publication/Automated%20Systems%20and%20Application_978-81-962235-0-2.pdf
THE HISTORY OF MILITARY AVIATION	https://ciir.in/doc/publication/Automated%20Systems%20and%20Application_978-81-962235-0-2.pdf
MILITARY AIRCRAFT INDUSTRY IMPLICATIONS	https://ciir.in/doc/publication/Automated%20Systems%20and%20Application_978-81-962235-0-2.pdf
ASSESSING THE POTENTIAL OF COMBAT AIRCRAFT	https://ciir.in/doc/publication/Automated%20Systems%20and%20Application_978-81-962235-0-2.pdf
PLATFORM PERFORMANCE	https://ciir.in/doc/publication/Automated%20Systems%20and%20Application_978-81-962235-0-2.pdf
TECHNOLOGICAL INNOVATIONS IN COMBAT AVIATION	https://ciir.in/doc/publication/Automated%20Systems%20and%20Application_978-81-962235-0-2.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

INTRODUCTION LPG TO GAS LEAKAGE DETECTION	https://ciir.in/doc/publication/Atomosheric%20Protection%20and%20Environmental%20Conservation_978-81-962237-7-9.pdf
INFRARED RADIATION	https://ciir.in/doc/publication/Atomosheric%20Protection%20and%20Environmental%20Conservation_978-81-962237-7-9.pdf
GAS DETECTION PRINCIPLE BY INFRARED ABSORPTION	https://ciir.in/doc/publication/Atomosheric%20Protection%20and%20Environmental%20Conservation_978-81-962237-7-9.pdf
LIQUEFIED PETROLEUM GAS	https://ciir.in/doc/publication/Atomosheric%20Protection%20and%20Environmental%20Conservation_978-81-962237-7-9.pdf
INFRARED GAS DETECTION MODEL	https://ciir.in/doc/publication/Atomosheric%20Protection%20and%20Environmental%20Conservation_978-81-962237-7-9.pdf
INTEGRATED INFRARED CIRCUIT	https://ciir.in/doc/publication/Atomosheric%20Protection%20and%20Environmental%20Conservation_978-81-962237-7-9.pdf
INTRODUCTION TO IOT-BASED OBSTACLE SENSING USING ARDUINO	https://ciir.in/doc/publication/IoT%20Based%20Smart%20Sensing%20and%20Detection%20Systems_978-81-962235-1-9.pdf
IoT Evolution	https://ciir.in/doc/publication/IoT%20Based%20Smart%20Sensing%20and%20Detection%20Systems_978-81-962235-1-9.pdf
MICRO CONTROLLER	https://ciir.in/doc/publication/IoT%20Based%20Smart%20Sensing%20and%20Detection%20Systems_978-81-962235-1-9.pdf
IR SENSORS	https://ciir.in/doc/publication/IoT%20Based%20Smart%20Sensing%20and%20Detection%20Systems_978-81-962235-1-9.pdf
ECONOMICS AND TECHNOLOGY OF THE INTERNET OF THINGS	https://ciir.in/doc/publication/IoT%20Based%20Smart%20Sensing%20and%20Detection%20Systems_978-81-962235-1-9.pdf
NETWORKING FUNCTIONALITY	https://ciir.in/doc/publication/IoT%20Based%20Smart%20Sensing%20and%20Detection%20Systems_978-81-962235-1-9.pdf
INTRODUCTION TO HYDROPONIC SYSTEM	https://ciir.in/doc/publication/Atomosheric%20Protection%20and%20Environmental%20Conservation_978-81-962237-7-9.pdf
TYPES OF HYDROPONIC SYSTEM	https://ciir.in/doc/publication/Atomosheric%20Protection%20and%20Environmental%20Conservation_978-81-962237-7-9.pdf
HYDROPONICS SYSTEMS AND PRINCIPLES OF PLANT NUTRITION	https://ciir.in/doc/publication/Atomosheric%20Protection%20and%20Environmental%20Conservation_978-81-962237-7-9.pdf
HYDROPONIC SYSTEM ELEMENTS	https://ciir.in/doc/publication/Atomosheric%20Protection%20and%20Environmental%20Conservation_978-81-962237-7-9.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

FUTURE OF HYDROPONICS	https://ciir.in/doc/publication/Atomosheric%20Protection%20and%20Environmental%20Conservation_978-81-962237-7-9.pdf
DISADVANTAGES OF HYDROPONIC FARMING	https://ciir.in/doc/publication/Atomosheric%20Protection%20and%20Environmental%20Conservation_978-81-962237-7-9.pdf
INTRODUCTION TO ENHANCED OIL RECOVERY (EOR) METHODS	https://ciir.in/doc/publication/Polymer%20in%20Petroleum%20Engineering_978-81-962237-5-5.pdf
EFFECT OF NATURAL LEAF-DERIVED SURFACTANTS ON WETTABILITY ALTERATION	https://ciir.in/doc/publication/Polymer%20in%20Petroleum%20Engineering_978-81-962237-5-5.pdf
NUTRIENT-RICH GREEN-MANURE CROPS	https://ciir.in/doc/publication/Polymer%20in%20Petroleum%20Engineering_978-81-962237-5-5.pdf
IMPACT OF IRON MINERALS IN PROMOTING WETTABILITY ALTERATION	https://ciir.in/doc/publication/Polymer%20in%20Petroleum%20Engineering_978-81-962237-5-5.pdf
BASICS OF MICRONUTRIENTS	https://ciir.in/doc/publication/Polymer%20in%20Petroleum%20Engineering_978-81-962237-5-5.pdf
FUTURE SCOPE OF EOR TECHNIQUES	https://ciir.in/doc/publication/Polymer%20in%20Petroleum%20Engineering_978-81-962237-5-5.pdf
NON-DAMAGING DRILLING FLUID (NDDF)	https://ciir.in/doc/publication/Application%20of%20Drilling%20Fluid_978-81-962237-6-2.pdf
DRILLING FLUID AND ADVANTAGES OF NDDF	https://ciir.in/doc/publication/Application%20of%20Drilling%20Fluid_978-81-962237-6-2.pdf
FUNCTIONS OF DRILLING FLUID	https://ciir.in/doc/publication/Application%20of%20Drilling%20Fluid_978-81-962237-6-2.pdf
PROPERTIES OF DRILLING FLUID	https://ciir.in/doc/publication/Application%20of%20Drilling%20Fluid_978-81-962237-6-2.pdf
PRINCIPAL PROCESSES OF FORMATION DAMAGE CAUSED BY DRILLING FLUID	https://ciir.in/doc/publication/Application%20of%20Drilling%20Fluid_978-81-962237-6-2.pdf
Future of Non Damaging Drilling Fluids	https://ciir.in/doc/publication/Application%20of%20Drilling%20Fluid_978-81-962237-6-2.pdf
INTRODUCTION TO ENHANCED OIL RECOVERY	https://ciir.in/doc/publication/Oil%20Recovery%20Principles%20and%20Practices_978-81-962237-1-7.pdf
CLASSIFICATIONS FOR THERMALLY ENHANCED OIL RECOVERY	https://ciir.in/doc/publication/Oil%20Recovery%20Principles%20and%20Practices_978-81-962237-1-7.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

MISCIBLE ENHANCED OIL RECOVERY	https://ciir.in/doc/publication/Oil%20Recovery%20Principles%20and%20Practices_978-81-962237-1-7.pdf
MICROBIAL FLOODING PROCESSES	https://ciir.in/doc/publication/Oil%20Recovery%20Principles%20and%20Practices_978-81-962237-1-7.pdf
SURFACTANT FLOODING MECHANISM	https://ciir.in/doc/publication/Oil%20Recovery%20Principles%20and%20Practices_978-81-962237-1-7.pdf
THE IMPACT OF ANIONIC SURFACTANTS	https://ciir.in/doc/publication/Oil%20Recovery%20Principles%20and%20Practices_978-81-962237-1-7.pdf
INTRODUCTION TO Chemical ENHANCED OIL RECOVERY (ALKALI-SURFACTANT)	https://ciir.in/doc/publication/Oil%20Recovery%20Principles%20and%20Practices_978-81-962237-1-7.pdf
CLASSIFICATION OF EOR TECHNOLOGIES	https://ciir.in/doc/publication/Oil%20Recovery%20Principles%20and%20Practices_978-81-962237-1-7.pdf
TRADITIONAL CHEMICAL EOR TECHNIQUES	https://ciir.in/doc/publication/Oil%20Recovery%20Principles%20and%20Practices_978-81-962237-1-7.pdf
EOR POLYMER TYPES	https://ciir.in/doc/publication/Oil%20Recovery%20Principles%20and%20Practices_978-81-962237-1-7.pdf
CHEMICAL EOR TECHNIQUES	https://ciir.in/doc/publication/Oil%20Recovery%20Principles%20and%20Practices_978-81-962237-1-7.pdf
CHALLENGES WITH CHEMICAL EOR	https://ciir.in/doc/publication/Oil%20Recovery%20Principles%20and%20Practices_978-81-962237-1-7.pdf
INTRODUCTION TO DIATOMACEOUS EARTH IN DRILLING FLUID	https://ciir.in/doc/publication/Application%20of%20Drilling%20Fluid_978-81-962237-6-2.pdf
EDX MAPPING AND SEM ANALYSIS	https://ciir.in/doc/publication/Application%20of%20Drilling%20Fluid_978-81-962237-6-2.pdf
BENTONITE AND DIATOMITE EFFECTS	https://ciir.in/doc/publication/Application%20of%20Drilling%20Fluid_978-81-962237-6-2.pdf
OIL AND GAS WELL COMPLETION FLUID FILTRATION	https://ciir.in/doc/publication/Application%20of%20Drilling%20Fluid_978-81-962237-6-2.pdf
FILTRATION REQUIREMENTS FOR COMPLETION FLUIDS	https://ciir.in/doc/publication/Application%20of%20Drilling%20Fluid_978-81-962237-6-2.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

FILTRATION REQUIREMENTS FOR COMPLETION FLUIDS USING A FILTER PRESS	https://ciir.in/doc/publication/Application%20of%20Drilling%20Fluid_978-81-962237-6-2.pdf
INTRODUCTION TO DRILLING FLUID	https://ciir.in/doc/publication/Theory%20of%20Drilling%20Fluid_978-81-962237-9-3.pdf
OIL-BASED DRILLING FLUID COMPOSITION	https://ciir.in/doc/publication/Theory%20of%20Drilling%20Fluid_978-81-962237-9-3.pdf
RELEASE AND SUSPEND CLIPPINGS	https://ciir.in/doc/publication/Theory%20of%20Drilling%20Fluid_978-81-962237-9-3.pdf
SUPPORT, COOL, AND LUBRICATE THE BIT AND DRILLING ASSEMBLY	https://ciir.in/doc/publication/Theory%20of%20Drilling%20Fluid_978-81-962237-9-3.pdf
MINIMISE ENVIRONMENTAL EFFECT	https://ciir.in/doc/publication/Theory%20of%20Drilling%20Fluid_978-81-962237-9-3.pdf
CONTROLLING DRILLING FLUID	https://ciir.in/doc/publication/Theory%20of%20Drilling%20Fluid_978-81-962237-9-3.pdf
THE EFFECT OF DRILLING FLUIDS ON THE ENVIRONMENT	https://ciir.in/doc/publication/Theory%20of%20Drilling%20Fluid_978-81-962237-9-3.pdf
SYSTEMS FOR DRILLING FLUIDS	https://ciir.in/doc/publication/Theory%20of%20Drilling%20Fluid_978-81-962237-9-3.pdf
DRILLING FLUIDS' FUNCTIONS	https://ciir.in/doc/publication/Theory%20of%20Drilling%20Fluid_978-81-962237-9-3.pdf
DRILLING FLUIDS' FUNCTIONS MUD FOR DRILLING: RHEOLOGY	https://ciir.in/doc/publication/Theory%20of%20Drilling%20Fluid_978-81-962237-9-3.pdf
FILTRATE LOSSES	https://ciir.in/doc/publication/Theory%20of%20Drilling%20Fluid_978-81-962237-9-3.pdf
BASICS OF CONTAMINANTS	https://ciir.in/doc/publication/Theory%20of%20Drilling%20Fluid_978-81-962237-9-3.pdf
VISCOMETER AND HAND CRANK	https://ciir.in/doc/publication/Theory%20of%20Drilling%20Fluid_978-81-962237-9-3.pdf
INTRODUCTION TO GEOPOLYMER CEMENT PERFORMANCE IN PRESENCE OF DRILLING FLUID AS CONTAMINANT	https://ciir.in/doc/publication/Polymer%20in%20Petroleum%20Engineering_978-81-962237-5-5.pdf
CRYSTALLINITY PARTICLE SIZE	https://ciir.in/doc/publication/Polymer%20in%20Petroleum%20Engineering_978-81-962237-5-5.pdf
MACHINE FOR COMPRESSION TESTING	https://ciir.in/doc/publication/Polymer%20in%20Petroleum%20Engineering_978-81-962237-5-5.pdf
TESTING AT MODERATE SHEAR RATES	https://ciir.in/doc/publication/Polymer%20in%20Petroleum%20Engineering_978-81-962237-5-5.pdf
THE STIRRUP AND THE MOBILE	https://ciir.in/doc/publication/Polymer%20in%20Petroleum%20Engineering_978-81-962237-5-5.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CHECK THE VISCOSITY	https://ciir.in/doc/publication/Polymer%20in%20Petroleum%20Engineering_978-81-962237-5-5.pdf
INTRODUCTION TO BLENDED FUELS	https://ciir.in/doc/publication/Fluid%20Mechanics%20and%20Applications_978-81-962237-8-6.pdf
CRUDE OIL	https://ciir.in/doc/publication/Fluid%20Mechanics%20and%20Applications_978-81-962237-8-6.pdf
OIL INDUSTRY INFORMATION	https://ciir.in/doc/publication/Fluid%20Mechanics%20and%20Applications_978-81-962237-8-6.pdf
BASICS OF LUBRICITY	https://ciir.in/doc/publication/Fluid%20Mechanics%20and%20Applications_978-81-962237-8-6.pdf
ENERGY DENSITY	https://ciir.in/doc/publication/Fluid%20Mechanics%20and%20Applications_978-81-962237-8-6.pdf
SURFACE TENSION	https://ciir.in/doc/publication/Fluid%20Mechanics%20and%20Applications_978-81-962237-8-6.pdf
INTRODUCTION TO VISCOSITY MODELLING	https://ciir.in/doc/publication/Fluid%20Mechanics%20and%20Applications_978-81-962237-8-6.pdf
DEVELOPMENT OF ANN MODELS	https://ciir.in/doc/publication/Fluid%20Mechanics%20and%20Applications_978-81-962237-8-6.pdf
ARCHITECTURE OF AN ARTIFICIAL NEURAL NETWORK	https://ciir.in/doc/publication/Fluid%20Mechanics%20and%20Applications_978-81-962237-8-6.pdf
ERROR ANALYSIS AND STATISTICAL METHODS	https://ciir.in/doc/publication/Fluid%20Mechanics%20and%20Applications_978-81-962237-8-6.pdf
CLASSIFICATION OF DENSE-FLUID VISCOSITY MODELS AS SEMI-THEORETICAL	https://ciir.in/doc/publication/Fluid%20Mechanics%20and%20Applications_978-81-962237-8-6.pdf
ANN PROCESS	https://ciir.in/doc/publication/Fluid%20Mechanics%20and%20Applications_978-81-962237-8-6.pdf
INTRODUCTION TO CHARACTERIZATION OF MICRO EMULSION BY SILICA NANOPARTICLES	https://ciir.in/doc/publication/Property%20of%20Materials_978-81-962237-3-1.pdf
ENHANCED OIL RECOVERY	https://ciir.in/doc/publication/Property%20of%20Materials_978-81-962237-3-1.pdf
APPLICATION OF KEROSENE	https://ciir.in/doc/publication/Property%20of%20Materials_978-81-962237-3-1.pdf
SEPARATION FROM THE CRUDE OIL	https://ciir.in/doc/publication/Property%20of%20Materials_978-81-962237-3-1.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

SYNTHESIZED SILICA NANOPARTICLES	https://ciir.in/doc/publication/Property%20of%20Materials_978-81-962237-3-1.pdf
SIZE-DEPENDENT PROPERTIES OF SILICA NANOPARTICLES	https://ciir.in/doc/publication/Property%20of%20Materials_978-81-962237-3-1.pdf
EFFECT OF SALT CONTAMINATION ON THE RHEOLOGICAL PROPERTIES OF WATER-BASED DRILLING MUD	https://ciir.in/doc/publication/Property%20of%20Materials_978-81-962237-3-1.pdf
DRILLING MUD CONTAMINANTS	https://ciir.in/doc/publication/Property%20of%20Materials_978-81-962237-3-1.pdf
CONTAMINATION OF SALT	https://ciir.in/doc/publication/Property%20of%20Materials_978-81-962237-3-1.pdf
RHEOLOGICAL CHARACTERS	https://ciir.in/doc/publication/Property%20of%20Materials_978-81-962237-3-1.pdf
PETROLEUM VISCOSITY	https://ciir.in/doc/publication/Property%20of%20Materials_978-81-962237-3-1.pdf
GL STRENGTH	https://ciir.in/doc/publication/Property%20of%20Materials_978-81-962237-3-1.pdf
Novel Approach for Predicting Covid-19	http://www.booksarcade.co.in/sdm_downloads/modern-technological-advances/
Requirements for Predicting Covid-19	http://www.booksarcade.co.in/sdm_downloads/modern-technological-advances/
Machine Learning Algorithm	http://www.booksarcade.co.in/sdm_downloads/modern-technological-advances/
Environment of Software	http://www.booksarcade.co.in/sdm_downloads/modern-technological-advances/
Classification of Python	http://www.booksarcade.co.in/sdm_downloads/modern-technological-advances/
Acute Severe Respiratory Syndrome Coronavirus 2	http://www.booksarcade.co.in/sdm_downloads/modern-technological-advances/
Introduction to Blockchain Technology	http://www.booksarcade.co.in/sdm_downloads/modern-technological-advances/
Blockchain Hyper-ledger Sawtooth	http://www.booksarcade.co.in/sdm_downloads/modern-technological-advances/
Blockchain Based IoT System for Agriculture	http://www.booksarcade.co.in/sdm_downloads/modern-technological-advances/
Introduction to BigchainDB Supply Chain Management (SCM)	http://www.booksarcade.co.in/sdm_downloads/modern-technological-advances/
Blockchain-Based Farmer's Credit Programme for the Agricultural Supply Chain in Agriculture	http://www.booksarcade.co.in/sdm_downloads/modern-technological-advances/
Designing a Smart Honey Supply Chain for Sustainable Development	http://www.booksarcade.co.in/sdm_downloads/modern-technological-advances/
Car Damage Detection Technique	http://www.booksarcade.co.in/sdm_downloads/damage-detection-with-image-processing/
Functional Requirements for Car Damage Detection	http://www.booksarcade.co.in/sdm_downloads/damage-detection-with-image-processing/
Different Types of Image Processing Systems	http://www.booksarcade.co.in/sdm_downloads/damage-detection-with-image-processing/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Classification of Damage Detection	http://www.booksarcade.co.in/sdm_downloads/damage-detection-with-image-processing/
Image Classification of Damage Detection	http://www.booksarcade.co.in/sdm_downloads/damage-detection-with-image-processing/
Classification for System Design for Damage Detection	http://www.booksarcade.co.in/sdm_downloads/damage-detection-with-image-processing/
Internet of Transportation Systems	http://www.booksarcade.co.in/sdm_downloads/software-systems-and-contemporary-applications/
Classification of Software Development life cycle (SDLC) Model	http://www.booksarcade.co.in/sdm_downloads/software-systems-and-contemporary-applications/
Classification of Functional and Non-functional Requirement	http://www.booksarcade.co.in/sdm_downloads/software-systems-and-contemporary-applications/
Unified Modeling Language (UML)	http://www.booksarcade.co.in/sdm_downloads/software-systems-and-contemporary-applications/
Sequence Diagram of Unified Modeling Language	http://www.booksarcade.co.in/sdm_downloads/software-systems-and-contemporary-applications/
Introduction to Use of Scripting Language	http://www.booksarcade.co.in/sdm_downloads/software-systems-and-contemporary-applications/
Finger Vein Recognition Using Deep Learning	http://www.booksarcade.co.in/sdm_downloads/damage-detection-with-image-processing/
Different types of Image Processing	http://www.booksarcade.co.in/sdm_downloads/damage-detection-with-image-processing/
Incorporate Prior Knowledge into Neural Network Design	http://www.booksarcade.co.in/sdm_downloads/damage-detection-with-image-processing/
Classification of Exiting Methods and Drawbacks	http://www.booksarcade.co.in/sdm_downloads/damage-detection-with-image-processing/
Color Extraction in Finger Vein	http://www.booksarcade.co.in/sdm_downloads/damage-detection-with-image-processing/
Image Acquisition and Preprocessing	http://www.booksarcade.co.in/sdm_downloads/damage-detection-with-image-processing/
Storing Public Transactional Records Using Blockchain Technology	http://www.booksarcade.co.in/sdm_downloads/software-systems-and-contemporary-applications/
Various Modules and their Integration	http://www.booksarcade.co.in/sdm_downloads/software-systems-and-contemporary-applications/
Blockchain Technology Used for Manage the Transaction Record	http://www.booksarcade.co.in/sdm_downloads/software-systems-and-contemporary-applications/
Traditional Fundraising Problem and Solution	http://www.booksarcade.co.in/sdm_downloads/software-systems-and-contemporary-applications/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Crowd Funding Application	http://www.booksarcade.co.in/sdm_downloads/software-systems-and-contemporary-applications/
Technical Background of Blockchain Based Fundraising Protocol	http://www.booksarcade.co.in/sdm_downloads/software-systems-and-contemporary-applications/
Introduction to Technical Background for Fundraising Protocol	http://www.booksarcade.co.in/sdm_downloads/software-systems-and-contemporary-applications/
Introduction to Bluetooth and Zigbee Protocol	http://www.booksarcade.co.in/sdm_downloads/modern-technological-advances/
Functions of the Core Protocol	http://www.booksarcade.co.in/sdm_downloads/modern-technological-advances/
Error Control in the Protocol to Find Errors in Data Processing	http://www.booksarcade.co.in/sdm_downloads/modern-technological-advances/
Capabilities of Intrusion Detection Systems	http://www.booksarcade.co.in/sdm_downloads/damage-detection-with-image-processing/
Threshold Monitoring	http://www.booksarcade.co.in/sdm_downloads/software-systems-and-contemporary-applications/
Wireless Anomaly Detection	http://www.booksarcade.co.in/sdm_downloads/software-systems-and-contemporary-applications/
Introduction to Conveyer Belt	http://www.booksarcade.co.in/sdm_downloads/supply-chain-management-and-fault-detection/
Components of Faulty Product Detection and Separation System	http://www.booksarcade.co.in/sdm_downloads/supply-chain-management-and-fault-detection/
Components of Faulty Product Detection	http://www.booksarcade.co.in/sdm_downloads/supply-chain-management-and-fault-detection/
Models of Fault Detection System	http://www.booksarcade.co.in/sdm_downloads/supply-chain-management-and-fault-detection/
Model Based Reasoning for Fault Detection and Fault Diagnosis	http://www.booksarcade.co.in/sdm_downloads/supply-chain-management-and-fault-detection/
Issues in Evaluating Techniques	http://www.booksarcade.co.in/sdm_downloads/supply-chain-management-and-fault-detection/
Project Implementation for Fault Detection and Diagnosis	http://www.booksarcade.co.in/sdm_downloads/supply-chain-management-and-fault-detection/
AUTONOMOUS VEHICLES	http://www.booksarcade.co.in/sdm_downloads/autonomous-vehicle-design-and-modelling/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

LEVEL OF AUNOTOMY	http://www.booksarcade.co.in/sdm_downloads/autonomous-vehicle-design-and-modelling/
Sensors: Key Components in Autonomous Vehicles	http://www.booksarcade.co.in/sdm_downloads/autonomous-vehicle-design-and-modelling/
Computer-Aided Design (CAD) Modelling	http://www.booksarcade.co.in/sdm_downloads/autonomous-vehicle-design-and-modelling/
ADVANTAGES AND CHALLENGES OF AUTONOMOUS VEHICLES	http://www.booksarcade.co.in/sdm_downloads/autonomous-vehicle-design-and-modelling/
ETHICAL ISSUES AND DEBATES	http://www.booksarcade.co.in/sdm_downloads/autonomous-vehicle-design-and-modelling/
Introduction to Supply Chain	http://www.booksarcade.co.in/sdm_downloads/supply-chain-management-and-fault-detection/
Supply-Chain Sustainability	http://www.booksarcade.co.in/sdm_downloads/supply-chain-management-and-fault-detection/
Supply Chain Variables that Impact Sustainability	http://www.booksarcade.co.in/sdm_downloads/supply-chain-management-and-fault-detection/
Gas-Turbine Engines	http://www.booksarcade.co.in/sdm_downloads/supply-chain-management-and-fault-detection/
Vendor/Supplier Selection	http://www.booksarcade.co.in/sdm_downloads/supply-chain-management-and-fault-detection/
Advancements in Supply Chain Management	http://www.booksarcade.co.in/sdm_downloads/supply-chain-management-and-fault-detection/
Introduction to Surface Integrity (SI)	http://www.booksarcade.co.in/sdm_downloads/surface-engineering-methods-and-processes/
History of Surface Engineering	http://www.booksarcade.co.in/sdm_downloads/surface-engineering-methods-and-processes/
Surface Finish and Methods	http://www.booksarcade.co.in/sdm_downloads/surface-engineering-methods-and-processes/
Basics of Shot-blasting	http://www.booksarcade.co.in/sdm_downloads/surface-engineering-methods-and-processes/
Application and Uses of Shot-blasting	http://www.booksarcade.co.in/sdm_downloads/surface-engineering-methods-and-processes/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Six Essential Elements of Shot-blasting	http://www.booksarcade.co.in/sdm_downloads/surface-engineering-methods-and-processes/
Introduction to Composite Materials	http://www.booksarcade.co.in/sdm_downloads/composite-materials-and-applications/
Classification of Matrix	http://www.booksarcade.co.in/sdm_downloads/composite-materials-and-applications/
Application of Fabrication	http://www.booksarcade.co.in/sdm_downloads/composite-materials-and-applications/
Introduction to CFRP and GFRP	http://www.booksarcade.co.in/sdm_downloads/composite-materials-and-applications/
Characterization of Hybrid Composites	http://www.booksarcade.co.in/sdm_downloads/composite-materials-and-applications/
Hand lay-up process	http://www.booksarcade.co.in/sdm_downloads/composite-materials-and-applications/
Introduction to Lathe Machine	http://www.booksarcade.co.in/sdm_downloads/concept-of-lathe-machine-and-welding-techniques/
Classification of Lathe Machine	http://www.booksarcade.co.in/sdm_downloads/concept-of-lathe-machine-and-welding-techniques/
Operations on Lathe Machine	http://www.booksarcade.co.in/sdm_downloads/concept-of-lathe-machine-and-welding-techniques/
Engine Lathe Machine	http://www.booksarcade.co.in/sdm_downloads/concept-of-lathe-machine-and-welding-techniques/
CNC Lathe Machine	http://www.booksarcade.co.in/sdm_downloads/concept-of-lathe-machine-and-welding-techniques/
Capstan and Turret Lathe	http://www.booksarcade.co.in/sdm_downloads/concept-of-lathe-machine-and-welding-techniques/
Quadra Index Tool Post	http://www.booksarcade.co.in/sdm_downloads/concept-of-lathe-machine-and-welding-techniques/
Solar Panel	http://www.booksarcade.co.in/sdm_downloads/an-archive-of-solar-panel-management/
Components of Solar Cell	http://www.booksarcade.co.in/sdm_downloads/an-archive-of-solar-panel-management/
Solar Trackers	http://www.booksarcade.co.in/sdm_downloads/an-archive-of-solar-panel-management/
Mono-crystalline solar panels	http://www.booksarcade.co.in/sdm_downloads/an-archive-of-solar-panel-management/
Polycrystalline Solar Panels	http://www.booksarcade.co.in/sdm_downloads/an-archive-of-solar-panel-management/
Thin film solar panels	http://www.booksarcade.co.in/sdm_downloads/an-archive-of-solar-panel-management/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

LDR's and Arduino	http://www.booksarcade.co.in/sdm_downloads/an-archive-of-solar-panel-management/
Introduction to Lateral Undulation	http://www.booksarcade.co.in/sdm_downloads/recent-development-in-robotics-and-non-conventional-energy-resources/
Hyper- Redundant Robots	http://www.booksarcade.co.in/sdm_downloads/recent-development-in-robotics-and-non-conventional-energy-resources/
ACM III Snake Robot	http://www.booksarcade.co.in/sdm_downloads/recent-development-in-robotics-and-non-conventional-energy-resources/
Control System for the Snake like Robot	http://www.booksarcade.co.in/sdm_downloads/recent-development-in-robotics-and-non-conventional-energy-resources/
Slim Slime Robot	http://www.booksarcade.co.in/sdm_downloads/recent-development-in-robotics-and-non-conventional-energy-resources/
Robot KAIRO 3	http://www.booksarcade.co.in/sdm_downloads/recent-development-in-robotics-and-non-conventional-energy-resources/
AmphiBot II	http://www.booksarcade.co.in/sdm_downloads/recent-development-in-robotics-and-non-conventional-energy-resources/
Composite Material	http://www.booksarcade.co.in/sdm_downloads/composite-materials-and-applications/
Basics of Fibers	http://www.booksarcade.co.in/sdm_downloads/composite-materials-and-applications/
Banana Fiber	http://www.booksarcade.co.in/sdm_downloads/composite-materials-and-applications/
Glass Fiber	http://www.booksarcade.co.in/sdm_downloads/composite-materials-and-applications/
Epoxy Resin	http://www.booksarcade.co.in/sdm_downloads/composite-materials-and-applications/
Concept of Charcoal	http://www.booksarcade.co.in/sdm_downloads/composite-materials-and-applications/
Fabrication Process	http://www.booksarcade.co.in/sdm_downloads/composite-materials-and-applications/
Control Traffic Accidents Using RFID Technology	http://www.booksarcade.co.in/sdm_downloads/autonomous-vehicle-design-and-modelling/
RFID TECHNOLOGY FOR SMART VEHICLE CONTROL	http://www.booksarcade.co.in/sdm_downloads/autonomous-vehicle-design-and-modelling/
DEVELOPMENT OF RFID-BASED SPEED CONTROLLERS IN AUTOMOBILES	http://www.booksarcade.co.in/sdm_downloads/autonomous-vehicle-design-and-modelling/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

AUTOMOBILE THEORY	http://www.booksarcade.co.in/sdm_downloads/autonomous-vehicle-design-and-modelling/
Components Used in RFID Technology	http://www.booksarcade.co.in/sdm_downloads/autonomous-vehicle-design-and-modelling/
Basics of Ignition System	http://www.booksarcade.co.in/sdm_downloads/autonomous-vehicle-design-and-modelling/
Introduction Sensor-Based Robotics Arm	http://www.booksarcade.co.in/sdm_downloads/electro-mechanical-systems-and-components/
Microprocessor and Light Emitting Diodes	http://www.booksarcade.co.in/sdm_downloads/electro-mechanical-systems-and-components/
Servo Motors	http://www.booksarcade.co.in/sdm_downloads/electro-mechanical-systems-and-components/
Push Buttons Switch Mechanism	http://www.booksarcade.co.in/sdm_downloads/electro-mechanical-systems-and-components/
Introduction to Semiconductor Diode	http://www.booksarcade.co.in/sdm_downloads/electro-mechanical-systems-and-components/
Resistor and Capacitor	http://www.booksarcade.co.in/sdm_downloads/electro-mechanical-systems-and-components/
Introduction to Welding	http://www.booksarcade.co.in/sdm_downloads/concept-of-lathe-machine-and-welding-techniques/
Welding Forms	http://www.booksarcade.co.in/sdm_downloads/concept-of-lathe-machine-and-welding-techniques/
Components Used in Welding Process	http://www.booksarcade.co.in/sdm_downloads/concept-of-lathe-machine-and-welding-techniques/
Fabrication Process	http://www.booksarcade.co.in/sdm_downloads/concept-of-lathe-machine-and-welding-techniques/
Design Model	http://www.booksarcade.co.in/sdm_downloads/concept-of-lathe-machine-and-welding-techniques/
Advantages and Limitations of Welding	http://www.booksarcade.co.in/sdm_downloads/concept-of-lathe-machine-and-welding-techniques/
Biodiesel: A Nonconventional Energy Resources	http://www.booksarcade.co.in/sdm_downloads/recent-development-in-robotics-and-non-conventional-energy-resources/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Classification of Biofuels	http://www.booksarcade.co.in/sdm_downloads/recent-development-in-robotics-and-non-conventional-energy-resources/
Basics of Biochemical	http://www.booksarcade.co.in/sdm_downloads/recent-development-in-robotics-and-non-conventional-energy-resources/
Thermochemical and Need of Biodiesel	http://www.booksarcade.co.in/sdm_downloads/recent-development-in-robotics-and-non-conventional-energy-resources/
Properties of Biofuel	http://www.booksarcade.co.in/sdm_downloads/recent-development-in-robotics-and-non-conventional-energy-resources/
Toxicity and Exposure	http://www.booksarcade.co.in/sdm_downloads/recent-development-in-robotics-and-non-conventional-energy-resources/
Health Effects During Production of Biodiesel	http://www.booksarcade.co.in/sdm_downloads/recent-development-in-robotics-and-non-conventional-energy-resources/
Composite Materials and Their Classification	http://www.booksarcade.co.in/sdm_downloads/introduction-to-composite-materials/
Characteristics of Composites	http://www.booksarcade.co.in/sdm_downloads/introduction-to-composite-materials/
Need for Developing Composite Materials	http://www.booksarcade.co.in/sdm_downloads/introduction-to-composite-materials/
Fibrous Composites	http://www.booksarcade.co.in/sdm_downloads/introduction-to-composite-materials/
Effects of various Alloying Elements Used for Alloying Aluminium	http://www.booksarcade.co.in/sdm_downloads/introduction-to-composite-materials/
Aluminium and Aluminium Alloys Casting Problems	http://www.booksarcade.co.in/sdm_downloads/introduction-to-composite-materials/
Introduction to Wire Cutting Machine	http://www.booksarcade.co.in/sdm_downloads/surface-engineering-methods-and-processes/
Advantages of Wire Cutting Improve Production Efficiency	http://www.booksarcade.co.in/sdm_downloads/surface-engineering-methods-and-processes/
EDM Wire Technique	http://www.booksarcade.co.in/sdm_downloads/surface-engineering-methods-and-processes/
Coating of EDM Wires	http://www.booksarcade.co.in/sdm_downloads/surface-engineering-methods-and-processes/
Economic Performance of EDM	http://www.booksarcade.co.in/sdm_downloads/surface-engineering-methods-and-processes/
Microstructure of EDM	http://www.booksarcade.co.in/sdm_downloads/surface-engineering-methods-and-processes/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Introduction to Thermal Runaway	http://www.booksarcade.co.in/sdm_downloads/an-archive-of-solar-panel-management/
Battery Thermal Management System (BTMS)	http://www.booksarcade.co.in/sdm_downloads/an-archive-of-solar-panel-management/
Batteries Thermal Management System	http://www.booksarcade.co.in/sdm_downloads/an-archive-of-solar-panel-management/
Phase Change Material	http://www.booksarcade.co.in/sdm_downloads/an-archive-of-solar-panel-management/
Existing Battery Thermal Management System	http://www.booksarcade.co.in/sdm_downloads/an-archive-of-solar-panel-management/
Computational Fluid Dynamics	http://www.booksarcade.co.in/sdm_downloads/an-archive-of-solar-panel-management/
Introduction to Hydraulic Jack	http://www.booksarcade.co.in/sdm_downloads/electro-mechanical-systems-and-components/
Lifting Jacks Information	http://www.booksarcade.co.in/sdm_downloads/electro-mechanical-systems-and-components/
Jacking System	http://www.booksarcade.co.in/sdm_downloads/electro-mechanical-systems-and-components/
Floor jacks	http://www.booksarcade.co.in/sdm_downloads/electro-mechanical-systems-and-components/
Principle of a Hydraulic Drive	http://www.booksarcade.co.in/sdm_downloads/electro-mechanical-systems-and-components/
Pressure Control Valves	http://www.booksarcade.co.in/sdm_downloads/electro-mechanical-systems-and-components/
Bronze-Alloy	http://www.booksarcade.co.in/sdm_downloads/introduction-to-composite-materials/
Bronze Properties	http://www.booksarcade.co.in/sdm_downloads/introduction-to-composite-materials/
Copper-Nickel	http://www.booksarcade.co.in/sdm_downloads/introduction-to-composite-materials/
Erosion Wear	http://www.booksarcade.co.in/sdm_downloads/introduction-to-composite-materials/
Fatigue Wear	http://www.booksarcade.co.in/sdm_downloads/introduction-to-composite-materials/
Diffusive wear	http://www.booksarcade.co.in/sdm_downloads/introduction-to-composite-materials/
INTRODUCTION TO RED MUD BASED GEO POLYMER BRICKS	http://www.booksarcade.co.in/sdm_downloads/red-mud-geopolymer-applications/
RAW MATERIALS RED MUD	http://www.booksarcade.co.in/sdm_downloads/red-mud-geopolymer-applications/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

GROUND GRANULATED BLAST-FURNACE SLAG	http://www.booksarcade.co.in/sdm_downloads/red-mud-geopolymer-applications/
BASICS OF METAKAOLIN	http://www.booksarcade.co.in/sdm_downloads/red-mud-geopolymer-applications/
ABSORPTION OF WATER	http://www.booksarcade.co.in/sdm_downloads/red-mud-geopolymer-applications/
COMPRESSION TEST	http://www.booksarcade.co.in/sdm_downloads/red-mud-geopolymer-applications/
FINE AND COARSE AGGREGATE IN CONCRETE WITH RUBBER	http://www.booksarcade.co.in/sdm_downloads/working-with-concrete-mixtures/
AGGREGATE IN CONCRETE	http://www.booksarcade.co.in/sdm_downloads/working-with-concrete-mixtures/
RUBBER FROM USED TYRES HAS AN IMPACT ON THE DURABILITY AND MECHANICAL QUALITIES OF CONCRETE	http://www.booksarcade.co.in/sdm_downloads/working-with-concrete-mixtures/
IMPACT OF ADDING WASTE RUBBER TO COMPOSITE PORTLAND I CONCRETE	http://www.booksarcade.co.in/sdm_downloads/working-with-concrete-mixtures/
ORDINARY PORTLAND CEMENT	http://www.booksarcade.co.in/sdm_downloads/working-with-concrete-mixtures/
FUTURE PROSPECT OF REPLACEMENT OF FINE AND COARSE AGGREGATE IN CONCRETE WITH RUBBER	http://www.booksarcade.co.in/sdm_downloads/working-with-concrete-mixtures/
Introduction to Red Mud Geopolymer Paver Blocks	http://www.booksarcade.co.in/sdm_downloads/red-mud-geopolymer-applications/
APPLICATION OF RED MUD	http://www.booksarcade.co.in/sdm_downloads/red-mud-geopolymer-applications/
BASICS OF FLY ASH	http://www.booksarcade.co.in/sdm_downloads/red-mud-geopolymer-applications/
Ground Granulated Blast Furnace Slag	http://www.booksarcade.co.in/sdm_downloads/red-mud-geopolymer-applications/
Fly Ash Based Geopolymer Concrete Paver Blocks	http://www.booksarcade.co.in/sdm_downloads/red-mud-geopolymer-applications/
Production of Geopolymer Paver Blocks	http://www.booksarcade.co.in/sdm_downloads/red-mud-geopolymer-applications/
INTRODUCTION TO RECYCLED AGGREGATES	http://www.booksarcade.co.in/sdm_downloads/recycled-aggregate-in-concrete/
CLASSIFICATION OF AGGREGATES	http://www.booksarcade.co.in/sdm_downloads/recycled-aggregate-in-concrete/
Natural Aggregate	http://www.booksarcade.co.in/sdm_downloads/recycled-aggregate-in-concrete/
Coal Ash	http://www.booksarcade.co.in/sdm_downloads/recycled-aggregate-in-concrete/
Recycled Aggregate	http://www.booksarcade.co.in/sdm_downloads/recycled-aggregate-in-concrete/
Crushed Rock and Sand	http://www.booksarcade.co.in/sdm_downloads/recycled-aggregate-in-concrete/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

INTRODUCTION TO GEO POLYMER BRICKS	http://www.booksarcade.co.in/sdm_downloads/alternative-concrete-geopolymer-concrete/
Burned Clay Bricks	http://www.booksarcade.co.in/sdm_downloads/alternative-concrete-geopolymer-concrete/
Ordinary Portland Cement (OPC) bricks	http://www.booksarcade.co.in/sdm_downloads/alternative-concrete-geopolymer-concrete/
Geopolymers and Other Geosynthetics	http://www.booksarcade.co.in/sdm_downloads/alternative-concrete-geopolymer-concrete/
Geopolymer Cements	http://www.booksarcade.co.in/sdm_downloads/alternative-concrete-geopolymer-concrete/
Material Characterisation	http://www.booksarcade.co.in/sdm_downloads/alternative-concrete-geopolymer-concrete/
INTRODUCTION TO INCORPORATION OF PLASTIC WASTE IN BRICKS	http://www.booksarcade.co.in/sdm_downloads/concept-of-waste-plastic-brick/
Bricks	http://www.booksarcade.co.in/sdm_downloads/concept-of-waste-plastic-brick/
CLASSIFICATION OF CLAY	http://www.booksarcade.co.in/sdm_downloads/concept-of-waste-plastic-brick/
SPECIFICATIONS OF M SAND	http://www.booksarcade.co.in/sdm_downloads/concept-of-waste-plastic-brick/
CLASSIFICATION OF PLASTIC	http://www.booksarcade.co.in/sdm_downloads/concept-of-waste-plastic-brick/
ROLE OF CEMENT IN CONSTRUCTION	http://www.booksarcade.co.in/sdm_downloads/concept-of-waste-plastic-brick/
INTRODUCTION TO GEO POLYMER MORTAR	http://www.booksarcade.co.in/sdm_downloads/alternative-concrete-geopolymer-concrete/
Geopolymer Concept	http://www.booksarcade.co.in/sdm_downloads/alternative-concrete-geopolymer-concrete/
INTRODUCTION TO RED MUD	http://www.booksarcade.co.in/sdm_downloads/alternative-concrete-geopolymer-concrete/
Metakaolin	http://www.booksarcade.co.in/sdm_downloads/alternative-concrete-geopolymer-concrete/
GGBS (Ground Granulated Blast-furnace Slag)	http://www.booksarcade.co.in/sdm_downloads/alternative-concrete-geopolymer-concrete/
CLASSIFICATION OF MORTAR	http://www.booksarcade.co.in/sdm_downloads/alternative-concrete-geopolymer-concrete/

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Introduction to Concrete	http://www.booksarcade.co.in/sdm_downloads/working-with-concrete-mixtures/
History of Concrete Material	http://www.booksarcade.co.in/sdm_downloads/working-with-concrete-mixtures/
Composition of Concrete	http://www.booksarcade.co.in/sdm_downloads/working-with-concrete-mixtures/
Admixtures	http://www.booksarcade.co.in/sdm_downloads/working-with-concrete-mixtures/
Glass Powder	http://www.booksarcade.co.in/sdm_downloads/working-with-concrete-mixtures/
Types of Admixtures	http://www.booksarcade.co.in/sdm_downloads/working-with-concrete-mixtures/
INTRODUCTION TO BUILDING AND CONSTRUCTION MATERIALS	http://www.booksarcade.co.in/sdm_downloads/sustainability-of-construction-materials/
Engineering materials	http://www.booksarcade.co.in/sdm_downloads/sustainability-of-construction-materials/
Concrete as Building Material	http://www.booksarcade.co.in/sdm_downloads/sustainability-of-construction-materials/
Structures and Design granted for building	http://www.booksarcade.co.in/sdm_downloads/sustainability-of-construction-materials/
Structural Performances of the building	http://www.booksarcade.co.in/sdm_downloads/sustainability-of-construction-materials/
Structural performance levels	http://www.booksarcade.co.in/sdm_downloads/sustainability-of-construction-materials/
Scrap Value Estimation	http://www.booksarcade.co.in/sdm_downloads/sustainability-of-construction-materials/
Introduction to Recycled plastic Materials	http://www.booksarcade.co.in/sdm_downloads/recycled-aggregate-in-concrete/
History of Plastic materials	http://www.booksarcade.co.in/sdm_downloads/recycled-aggregate-in-concrete/
Solid waste management	http://www.booksarcade.co.in/sdm_downloads/recycled-aggregate-in-concrete/
History of Solid Waste Management	http://www.booksarcade.co.in/sdm_downloads/recycled-aggregate-in-concrete/
Granulated polypropylene waste	http://www.booksarcade.co.in/sdm_downloads/recycled-aggregate-in-concrete/
Hardened concrete	http://www.booksarcade.co.in/sdm_downloads/recycled-aggregate-in-concrete/
INTRODUCTION TO GEOPOLYMER MASONRY BRICK PRODUCTION	http://www.booksarcade.co.in/sdm_downloads/concept-of-waste-plastic-brick/
Industrial Solid Waste	http://www.booksarcade.co.in/sdm_downloads/concept-of-waste-plastic-brick/
GEOPOLYMER MASONRY BRICK PRODUCTION	http://www.booksarcade.co.in/sdm_downloads/concept-of-waste-plastic-brick/
THE RED MUD PROBLEM IN ALUMINIUM PRODUCTION	http://www.booksarcade.co.in/sdm_downloads/concept-of-waste-plastic-brick/
Advantages of GGBFS in concrete	http://www.booksarcade.co.in/sdm_downloads/concept-of-waste-plastic-brick/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Color of concrete incorporating slag	http://www.booksarcade.co.in/sdm_downloads/concept-of-waste-plastic-brick/
Chemical Reaction of GGBFS	http://www.booksarcade.co.in/sdm_downloads/concept-of-waste-plastic-brick/
CONSTRUCTION PROJECT MANAGEMENT USING PRIMAVERA	http://www.booksarcade.co.in/sdm_downloads/modern-construction-project-management/
History of Primavera	http://www.booksarcade.co.in/sdm_downloads/modern-construction-project-management/
Construction Project Management of Residential Building	http://www.booksarcade.co.in/sdm_downloads/modern-construction-project-management/
Compensable Vs Non Compensable Delays	http://www.booksarcade.co.in/sdm_downloads/modern-construction-project-management/
Organizational breakdown structure (OBS)	http://www.booksarcade.co.in/sdm_downloads/modern-construction-project-management/
Work Breakdown Structure (WBS)	http://www.booksarcade.co.in/sdm_downloads/modern-construction-project-management/
INTRODUCTION TO G+5 STORY BUILDING	http://www.booksarcade.co.in/sdm_downloads/planning-scheduling-and-controlling/
BASIC PRINCIPLES OF STOREY BUILDINGS	http://www.booksarcade.co.in/sdm_downloads/planning-scheduling-and-controlling/
Portal Frame Structure	http://www.booksarcade.co.in/sdm_downloads/planning-scheduling-and-controlling/
Considerations in Design	http://www.booksarcade.co.in/sdm_downloads/planning-scheduling-and-controlling/
Component of Stores building	http://www.booksarcade.co.in/sdm_downloads/planning-scheduling-and-controlling/
Porosity of Building Materials	http://www.booksarcade.co.in/sdm_downloads/planning-scheduling-and-controlling/
INTRODUCTION TO UNDERPASS ROAD BRIDGE	http://www.booksarcade.co.in/sdm_downloads/planning-scheduling-and-controlling/
History of Bridge Development	http://www.booksarcade.co.in/sdm_downloads/planning-scheduling-and-controlling/
Elements of Bridge Design	http://www.booksarcade.co.in/sdm_downloads/planning-scheduling-and-controlling/
Suspension Bridge	http://www.booksarcade.co.in/sdm_downloads/planning-scheduling-and-controlling/
Cable-Stayed Bridge	http://www.booksarcade.co.in/sdm_downloads/planning-scheduling-and-controlling/
Bridge Design	http://www.booksarcade.co.in/sdm_downloads/planning-scheduling-and-controlling/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

CONVENTIONAL AND MODERN METHODOLOGIES CONSTRUCTION METHODS	http://www.booksarcade.co.in/sdm_downloads/modern-construction-project-management/
DRASTIC model	http://www.booksarcade.co.in/sdm_downloads/modern-construction-project-management/
Conventional Construction Methods	http://www.booksarcade.co.in/sdm_downloads/modern-construction-project-management/
Modern construction Methodologies	http://www.booksarcade.co.in/sdm_downloads/modern-construction-project-management/
Causes of Ground water pollution	http://www.booksarcade.co.in/sdm_downloads/modern-construction-project-management/
Assessment of Ground water Vulnerability	http://www.booksarcade.co.in/sdm_downloads/modern-construction-project-management/
INTRODUCTION TO CONSTRUCTION AND DEMOLITION WASTE	http://www.booksarcade.co.in/sdm_downloads/wastewater-and-waste-solid-treatment-technologies/
APPLICATION OF C&D MATERIALS	http://www.booksarcade.co.in/sdm_downloads/wastewater-and-waste-solid-treatment-technologies/
Construction and Demolition Waste	http://www.booksarcade.co.in/sdm_downloads/wastewater-and-waste-solid-treatment-technologies/
C&D waste management	http://www.booksarcade.co.in/sdm_downloads/wastewater-and-waste-solid-treatment-technologies/
C&D waste impacts on Economy	http://www.booksarcade.co.in/sdm_downloads/wastewater-and-waste-solid-treatment-technologies/
C&D Waste Impacts on Environment	http://www.booksarcade.co.in/sdm_downloads/wastewater-and-waste-solid-treatment-technologies/
INTRODUCTION TO ALCCOFINE MODIFIED EXPANSIVE SOIL	http://www.booksarcade.co.in/sdm_downloads/microstructural-behavior-of-expansive-soil/
Soil Stabilization	http://www.booksarcade.co.in/sdm_downloads/microstructural-behavior-of-expansive-soil/
DIFFERENT CATEGORIES OF SOIL	http://www.booksarcade.co.in/sdm_downloads/microstructural-behavior-of-expansive-soil/
Black Cotton Soil	http://www.booksarcade.co.in/sdm_downloads/microstructural-behavior-of-expansive-soil/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

BASICS OF ALCCOFINE	http://www.booksarcade.co.in/sdm_downloads/microstructural-behavior-of-expansive-soil/
Waste Plastic Strips	http://www.booksarcade.co.in/sdm_downloads/microstructural-behavior-of-expansive-soil/
Introduction to Alccofine Expansive Soil	http://www.booksarcade.co.in/sdm_downloads/microstructural-behavior-of-expansive-soil/
Soil deposits	http://www.booksarcade.co.in/sdm_downloads/microstructural-behavior-of-expansive-soil/
Damage caused by the Expansive Soil	http://www.booksarcade.co.in/sdm_downloads/microstructural-behavior-of-expansive-soil/
Canal Linings	http://www.booksarcade.co.in/sdm_downloads/microstructural-behavior-of-expansive-soil/
Properties of soil	http://www.booksarcade.co.in/sdm_downloads/microstructural-behavior-of-expansive-soil/
CLASSIFICATION OF FLY ASH	http://www.booksarcade.co.in/sdm_downloads/microstructural-behavior-of-expansive-soil/
EFFECT OF COPPER SLAG ON STRENGTH PROPERTIES OF EXPANSIVE SOIL	http://www.booksarcade.co.in/sdm_downloads/sustainability-of-construction-materials/
TYPES OF SOIL STABILIZATION	http://www.booksarcade.co.in/sdm_downloads/sustainability-of-construction-materials/
COMPONENTS OF STABILIZATION	http://www.booksarcade.co.in/sdm_downloads/sustainability-of-construction-materials/
CLAYEY SOIL ELECTRICAL STABILIZATION	http://www.booksarcade.co.in/sdm_downloads/sustainability-of-construction-materials/
EXPANSIVE SOIL STABILIZATION METHODS	http://www.booksarcade.co.in/sdm_downloads/sustainability-of-construction-materials/
BLACK COTTON SOIL USING COPPER SLAG IN THE BUILDING OF PAVEMENT	http://www.booksarcade.co.in/sdm_downloads/sustainability-of-construction-materials/
INTRODUCTION TO WASTEWATER	http://www.booksarcade.co.in/sdm_downloads/treatability-studies-on-wastewater/
BASICS OF TREATABILITY	http://www.booksarcade.co.in/sdm_downloads/treatability-studies-on-wastewater/
TPES OF TREATABILITY STUDIES	http://www.booksarcade.co.in/sdm_downloads/treatability-studies-on-wastewater/
WASTEWATER TREATABILITY STUDIES COST	http://www.booksarcade.co.in/sdm_downloads/treatability-studies-on-wastewater/
PRELIMINARY TREATMENT	http://www.booksarcade.co.in/sdm_downloads/treatability-studies-on-wastewater/
FUTURE WATER TREATMENT TECHNOLOGY'S POTENTIAL	http://www.booksarcade.co.in/sdm_downloads/treatability-studies-on-wastewater/

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

BASICS OF WASTEWATER	http://www.booksarcade.co.in/sdm_downloads/treatability-studies-on-wastewater/
DIFFERENT TYPES SEWAGE	http://www.booksarcade.co.in/sdm_downloads/treatability-studies-on-wastewater/
TREATMENT OF DOMESTIC WASTEWATER	http://www.booksarcade.co.in/sdm_downloads/treatability-studies-on-wastewater/
INDUSTRIAL WASTE	http://www.booksarcade.co.in/sdm_downloads/treatability-studies-on-wastewater/
STORM WASTEWATER	http://www.booksarcade.co.in/sdm_downloads/treatability-studies-on-wastewater/
TREATABILITY STUDIES	http://www.booksarcade.co.in/sdm_downloads/treatability-studies-on-wastewater/
INTRODUCTION TO BOREWELL RECHARGE TECHNOLOGY	http://www.booksarcade.co.in/sdm_downloads/water-harvesting-and-purification-mechanism/
BOREWELL RECHARGE	http://www.booksarcade.co.in/sdm_downloads/water-harvesting-and-purification-mechanism/
GROUNDWATER STORAGE TANKS	http://www.booksarcade.co.in/sdm_downloads/water-harvesting-and-purification-mechanism/
ISSUES RELATED TO EXCESSIVE GROUNDWATER USE	http://www.booksarcade.co.in/sdm_downloads/water-harvesting-and-purification-mechanism/
SYSTEMS FOR HARVESTING RAINWATER AND THEIR FEATURES	http://www.booksarcade.co.in/sdm_downloads/water-harvesting-and-purification-mechanism/
BOREWELL RECHARGING TECHNIQUES	http://www.booksarcade.co.in/sdm_downloads/water-harvesting-and-purification-mechanism/
INTRODUCTION TO TYPES AND SOURCES OF WASTEWATER	http://www.booksarcade.co.in/sdm_downloads/wastewater-and-waste-solid-treatment-technologies/
TYPES AND SOURCES OF WASTEWATER	http://www.booksarcade.co.in/sdm_downloads/wastewater-and-waste-solid-treatment-technologies/
TYPES OF WASTEWATER TREATMENT	http://www.booksarcade.co.in/sdm_downloads/wastewater-and-waste-solid-treatment-technologies/
WASTE WATER TREATMENT PLANT (WWTP)	http://www.booksarcade.co.in/sdm_downloads/wastewater-and-waste-solid-treatment-technologies/
PROCESSES USED BY WASTEWATER TREATMENT PLANTS	http://www.booksarcade.co.in/sdm_downloads/wastewater-and-waste-solid-treatment-technologies/
BENEFITS OF MODERN WASTEWATER TREATMENT	http://www.booksarcade.co.in/sdm_downloads/wastewater-and-waste-solid-treatment-technologies/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

INTRODUCTION TO PORTABLE WATER	http://www.booksarcade.co.in/sdm_downloads/water-harvesting-and-purification-mechanism/
PORTABLE WATER AND WHOLESOME WATER	http://www.booksarcade.co.in/sdm_downloads/water-harvesting-and-purification-mechanism/
SOURCE OF WATER	http://www.booksarcade.co.in/sdm_downloads/water-harvesting-and-purification-mechanism/
WATER DEMAND	http://www.booksarcade.co.in/sdm_downloads/water-harvesting-and-purification-mechanism/
WATER POLLUTION	http://www.booksarcade.co.in/sdm_downloads/water-harvesting-and-purification-mechanism/
PARAMETERS OF PHYSICAL WATER QUALITY	http://www.booksarcade.co.in/sdm_downloads/water-harvesting-and-purification-mechanism/
INTRODUCTION TO GROUNDWATER	http://www.booksarcade.co.in/sdm_downloads/introduction-to-groundwater-hydrology/
BASICS OF ARTIFICIAL GROUNDWATER RECHARGE	http://www.booksarcade.co.in/sdm_downloads/introduction-to-groundwater-hydrology/
GROUNDWATER CONTROL AND WATER QUALITY	http://www.booksarcade.co.in/sdm_downloads/introduction-to-groundwater-hydrology/
WATER-QUALITY FACTORS AFFECTING GROUND WATER SUSTAINABILITY	http://www.booksarcade.co.in/sdm_downloads/introduction-to-groundwater-hydrology/
DIFFERENCE BETWEEN SURFACE AND GROUNDWATER	http://www.booksarcade.co.in/sdm_downloads/introduction-to-groundwater-hydrology/
FUTURE OF GROUNDWATER AND CHALLENGES	http://www.booksarcade.co.in/sdm_downloads/introduction-to-groundwater-hydrology/
ARTIFICIAL RECHARGE	http://www.booksarcade.co.in/sdm_downloads/introduction-to-groundwater-hydrology/
SOURCES GROUNDWATER	http://www.booksarcade.co.in/sdm_downloads/introduction-to-groundwater-hydrology/
STRATEGIES FOR RECHARGING GROUNDWATER	http://www.booksarcade.co.in/sdm_downloads/introduction-to-groundwater-hydrology/
Artificial Recharge Structures	http://www.booksarcade.co.in/sdm_downloads/introduction-to-groundwater-hydrology/
MONITORING MECHANISM FOR ARTIFICIAL RECHARGE PROJECTS	http://www.booksarcade.co.in/sdm_downloads/introduction-to-groundwater-hydrology/
ARTIFICIAL GROUNDWATER RECHARGE IN INDIA	http://www.booksarcade.co.in/sdm_downloads/introduction-to-groundwater-hydrology/
A Study on Non-Performing Assets Management at Primary Co-operative Agriculture and Rural Development Bank	https://www.scripown.com/docs/EBOOK_20230411_115423.pdf
A Study on Acceptance of Artificial Intelligence in Banking Sector	https://www.scripown.com/docs/EBOOK_20230411_115423.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Study on Credit Management and Issues of Bad Debts in Commercial Banks in India	https://www.scripown.com/docs/EBOOK_20230411_115423.pdf
A Study on Mobile Banking with Specific Reference to Ujjivan Small Finance Bank	https://www.scripown.com/docs/EBOOK_20230411_115423.pdf
Title of the Case Study: Strategies to Promote Consumer Loyalty in Internet Banking	https://www.scripown.com/docs/EBOOK_20230411_115423.pdf
The Impact of Unified Payment Interface (UPI) on Small Business: A Study With Reference to Bangalore City	https://www.scripown.com/docs/EBOOK_20230411_115423.pdf
A Study on Electronic Payments in the Present Scenario and Its Future Prospects in India, With Special Reference to Google Pay, Phonepe and Paytm Services	https://www.scripown.com/docs/EBOOK_20230411_115423.pdf
A Study on India Driving Towards Cashless Transaction	https://www.scripown.com/docs/EBOOK_20230411_115423.pdf
A Study on the Effect of NPAS on the Profitability of Selected Banks in India	https://www.scripown.com/docs/EBOOK_20230411_115423.pdf
Impact of Monetary Policy on Banking Sector	https://www.scripown.com/docs/EBOOK_20230411_115423.pdf
A Study on the Impact of Demonetization on the Banking Sectors	https://www.scripown.com/docs/EBOOK_20230411_115220.pdf
Effect of NPAS on the Profitability of Selected Banks in India	https://www.scripown.com/docs/EBOOK_20230411_115220.pdf
A Study on Covid-19 and the Rise in Npa's in Banks	https://www.scripown.com/docs/EBOOK_20230411_115220.pdf
A Study of Green Banking Practices in Domestic and International Banking Sectors	https://www.scripown.com/docs/EBOOK_20230411_115220.pdf
Digital Payment: Present Scenario and Scope for Improvement	https://www.scripown.com/docs/EBOOK_20230411_115220.pdf
A Study on the Effect of NPA on Bank Profitability	https://www.scripown.com/docs/EBOOK_20230411_115220.pdf
Impact of Foreign Direct Investment on the Economic Growth of India	https://www.scripown.com/docs/EBOOK_20230411_014102.pdf
Comparison of Marketing Strategies between LIC & Bajaj Allianz Life Insurance	https://www.scripown.com/docs/EBOOK_20230411_014102.pdf
The Impact of CSR on Financial Performance of Indian Companies	https://www.scripown.com/docs/EBOOK_20230411_014102.pdf
Dynamic Causality among Gold, Silver and Aluminum Price in India	https://www.scripown.com/docs/EBOOK_20230411_014102.pdf
Impact of FDI on Asian Economies	https://www.scripown.com/docs/EBOOK_20230411_014102.pdf
A Study on Financial Performance Analysis at Hindustan Insecticides Limited, Udyogamandal	https://www.scripown.com/docs/EBOOK_20230411_014102.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A study on Impact of COVID-19 on Global Economy Growth with Special Reference to G-20 Countries	https://www.scripown.com/docs/EBOOK_20230411_014102.pdf
Cryptocurrency - An Overview	https://www.scripown.com/docs/EBOOK_20230411_014102.pdf
Impact on Money Market Instruments in Indian Economy	https://www.scripown.com/docs/EBOOK_20230411_014102.pdf
A Study on Risk Management in Banking Sector	https://www.scripown.com/docs/EBOOK_20230411_014102.pdf
A Study on Financial Statement Analysis of Orientbell Pvt Ltd	https://www.scripown.com/docs/EBOOK_20230411_014102.pdf
A study on "Whether Taxation is a Selling Tool for Life Insurance Company"	https://www.scripown.com/docs/EBOOK_20230411_014102.pdf
A Study on Women Entrepreneurship and Economic Development in India	https://www.scripown.com/docs/EBOOK_20230411_014102.pdf
A Study on World Seaborne Trade Terminologies and Incoterms	https://www.scripown.com/docs/EBOOK_20230411_014102.pdf
Impact of Macroeconomic Factors on Indian stock Market	https://www.scripown.com/docs/EBOOK_20230411_050536.pdf
Volatility Spill over between Russia and European Stock Markets	https://www.scripown.com/docs/EBOOK_20230411_050536.pdf
Stock Price and Exchange Rate Nexus: A Case Study of Indian Stock Market	https://www.scripown.com/docs/EBOOK_20230411_050536.pdf
Impact of Financial Crisis on Sectorial Indices: An Empirical Study on Indian Stock Market	https://www.scripown.com/docs/EBOOK_20230411_050536.pdf
Performance of Selected Mutual fund: Evidence from India	https://www.scripown.com/docs/EBOOK_20230411_050536.pdf
A Study on Risk and Return Analysis of Selected FMCG Company	https://www.scripown.com/docs/EBOOK_20230411_050536.pdf
Pricing Efficiency of the Equity Exchange Traded Fund in Indian Market	https://www.scripown.com/docs/EBOOK_20230411_050536.pdf
Evaluation of Debt Mutual Fund's Objective & Portfolio Element on Investor Decisions	https://www.scripown.com/docs/EBOOK_20230411_050536.pdf
The Influence of Debt Mutual Funds' Liquidity Characteristics on Investor Choices	https://www.scripown.com/docs/EBOOK_20230411_050536.pdf
A Study on Diversity, Equity and Inclusion Policies at Godrej Group	https://www.scripown.com/docs/EBOOK_20230411_050536.pdf
A Study on Equity Analysis on FMCG Sector	https://www.scripown.com/docs/EBOOK_20230411_050536.pdf
A Study on Analysis of Risk and Return With Respect to FMCG Companies	https://www.scripown.com/docs/EBOOK_20230411_050536.pdf
A Study on Investment Pattern and Perception Towards Mutual Fund with Special Reference to Kodagu	https://www.scripown.com/docs/EBOOK_20230412_095510.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Study on Impact of Covid-19 on Investing Behaviour of Retail Investors Towards Mutual Fund Investment with Respect to Malappuram District Kerala	https://www.scripown.com/docs/EBOOK_20230412_095510.pdf
A Study to Analyse the Preferences and Behaviour of Retail Investors in Indian Stock Market and Its Impact of Market Growth	https://www.scripown.com/docs/EBOOK_20230412_095510.pdf
Impact of Past Performance Attributes of Debt Mutual Funds on Investor Decisions	https://www.scripown.com/docs/EBOOK_20230412_095510.pdf
An Analysis of Performance of Mutual Funds in Indian	https://www.scripown.com/docs/EBOOK_20230412_095510.pdf
Intensity of Debt Mutual Fund's Risk & Return Attribute on Investor Decisions	https://www.scripown.com/docs/EBOOK_20230412_095510.pdf
A study on Debt Mutual Fund's Stability of Income Element on Investor Choices	https://www.scripown.com/docs/EBOOK_20230412_095510.pdf
Impact of Debt Mutual Fund's Tax Benefits Attribute on Investor Decisions	https://www.scripown.com/docs/EBOOK_20230412_095510.pdf
Technical Analysis on Best Performing Blue-Chip Companies in National Stock Exchange	https://www.scripown.com/docs/EBOOK_20230412_095510.pdf
A Comparative Study on Financial Performance of NSE and BSE Stock Exchanges	https://www.scripown.com/docs/EBOOK_20230412_095510.pdf
A Study of Investors Demographic Variables on Initial Public Offering in Bengaluru	https://www.scripown.com/docs/EBOOK_20230412_095510.pdf
Study on Technical Analysis of Selected Stocks of NSE Fifty	https://www.scripown.com/docs/EBOOK_20230412_095510.pdf
Comparative Analysis of HDFC Bank stock and ICICI Bank	https://www.scripown.com/docs/EBOOK_20230412_103310.pdf
Enhancing Brand Equity Globally Through Promotional Strategy	https://www.scripown.com/docs/EBOOK_20230412_103310.pdf
An Analysis of the Market Share-Profitability Relationship: Case study of SBI & Canara Bank's	https://www.scripown.com/docs/EBOOK_20230412_103310.pdf
A study on performance of IPOs in Indian Stock Market in select companies	https://www.scripown.com/docs/EBOOK_20230412_103310.pdf
Impact of Inflation and GDP on Stock Market Returns	https://www.scripown.com/docs/EBOOK_20230412_103310.pdf
The Study of Risk Management in Public and Private Sector Banks	https://www.scripown.com/docs/EBOOK_20230412_103310.pdf
A Study on Buying Behavior of Investors towards Mutual Fund in Bengaluru	https://www.scripown.com/docs/EBOOK_20230412_103310.pdf
A Study on Performance IPO's Last Two Year	https://www.scripown.com/docs/EBOOK_20230412_103310.pdf
A Study on Selected Bank Nifty Stocks in National Stock Exchange	https://www.scripown.com/docs/EBOOK_20230412_103310.pdf

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Study on Investor's Perception Investing on Government Enterprises a Special Reference to Karnataka Antibiotics and Pharmaceuticals Ltd (A Government Enterprise)	https://www.scripown.com/docs/EBOOK_20230412_103310.pdf
Investment Decision and Portfolio Management	https://www.scripown.com/docs/EBOOK_20230412_103310.pdf
Evaluation of Portfolio and Making Investment Decisions	https://www.scripown.com/docs/EBOOK_20230412_103310.pdf
Crisis and Creativity: A Study of Performance and Play in the Film Tamasha	https://www.scripown.com/docs/EBOOK_20230412_124236.pdf
Literary Nonsense and Language: Linguistic Destabilization and Subversion in Flann O'Brien's At Swim-Two-Birds	https://www.scripown.com/docs/EBOOK_20230412_124236.pdf
Women Writing in India and the Study on Contemporary Writers: Shashi Deshpande and Anita Desai	https://www.scripown.com/docs/EBOOK_20230412_124236.pdf
A Study about the Relationship between Custom House Agent (C.H.A) and Container Freight Station (C.F.S)	https://www.scripown.com/docs/EBOOK_20230412_124236.pdf
Gaining Efficiencies in LTL Outsourcing and Importance of IT	https://www.scripown.com/docs/EBOOK_20230412_124236.pdf
A Study on LNG & LPG Carriers at Cochin Port Trust	https://www.scripown.com/docs/EBOOK_20230412_124236.pdf
Development of the Logistics Industry with Upcoming Technology how the Company Safexpress Logistics Improved their Process with New Technology	https://www.scripown.com/docs/EBOOK_20230412_124236.pdf
A Study on Effect of Material Management of Mas Construction	https://www.scripown.com/docs/EBOOK_20230412_124236.pdf
Operations Management Practices and Performance of Schneider Electric India	https://www.scripown.com/docs/EBOOK_20230412_124236.pdf
Royal Oak – An Emerging Leader in Indian Furniture Industry	https://www.scripown.com/docs/EBOOK_20230412_124236.pdf
Strategies to Promote E Vehicles in India	https://www.scripown.com/docs/EBOOK_20230412_124236.pdf
Study on Impact of Covid 19 on Tourism Industry In Reference To Bengaluru (Bangalore) City	https://www.scripown.com/docs/EBOOK_20230412_124236.pdf
A Study of Service Operations in Royal Enfield with Special Reference to Thrissur District	https://www.scripown.com/docs/EBOOK_20230412_124236.pdf
A Study on Brand Awareness of Indian Batteries	https://www.scripown.com/docs/EBOOK_20230412_124236.pdf
A Study on Effectiveness of Online Promotional Strategies for Fashion Wear Category with Reference to Bengaluru	https://www.scripown.com/docs/EBOOK_20230412_124236.pdf

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Study on Effectiveness of Production and Operation Management at Bisleri	https://www.scripown.com/docs/EBOOK_20230412_020349.pdf
A Study on Tax Planning and Management at Everblue Apparels Limited	https://www.scripown.com/docs/EBOOK_20230412_020349.pdf
Analyzing the Impact of ERP on Improving Business Operations Using Oracle	https://www.scripown.com/docs/EBOOK_20230412_020349.pdf
Investigation of Effect of Internet of Things on Servitisation	https://www.scripown.com/docs/EBOOK_20230412_020349.pdf
Operations Strategy on Revenue Management at Royal oak incorporation Pvt. Ltd.	https://www.scripown.com/docs/EBOOK_20230412_020349.pdf
A Study on Impact of Organization Culture on Succession Planning	https://www.scripown.com/docs/EBOOK_20230412_020349.pdf
A Study on an Integration of Green Marketing within Automobile Industry of Bangalore Urban District	https://www.scripown.com/docs/EBOOK_20230412_020349.pdf
Field Emersion Report on Clevernist	https://www.scripown.com/docs/EBOOK_20230412_020349.pdf
A Study on Present Market Position and Its Impact on Market Growth with Special Reference to MRF Private Ltd	https://www.scripown.com/docs/EBOOK_20230412_020349.pdf
Champion of Online Food Delivery in Urban India: A case Study on Zomato	https://www.scripown.com/docs/EBOOK_20230412_020349.pdf
Disruption in the Event Industry: Headway to the Challenges of Covid-19	https://www.scripown.com/docs/EBOOK_20230412_020349.pdf
Operation Management Practices and Operation Analytics in Schneider Electric India pvt. Ltd. - A Case Study	https://www.scripown.com/docs/EBOOK_20230412_020349.pdf
A Study on Waste Management	https://www.scripown.com/docs/EBOOK_20230412_020349.pdf
Customer Satisfaction Towards Swiggy	https://www.scripown.com/docs/EBOOK_20230413_094508.pdf
Critical Analysis of the Unprecedented Growth of Ed-Tech Companies in Education Sector	https://www.scripown.com/docs/EBOOK_20230413_094508.pdf
A Study on Impact of Online Food delivery app on Restaurant Business	https://www.scripown.com/docs/EBOOK_20230413_094508.pdf
A Study on Entry of Jio and It's Marketing in Telecom Industry	https://www.scripown.com/docs/EBOOK_20230413_094508.pdf
Solar Energy System in India	https://www.scripown.com/docs/EBOOK_20230413_094508.pdf
Educational Setup by a Global Repute Company of Greater Noida (Uttar Pradesh) - An Initiative under Corporate Social Responsibility	https://www.scripown.com/docs/EBOOK_20230413_094508.pdf
A Study on Sales Forecasting of Reliance Retail Stores Using Python	https://www.scripown.com/docs/EBOOK_20230413_094508.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Turnaround Management through Internal Corporate Venturing: A Case Study of a Seafood Company	https://www.scripown.com/docs/EBOOK_20230413_094508.pdf
Analysis of just-in-time Delivery with Special Reference of Online Retailer Deliveries	https://www.scripown.com/docs/EBOOK_20230413_094508.pdf
A Study on Customer Preference on Buying Mobile Phones Using Power BI	https://www.scripown.com/docs/EBOOK_20230413_094508.pdf
Brick-and-Mortar to Click-and-Slide: An analytical Study	https://www.scripown.com/docs/EBOOK_20230413_094508.pdf
Work-life Balance in the Refashioned Healthcare Industry: Adaptive Management & Reforms in the Workplace Post-Pandemic	https://www.scripown.com/docs/EBOOK_20230413_094508.pdf
H&M Entry into India: A Case Study	https://www.scripown.com/docs/EBOOK_20230413_094508.pdf
The Impact of Social Media Marketing on Customer Satisfaction & Brand Building	https://www.scripown.com/docs/EBOOK_20230412_110030.pdf
Dynamic Digital Marketing	https://www.scripown.com/docs/EBOOK_20230412_110030.pdf
The Effectiveness of Online Marketing on Integrated Marketing Communication	https://www.scripown.com/docs/EBOOK_20230412_110030.pdf
Impact of Search Engine Optimization as a Marketing Tool	https://www.scripown.com/docs/EBOOK_20230412_110030.pdf
A Study on Digital Marketing Strategy (B2B and Stakeholder Communication)	https://www.scripown.com/docs/EBOOK_20230412_110030.pdf
Factors to Influence Buying Behavior in Social Media Channels: A Case of Facebook	https://www.scripown.com/docs/EBOOK_20230412_110030.pdf
Social Media Marketing Influence on Customer Satisfaction and Brand Loyalty	https://www.scripown.com/docs/EBOOK_20230412_110030.pdf
A Study of Effectiveness of Social Media Marketing with Reference to Future Group - Big Bazaar	https://www.scripown.com/docs/EBOOK_20230412_110030.pdf
Analysing the Impact of Social Media in Operations Management	https://www.scripown.com/docs/EBOOK_20230412_110030.pdf
Title of the Case Study: Effectiveness of Digital Marketing Strategies: A Study of Swiggy	https://www.scripown.com/docs/EBOOK_20230412_110030.pdf
Masira - A Pioneer of Digital Marketing in Bengaluru	https://www.scripown.com/docs/EBOOK_20230412_113333.pdf
An Analysis of Social Media as a Tool to Understand Customer Preferences in Bangalore	https://www.scripown.com/docs/EBOOK_20230412_113333.pdf
Digital Marketing Tools and Strategies and its Implementation in Business: A Case Study of One Plus	https://www.scripown.com/docs/EBOOK_20230412_113333.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Study on Social Platform as a Tool for Recruitment	https://www.scripown.com/docs/EBOOK_20230412_113333.pdf
A Study on the Impact of Digital Marketing on Logistics Industry	https://www.scripown.com/docs/EBOOK_20230412_113333.pdf
The Impact of Humorous Advertising on Consumer Decision Making	https://www.scripown.com/docs/EBOOK_20230412_113333.pdf
Emoji Analytics - New frontiers of Data Driven techniques in Marketing	https://www.scripown.com/docs/EBOOK_20230412_113333.pdf
Impact of Social Media on Buying Behaviour of Consumer with Special Reference to Nike	https://www.scripown.com/docs/EBOOK_20230412_113333.pdf
Social Media's Impact on Customer Evangelism in Electronic Products	https://www.scripown.com/docs/EBOOK_20230412_113333.pdf
Customer Satisfaction towards Zomato	https://www.scripown.com/docs/EBOOK_20230412_040703.pdf
Influence of Advertising on Consumer Buying Behaviour with Respect to Forever Living Products	https://www.scripown.com/docs/EBOOK_20230412_040703.pdf
Consumer Buying Behaviour in the Automobile Industry	https://www.scripown.com/docs/EBOOK_20230412_040703.pdf
A Study on Customer Satisfaction of Mahindra & Mahindra Tractors	https://www.scripown.com/docs/EBOOK_20230412_040703.pdf
Consumer's Perception on Online Shopping for Apparel	https://www.scripown.com/docs/EBOOK_20230412_040703.pdf
Comparison of Marketing Strategies between Lic & Bajaj Allianz Life Insurance	https://www.scripown.com/docs/EBOOK_20230412_040703.pdf
Customer Satisfaction or Customer Retention: A Case of Baazar Kolkata	https://www.scripown.com/docs/EBOOK_20230412_040703.pdf
Factors Influencing Cosmetics Buying Behaviour among Female Customers in Bangalore City	https://www.scripown.com/docs/EBOOK_20230412_040703.pdf
Customer Satisfaction and Sales out Come: A Case of Samsung Mobiles	https://www.scripown.com/docs/EBOOK_20230412_040703.pdf
Analysing the Influence of Food Package in Impulsive Buying Behaviour of Consumer	https://www.scripown.com/docs/EBOOK_20230412_040703.pdf
Customer Preferences using Codeyoung Company Ltd. Bengaluru City	https://www.scripown.com/docs/EBOOK_20230412_040703.pdf
Customers Satisfaction & Customer Loyalty in Choosing Codeyoung Company in Bangalore City	https://www.scripown.com/docs/EBOOK_20230412_040703.pdf
A Study on Consumer Behaviour Towards Online Apparel Shopping	https://www.scripown.com/docs/EBOOK_20230412_040703.pdf
A Study on Customer Relationship Management at Titan Watches	https://www.scripown.com/docs/EBOOK_20230412_040703.pdf
A Study on Student's Satisfaction on BYJUS Learning App in Bengaluru	https://www.scripown.com/docs/EBOOK_20230412_040703.pdf
A Study on Customer Perception Towards Online Grocery Industry	https://www.scripown.com/docs/EBOOK_20230412_040943.pdf

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Impact of Social Media on Buying Behaviour of Customers with Reference to Nike	https://www.scripown.com/docs/EBOOK_20230412_040943.pdf
Celebrity Influence on Consumer's Buying Decision: A Case Study on Nykaa	https://www.scripown.com/docs/EBOOK_20230412_040943.pdf
A Study on Car Loans at Tata Capital Ltd	https://www.scripown.com/docs/EBOOK_20230412_040943.pdf
A Comparative Study of Factors Involved in Consumers' Purchase Intention of Ethical Clothing	https://www.scripown.com/docs/EBOOK_20230412_040943.pdf
Consumer Satisfaction with Myntra: A Study in Consumer Behavior	https://www.scripown.com/docs/EBOOK_20230412_040943.pdf
Customer Role in Relationship Marketing in Acquisition and Retention of Customers-TESCO	https://www.scripown.com/docs/EBOOK_20230412_040943.pdf
A Study on Customer Perception towards Amazon and Flipkart Using Power BI	https://www.scripown.com/docs/EBOOK_20230412_040943.pdf
A Study on Branding and Customer Satisfaction at San Info Solutions Pvt. Ltd.	https://www.scripown.com/docs/EBOOK_20230412_040943.pdf
Cognitive Dissonance and Its Impact on Consumer Buying Behaviour	https://www.scripown.com/docs/EBOOK_20230412_040943.pdf
A Study of Perceived Organizational Justice, Trust, and Organisational Citizenship Behaviour	https://www.scripown.com/docs/EBOOK_20230412_040943.pdf
A Study on Customer Perception towards Samsung Mobile	https://www.scripown.com/docs/EBOOK_20230412_040943.pdf
A Study on Customer Buying Behaviour on Using Online Food Services before and After Covid-19	https://www.scripown.com/docs/EBOOK_20230412_040943.pdf
A Study on Consumer Buying Preferences Towards Bath Soaps Using Power BI	https://www.scripown.com/docs/EBOOK_20230412_040943.pdf
A Study on the Customer Experience on CRS Towers	https://www.scripown.com/docs/EBOOK_20230412_040943.pdf
A Study on the Rise of E-Commerece and the Online Shopping Generation	https://www.scripown.com/docs/EBOOK_20230413_084143.pdf
A Study on customer Perception towards Online Grocery Industry with Reference to Fresh to home Foods	https://www.scripown.com/docs/EBOOK_20230413_084143.pdf
An Analysis on Impact of Ecommerce on Retail Industry	https://www.scripown.com/docs/EBOOK_20230413_084143.pdf
A Study of Operation in E-Commerce Company with Reference to Amazon	https://www.scripown.com/docs/EBOOK_20230413_084143.pdf
A Study on Impact of Online Shopping on Consumer Buying Behaviour among Different Categories Using Python	https://www.scripown.com/docs/EBOOK_20230413_084143.pdf
A Study of E-Commerce in India with Particular Reference to Flipkart	https://www.scripown.com/docs/EBOOK_20230413_084143.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Study on Consumers Attitude towards Myntra in Digital Marketing with Reference to Coimbatore City	https://www.scripown.com/docs/EBOOK_20230413_084143.pdf
Jeopardy of Organisation Policies on Women's Career Prosperity: Veracious or Fallacious	https://www.scripown.com/store/978-93-94375-33-8-new-research-in-human-resource-management-employment-welfare-volume-1
A Study on Cause and Consequence of Work Stress and Coping Behavior of Employees in Hyson Motors Pvt. Ltd. Thrissur	https://www.scripown.com/store/978-93-94375-33-8-new-research-in-human-resource-management-employment-welfare-volume-1
A Study on Employee Satisfaction at the Various Stages of Employee Life Cycle with Reference Automobile Industry	https://www.scripown.com/store/978-93-94375-33-8-new-research-in-human-resource-management-employment-welfare-volume-1
Analysis of the Export Taking Place in DN Global Logistics	https://www.scripown.com/store/978-93-94375-33-8-new-research-in-human-resource-management-employment-welfare-volume-1
A Study of Job Satisfaction in the Service Sector in India	https://www.scripown.com/store/978-93-94375-33-8-new-research-in-human-resource-management-employment-welfare-volume-1
A Study on Factors Influencing Employee Satisfaction with Reference to Automotive Industry	https://www.scripown.com/store/978-93-94375-33-8-new-research-in-human-resource-management-employment-welfare-volume-1
A Study on Employee Relationship Management at Rays Technologies Pvt. Ltd.	https://www.scripown.com/store/978-93-94375-33-8-new-research-in-human-resource-management-employment-welfare-volume-1
A Study on Talent Management and Employee Engagement Practice during Pandemic Situation with It Sector Bangalore	https://www.scripown.com/store/978-93-94375-33-8-new-research-in-human-resource-management-employment-welfare-volume-1
The Effect of Training and Motivational Factors on Employee Performance	https://www.scripown.com/store/978-93-94375-33-8-new-research-in-human-resource-management-employment-welfare-volume-1
Performance Appraisal: A Study to understand Job Satisfaction and Motivation of Employees	https://www.scripown.com/store/978-93-94375-33-8-new-research-in-human-resource-management-employment-welfare-volume-1
Focus on Building a Culture	https://www.scripown.com/store/978-93-94375-33-8-new-research-in-human-resource-management-employment-welfare-volume-1
Employee Motivation	https://www.scripown.com/store/978-93-94375-33-8-new-research-in-human-resource-management-employment-welfare-volume-1
The Role of Leadership Style in Organisational Change Management	https://www.scripown.com/store/978-93-94375-33-8-new-research-in-human-resource-management-employment-welfare-volume-1
A Study on Employee Retention	https://www.scripown.com/store/978-93-94375-33-8-new-research-in-human-resource-management-employment-welfare-volume-1

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Shifting in Leadership Styles	https://www.scripown.com/store/978-93-94375-33-8-new-research-in-human-resource-management-employment-welfare-volume-1
Women Entrepreneurship in Micro, Small and Medium-Scale Enterprises in India	https://www.scripown.com/store/978-93-94375-40-6-new-research-in-human-resource-management-employment-welfare-volume-2
A Study on Recent trends in Leadership Management	https://www.scripown.com/store/978-93-94375-40-6-new-research-in-human-resource-management-employment-welfare-volume-2
A Study on Employees Job Satisfaction in Retail Companies in India	https://www.scripown.com/store/978-93-94375-40-6-new-research-in-human-resource-management-employment-welfare-volume-2
Wellness Programs for Employees	https://www.scripown.com/store/978-93-94375-40-6-new-research-in-human-resource-management-employment-welfare-volume-2
Ethical Leadership	https://www.scripown.com/store/978-93-94375-40-6-new-research-in-human-resource-management-employment-welfare-volume-2
A Study on Relationship between Employee Benefit Management and Employee Retention	https://www.scripown.com/store/978-93-94375-40-6-new-research-in-human-resource-management-employment-welfare-volume-2
Impact of HR Automation in Organizations: Integration of Automation in the Space of Human Resources in India	https://www.scripown.com/store/978-93-94375-40-6-new-research-in-human-resource-management-employment-welfare-volume-2
The Interactive Effect of Communication and Stress on Perception of Quality of Work Life	https://www.scripown.com/store/978-93-94375-40-6-new-research-in-human-resource-management-employment-welfare-volume-2
An Empirical Study on Perception of Corporate Professionals towards Individual Work Vs Group Work	https://www.scripown.com/store/978-93-94375-40-6-new-research-in-human-resource-management-employment-welfare-volume-2
Empathetic Leadership: How Leader Emotional Support and Understanding Influences Follower Performance	https://www.scripown.com/store/978-93-94375-40-6-new-research-in-human-resource-management-employment-welfare-volume-2
A Study on Talent Management on Quess Crop. Ltd.	https://www.scripown.com/store/978-93-94375-40-6-new-research-in-human-resource-management-employment-welfare-volume-2
Leaders Role for Flat Organizations	https://www.scripown.com/store/978-93-94375-40-6-new-research-in-human-resource-management-employment-welfare-volume-2
A Study of Faculty Job Satisfaction And Its Impact on Student Satisfaction in Management Institutes of Nashik District Affiliated to University of Pune	https://www.scripown.com/store/978-93-94375-40-6-new-research-in-human-resource-management-employment-welfare-volume-2
Launching more Female Leaders	https://www.scripown.com/store/978-93-94375-40-6-new-research-in-human-resource-management-employment-welfare-volume-2

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The Future of Work-Life in India	https://www.scripown.com/store/978-93-94375-40-6-new-research-in-human-resource-management-employment-welfare-volume-2
A Study on Women Entrepreneurship in the MSME Sector of India	https://www.scripown.com/store/978-93-94375-40-6-new-research-in-human-resource-management-employment-welfare-volume-2
A Study on Distribution Channel at Yamaha Company	https://www.scripown.com/docs/EBOOK_20230413_104938.pdf
Evaluating the Growing Importance of Information Technology in the Management of Logistics and Supply Chain	https://www.scripown.com/docs/EBOOK_20230413_104938.pdf
Process and Procedures of Export and Import with Reference to Kerala State Industrial Enterprises (KSIE)	https://www.scripown.com/docs/EBOOK_20230413_104938.pdf
The Study on Supply Chain Management and Its Impact on Consumer Satisfaction at Reliance Fresh Outlet	https://www.scripown.com/docs/EBOOK_20230413_104938.pdf
A Study on Goods and Service Tax and Its Impact on Indian Economy	https://www.scripown.com/docs/EBOOK_20230413_104938.pdf
Analysis on Procurement of Raw Material for Manufacturing-Plywood Material	https://www.scripown.com/docs/EBOOK_20230413_104938.pdf
Analysis on Procurement of Raw Material for Manufacturing Plywood Material with Reference to Sri Vasavi Boards, Periyapatna	https://www.scripown.com/docs/EBOOK_20230413_104938.pdf
Branding and Trademark in Marketing of Soft drinks in Bangalore	https://www.scripown.com/docs/EBOOK_20230413_104938.pdf
A Study on Inventory Management at Ikea	https://www.scripown.com/docs/EBOOK_20230413_104938.pdf
A Study on Inventory Management and Control	https://www.scripown.com/docs/EBOOK_20230413_104938.pdf
E-HRM Tools and Effectiveness: A Study of Manufacturing and Service Sector	https://www.scripown.com/docs/EBOOK_20230413_104938.pdf
E-Supply Chain Management: Review, Implications and Directions for Future Research	https://www.scripown.com/docs/EBOOK_20230413_104938.pdf
Retail and Logistics and Supply Chain: A Study with Reference to Walmart	https://www.scripown.com/docs/EBOOK_20230413_104938.pdf
Supply Chain Dynamics of Agriculture Products with Special Focus on Warehousing	https://www.scripown.com/docs/EBOOK_20230413_104938.pdf
Importance of Customer Feedback for New Product Development of Samsung Mobile phones	https://www.scripown.com/docs/EBOOK_20230413_013013.pdf
A Study on Enhancement of Supply Chain Visibility in FMCG Industry	https://www.scripown.com/docs/EBOOK_20230413_013013.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The Impact of Social Media on Consumer Decision on FMCG Products	https://www.scripown.com/docs/EBOOK_20230413_013013.pdf
Policies to Strengthen Agri Food Supply Chain in Karnataka	https://www.scripown.com/docs/EBOOK_20230413_013013.pdf
A Study on Factors Affecting the Customer Preferences of Amul Ice Cream Products	https://www.scripown.com/docs/EBOOK_20230413_013013.pdf
The Impact of Relevant Costing for Decision-making in Ready- Made Garments (RMGs) Industry of India	https://www.scripown.com/docs/EBOOK_20230413_013013.pdf
A Study on Exporter's Opinion on Documentation with Special Reference to Mangalore	https://www.scripown.com/docs/EBOOK_20230413_013013.pdf
A Study on Supply Chain Efficiency of Big Basket India with Special Reference to Bengaluru	https://www.scripown.com/docs/EBOOK_20230413_013013.pdf
Analysis of Supply Chain Management in E-Commerce of Amazon India	https://www.scripown.com/docs/EBOOK_20230413_013013.pdf
A Case Study on Material Handling System at Bosch ltd	https://www.scripown.com/docs/EBOOK_20230413_013013.pdf
Export Performance of Marine Products from India: A Study with Special reference to Kerala	https://www.scripown.com/docs/EBOOK_20230413_013013.pdf
Cluster Units in Export Garment Industry: SWOT Analysis	https://www.scripown.com/docs/EBOOK_20230413_013013.pdf
The Influence of Culture on Cosmetics Consumer Behavior	https://www.scripown.com/docs/EBOOK_20230413_013013.pdf
INTRODUCTION TO ELECTRICAL ENERGY	https://ciir.in/doc/publication/Smart%20Vending%20Medicine%20and%20Energy%20Conservation_978-81-962237-0-0.pdf
TECHNOLOGY FOR ENERGY PREDICTION	https://ciir.in/doc/publication/Smart%20Vending%20Medicine%20and%20Energy%20Conservation_978-81-962237-0-0.pdf
MACHINE LEARNING FOR ENERGY PREDICTION	https://ciir.in/doc/publication/Agriculture,%20Environment%20and%20Energy%20Sustainability_978-81-962236-2-5.pdf
NEURAL NETWORK IN ENERGY PREDICTION	https://ciir.in/doc/publication/Intelligent%20Electrical%20Systems_978-81-962236-9-4.pdf
COMPARISON OF DIFFERENT APPROACHES	https://ciir.in/doc/publication/Agriculture,%20Environment%20and%20Energy%20Sustainability_978-81-962236-2-5.pdf
FUTURE OF AI IN ENERGY PREDICTION	https://ciir.in/doc/publication/Agriculture,%20Environment%20and%20Energy%20Sustainability_978-81-962236-2-5.pdf
CONCEPT OF ELECTRIC VEHICLE	https://ciir.in/doc/publication/Electric%20Motors%20&%20Drives_978-81-962236-7-0.pdf
HISTORY OF ELECTRIC VEHICLE	https://ciir.in/doc/publication/Electric%20Motors%20&%20Drives_978-81-962236-7-0.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

BATTERIES FOR ELECTRIC VEHICLES	https://ciir.in/doc/publication/Electric%20Motors%20&%20Drives_978-81-962236-7-0.pdf
WIRELESS CHARGING TECHNOLOGY	https://ciir.in/doc/publication/Electric%20Motors%20&%20Drives_978-81-962236-7-0.pdf
TYPES OF WIRELESS CHARGING SYSTEM	https://ciir.in/doc/publication/Electric%20Motors%20&%20Drives_978-81-962236-7-0.pdf
FUTURE OF WIRELESS CHARGING SYSTEM FOR ELECTRIC VEHICLES (EVS)	https://ciir.in/doc/publication/Electric%20Motors%20&%20Drives_978-81-962236-7-0.pdf
INTRODUCTION TO INDUSTRIAL MOTORS	https://ciir.in/doc/publication/Electric%20Motors%20&%20Drives_978-81-962236-7-0.pdf
TYPES OF MOTORS	https://ciir.in/doc/publication/Electric%20Motors%20&%20Drives_978-81-962236-7-0.pdf
SPEED OF BLDC MOTOR	https://ciir.in/doc/publication/Electric%20Motors%20&%20Drives_978-81-962236-7-0.pdf
BRUSHLESS DIRECT CURRENT (BLDC) MOTORS	https://ciir.in/doc/publication/Electric%20Motors%20&%20Drives_978-81-962236-7-0.pdf
COMPONENTS OF BLDC MOTOR	https://ciir.in/doc/publication/Electric%20Motors%20&%20Drives_978-81-962236-7-0.pdf
APPLICATIONS OF BLDC MOTORS	https://ciir.in/doc/publication/Electric%20Motors%20&%20Drives_978-81-962236-7-0.pdf
INTRODUCTION ENERGY CONSERVATION	https://ciir.in/doc/publication/Smart%20Vending%20Medicine%20and%20Energy%20Conservation_978-81-962237-0-0.pdf
ENERGY LOSS AND CONSERVATION	https://ciir.in/doc/publication/Smart%20Vending%20Medicine%20and%20Energy%20Conservation_978-81-962237-0-0.pdf
COMPONENTS OF ENERGY SAVING SYSTEM-PART I	https://ciir.in/doc/publication/Agriculture,%20Environment%20and%20Energy%20Sustainability_978-81-962236-2-5.pdf
COMPONENTS OF ENERGY SAVING SYSTEM-PART II	https://ciir.in/doc/publication/Agriculture,%20Environment%20and%20Energy%20Sustainability_978-81-962236-2-5.pdf
COMPONENTS OF ENERGY SAVING SYSTEM-PART III	https://ciir.in/doc/publication/Agriculture,%20Environment%20and%20Energy%20Sustainability_978-81-962236-2-5.pdf
FUTURE OF GLOBAL ENERGY CONSUMPTION	https://ciir.in/doc/publication/Smart%20Vending%20Medicine%20and%20Energy%20Conservation_978-81-962237-0-0.pdf
INTRODUCTION TO ELECTRIC VEHICLE	https://ciir.in/doc/publication/Electrical%20Devices%20&%20Systems_978-81-962236-8-7.pdf
TYPES OF ELECTRIC VEHICLES	https://ciir.in/doc/publication/Electrical%20Devices%20&%20Systems_978-81-962236-8-7.pdf
AC AND DC MOTORS	https://ciir.in/doc/publication/Electrical%20Devices%20&%20Systems_978-81-962236-8-7.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

MOTORS IN ELECTRIC VEHICLES	https://ciir.in/doc/publication/Electrical%20Devices%20&%20Systems_978-81-962236-8-7.pdf
OVERVIEW OF MOTOR TYPES	https://ciir.in/doc/publication/Electrical%20Devices%20&%20Systems_978-81-962236-8-7.pdf
CONCEPT OF BLDC MOTOR	https://ciir.in/doc/publication/Electrical%20Devices%20&%20Systems_978-81-962236-8-7.pdf
ADVANTAGES AND DISADVANTAGES OF BRUSHLESS DC MOTOR	https://ciir.in/doc/publication/Electrical%20Devices%20&%20Systems_978-81-962236-8-7.pdf
INTRODUCTION TO ENERGY AND AGRI ENVIRONMENT	https://ciir.in/doc/publication/Agriculture,%20Environment%20and%20Energy%20Sustainability_978-81-962236-2-5.pdf
NATURAL DISASTERS: THREAT TO SUSTAINABLE AGRICULTURE AND DEVELOPMENT	https://ciir.in/doc/publication/Agriculture,%20Environment%20and%20Energy%20Sustainability_978-81-962236-2-5.pdf
IOT IN AGRICULTURE	https://ciir.in/doc/publication/Agriculture,%20Environment%20and%20Energy%20Sustainability_978-81-962236-2-5.pdf
THE NEED OF AUTOMATED AGRICULTURE	https://ciir.in/doc/publication/Agriculture,%20Environment%20and%20Energy%20Sustainability_978-81-962236-2-5.pdf
COMPONENTS FOR ALTERNATE ENERGY	https://ciir.in/doc/publication/Smart%20Vending%20Medicine%20and%20Energy%20Conservation_978-81-962237-0-0.pdf
DISASTER RISK REDUCTION	https://ciir.in/doc/publication/Agriculture,%20Environment%20and%20Energy%20Sustainability_978-81-962236-2-5.pdf
IOT IN CROP PROTECTION	https://ciir.in/doc/publication/Agriculture,%20Environment%20and%20Energy%20Sustainability_978-81-962236-2-5.pdf
INTRODUCTION TO ELECTRICAL MOTORS	https://ciir.in/doc/publication/Electrical%20Devices%20&%20Systems_978-81-962236-8-7.pdf
DIFFERENT TYPES OF INDUCTION MOTORS	https://ciir.in/doc/publication/Electrical%20Devices%20&%20Systems_978-81-962236-8-7.pdf
SINGLE PHASE INDUCTION MOTOR	https://ciir.in/doc/publication/Electrical%20Devices%20&%20Systems_978-81-962236-8-7.pdf
INDUCTORS AND THEIR APPLICATIONS	https://ciir.in/doc/publication/Smart%20Vending%20Medicine%20and%20Energy%20Conservation_978-81-962237-0-0.pdf
INSULATED GATE BIPOLAR TRANSISTOR	https://ciir.in/doc/publication/Electrical%20Devices%20&%20Systems_978-81-962236-8-7.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

TYPES OF SWITCHES	https://ciir.in/doc/publication/Electrical%20Devices%20&%20Systems_978-81-962236-8-7.pdf
DIGITAL SIGNAL PROCESSING (DSP)	https://ciir.in/doc/publication/Electrical%20Devices%20&%20Systems_978-81-962236-8-7.pdf
INTRODUCTION TO PREDICTIVE ANALYSIS	https://ciir.in/doc/publication/Agriculture,%20Environment%20and%20Energy%20Sustainability_978-81-962236-2-5.pdf
PERFORMANCE ANALYSIS OF A VIENNA AND UTILITY MINING	https://ciir.in/doc/publication/Intelligent%20Electrical%20Systems_978-81-962236-9-4.pdf
THEORY OF MACHINE LEARNING	https://ciir.in/doc/publication/Intelligent%20Electrical%20Systems_978-81-962236-9-4.pdf
COMMON AND POPULAR MACHINE LEARNING ALGORITHMS	https://ciir.in/doc/publication/Intelligent%20Electrical%20Systems_978-81-962236-9-4.pdf
INDUCTION MOTOR AND ITS COMPONENTS	https://ciir.in/doc/publication/Electrical%20Devices%20&%20Systems_978-81-962236-8-7.pdf
ENCODER AND DECODER	https://ciir.in/doc/publication/Electrical%20Devices%20&%20Systems_978-81-962236-8-7.pdf
CHALLENGES IN USING MACHINE LEARNING	https://ciir.in/doc/publication/Intelligent%20Electrical%20Systems_978-81-962236-9-4.pdf
INTRODUCTION TO A SMART BANK LOCKER SYSTEM	https://ciir.in/doc/publication/Electrical%20Engineering%20Concepts%20and%20Applications_978-81962236-6-3.pdf
TYPES OF BLSS	https://ciir.in/doc/publication/Electrical%20Engineering%20Concepts%20and%20Applications_978-81962236-6-3.pdf
DESIGN OF BLSS (BANK LOCKER SECURITY SYSTEM)	https://ciir.in/doc/publication/Electrical%20Engineering%20Concepts%20and%20Applications_978-81962236-6-3.pdf
KEY PHASES OF THE BANK LOCKER SYSTEM	https://ciir.in/doc/publication/Electrical%20Engineering%20Concepts%20and%20Applications_978-81962236-6-3.pdf
EQUIPMENTS IN LOCKER SYSTEM DESIGN	https://ciir.in/doc/publication/Electrical%20Engineering%20Concepts%20and%20Applications_978-81962236-6-3.pdf
DESIGN SPECIFICATIONS FOR SOFTWARE	https://ciir.in/doc/publication/Electrical%20Engineering%20Concepts%20and%20Applications_978-81962236-6-3.pdf
INTRODUCTION TO UNDER GROUND CABLING	https://ciir.in/doc/publication/Electrical%20Engineering%20Concepts%20and%20Applications_978-81962236-6-3.pdf
Types of Underground Cables	https://ciir.in/doc/publication/Electrical%20Engineering%20Concepts%20and%20Applications_978-81962236-6-3.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

TYPES OF CABLING SYSTEMS	https://ciir.in/doc/publication/Electrical%20Engineering%20Concepts%20and%20Applications_978-81962236-6-3.pdf
PROPORTIONAL METHOD OF MATHEMATICAL MODEL	https://ciir.in/doc/publication/Electrical%20Engineering%20Concepts%20and%20Applications_978-81962236-6-3.pdf
ADVANTAGES AND DISADVANTAGES OF CABLE THUMPING	https://ciir.in/doc/publication/Electrical%20Engineering%20Concepts%20and%20Applications_978-81962236-6-3.pdf
LAYING MECHANISM OF UNDERGROUND CABLE	https://ciir.in/doc/publication/Electrical%20Engineering%20Concepts%20and%20Applications_978-81962236-6-3.pdf
GRADING OF UNDERGROUND CABLES	https://ciir.in/doc/publication/Electrical%20Engineering%20Concepts%20and%20Applications_978-81962236-6-3.pdf
Introduction to Smart Transformer Using IoT	https://ciir.in/doc/publication/Intelligent%20Electrical%20Systems_978-81-962236-9-4.pdf
Working of IoT	https://ciir.in/doc/publication/Intelligent%20Electrical%20Systems_978-81-962236-9-4.pdf
Protection Provided In Transformer	https://ciir.in/doc/publication/Smart%20Vending%20Medicine%20and%20Energy%20Conservation_978-81-962237-0-0.pdf
Internet of Things-based distribution transformer condition monitoring system (IoT)	https://ciir.in/doc/publication/Smart%20Vending%20Medicine%20and%20Energy%20Conservation_978-81-962237-0-0.pdf
Demand Side Management Technique	https://ciir.in/doc/publication/Intelligent%20Electrical%20Systems_978-81-962236-9-4.pdf
Transformer Parameter Monitoring System	https://ciir.in/doc/publication/Smart%20Vending%20Medicine%20and%20Energy%20Conservation_978-81-962237-0-0.pdf
Design and Simulation of Centralized Automated Power System Network (CAPSN)	https://ciir.in/doc/publication/Intelligent%20Electrical%20Systems_978-81-962236-9-4.pdf
INTRODUCTION TO SMART METERING SYSTEM	https://ciir.in/doc/publication/Intelligent%20Electrical%20Systems_978-81-962236-9-4.pdf
DEVICES AND COMPONENTS FOR SMART ENERGY METERING	https://ciir.in/doc/publication/Intelligent%20Electrical%20Systems_978-81-962236-9-4.pdf
ACUITY SENSOR	https://ciir.in/doc/publication/Intelligent%20Electrical%20Systems_978-81-962236-9-4.pdf
FLUTTER IN SMART ENERGY METERING	https://ciir.in/doc/publication/Intelligent%20Electrical%20Systems_978-81-962236-9-4.pdf
GCP Provides Several Services:	https://ciir.in/doc/publication/Intelligent%20Electrical%20Systems_978-81-962236-9-4.pdf
CONCEPT OF FIREBASE	https://ciir.in/doc/publication/Intelligent%20Electrical%20Systems_978-81-962236-9-4.pdf
INTRODUCTION TO SMART VENDING MACHINE	https://ciir.in/doc/publication/Smart%20Vending%20Medicine%20and%20Energy%20Conservation_978-81-962237-0-0.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Medication Dispensing Tray	https://ciir.in/doc/publication/Smart%20Vending%20Medicine%20and%20Energy%20Conservation_978-81-962237-0-0.pdf
DESIGN OF ANY TIME MEDICINE VENDING MACHINE	https://ciir.in/doc/publication/Smart%20Vending%20Medicine%20and%20Energy%20Conservation_978-81-962237-0-0.pdf
IMPLEMENTATION OF MEDICINE VENDING	https://ciir.in/doc/publication/Smart%20Vending%20Medicine%20and%20Energy%20Conservation_978-81-962237-0-0.pdf
GPRS MODULE	https://ciir.in/doc/publication/Smart%20Vending%20Medicine%20and%20Energy%20Conservation_978-81-962237-0-0.pdf
SERVO DRIVES	https://ciir.in/doc/publication/Electric%20Motors%20&%20Drives_978-81-962236-7-0.pdf
A Study about the Fifth Generation (5G) Networks	http://alexispress.us/sdm_downloads/fifth-generation-5g-networks/
Vertical-Specific Architecture Extensions	http://alexispress.us/sdm_downloads/fifth-generation-5g-networks/
A Study on Multicarrier Modulation	http://alexispress.us/sdm_downloads/fifth-generation-5g-networks/
A Breif Discussion on Forward Error Correction	http://alexispress.us/sdm_downloads/fifth-generation-5g-networks/
A Comperhesive study on General Core VNFs	http://alexispress.us/sdm_downloads/fifth-generation-5g-networks/
A Breif Discussion on PHY Layer	http://alexispress.us/sdm_downloads/fifth-generation-5g-networks/
Role of the Point to Multipoint in Networks	http://alexispress.us/sdm_downloads/fifth-generation-5g-networks/
A Study on Multi-access Edge Computing - Standards	http://alexispress.us/sdm_downloads/fifth-generation-5g-networks/
Abstractions and Their Violations in Networks	http://alexispress.us/sdm_downloads/fifth-generation-5g-networks/
Development time with Software Development Kits	http://alexispress.us/sdm_downloads/fifth-generation-5g-networks/
A Study on Emulation Framework	http://alexispress.us/sdm_downloads/fifth-generation-5g-networks/
Contributions Related to Radio and Edge Architectures	http://alexispress.us/sdm_downloads/fifth-generation-5g-networks/
A Breif Discussion on Information model	http://alexispress.us/sdm_downloads/fifth-generation-5g-networks/
A Study on Physical Infrastructure	http://alexispress.us/sdm_downloads/fifth-generation-5g-networks/
A Breif Discussion on Network Operators	http://alexispress.us/sdm_downloads/fifth-generation-5g-networks/
An Overview on Structure of Power Quality	http://alexispress.us/sdm_downloads/electrical-power-systems-quality/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Power Quality Problems	http://alexispress.us/sdm_downloads/electrical-power-systems-quality/
A Brief Discussion on Power Frequency Variations	http://alexispress.us/sdm_downloads/electrical-power-systems-quality/
Transmission system sag performance evaluation	http://alexispress.us/sdm_downloads/electrical-power-systems-quality/
Estimating the costs for the voltage sag events	http://alexispress.us/sdm_downloads/electrical-power-systems-quality/
Impact of eliminating fuse saving	http://alexispress.us/sdm_downloads/electrical-power-systems-quality/
A Brief Discussion on Utility fault prevention	http://alexispress.us/sdm_downloads/electrical-power-systems-quality/
A Fundamental Study Transformer Ground	http://alexispress.us/sdm_downloads/electrical-power-systems-quality/
A Brief Discussion on Utility Surge Arresters	http://alexispress.us/sdm_downloads/electrical-power-systems-quality/
A Brief Discussion on Scout Arrester Scheme	http://alexispress.us/sdm_downloads/electrical-power-systems-quality/
An Overview on Coherence Theory	http://alexispress.us/sdm_downloads/indian-government-and-politics/
Political Theory	http://alexispress.us/sdm_downloads/indian-government-and-politics/
Constitutional Theory: Central Concepts	http://alexispress.us/sdm_downloads/indian-government-and-politics/
A Brief Discussion on Conceptions of Power	http://alexispress.us/sdm_downloads/indian-government-and-politics/
A Brief Discussion on Conceptions of Law	http://alexispress.us/sdm_downloads/indian-government-and-politics/
A Brief Discussion on Conceptions of Justice	http://alexispress.us/sdm_downloads/indian-government-and-politics/
A Brief Discussion on Conception of Rationality	http://alexispress.us/sdm_downloads/indian-government-and-politics/
Conceptions of Human Nature	http://alexispress.us/sdm_downloads/indian-government-and-politics/
A Brief Discussion on Skinnerian Behaviourism	http://alexispress.us/sdm_downloads/indian-government-and-politics/
A Brief Discussion on Legitimacy and Effectiveness	http://alexispress.us/sdm_downloads/indian-government-and-politics/
An overview of Conservatism	http://alexispress.us/sdm_downloads/indian-government-and-politics/
Conservative Capitalism: Lines of Cleavage	http://alexispress.us/sdm_downloads/indian-government-and-politics/
A Brief Discussion on Broadband Technology	http://alexispress.us/sdm_downloads/foundation-course-in-human-values/
A Brief Discussion on Wireless Technology	http://alexispress.us/sdm_downloads/foundation-course-in-human-values/
BPL Business Model	http://alexispress.us/sdm_downloads/foundation-course-in-human-values/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Brief Discussion on ARRL's Position on Interference	http://alexispress.us/sdm_downloads/foundation-course-in-human-values/
Electrical Networks and Their Properties	http://alexispress.us/sdm_downloads/foundation-course-in-human-values/
A Brief Discussion on Multi-conductor transmission line models	http://alexispress.us/sdm_downloads/foundation-course-in-human-values/
A Brief Discussion on Adaptive Modulation	http://alexispress.us/sdm_downloads/foundation-course-in-human-values/
Nonlinear Techniques for Impulsive Noise Reduction and fuzzy logic	http://alexispress.us/sdm_downloads/foundation-course-in-human-values/
Performance of Bit-Interleaved Coded OFDM in PLC Systems	http://alexispress.us/sdm_downloads/foundation-course-in-human-values/
A Brief Discussion on Narrowband and Broadband Power Line Communications	http://alexispress.us/sdm_downloads/foundation-course-in-human-values/
Measuring and Modeling LV Power Line Channels	http://alexispress.us/sdm_downloads/foundation-course-in-human-values/
Structure of a typical emulator-based PLC testbed	http://alexispress.us/sdm_downloads/foundation-course-in-human-values/
A Brief Discussion on Digital Subscriber Line Variations	http://alexispress.us/sdm_downloads/foundation-course-in-human-values/
A Brief Discussion on Satellite Internet Connectivity	http://alexispress.us/sdm_downloads/foundation-course-in-human-values/
Geographical Coverage and Availability	http://alexispress.us/sdm_downloads/foundation-course-in-human-values/
BONDING AND STEREOCHEMISTRY IN MAIN GROUP COMPOUNDS	http://alexispress.us/sdm_downloads/inorganic-chemistry-bio-organic-and-bio-physical-chemistry/
COMPOUNDS OF SULFINITROGEN AND PHOSPHORUS-NITROGEN	http://alexispress.us/sdm_downloads/inorganic-chemistry-bio-organic-and-bio-physical-chemistry/
ALKALINE EARTH METALS AND ALKALI ORGANOMETALLIC COMPOUNDS	http://alexispress.us/sdm_downloads/inorganic-chemistry-bio-organic-and-bio-physical-chemistry/
ENZYME USE IN THE FOOD AND DRINKS INDUSTRYBREWING AND MAKING CHEESE	http://alexispress.us/sdm_downloads/inorganic-chemistry-bio-organic-and-bio-physical-chemistry/
MOLECULAR -COMPLEXES	http://alexispress.us/sdm_downloads/inorganic-chemistry-bio-organic-and-bio-physical-chemistry/
THE ROLE OF METAL SCUFFS	http://alexispress.us/sdm_downloads/inorganic-chemistry-bio-organic-and-bio-physical-chemistry/
IN SOLUTION FOR METAL-LIGAND EQUILIBRIA	http://alexispress.us/sdm_downloads/inorganic-chemistry-bio-organic-and-bio-physical-chemistry/
STORAGE AND TRANSPORT OF METAL	http://alexispress.us/sdm_downloads/inorganic-chemistry-bio-organic-and-bio-physical-chemistry/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

TRANSPORT OF METAL FOR STORAGE AND BIOMINIRALISATION TRANSFERRIN, FERRITIN, AND SIDERROPHORES	http://alexispress.us/sdm_downloads/inorganic-chemistry-bio-organic-and-bio-physical-chemistry/
ROLE OF THE PHOTOSYNTHESIS IN BIO-ORGANIC	http://alexispress.us/sdm_downloads/inorganic-chemistry-bio-organic-and-bio-physical-chemistry/
ROLE OF METALLOENZYMES IN INORGANIC CHEMISTRY	http://alexispress.us/sdm_downloads/inorganic-chemistry-bio-organic-and-bio-physical-chemistry/
METAL-NUCLEIC ACID INTERACTIONS	http://alexispress.us/sdm_downloads/inorganic-chemistry-bio-organic-and-bio-physical-chemistry/
CLASSIFICATION OF ELEMENTS IN ACCORDANCE WITH THEIR ACTIVITIES IN THE BIOLOGICAL SYSTEM	http://alexispress.us/sdm_downloads/inorganic-chemistry-bio-organic-and-bio-physical-chemistry/
THE BIOORGANIC CHEMISTRY	http://alexispress.us/sdm_downloads/inorganic-chemistry-bio-organic-and-bio-physical-chemistry/
A Study on the Feasibility Study	http://alexispress.us/sdm_downloads/project-finance-in-theory-and-practice/
Technical Nature of the Project	http://alexispress.us/sdm_downloads/project-finance-in-theory-and-practice/
A Study on Vendor Finance	http://alexispress.us/sdm_downloads/project-finance-in-theory-and-practice/
Report Consolidation and Distribution	http://alexispress.us/sdm_downloads/project-finance-in-theory-and-practice/
Rivalry Amongst the Existing Firms	http://alexispress.us/sdm_downloads/project-finance-in-theory-and-practice/
Technical Advice and Instruction in Finance	http://alexispress.us/sdm_downloads/project-finance-in-theory-and-practice/
A Study of Cash Flow Statement	http://alexispress.us/sdm_downloads/project-finance-in-theory-and-practice/
A Brief Discussion on Projections for Cash Flows	http://alexispress.us/sdm_downloads/project-finance-in-theory-and-practice/
A Study on the Sponsor Support Agreements	http://alexispress.us/sdm_downloads/project-finance-in-theory-and-practice/
An Overview on the Exchange Rate Risk in Finance	http://alexispress.us/sdm_downloads/project-finance-in-theory-and-practice/
Role of Political Risk in Finance	http://alexispress.us/sdm_downloads/project-finance-in-theory-and-practice/
Socio-Political Risk of the Country	http://alexispress.us/sdm_downloads/project-finance-in-theory-and-practice/
Current India And Global Environment	http://alexispress.us/sdm_downloads/macro-economic-concepts-and-macro-environment/
Environment in General and the External	http://alexispress.us/sdm_downloads/macro-economic-concepts-and-macro-environment/
A Brief Discussion on Natural Environment	http://alexispress.us/sdm_downloads/macro-economic-concepts-and-macro-environment/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Role of Business and Consumerism in Economic	http://alexispress.us/sdm_downloads/macro-economic-concepts-and-macro-environment/
Modern Theories of Economic Growth and the Macroeconomic Environment	http://alexispress.us/sdm_downloads/macro-economic-concepts-and-macro-environment/
A Study on Aggregate Supply and Demand	http://alexispress.us/sdm_downloads/macro-economic-concepts-and-macro-environment/
An Overview on Inflation	http://alexispress.us/sdm_downloads/macro-economic-concepts-and-macro-environment/
Control of Inflation and Its Impact	http://alexispress.us/sdm_downloads/macro-economic-concepts-and-macro-environment/
Inflation Affects Economic Development	http://alexispress.us/sdm_downloads/macro-economic-concepts-and-macro-environment/
Unemployment and Employment in India	http://alexispress.us/sdm_downloads/macro-economic-concepts-and-macro-environment/
A Study on India's Economic Reforms	http://alexispress.us/sdm_downloads/macro-economic-concepts-and-macro-environment/
New Economic Policy and Economic Planning in India	http://alexispress.us/sdm_downloads/macro-economic-concepts-and-macro-environment/
Recent Information Technology Trends	http://alexispress.us/sdm_downloads/managing-information-technology-in-the-digital-world/
The Role of the Operating Manager in Information Systems	http://alexispress.us/sdm_downloads/managing-information-technology-in-the-digital-world/
A Brief Discussion on Computer Systems	http://alexispress.us/sdm_downloads/managing-information-technology-in-the-digital-world/
A Brief Study on Computer Files	http://alexispress.us/sdm_downloads/managing-information-technology-in-the-digital-world/
A Brief Discussion on Midrange Systems	http://alexispress.us/sdm_downloads/managing-information-technology-in-the-digital-world/
A Brief Discussion on Personal Productivity Software	http://alexispress.us/sdm_downloads/managing-information-technology-in-the-digital-world/
A Brief Discussion on Language Translators	http://alexispress.us/sdm_downloads/managing-information-technology-in-the-digital-world/
A Brief Discussion on Database Management Systems	http://alexispress.us/sdm_downloads/managing-information-technology-in-the-digital-world/
Distributed Data Processing and Client/Server Systems	http://alexispress.us/sdm_downloads/managing-information-technology-in-the-digital-world/
A Brief Discussion on Fiber Optics	http://alexispress.us/sdm_downloads/managing-information-technology-in-the-digital-world/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Brief Discussion on Satellite Microwave Communication	http://alexispress.us/sdm_downloads/managing-information-technology-in-the-digital-world/
Internet Telephony Grows Stronger	http://alexispress.us/sdm_downloads/managing-information-technology-in-the-digital-world/
An Overview of the Solid Waste Management and Its Recycling	http://alexispress.us/sdm_downloads/solid-waste-management-and-recycling/
An Overview of the Urban Contribution to Sustainable Development	http://alexispress.us/sdm_downloads/solid-waste-management-and-recycling/
An Analysis of Collection and Disposal of Urban Solid Waste	http://alexispress.us/sdm_downloads/solid-waste-management-and-recycling/
An Analysis of Under-Utilized Potentials of Solid Waste	http://alexispress.us/sdm_downloads/solid-waste-management-and-recycling/
An Overview of the Collection the Solid Waste for Residential Area	http://alexispress.us/sdm_downloads/solid-waste-management-and-recycling/
An Overview of the Waste Generation and Management	http://alexispress.us/sdm_downloads/solid-waste-management-and-recycling/
An Analysis of the Not Reported Waste Generation	http://alexispress.us/sdm_downloads/solid-waste-management-and-recycling/
An Overview of the Waste Disposal	http://alexispress.us/sdm_downloads/solid-waste-management-and-recycling/
An Introduction to Implementing Integrated Waste Management Strategies	http://alexispress.us/sdm_downloads/solid-waste-management-and-recycling/
An Elaboration of the Planning for Solid Waste Management	http://alexispress.us/sdm_downloads/solid-waste-management-and-recycling/
An Elaboration of Principles of Municipal Solid Waste Management	http://alexispress.us/sdm_downloads/solid-waste-management-and-recycling/
An Analysis of Solid Waste Management Framework	http://alexispress.us/sdm_downloads/solid-waste-management-and-recycling/
A Study of International Business	http://alexispress.us/sdm_downloads/basics-of-international-business/
A Brief Discussion on International Business (IB)	http://alexispress.us/sdm_downloads/basics-of-international-business/
Stages of Internationalization in International Business	http://alexispress.us/sdm_downloads/basics-of-international-business/
Modes and Entry to International Business	http://alexispress.us/sdm_downloads/basics-of-international-business/
Consequences for Exchange Liberalization	http://alexispress.us/sdm_downloads/basics-of-international-business/
A Study on International Development Association	http://alexispress.us/sdm_downloads/basics-of-international-business/
Meaning and Components of Balance Payments	http://alexispress.us/sdm_downloads/basics-of-international-business/
Deliberate Corrections of Disequilibrium in BOPS	http://alexispress.us/sdm_downloads/basics-of-international-business/
Theories of International Trade Between Industries	http://alexispress.us/sdm_downloads/basics-of-international-business/

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Brief Discussion on Tariffs	http://alexispress.us/sdm_downloads/basics-of-international-business/
A Study On Domestic and International Trade	http://alexispress.us/sdm_downloads/basics-of-international-business/
A Brief Discussion on Telecommunications Environment	http://alexispress.us/sdm_downloads/basics-of-international-business/
A Brief Description on Meaning of Merger and Acquisition	http://alexispress.us/sdm_downloads/basics-of-international-business/
International Financial Environment and Globalization	http://alexispress.us/sdm_downloads/basics-of-international-business/
Exchange Rate and Forex Market Comprehension	http://alexispress.us/sdm_downloads/basics-of-international-business/
A Study on India Businesses and Globalization	http://alexispress.us/sdm_downloads/basics-of-international-business/
HRM in National and Global Companies	http://alexispress.us/sdm_downloads/basics-of-international-business/
The clean air act and the national environmental policy act	http://alexispress.us/sdm_downloads/environment-policy-and-public-health/
Particulate Matter	http://alexispress.us/sdm_downloads/environment-policy-and-public-health/
Respiratory Effects of Concentrated Ambient Particles	http://alexispress.us/sdm_downloads/environment-policy-and-public-health/
Ozone Standard	http://alexispress.us/sdm_downloads/environment-policy-and-public-health/
Health Policy: National Ambient Air Quality Standards	http://alexispress.us/sdm_downloads/environment-policy-and-public-health/
Environmental Tobacco Smoke	http://alexispress.us/sdm_downloads/environment-policy-and-public-health/
Children's Environmental Health	http://alexispress.us/sdm_downloads/environment-policy-and-public-health/
The Role of Community Advocacy Groups in Environmental Protection	http://alexispress.us/sdm_downloads/environment-policy-and-public-health/
The Medical Response to An Environmental Disaster	http://alexispress.us/sdm_downloads/environment-policy-and-public-health/
WTC Health Registry	http://alexispress.us/sdm_downloads/environment-policy-and-public-health/
Chlorofluorocarbons and the Development of the Ozone Hole	http://alexispress.us/sdm_downloads/environment-policy-and-public-health/
Global Warming Science and Consequences	http://alexispress.us/sdm_downloads/environment-policy-and-public-health/
Deforestation	http://alexispress.us/sdm_downloads/environment-policy-and-public-health/
AIR POLLUTION HEALTH AND ENVIRONMENTAL CONCERNS	http://alexispress.us/sdm_downloads/impacts-of-air-pollution/
AIR POLLUTION MONITORING AND MODELING	http://alexispress.us/sdm_downloads/impacts-of-air-pollution/

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

MULTIVARIATE RECEPTOR MODELS	http://alexispress.us/sdm_downloads/impacts-of-air-pollution/
STATISTICAL/PROBABILISTIC AIR QUALITY MODELS	http://alexispress.us/sdm_downloads/impacts-of-air-pollution/
AIR POLLUTION AND HEALTH EFFECTS	http://alexispress.us/sdm_downloads/impacts-of-air-pollution/
DISPROPORTIONATE IMPACTS ON CHILDREN AND WOMEN	http://alexispress.us/sdm_downloads/impacts-of-air-pollution/
CONCEPT OF MORBIDITY	http://alexispress.us/sdm_downloads/impacts-of-air-pollution/
AIR POLLUTANTS EXPOSURE AND HEALTH EFFECTS DURING THE MILAGRO–MCMA2006 CAMPAIGN	http://alexispress.us/sdm_downloads/impacts-of-air-pollution/
BIOFUEL COMBUSTION	http://alexispress.us/sdm_downloads/impacts-of-air-pollution/
PULMONARY EFFECTS OF P	http://alexispress.us/sdm_downloads/impacts-of-air-pollution/
HEALTH RISK ASSESSMENT AND MANAGEMENT	http://alexispress.us/sdm_downloads/impacts-of-air-pollution/
CONCEPT OF ACUTE RISK	http://alexispress.us/sdm_downloads/impacts-of-air-pollution/
Utilitarian Theory	http://alexispress.us/sdm_downloads/fundamentals-of-political-philosophy/
Value theory	http://alexispress.us/sdm_downloads/fundamentals-of-political-philosophy/
Importance in policy-making	http://alexispress.us/sdm_downloads/fundamentals-of-political-philosophy/
Moral Obligation	http://alexispress.us/sdm_downloads/fundamentals-of-political-philosophy/
Liberty	http://alexispress.us/sdm_downloads/fundamentals-of-political-philosophy/
Republican Theory of Freedom	http://alexispress.us/sdm_downloads/fundamentals-of-political-philosophy/
Characterizes the sort of Autonomy	http://alexispress.us/sdm_downloads/fundamentals-of-political-philosophy/
Mill's harm principle	http://alexispress.us/sdm_downloads/fundamentals-of-political-philosophy/
Political Decision-Making	http://alexispress.us/sdm_downloads/fundamentals-of-political-philosophy/
Human Rights	http://alexispress.us/sdm_downloads/fundamentals-of-political-philosophy/
Generic Rights and Specific Rights	http://alexispress.us/sdm_downloads/fundamentals-of-political-philosophy/
An Overview of the Family and Systemic Influences	http://alexispress.us/sdm_downloads/an-introduction-to-agriculture-and-agronomy/
An Analysis of Impact of the Sibling Influences	http://alexispress.us/sdm_downloads/an-introduction-to-agriculture-and-agronomy/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Overview of the Culture and Child Development	http://alexispress.us/sdm_downloads/an-introduction-to-agriculture-and-agronomy/
An Analysis of Neurobehavioral Development in Infancy	http://alexispress.us/sdm_downloads/an-introduction-to-agriculture-and-agronomy/
An Overview of the Genetic and Biological Influences	http://alexispress.us/sdm_downloads/an-introduction-to-agriculture-and-agronomy/
An Analysis of Clinical Evaluation of Development from Birth to Five Years	http://alexispress.us/sdm_downloads/an-introduction-to-agriculture-and-agronomy/
An Analysis of the First Year of Life as Early Social and Emotional Experience	http://alexispress.us/sdm_downloads/an-introduction-to-agriculture-and-agronomy/
An Elaboration of Language Pattern in General Pattern	http://alexispress.us/sdm_downloads/an-introduction-to-agriculture-and-agronomy/
An Analysis of Development of Social Cognition	http://alexispress.us/sdm_downloads/an-introduction-to-agriculture-and-agronomy/
An Analysis of Middle Childhood Social and Emotional Development	http://alexispress.us/sdm_downloads/an-introduction-to-agriculture-and-agronomy/
An Analysis of Social Cognitive Development for Youth Generation	http://alexispress.us/sdm_downloads/an-introduction-to-agriculture-and-agronomy/
An Overview of the Promoting Infant Mental Health	http://alexispress.us/sdm_downloads/an-introduction-to-agriculture-and-agronomy/
The evolution of selling and its place in marketing	http://alexispress.us/sdm_downloads/selling-and-sales-management/
Sales management: nature and function	http://alexispress.us/sdm_downloads/selling-and-sales-management/
The life-cycle curve for products	http://alexispress.us/sdm_downloads/selling-and-sales-management/
Sales Strategies	http://alexispress.us/sdm_downloads/selling-and-sales-management/
Marketing plan's impact on sales activities	http://alexispress.us/sdm_downloads/selling-and-sales-management/
Coordinating marketing initiatives: the connection between advertising and sales	http://alexispress.us/sdm_downloads/selling-and-sales-management/
Organizational and consumer buyer behaviour	http://alexispress.us/sdm_downloads/selling-and-sales-management/
Personal factors and social factors	http://alexispress.us/sdm_downloads/selling-and-sales-management/
Price and total cost of ownership	http://alexispress.us/sdm_downloads/selling-and-sales-management/
Techniques and sales strategies	http://alexispress.us/sdm_downloads/selling-and-sales-management/
Market fragmentation	http://alexispress.us/sdm_downloads/selling-and-sales-management/
Management of physical distribution or logistics	http://alexispress.us/sdm_downloads/selling-and-sales-management/
Revolutionizing Commerce: An Introduction to E-Commerce and its Impact on Business and Society	http://alexispress.us/sdm_downloads/e-commerce-theory-and-practice/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

2 Building a Comprehensive Framework for E-Commerce: Addressing Key Components and Challenges	http://alexispress.us/sdm_downloads/e-commerce-theory-and-practice/
Exploring the Impact of Internet Service Provider Characteristics on Customer Satisfaction: A Comparative Study	http://alexispress.us/sdm_downloads/e-commerce-theory-and-practice/
The Evolution and Impact of the Internet and World Wide Web: A Comprehensive Analysis	http://alexispress.us/sdm_downloads/e-commerce-theory-and-practice/
Exploring the Evolution, Trends and Security Challenges of Electronic Payment Systems: A Comprehensive Review	http://alexispress.us/sdm_downloads/e-commerce-theory-and-practice/
The Impact of E-Commerce on the Banking Industry: Opportunities and Challenges	http://alexispress.us/sdm_downloads/e-commerce-theory-and-practice/
The Impact of E-Commerce on Retail Industry: A Comparative Analysis of Brick-and-Mortar and Online Retailers	http://alexispress.us/sdm_downloads/e-commerce-theory-and-practice/
Exploring the Impact of Electronic Commerce on Online Publishing: A Study of Consumer Behavior and Industry Trends	http://alexispress.us/sdm_downloads/e-commerce-theory-and-practice/
Entrepreneurship and Innovation in E-Business	http://alexispress.us/sdm_downloads/e-commerce-theory-and-practice/
Exploring Rhizomic Be comings in Post Dot-Com Crash Networks	http://alexispress.us/sdm_downloads/e-commerce-theory-and-practice/
Innovation and B2B E-Commerce: Explaining What	http://alexispress.us/sdm_downloads/e-commerce-theory-and-practice/
E-Entrepreneurs Operate in the Context of Open-Source Software	http://alexispress.us/sdm_downloads/e-commerce-theory-and-practice/
Entrepreneurship and Its Relationship to e-Entrepreneurship	http://alexispress.us/sdm_downloads/e-commerce-theory-and-practice/
Customer Service Perspective	http://alexispress.us/sdm_downloads/e-commerce-theory-and-practice/
The Urban Mobility Challenge	http://alexispress.us/sdm_downloads/concept-of-sustainable-urban-mobility/
Non-Motorized Transport	http://alexispress.us/sdm_downloads/concept-of-sustainable-urban-mobility/
The State of Urban Passenger Transport	http://alexispress.us/sdm_downloads/concept-of-sustainable-urban-mobility/
Infrastructure for public transport	http://alexispress.us/sdm_downloads/concept-of-sustainable-urban-mobility/
Impacts of private motorized transport	http://alexispress.us/sdm_downloads/concept-of-sustainable-urban-mobility/
National Policies toward High Capacity Public Transport in Developing Countries	http://alexispress.us/sdm_downloads/concept-of-sustainable-urban-mobility/
Main Challenges Facing High Capacity Public Transport Systems	http://alexispress.us/sdm_downloads/concept-of-sustainable-urban-mobility/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Urban Goods Transport	http://alexispress.us/sdm_downloads/concept-of-sustainable-urban-mobility/
An overview on Terminal Facilities	http://alexispress.us/sdm_downloads/concept-of-sustainable-urban-mobility/
Mobility and Urban Form	http://alexispress.us/sdm_downloads/concept-of-sustainable-urban-mobility/
Urban Densities and Public Transport Thresholds	http://alexispress.us/sdm_downloads/concept-of-sustainable-urban-mobility/
Transit-oriented development (TOD)	http://alexispress.us/sdm_downloads/concept-of-sustainable-urban-mobility/
Impacts of Transportation Investments on Urban Form	http://alexispress.us/sdm_downloads/concept-of-sustainable-urban-mobility/
Challenges and Impacts of Urban Poverty	http://alexispress.us/sdm_downloads/concept-of-sustainable-urban-mobility/
Intellectual Forces and Sociological Theory's Ascent	http://alexispress.us/sdm_downloads/introduction-to-sociological-theory/
The Development of French Sociology	http://alexispress.us/sdm_downloads/introduction-to-sociological-theory/
A Study on Governmental Economic	http://alexispress.us/sdm_downloads/introduction-to-sociological-theory/
A Brief Discussion on Social Development	http://alexispress.us/sdm_downloads/introduction-to-sociological-theory/
Study About the Dialectical Philosophy	http://alexispress.us/sdm_downloads/introduction-to-sociological-theory/
Elements That Make Up Capitalist Society	http://alexispress.us/sdm_downloads/introduction-to-sociological-theory/
Capitalism as a Beneficial Force	http://alexispress.us/sdm_downloads/introduction-to-sociological-theory/
Evaluation of Communism	http://alexispress.us/sdm_downloads/introduction-to-sociological-theory/
Labor Relations in Society	http://alexispress.us/sdm_downloads/introduction-to-sociological-theory/
Organic and Mechanical Solidarity	http://alexispress.us/sdm_downloads/introduction-to-sociological-theory/
Social Reform and Suicide Rates	http://alexispress.us/sdm_downloads/introduction-to-sociological-theory/
Social Reform and Moral Instruction	http://alexispress.us/sdm_downloads/introduction-to-sociological-theory/
Substantive Criticisms of Sociology	http://alexispress.us/sdm_downloads/introduction-to-sociological-theory/
Battery Management Systems and Applications	http://alexispress.us/sdm_downloads/battery-management-systems/
Implications for the battery management system	http://alexispress.us/sdm_downloads/battery-management-systems/
Characteristics of battery management system	http://alexispress.us/sdm_downloads/battery-management-systems/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A common decision to be made for battery management system development is the degree of modularity desired	http://alexispress.us/sdm_downloads/battery-management-systems/
Challenges in Cell Voltage Measurement	http://alexispress.us/sdm_downloads/battery-management-systems/
Magnetostrictive Sensors	http://alexispress.us/sdm_downloads/battery-management-systems/
Soft Start or Recharge Circuits	http://alexispress.us/sdm_downloads/battery-management-systems/
Battery Management System Functionality	http://alexispress.us/sdm_downloads/battery-management-systems/
ESD Suppression on Isolated Devices	http://alexispress.us/sdm_downloads/battery-management-systems/
Battery Models	http://alexispress.us/sdm_downloads/battery-management-systems/
Characterization of SOC	http://alexispress.us/sdm_downloads/battery-management-systems/
Limit Violation Detection	http://alexispress.us/sdm_downloads/battery-management-systems/
Concepts of Economics Development	http://alexispress.us/sdm_downloads/development-of-economics-and-planning/
Analysis Of Development Economics	http://alexispress.us/sdm_downloads/development-of-economics-and-planning/
Economic Growth and Income Distribution	http://alexispress.us/sdm_downloads/development-of-economics-and-planning/
Analysis of Sustainable Growth	http://alexispress.us/sdm_downloads/development-of-economics-and-planning/
Different Underdevelopment Criteria	http://alexispress.us/sdm_downloads/development-of-economics-and-planning/
Unworking And Disguised Unworking	http://alexispress.us/sdm_downloads/development-of-economics-and-planning/
Economic Development Barriers	http://alexispress.us/sdm_downloads/development-of-economics-and-planning/
Economic Factors that Influence Economic Growth	http://alexispress.us/sdm_downloads/development-of-economics-and-planning/
Evaluation of Non-Economic Elements	http://alexispress.us/sdm_downloads/development-of-economics-and-planning/
Features of Contemporary Economic Growth	http://alexispress.us/sdm_downloads/development-of-economics-and-planning/
Economic Growth and Capital Formation	http://alexispress.us/sdm_downloads/development-of-economics-and-planning/
Agriculture and Industry's Contribution to Economic Development	http://alexispress.us/sdm_downloads/development-of-economics-and-planning/
Overview of Capital Formation Sources	http://alexispress.us/sdm_downloads/development-of-economics-and-planning/
Physics of Electricity	http://alexispress.us/sdm_downloads/electrical-power-systems/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Circuit Fundamentals	http://alexispress.us/sdm_downloads/electrical-power-systems/
Basic Circuit Analysis for Modeling Circuits	http://alexispress.us/sdm_downloads/electrical-power-systems/
Alternating Current and Voltage	http://alexispress.us/sdm_downloads/electrical-power-systems/
The Significance of Reactive Power	http://alexispress.us/sdm_downloads/electrical-power-systems/
The Synchronous Generator	http://alexispress.us/sdm_downloads/electrical-power-systems/
Multiple Generators Real Power	http://alexispress.us/sdm_downloads/electrical-power-systems/
Classification of load and Inverters	http://alexispress.us/sdm_downloads/electrical-power-systems/
An overview of Electronic Devices	http://alexispress.us/sdm_downloads/electrical-power-systems/
Three phase transmission	http://alexispress.us/sdm_downloads/electrical-power-systems/
Delta and Wye Connections	http://alexispress.us/sdm_downloads/electrical-power-systems/
Towers, Insulators, and Other Components	http://alexispress.us/sdm_downloads/electrical-power-systems/
Power Flow Analysis	http://alexispress.us/sdm_downloads/electrical-power-systems/
An Overview of the Role of Human Resources	http://alexispress.us/sdm_downloads/human-resource-management/
An Overview of the Skills Needed for HRM	http://alexispress.us/sdm_downloads/human-resource-management/
An Overview of the Developing and Implementing Strategic HRM Plans	http://alexispress.us/sdm_downloads/human-resource-management/
An Analysis of the Strategic Plan in Human Resource	http://alexispress.us/sdm_downloads/human-resource-management/
An Elaboration of the Human Resource Needs	http://alexispress.us/sdm_downloads/human-resource-management/
An Overview of Equal Employment Opportunity Commission Federal Legislation in HRM	http://alexispress.us/sdm_downloads/human-resource-management/
An Overview of the Diversity and Multiculturalism in HRM	http://alexispress.us/sdm_downloads/human-resource-management/
An Analysis of the Recruitment Process in Human Resource	http://alexispress.us/sdm_downloads/human-resource-management/
An Elaboration of the Recruitment Strategies in Organization	http://alexispress.us/sdm_downloads/human-resource-management/
An Overview of the Selection Procedure in Organization	http://alexispress.us/sdm_downloads/human-resource-management/
An Elaboration of the Different Interview Questions for Candidates	http://alexispress.us/sdm_downloads/human-resource-management/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Overview of the Making the Offer Latter for Candidate	http://alexispress.us/sdm_downloads/human-resource-management/
Concept of Power Electronics	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Power-Electronics.pdf
Power Semiconductor Diodes and Transistors	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Power-Electronics.pdf
The Power Diode	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Power-Electronics.pdf
Basic Structure and Operation of Power Bipolar Transistor	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Power-Electronics.pdf
The Power MOSFET and Switching in Electronic Circuit	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Power-Electronics.pdf
Basic Structure of Thyristors and its Operation	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Power-Electronics.pdf
Diode Rectifiers and Single Phase Rectifier	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Power-Electronics.pdf
Three-Phase Rectifier	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Power-Electronics.pdf
DC–DC Converter	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Power-Electronics.pdf
Voltage Source Inverter (VSI)	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Power-Electronics.pdf
AC–AC Converters	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Power-Electronics.pdf
Power Factor Correction Circuit	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Power-Electronics.pdf
Gate Drive Circuitry	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Power-Electronics.pdf
Capacitor Charging Applications	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Power-Electronics.pdf
Elements of a Pro-Growth Government Structural Policy	http://alexispress.us/sdm_downloads/managing-investment-portfolios/
Economic Forecasting	http://alexispress.us/sdm_downloads/managing-investment-portfolios/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Purchasing Power Parity	http://alexispress.us/sdm_downloads/managing-investment-portfolios/
Asset Allocation and the Investor's Risk	http://alexispress.us/sdm_downloads/managing-investment-portfolios/
The steps in asset allocation	http://alexispress.us/sdm_downloads/managing-investment-portfolios/
Experience-Based Approaches	http://alexispress.us/sdm_downloads/managing-investment-portfolios/
Strategic Asset Allocation for Institutional Investors	http://alexispress.us/sdm_downloads/managing-investment-portfolios/
Fixed-Income Portfolio Management	http://alexispress.us/sdm_downloads/managing-investment-portfolios/
Managing Funds Against Liabilities	http://alexispress.us/sdm_downloads/managing-investment-portfolios/
Immunization for General Cash Flows	http://alexispress.us/sdm_downloads/managing-investment-portfolios/
Derivatives-Enabled Strategies	http://alexispress.us/sdm_downloads/managing-investment-portfolios/
International Bond Investing	http://alexispress.us/sdm_downloads/managing-investment-portfolios/
Introduction to Neutronics	http://alexispress.us/sdm_downloads/principles-of-neutronics-physics/
Neutronics Characteristics, Shielding System, Activation	http://alexispress.us/sdm_downloads/principles-of-neutronics-physics/
Near term energy scenario	http://alexispress.us/sdm_downloads/principles-of-neutronics-physics/
Determination of Fusion reactions	http://alexispress.us/sdm_downloads/principles-of-neutronics-physics/
Determination of Inertial confinement fusion	http://alexispress.us/sdm_downloads/principles-of-neutronics-physics/
Analysis of Neutron Interactions	http://alexispress.us/sdm_downloads/principles-of-neutronics-physics/
Global Energy Confinement Scaling Studies	http://alexispress.us/sdm_downloads/principles-of-neutronics-physics/
Determination of Turbulence Measurement	http://alexispress.us/sdm_downloads/principles-of-neutronics-physics/
Disruptive instabilities	http://alexispress.us/sdm_downloads/principles-of-neutronics-physics/
Analysis of Electrical probes	http://alexispress.us/sdm_downloads/principles-of-neutronics-physics/
Analysis of Nuclear Data Processing	http://alexispress.us/sdm_downloads/principles-of-neutronics-physics/
Determination of Fissionable Materials	http://alexispress.us/sdm_downloads/principles-of-neutronics-physics/
Compensating Variation in General Equilibrium	http://alexispress.us/sdm_downloads/principles-of-neutronics-physics/
Introduction to Electromagnetic Field Theory	http://alexispress.us/sdm_downloads/electromagnetics-engineering/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Vector Analysis	http://alexispress.us/sdm_downloads/electromagnetics-engineering/
Coulomb's Law and Electric Field Intensity	http://alexispress.us/sdm_downloads/electromagnetics-engineering/
Electric Flux Density, Gauss's Law and Divergence	http://alexispress.us/sdm_downloads/electromagnetics-engineering/
Energy and Potential	http://alexispress.us/sdm_downloads/electromagnetics-engineering/
Electrostatics	http://alexispress.us/sdm_downloads/electromagnetics-engineering/
Conductors and Di-Electrics	http://alexispress.us/sdm_downloads/electromagnetics-engineering/
Capacitance	http://alexispress.us/sdm_downloads/electromagnetics-engineering/
Magnetostatic	http://alexispress.us/sdm_downloads/electromagnetics-engineering/
The Steady Magnetic Field	http://alexispress.us/sdm_downloads/electromagnetics-engineering/
Magnetic Forces, Materials, and Inductance	http://alexispress.us/sdm_downloads/electromagnetics-engineering/
Electromagnetic Inductance	http://alexispress.us/sdm_downloads/electromagnetics-engineering/
Time Harmonic Fields and Complex Power	http://alexispress.us/sdm_downloads/electromagnetics-engineering/
Transmission Lines	http://alexispress.us/sdm_downloads/electromagnetics-engineering/
Analysis of Transmission Lines	http://alexispress.us/sdm_downloads/electromagnetics-engineering/
E-Waste Management: As a Challenge to Public Health in India	https://ijsem.org/downloads/vol9-si-1s.pdf
Circular Economy Concepts for Managing Electronic Waste Sustainably: Problems and Management Choices	https://ijsem.org/downloads/vol9-si-1s.pdf
E-Waste Landscape Activity by Economy Type	https://ijsem.org/downloads/vol9-si-1s.pdf
Technical Segmentation of the E-Waste Landscape	https://ijsem.org/downloads/vol9-si-1s.pdf
Overview of Technical Approaches to E-Waste Commercialization	https://ijsem.org/downloads/vol9-si-1s.pdf
India's E-Waste Management: Problems and Solutions	https://ijsem.org/downloads/vol9-si-1s.pdf
An overview on Recycling Technology	https://ijsem.org/downloads/vol9-si-1s.pdf
National Legal Regime on E-Waste Management in India	https://ijsem.org/downloads/vol9-si-1s.pdf
E-Waste Management in India: Challenges and Strategies	https://ijsem.org/downloads/vol9-si-1s.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Implementation of Electronic Waste Regulations and Its Legal Challenges in India	https://ijsem.org/downloads/vol9-si-1s.pdf
E-waste: Recent Research and the Future About Developing Nations	https://ijsem.org/downloads/vol9-si-1s.pdf
Ecologically Conscious Options for Management Firm E-Wastes	https://ijsem.org/downloads/vol9-si-1s.pdf
Challenges of Electronic Waste (E-Waste) Management in India	https://ijsem.org/downloads/vol9-si-1s.pdf
A Review of the Recent Development, Challenges, and Opportunities of Electronic Waste	https://ijsem.org/downloads/vol9-si-1s.pdf
E-Waste and its Negative Effects on the Environment	https://ijsem.org/downloads/vol9-si-1s.pdf
Electronic Waste Management: A Review	https://ijsem.org/downloads/vol9-si-1s.pdf
E-Waste Management, Disposal and Its Impacts on the Environment	https://ijsem.org/downloads/vol9-si-1s.pdf
E-Waste Management: A Growing Concern for India's Environment and Health	https://ijsem.org/downloads/vol9-si-1s.pdf
Circular Economy Concepts for Managing Electronic Trash Sustainably: Difficulties and Management	https://ijsem.org/downloads/vol9-si-1s.pdf
Overview of Electronic Waste Recycling and Disposal	https://ijsem.org/downloads/vol9-si-1s.pdf
E-waste Management as a Global Challenge	https://ijsem.org/downloads/vol9-si-1s.pdf
E-Waste Management in Different Countries: Strategies, Impacts, and Determinants	https://ijsem.org/downloads/vol9-si-1s.pdf
Policy Concerns for Developing Nations' Effective Handling of E-Waste	https://ijsem.org/downloads/vol9-si-1s.pdf
A Theoretical Review of Organizational Capabilities and E-Waste Management	https://ijsem.org/downloads/vol9-si-1s.pdf
An Overview of the Importance of Business Policy in Strategic Management	https://ijsem.org/downloads/vol9-si-2s.pdf
An Analysis of the Implementation and Governance of Business Policies	https://ijsem.org/downloads/vol9-si-2s.pdf
An Elaboration of the Different Perspectives on Strategy Formulation and Implementation	https://ijsem.org/downloads/vol9-si-2s.pdf
An Overview of the Understanding the Diverse Approaches to Strategic Management	https://ijsem.org/downloads/vol9-si-2s.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The Importance of Clear Vision and Mission Statement for Organizational Success	https://ijsem.org/downloads/vol9-si-2s.pdf
The Significance of Staging in Implementing a Firm's Strategy	https://ijsem.org/downloads/vol9-si-2s.pdf
The Importance of Controlled Scenario Building for Firm and Industry Strategy	https://ijsem.org/downloads/vol9-si-2s.pdf
An Overview of the Characteristics of the Environment	https://ijsem.org/downloads/vol9-si-2s.pdf
An Elaboration of the Political Environment	https://ijsem.org/downloads/vol9-si-2s.pdf
An Overview of Environmental Factors in Organization	https://ijsem.org/downloads/vol9-si-2s.pdf
An Overview of the Organizational Appraisal	https://ijsem.org/downloads/vol9-si-2s.pdf
An Analysis of Success Factors in Business Organization	https://ijsem.org/downloads/vol9-si-2s.pdf
Understanding Industry Analysis and its Importance in Strategic Management	https://ijsem.org/downloads/vol9-si-2s.pdf
An Overview of the Boston Consulting Group Matrix	https://ijsem.org/downloads/vol9-si-2s.pdf
An Analysis of the Market Penetration	https://ijsem.org/downloads/vol9-si-2s.pdf
An Overview of the Understanding Generic Strategies for Business Growth and Performance Improvement	https://ijsem.org/downloads/vol9-si-2s.pdf
An Overview of the Considerations for Conducting Divestitures	https://ijsem.org/downloads/vol9-si-2s.pdf
An Analysis of Generic Business Strategies	https://ijsem.org/downloads/vol9-si-2s.pdf
An Overview of the Power of Focus Strategy of Leveraging Niche Markets for Cost and Differentiation Advantage	https://ijsem.org/downloads/vol9-si-2s.pdf
An Overview of the Understanding the Characteristics and Importance of 'Stars' in Business Portfolio	https://ijsem.org/downloads/vol9-si-2s.pdf
An Overview of The Managerial Power Relationships	https://ijsem.org/downloads/vol9-si-2s.pdf
An Overview of Significance of Strategic Evaluation in Performance Target Setting and Benchmarking	https://ijsem.org/downloads/vol9-si-2s.pdf
An Understanding the Divisional Structure in Corporate Organizations for Unrelated Diversification	https://ijsem.org/downloads/vol9-si-2s.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The Interplay of Ethics, Strategy Implementation, and Corporate Politics in Organizations	https://ijsem.org/downloads/vol9-si-2s.pdf
An Overview of the Assessing Power in Organization's Indicators and Methods	https://ijsem.org/downloads/vol9-si-2s.pdf
Enzyme Taxonomy and Nomenclature for Biocatalysts	https://ijsem.org/downloads/vol9-si-3s.pdf
Coenzymes and their Functions	https://ijsem.org/downloads/vol9-si-3s.pdf
Protein, Carbohydrate, Lipid, and Nucleic Acid Metabolic Pathways	https://ijsem.org/downloads/vol9-si-3s.pdf
Gluconeogenesis Glucose Biosynthesis	https://ijsem.org/downloads/vol9-si-3s.pdf
An Overview Essential and Non-Essential Amino Acids	https://ijsem.org/downloads/vol9-si-3s.pdf
An Overview of the Physiology of the Nervous System	https://ijsem.org/downloads/vol9-si-3s.pdf
Different Types of Central and Peripheral Reflexes in the Mammalian Nervous System	https://ijsem.org/downloads/vol9-si-3s.pdf
Physiology of the Receptor System	https://ijsem.org/downloads/vol9-si-3s.pdf
In the Retina, Functional Architecture and Sensory Processing	https://ijsem.org/downloads/vol9-si-3s.pdf
Olfactory Sensory Cell Anatomy	https://ijsem.org/downloads/vol9-si-3s.pdf
Regulation Of Breathing, Movement of Oxygen and Carbon Dioxide, And Mechanisms Underlying Respiration	https://ijsem.org/downloads/vol9-si-3s.pdf
An Overview of the Abiotic Stress and Environmental Stress	https://ijsem.org/downloads/vol9-si-3s.pdf
Immunity's Ontogeny, Phylogeny, and Innate and Acquired Components	https://ijsem.org/downloads/vol9-si-3s.pdf
The Growth and Production of Hematopoietic Stem Cells	https://ijsem.org/downloads/vol9-si-3s.pdf
Immune System Reactions, Superantigens and their Nature, Influences on Immunogenicity	https://ijsem.org/downloads/vol9-si-3s.pdf
Overview of Immunity Mediated by Cells	https://ijsem.org/downloads/vol9-si-3s.pdf
Damaging Effects of the Immune Response	https://ijsem.org/downloads/vol9-si-3s.pdf
Antigen-Antibody Interactions In Vivo And In Vitro, Antibody Structure, And the Complement System	https://ijsem.org/downloads/vol9-si-3s.pdf
Mouse Major Histocompatibility Complex and the human HLA system	https://ijsem.org/downloads/vol9-si-3s.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

T-cell and B-cell Production, Activation and Differentiation; Ig-gene Organization and Expression; Cytokine	https://ijsem.org/downloads/vol9-si-3s.pdf
B-lymphocyte Production, Activation, and Differentiation	https://ijsem.org/downloads/vol9-si-3s.pdf
Tolerance, Hypersensitivity, and Infection-fighting Immunity	https://ijsem.org/downloads/vol9-si-3s.pdf
An Overview of the Type I Hypersensitivity's Mechanism	https://ijsem.org/downloads/vol9-si-3s.pdf
An Overview of the Effector Immune System Systems, both Innate and Adaptive	https://ijsem.org/downloads/vol9-si-3s.pdf
Antigen-antibody interaction-based methods Structure of Unit	https://ijsem.org/downloads/vol9-si-3s.pdf
Introduction to Organic Agriculture	https://ijsem.org/downloads/vol9-si-4s.pdf
Factors to Consider Switching to Organic Agriculture	https://ijsem.org/downloads/vol9-si-4s.pdf
Transformation to Organic Agriculture	https://ijsem.org/downloads/vol9-si-4s.pdf
An Overview on Organic Agriculture Mulching	https://ijsem.org/downloads/vol9-si-4s.pdf
Water Management in Organic Agriculture	https://ijsem.org/downloads/vol9-si-4s.pdf
Crop Planning and Management in Organic Agriculture	https://ijsem.org/downloads/vol9-si-4s.pdf
The Management of Nutrients in Organic Agriculture	https://ijsem.org/downloads/vol9-si-4s.pdf
Pest and Disease Management in Organic Agriculture: Sustainable Approaches for Crop Protection	https://ijsem.org/downloads/vol9-si-4s.pdf
Weed Management in Organic Agriculture	https://ijsem.org/downloads/vol9-si-4s.pdf
Tillage and Soil Development in Organic Agriculture: Balancing Conservation and Productivity	https://ijsem.org/downloads/vol9-si-4s.pdf
Plant Propagation in Organic Agriculture	https://ijsem.org/downloads/vol9-si-4s.pdf
Animal Husbandry in Organic Agriculture	https://ijsem.org/downloads/vol9-si-4s.pdf
Organic Agriculture as a Solution to Climate Change: Mitigating Environmental Impacts and Promoting Sustainable Food Systems	https://ijsem.org/downloads/vol9-si-4s.pdf
Fundamentals of Organic Agriculture: Past and Present	https://ijsem.org/downloads/vol9-si-4s.pdf
Soil Health Management in Organic Farming	https://ijsem.org/downloads/vol9-si-4s.pdf
Environmental Impacts of Organic Farming: A Comprehensive Assessment	https://ijsem.org/downloads/vol9-si-4s.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Social Responsibility in Organic Agriculture: Fostering Learning, Collaboration, and Effective Regulation	https://ijsem.org/downloads/vol9-si-4s.pdf
Research to Support the Development of Organic Food and Farming: Advancing Sustainability and Innovation	https://ijsem.org/downloads/vol9-si-4s.pdf
Pest and Disease Control Strategies in Organic Fruit Production: Balancing Effectiveness and Sustainability	https://ijsem.org/downloads/vol9-si-4s.pdf
Biochar in Organic Farming: Enhancing Soil Health and Sustainable Crop Production	https://ijsem.org/downloads/vol9-si-4s.pdf
Organic Farming in Protecting Water Quality: A Sustainable Approach for Environmental Conservation	https://ijsem.org/downloads/vol9-si-4s.pdf
Livestock's Role in Organic Agriculture: Enhancing Sustainability and Nutrient Cycling	https://ijsem.org/downloads/vol9-si-4s.pdf
Implications for Human Health from Organic Agriculture and Food	https://ijsem.org/downloads/vol9-si-4s.pdf
Role of Agricultural Technologies in Tropical Deforestation	https://ijsem.org/downloads/vol9-si-5s.pdf
Technological Change and Deforestation: A Theoretical Overview	https://ijsem.org/downloads/vol9-si-5s.pdf
The Transition from Deforestation to Reforestation: A European Case Study	https://ijsem.org/downloads/vol9-si-5s.pdf
Green Revolution Restore the Forests of the American South	https://ijsem.org/downloads/vol9-si-5s.pdf
A General Equilibrium Analysis of Technology, Migration and Deforestation in the Brazilian Amazon	https://ijsem.org/downloads/vol9-si-5s.pdf
Intensifying Pasture Management in Latin America to Protect Forests	https://ijsem.org/downloads/vol9-si-5s.pdf
Expanded Small-Scale Livestock Systems in the Western Amazon of Brazil: Environmental Implications and Sustainable Pathways	https://ijsem.org/downloads/vol9-si-5s.pdf
Technological Progress versus Economic Policy as Tools to Control Deforestation	https://ijsem.org/downloads/vol9-si-5s.pdf
Land Use, Agricultural Technology and Deforestation among Settlers in the Ecuadorean Amazon	https://ijsem.org/downloads/vol9-si-5s.pdf
Incremental Technological Change and Forest Loss	https://ijsem.org/downloads/vol9-si-5s.pdf
Soybean Technology and the Loss of Natural Vegetation in Brazil and Bolivia	https://ijsem.org/downloads/vol9-si-5s.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Century of Technological Change and Deforestation in the Miombo Woodlands	https://ijsem.org/downloads/vol9-si-5s.pdf
Tree Crops as Deforestation and Reforestation	https://ijsem.org/downloads/vol9-si-5s.pdf
Agriculture and Deforestation in Tropical Asia: An Analytical Framework	https://ijsem.org/downloads/vol9-si-5s.pdf
Deforestation, Irrigation, Employment and Cautious Optimism	https://ijsem.org/downloads/vol9-si-5s.pdf
Agricultural Development Policies and Land Expansion	https://ijsem.org/downloads/vol9-si-5s.pdf
Impact of Rubber on the Forest Landscape	https://ijsem.org/downloads/vol9-si-5s.pdf
Agricultural Technology and Forests: A Recapitulation	https://ijsem.org/downloads/vol9-si-5s.pdf
Globalization, Market Integration, and Economic Liberalization	https://ijsem.org/downloads/vol9-si-5s.pdf
Population Factors and Deforestation in Tropical Agricultural Frontiers	https://ijsem.org/downloads/vol9-si-5s.pdf
A Review of Agricultural Technologies in India	https://ijsem.org/downloads/vol9-si-5s.pdf
Deforestation's Hidden Effects on Climate: Biophysical Consequences	https://ijsem.org/downloads/vol9-si-5s.pdf
Indian Sustainable Forest Management	https://ijsem.org/downloads/vol9-si-5s.pdf
The Forest Sector and the Sustainable Development Goals	https://ijsem.org/downloads/vol9-si-5s.pdf
Effects of Policy Reforms on African Agriculture's Sustainable Intensification	https://ijsem.org/downloads/vol9-si-5s.pdf
Knowledge of Value Education	https://ijsem.org/downloads/vol9-si-6s.pdf
Value Education Process includes Self-Examination	https://ijsem.org/downloads/vol9-si-6s.pdf
Impact Analysis of Human Values on Society	https://ijsem.org/downloads/vol9-si-6s.pdf
Human Values in Service Learning	https://ijsem.org/downloads/vol9-si-6s.pdf
Worthing Time in Human Values	https://ijsem.org/downloads/vol9-si-6s.pdf
Worthing Time in Human Values	https://ijsem.org/downloads/vol9-si-6s.pdf
A Study on Accountable Professionalism	https://ijsem.org/downloads/vol9-si-6s.pdf
Engineering as a Form of Social Experiment	https://ijsem.org/downloads/vol9-si-6s.pdf
Rights, Obligations, and Safety	https://ijsem.org/downloads/vol9-si-6s.pdf
Reasons for Maintaining Confidentiality	https://ijsem.org/downloads/vol9-si-6s.pdf
Advice for Safety from the Challenger	https://ijsem.org/downloads/vol9-si-6s.pdf
Role of Intellectual Property Rights in Human Rights	https://ijsem.org/downloads/vol9-si-6s.pdf
Impact Analysis of Value Education for Human Values	https://ijsem.org/downloads/vol9-si-6s.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Human Values and Their Role in Daily Life	https://ijsem.org/downloads/vol9-si-6s.pdf
Classification of Value Education	https://ijsem.org/downloads/vol9-si-6s.pdf
A Brief Discussion on Harmony in Family	https://ijsem.org/downloads/vol9-si-6s.pdf
Values in Human Interaction	https://ijsem.org/downloads/vol9-si-6s.pdf
Importance of Trust in Human Values	https://ijsem.org/downloads/vol9-si-6s.pdf
An Analysis of Societal Role in Human Values	https://ijsem.org/downloads/vol9-si-6s.pdf
An Analysis on Present Scenario of Relationship	https://ijsem.org/downloads/vol9-si-6s.pdf
Relationship Differentiation and its Issues	https://ijsem.org/downloads/vol9-si-6s.pdf
An Overview on Professional Ethics in Education	https://ijsem.org/downloads/vol9-si-6s.pdf
Positive Collaboration and Respect for the Expertise of other Professions	https://ijsem.org/downloads/vol9-si-6s.pdf
Taking Initiative and Culture of Openness in Human Values	https://ijsem.org/downloads/vol9-si-6s.pdf
Behavioral Ethics and Human values	https://ijsem.org/downloads/vol9-si-6s.pdf
An Overview of Environment	https://ijsem.org/downloads/vol9-si-7s.pdf
An overview on Ecosystem Ecology	https://ijsem.org/downloads/vol9-si-7s.pdf
A Study on Population Ecology	https://ijsem.org/downloads/vol9-si-7s.pdf
An Overview Study on Community Ecology	https://ijsem.org/downloads/vol9-si-7s.pdf
Fundamentals of Biodiversity	https://ijsem.org/downloads/vol9-si-7s.pdf
An Overview on Pollution	https://ijsem.org/downloads/vol9-si-7s.pdf
An Overview on Climate Change	https://ijsem.org/downloads/vol9-si-7s.pdf
An Overview Study on Ozone Depletion	https://ijsem.org/downloads/vol9-si-7s.pdf
An Important Investigation of Ocean Acidification	https://ijsem.org/downloads/vol9-si-7s.pdf
An Overview on Environmental Pollution	https://ijsem.org/downloads/vol9-si-7s.pdf
An Overview on Mitigation Strategies	https://ijsem.org/downloads/vol9-si-7s.pdf
Ecological Succession and Climax	https://ijsem.org/downloads/vol9-si-7s.pdf
Fundamentals of Adaptation in Ecology	https://ijsem.org/downloads/vol9-si-7s.pdf
Environmental Issues, Energy Interactions, and Sustainable Solutions	https://ijsem.org/downloads/vol9-si-7s.pdf
Concepts and Updates in Ecology	https://ijsem.org/downloads/vol9-si-7s.pdf
An overview of Biogeography	https://ijsem.org/downloads/vol9-si-7s.pdf
An Evaluation Study on Microbial Biogeography	https://ijsem.org/downloads/vol9-si-7s.pdf
Ecological Succession in a Changing World	https://ijsem.org/downloads/vol9-si-7s.pdf
Birds in Solar Parks and Ecological Succession Theory	https://ijsem.org/downloads/vol9-si-7s.pdf
A Brief Introduction to Municipal Solid Waste	https://ijsem.org/downloads/vol9-si-7s.pdf
Challenges and Opportunities in Waste Management	https://ijsem.org/downloads/vol9-si-7s.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Investigation on Soil Physicochemical Properties Impacted by Municipal Solid Waste	https://ijsem.org/downloads/vol9-si-7s.pdf
An Evaluation of Soil Pollution on Trailing Sites of Municipal Solid Waste Dumping Points	https://ijsem.org/downloads/vol9-si-7s.pdf
An overview of Climate Change Mitigation, Sustainability Challenges, and Renewable Energy Resources	https://ijsem.org/downloads/vol9-si-7s.pdf
Powering a Safer Future with Renewable Energy	https://ijsem.org/downloads/vol9-si-7s.pdf
A Brief Introduction of Political Science	https://ijsem.org/downloads/vol9-si-8s.pdf
Historical Background of Political Science	https://ijsem.org/downloads/vol9-si-8s.pdf
Evolution of Political Science in World	https://ijsem.org/downloads/vol9-si-8s.pdf
An Overview of the Comparative Politics	https://ijsem.org/downloads/vol9-si-8s.pdf
Political Science: The Cold War Era	https://ijsem.org/downloads/vol9-si-8s.pdf
End of Bipolarity in the Political Science History	https://ijsem.org/downloads/vol9-si-8s.pdf
Alternative Centers of Power in the International Politics	https://ijsem.org/downloads/vol9-si-8s.pdf
An International Organization; History their Function and Expansion	https://ijsem.org/downloads/vol9-si-8s.pdf
A Brief Overview of the Security in Contemporary World	https://ijsem.org/downloads/vol9-si-8s.pdf
Importance of the Environment and Natural Resources	https://ijsem.org/downloads/vol9-si-8s.pdf
Globalization; The Process of Contact and Integration Among People, Businesses, and Governments	https://ijsem.org/downloads/vol9-si-8s.pdf
An Overview on Challenges of Nation Building	https://ijsem.org/downloads/vol9-si-8s.pdf
A Brief Overview on Era of One-Party Dominance	https://ijsem.org/downloads/vol9-si-8s.pdf
A Brief Overview on the Politics of Planned Development	https://ijsem.org/downloads/vol9-si-8s.pdf
A Brief Overview of India's External Relations	https://ijsem.org/downloads/vol9-si-8s.pdf
Challenges and Restoration of the Congress System	https://ijsem.org/downloads/vol9-si-8s.pdf
An Overview of the Crisis of Democratic Order	https://ijsem.org/downloads/vol9-si-8s.pdf
Characteristics of Popular Movements in Indian History	https://ijsem.org/downloads/vol9-si-8s.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Brief Discussion of the Regional Aspirations in World	https://ijsem.org/downloads/vol9-si-8s.pdf
Recent Developments in Indian Politics	https://ijsem.org/downloads/vol9-si-8s.pdf
Majoritarianism Is a Political Theory	https://ijsem.org/downloads/vol9-si-8s.pdf
Democracy, Hypothesis, Characteristics and Role in the Politics	https://ijsem.org/downloads/vol9-si-8s.pdf
Economic Democracy; Their Characteristics and Role in the Political Science	https://ijsem.org/downloads/vol9-si-8s.pdf
Career Options in Political Science	https://ijsem.org/downloads/vol9-si-8s.pdf
An Overview of Historical Trends and Patterns in Media Management	https://ijereee.com/downloads/vol9-si-2s.pdf
An Overview of the Media Management in the 21st Century	https://ijereee.com/downloads/vol9-si-2s.pdf
An Elaboration of the Historical Trends and Patterns in Media Economics	https://ijereee.com/downloads/vol9-si-2s.pdf
An Elaboration of the Theoretical Approaches in Media Management	https://ijereee.com/downloads/vol9-si-2s.pdf
An Overview of the Technology, Innovation, And Creativity in Media Management	https://ijereee.com/downloads/vol9-si-2s.pdf
An Overview of the Paradigms and Analytical Frameworks in Modern Economics and Media Economics	https://ijereee.com/downloads/vol9-si-2s.pdf
An Elaboration of the Post-Neoclassical Additions to the I/O Toolkit	https://ijereee.com/downloads/vol9-si-2s.pdf
An Analysis of Regulatory and Political Influences on Media Management and Economics	https://ijereee.com/downloads/vol9-si-2s.pdf
An Analysis of Policymakers' Views of Political Feasibility	https://ijereee.com/downloads/vol9-si-2s.pdf
An Analysis of Issues in Human Relations Management	https://ijereee.com/downloads/vol9-si-2s.pdf
An Overview of the Contemporary Media Management Environment	https://ijereee.com/downloads/vol9-si-2s.pdf
An Overview of the Issues in Financial Management	https://ijereee.com/downloads/vol9-si-2s.pdf
An Analysis of the Issues in Strategic Management	https://ijereee.com/downloads/vol9-si-2s.pdf
An Analysis of the Issues in Strategic Management	https://ijereee.com/downloads/vol9-si-2s.pdf
An Elaboration of Issues in Media Product Management	https://ijereee.com/downloads/vol9-si-2s.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Overview of the Challenges of Assessing Quality and Price in Media Products	https://ijereee.com/downloads/vol9-si-2s.pdf
An Overview of the Issues in Transnational Media Management	https://ijereee.com/downloads/vol9-si-2s.pdf
An Overview of the Transnational Media and Global Competition	https://ijereee.com/downloads/vol9-si-2s.pdf
An Analysis of the Problems in Marketing and Branding	https://ijereee.com/downloads/vol9-si-2s.pdf
An Elaboration of The Psychology Versus Behavior Dilemma in Branding	https://ijereee.com/downloads/vol9-si-2s.pdf
An Analysis of Issues in Media Management and Technology	https://ijereee.com/downloads/vol9-si-2s.pdf
An Elaboration the Framework of New Media Adoption by Media Firms	https://ijereee.com/downloads/vol9-si-2s.pdf
An Analysis of the Concern between in Media Management and the Public Interest	https://ijereee.com/downloads/vol9-si-2s.pdf
An Overview of the Analyzing Key Management Issues in the Media Industry	https://ijereee.com/downloads/vol9-si-2s.pdf
An Overview of the Evolution of Media Industries Changing Market Structure and Firm Dynamics	https://ijereee.com/downloads/vol9-si-2s.pdf
Introduction to Measuring Instrument	https://ijereee.com/downloads/vol9-si-1s.pdf
Effect of Errors in Measurement	https://ijereee.com/downloads/vol9-si-1s.pdf
Introduction to Permanent Magnet Moving Coil (PMMC)	https://ijereee.com/downloads/vol9-si-1s.pdf
Introduction to Moving Iron Instrument	https://ijereee.com/downloads/vol9-si-1s.pdf
Electrodynamic Instruments	https://ijereee.com/downloads/vol9-si-1s.pdf
A Study on Potentiometer in Industrial Instrumentation	https://ijereee.com/downloads/vol9-si-1s.pdf
Introduction to D.C. Crompton's potentiometer	https://ijereee.com/downloads/vol9-si-1s.pdf
Introduction to AC potentiometers	https://ijereee.com/downloads/vol9-si-1s.pdf
A Brief Discussion on Current Transformers	https://ijereee.com/downloads/vol9-si-1s.pdf
A Brief Discussion on Potential Transformers	https://ijereee.com/downloads/vol9-si-1s.pdf
Classification of Thermometers	https://ijereee.com/downloads/vol9-si-1s.pdf
Elaborate the Expansion thermometers	https://ijereee.com/downloads/vol9-si-1s.pdf
Describe the Resistance Thermometer	https://ijereee.com/downloads/vol9-si-1s.pdf
Thermocouple and Thermistor	https://ijereee.com/downloads/vol9-si-1s.pdf

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Study on Pyrometers	https://ijereee.com/downloads/vol9-si-1s.pdf
Measurement of Pressure	https://ijereee.com/downloads/vol9-si-1s.pdf
Measurement of Flow	https://ijereee.com/downloads/vol9-si-1s.pdf
Measurement of Level	https://ijereee.com/downloads/vol9-si-1s.pdf
Measurement of Speed	https://ijereee.com/downloads/vol9-si-1s.pdf
Measurement of Force	https://ijereee.com/downloads/vol9-si-1s.pdf
Measurement of Acceleration	https://ijereee.com/downloads/vol9-si-1s.pdf
Measurement of Density and Viscosity	https://ijereee.com/downloads/vol9-si-1s.pdf
Measurement of Humidity	https://ijereee.com/downloads/vol9-si-1s.pdf
Nature and Scope of Sociology	https://ijereee.com/downloads/vol9-si-3s.pdf
Sociology and Its Relation with Other Social Sciences	https://ijereee.com/downloads/vol9-si-3s.pdf
Basic Concepts of Applied Sociology	https://ijereee.com/downloads/vol9-si-3s.pdf
Association and Groups in Society	https://ijereee.com/downloads/vol9-si-3s.pdf
A Brief Discussion on Social Institutions	https://ijereee.com/downloads/vol9-si-3s.pdf
An Overview on Socialization	https://ijereee.com/downloads/vol9-si-3s.pdf
A Study on Social Stratification	https://ijereee.com/downloads/vol9-si-3s.pdf
Theories: Fundamental, Marxism and Weberian	https://ijereee.com/downloads/vol9-si-3s.pdf
An Overview on Social Change	https://ijereee.com/downloads/vol9-si-3s.pdf
Progress and Development	https://ijereee.com/downloads/vol9-si-3s.pdf
Factors of Social Change	https://ijereee.com/downloads/vol9-si-3s.pdf
A Brief Discussion on Theories of Social Change	https://ijereee.com/downloads/vol9-si-3s.pdf
Unraveling the Complexities: Understanding Social Problems and Pathways to Solutions	https://ijereee.com/downloads/vol9-si-3s.pdf
Governmental Efforts and Policies in the Treatment of Alcoholism	https://ijereee.com/downloads/vol9-si-3s.pdf
An Overview on Unemployment	https://ijereee.com/downloads/vol9-si-3s.pdf
A Study on Crime and Delinquency	https://ijereee.com/downloads/vol9-si-3s.pdf
Measures Pertaining to Violence against Women	https://ijereee.com/downloads/vol9-si-3s.pdf
Society in India: Unity in Diversity	https://ijereee.com/downloads/vol9-si-3s.pdf
An overview on Caste and Occupations	https://ijereee.com/downloads/vol9-si-3s.pdf
The Structure and Composition of Indian Society	https://ijereee.com/downloads/vol9-si-3s.pdf
Structure and Composition of Indian Society	https://ijereee.com/downloads/vol9-si-3s.pdf
Basic Institutions of Indian Society	https://ijereee.com/downloads/vol9-si-3s.pdf
Changing Nature of the Joint Family System and the Causes of Change	https://ijereee.com/downloads/vol9-si-3s.pdf
An overview on Religion	https://ijereee.com/downloads/vol9-si-3s.pdf
An Overview of Rural Power Structure: Unveiling Dynamics and Implications	https://ijereee.com/downloads/vol9-si-4s.pdf
An Overview of Dominant Caste: Unraveling Influence, Privilege, and Social Dynamics	https://ijereee.com/downloads/vol9-si-4s.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Problems of Indian Society: Unveiling Challenges and Paths to Progress	https://ijereee.com/downloads/vol9-si-4s.pdf
The Sociology of Future lessness: Exploring the Social Dimensions of a Diminished Sense of the Future	https://ijereee.com/downloads/vol9-si-4s.pdf
A Fundamental Study on Gender Inequality	https://ijereee.com/downloads/vol9-si-4s.pdf
An Overview on Human Trafficking	https://ijereee.com/downloads/vol9-si-4s.pdf
Incidence of Communal Violence and Riots	https://ijereee.com/downloads/vol9-si-4s.pdf
Developmental Concerns: Development-Induced Displacement	https://ijereee.com/downloads/vol9-si-4s.pdf
Ecological Degradation and Climate Change: Understanding Interconnections and Urgent Imperatives	https://ijereee.com/downloads/vol9-si-4s.pdf
Solid Waste Management: Challenges, Strategies, and Sustainable Practices	https://ijereee.com/downloads/vol9-si-4s.pdf
Climate Change and Global Warming: Impacts, Causes, and Mitigation Strategies	https://ijereee.com/downloads/vol9-si-4s.pdf
Transformation of Indian Society: Dynamics, Challenges, and Opportunities	https://ijereee.com/downloads/vol9-si-4s.pdf
An Overview on Urbanization Trends under British Control	https://ijereee.com/downloads/vol9-si-4s.pdf
Modernization: Evolution, Implications and Societal Transformations	https://ijereee.com/downloads/vol9-si-4s.pdf
Understanding Social Research: Methods, Approaches and Significance	https://ijereee.com/downloads/vol9-si-4s.pdf
Qualitative and Quantitative Research: Approaches, Comparisons, and Complementary Perspectives	https://ijereee.com/downloads/vol9-si-4s.pdf
Hypothesis: Conceptualization and Formulation of Research Hypotheses	https://ijereee.com/downloads/vol9-si-4s.pdf
Scientific Study of Social Phenomena: Methods, Approaches, and Contributions	https://ijereee.com/downloads/vol9-si-4s.pdf
Types of Research: Exploring Basic, Applied, and Empirical Research	https://ijereee.com/downloads/vol9-si-4s.pdf
Descriptive Research: Exploring Phenomena, Patterns, and Characteristics	https://ijereee.com/downloads/vol9-si-4s.pdf
Exploring the Advantages and Disadvantages of Observation as a Research Method	https://ijereee.com/downloads/vol9-si-4s.pdf
The Sociology of the Future: Tracing Stories of Technology and Time	https://ijereee.com/downloads/vol9-si-4s.pdf
Education Sociology for a Sustainable Future: Understanding the Dynamics and Implications	https://ijereee.com/downloads/vol9-si-4s.pdf
The Future as a Social Fact: Analyzing Perceptions of the Future in Sociology	https://ijereee.com/downloads/vol9-si-4s.pdf
The Importance of Sociological Engagement in Public Policy	https://ijereee.com/downloads/vol9-si-4s.pdf

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Overview of Management Role	https://ijereee.com/downloads/vol9-si-5s.pdf
A Study on Role of Manager	https://ijereee.com/downloads/vol9-si-5s.pdf
Discussion on Management Environment	https://ijereee.com/downloads/vol9-si-5s.pdf
Demand and Supply Conditions	https://ijereee.com/downloads/vol9-si-5s.pdf
Legal and Political Forces	https://ijereee.com/downloads/vol9-si-5s.pdf
Organization on the Internet	https://ijereee.com/downloads/vol9-si-5s.pdf
Role of the Manager and Globalization	https://ijereee.com/downloads/vol9-si-5s.pdf
Countertrends for Protection	https://ijereee.com/downloads/vol9-si-5s.pdf
Local Customization vs. Global Standardization	https://ijereee.com/downloads/vol9-si-5s.pdf
Participants, Morals, and Corporate Social Responsibility	https://ijereee.com/downloads/vol9-si-5s.pdf
Origins of Unethical Action	https://ijereee.com/downloads/vol9-si-5s.pdf
Making Plans and Decisions	https://ijereee.com/downloads/vol9-si-5s.pdf
Strategic Planning: A More Detailed Exam	https://ijereee.com/downloads/vol9-si-5s.pdf
Model of Rational Decision-Making	https://ijereee.com/downloads/vol9-si-5s.pdf
Analysis of Strategy in Management	https://ijereee.com/downloads/vol9-si-5s.pdf
Selection of Severable Segments	https://ijereee.com/downloads/vol9-si-5s.pdf
Task-Related Prices Choices	https://ijereee.com/downloads/vol9-si-5s.pdf
A Study on Operating Management	https://ijereee.com/downloads/vol9-si-5s.pdf
Production, Flexibility, and Cost Systems	https://ijereee.com/downloads/vol9-si-5s.pdf
Taking Care of Inventory	https://ijereee.com/downloads/vol9-si-5s.pdf
Analysis of Organizing in Management	https://ijereee.com/downloads/vol9-si-5s.pdf
Big Versus Hierarchies Flat	https://ijereee.com/downloads/vol9-si-5s.pdf
Structure of a Matrix	https://ijereee.com/downloads/vol9-si-5s.pdf
System Management	https://ijereee.com/downloads/vol9-si-5s.pdf
Monetary Controls in Management	https://ijereee.com/downloads/vol9-si-5s.pdf
A Brief Introduction of the Psychology	https://ijereee.com/downloads/vol9-si-6s.pdf
A Brief Overview of the Psychology of Science	https://ijereee.com/downloads/vol9-si-6s.pdf
A Brief Overview of the Brain, Behavior and Physiological Psychology	https://ijereee.com/downloads/vol9-si-6s.pdf
Functions of the Sensing and Perceiving	https://ijereee.com/downloads/vol9-si-6s.pdf
States of Consciousness; Types, Theories and Their Effects	https://ijereee.com/downloads/vol9-si-6s.pdf
A Brief Overview of the Psychology of Human Thought	https://ijereee.com/downloads/vol9-si-6s.pdf
Background of the Subject of Human Thought Psychology	https://ijereee.com/downloads/vol9-si-6s.pdf
Methods for Investigating Human Thought	https://ijereee.com/downloads/vol9-si-6s.pdf
A Brief Overview of the Concepts: Structure and Acquisition	https://ijereee.com/downloads/vol9-si-6s.pdf
Process of the Evolution and Development in Psychology	https://ijereee.com/downloads/vol9-si-6s.pdf
Process of the Evolution and Development in Psychology	https://ijereee.com/downloads/vol9-si-6s.pdf
A Brief Overview of the Intelligence and Language	https://ijereee.com/downloads/vol9-si-6s.pdf

Regional College of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Brief Discussion of the Emotions and Motivations	https://ijereee.com/downloads/vol9-si-6s.pdf
Theories and methods for the determination of the human Personality	https://ijereee.com/downloads/vol9-si-6s.pdf
A Brief Overview of the Defining Psychological Disorders	https://ijereee.com/downloads/vol9-si-6s.pdf
Methods for the Treatment of Psychological Disorders	https://ijereee.com/downloads/vol9-si-6s.pdf
A Brief Overview of the Metacognition	https://ijereee.com/downloads/vol9-si-6s.pdf
A Brief Discussion of the Deductive Reasoning	https://ijereee.com/downloads/vol9-si-6s.pdf
Inductive Reasoning, Definition, Types and Methods	https://ijereee.com/downloads/vol9-si-6s.pdf
A Brief Overview of the Decision-Making Theory	https://ijereee.com/downloads/vol9-si-6s.pdf
A Natural Nature of the Language	https://ijereee.com/downloads/vol9-si-6s.pdf
Meaning of the Psychology Stress and Their Effects	https://ijereee.com/downloads/vol9-si-6s.pdf
Impacts of the Social Psychology on Human	https://ijereee.com/downloads/vol9-si-6s.pdf
A Brief Overview of the Prosocial Behavior	https://ijereee.com/downloads/vol9-si-6s.pdf
Social Value Orientation in Social Psychology	https://ijereee.com/downloads/vol9-si-6s.pdf
An Introduction to Economic Study	https://ijereee.com/downloads/vol9-si-7s.pdf
A Brief Overview of The Economics History	https://ijereee.com/downloads/vol9-si-7s.pdf
Evolution of the Economics Thoughts	https://ijereee.com/downloads/vol9-si-7s.pdf
A Brief Overview of The Indian Economy	https://ijereee.com/downloads/vol9-si-7s.pdf
Indian Economy on the Eve of Independence	https://ijereee.com/downloads/vol9-si-7s.pdf
Liberalization, Privatization and Globalization: An Appraisal	https://ijereee.com/downloads/vol9-si-7s.pdf
Current Challenges Facing the Indian Economy Poverty	https://ijereee.com/downloads/vol9-si-7s.pdf
Human Capital Formation in India	https://ijereee.com/downloads/vol9-si-7s.pdf
A Brief Overview of The Rural Development in India	https://ijereee.com/downloads/vol9-si-7s.pdf
Human Capital Formation in India	https://ijereee.com/downloads/vol9-si-7s.pdf
A Brief Overview of The Rural Development	https://ijereee.com/downloads/vol9-si-7s.pdf
Employment: Growth, Informalization and Other Issues	https://ijereee.com/downloads/vol9-si-7s.pdf
Environment And Sustainable Development	https://ijereee.com/downloads/vol9-si-7s.pdf
Comparative Development Experiences of India and Its Neighbors	https://ijereee.com/downloads/vol9-si-7s.pdf
A Brief Overview of The National Income Accounting	https://ijereee.com/downloads/vol9-si-7s.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Brief Overview of The Money and Banking	https://ijereee.com/downloads/vol9-si-7s.pdf
Income And Employment Determination	https://ijereee.com/downloads/vol9-si-7s.pdf
Macroeconomics in an Open Economy	https://ijereee.com/downloads/vol9-si-7s.pdf
A Brief Overview of Consumer Behavior Theory	https://ijereee.com/downloads/vol9-si-7s.pdf
A Firm Effort in Production and Costs	https://ijereee.com/downloads/vol9-si-7s.pdf
Theory of the Firm Under Perfect Competition	https://ijereee.com/downloads/vol9-si-7s.pdf
A Brief Overview of The Market Equilibrium	https://ijereee.com/downloads/vol9-si-7s.pdf
A Brief Overview of The Non-Competitive Markets	https://ijereee.com/downloads/vol9-si-7s.pdf
Factors Affecting the Indian Economy Growth in The Future	https://ijereee.com/downloads/vol9-si-7s.pdf
Concept Of Business Communication	https://ijereee.com/downloads/vol9-si-8s.pdf
Informal Communication through the Grapevine	https://ijereee.com/downloads/vol9-si-8s.pdf
Communication Barriers in Business	https://ijereee.com/downloads/vol9-si-8s.pdf
Fundamentals of Corporate Culture	https://ijereee.com/downloads/vol9-si-8s.pdf
Evaluation of Cross-Cultural Communication Effectiveness	https://ijereee.com/downloads/vol9-si-8s.pdf
Difficulties to Communication in the Workplace Today	https://ijereee.com/downloads/vol9-si-8s.pdf
Importance of the Communication Across Cultures	https://ijereee.com/downloads/vol9-si-8s.pdf
A Brief Overview to Communication and Its Significance	https://ijereee.com/downloads/vol9-si-8s.pdf
Business Communication's and Its Importance	https://ijereee.com/downloads/vol9-si-8s.pdf
Cultural Relevance of Communication Media	https://ijereee.com/downloads/vol9-si-8s.pdf
Analysis of Communication Media	https://ijereee.com/downloads/vol9-si-8s.pdf
Importance of Communication Restrictions	https://ijereee.com/downloads/vol9-si-8s.pdf
The Essential of Effective Communication	https://ijereee.com/downloads/vol9-si-8s.pdf
Various Techniques for Analyzing Effective Communication	https://ijereee.com/downloads/vol9-si-8s.pdf
Letter Writing: Principles, Structure and Layout	https://ijereee.com/downloads/vol9-si-8s.pdf
An Overview of Writing Business Reports	https://ijereee.com/downloads/vol9-si-8s.pdf
A Review of the Report-Writing Process	https://ijereee.com/downloads/vol9-si-8s.pdf
Public Speaking Standards and Their Significance	https://ijereee.com/downloads/vol9-si-8s.pdf
Presentation Design and their Significance	https://ijereee.com/downloads/vol9-si-8s.pdf
Strategies for Managing and Communicating Effectively	https://ijereee.com/downloads/vol9-si-8s.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Business Communication as Part in Role of Leadership	https://ijereee.com/downloads/vol9-si-8s.pdf
Role of Effective Communication in Business Relationships	https://ijereee.com/downloads/vol9-si-8s.pdf
Effects of Effective Communication in Business	https://ijereee.com/downloads/vol9-si-8s.pdf
An Introduction to Human Resource Management	https://ijercse.com/downloads/vol9-si-6s.pdf
An Overview of the Performance Management Practices Impact Company Performance	https://ijercse.com/downloads/vol9-si-6s.pdf
An Elaboration of the Talent Development and Succession Planning	https://ijercse.com/downloads/vol9-si-6s.pdf
An Overview of the Diversity in Organizations	https://ijercse.com/downloads/vol9-si-6s.pdf
An Overview of the Navigating Sexual Orientation Diversity in the Workforce with Progress, and Strategies	https://ijercse.com/downloads/vol9-si-6s.pdf
An Elaboration of the Diversity and Organizational Performance	https://ijercse.com/downloads/vol9-si-6s.pdf
An Overview of the Key Diversity Theories and Its the Benefits and Challenges	https://ijercse.com/downloads/vol9-si-6s.pdf
An Analysis of the Organizational Structures and Design	https://ijercse.com/downloads/vol9-si-6s.pdf
An Overview of the Adapting Organizational Structures and the Organizational Life Cycle	https://ijercse.com/downloads/vol9-si-6s.pdf
An Elaboration of the Common Approaches for Organizational Change	https://ijercse.com/downloads/vol9-si-6s.pdf
An Analysis of the Diversity of the Organization	https://ijercse.com/downloads/vol9-si-6s.pdf
An Elaboration of the Diversity and Its Impact on Companies	https://ijercse.com/downloads/vol9-si-6s.pdf
An Elaboration of the Challenges of Diversity	https://ijercse.com/downloads/vol9-si-6s.pdf
An Overview on the Nature of Leadership	https://ijercse.com/downloads/vol9-si-6s.pdf
An Analysis of the Trait Approach to Leadership	https://ijercse.com/downloads/vol9-si-6s.pdf
An Elaboration of the Substitutes for and Neutralizers of Leadership	https://ijercse.com/downloads/vol9-si-6s.pdf
An Overview of Importance of the Leadership in 21st Century	https://ijercse.com/downloads/vol9-si-6s.pdf
An Overview of the Work Motivation for Performance	https://ijercse.com/downloads/vol9-si-6s.pdf
An Overview of the Maslow's Hierarchy of Needs for Work Motivation	https://ijercse.com/downloads/vol9-si-6s.pdf
An Overview of the Process Theories of Motivation in Business Management	https://ijercse.com/downloads/vol9-si-6s.pdf

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Elaboration of the Teamwork in Business Management	https://ijercse.com/downloads/vol9-si-6s.pdf
An Overview of the Multicultural Teams in Business Organization	https://ijercse.com/downloads/vol9-si-6s.pdf
An Elaboration of the Managerial Communication	https://ijercse.com/downloads/vol9-si-6s.pdf
An Elaboration of the Managerial Communication and Corporate Reputation	https://ijercse.com/downloads/vol9-si-6s.pdf
An Analysis of the Organizational Planning and Controlling	https://ijercse.com/downloads/vol9-si-6s.pdf
Introduction to Internal Combustion Engine	https://ijermce.com/downloads/vol9-si-1s.pdf
Application and Working Operation of Two Stroke Engine	https://ijermce.com/downloads/vol9-si-1s.pdf
Application, Advantage and Disadvantage of IC Engine	https://ijermce.com/downloads/vol9-si-1s.pdf
Introduction of Fuel and Its Types	https://ijermce.com/downloads/vol9-si-1s.pdf
Air-Standard Cycles and Their Analysis	https://ijermce.com/downloads/vol9-si-1s.pdf
Working Principle and Historical Design of IC Engine	https://ijermce.com/downloads/vol9-si-1s.pdf
Fuel–Air Cycles and Their Analysis	https://ijermce.com/downloads/vol9-si-1s.pdf
Actual Cycles and Their Analysis	https://ijermce.com/downloads/vol9-si-1s.pdf
Introduction about Conventional Fuels and Its Significance	https://ijermce.com/downloads/vol9-si-1s.pdf
A Basic Approach on Alternate Fuels	https://ijermce.com/downloads/vol9-si-1s.pdf
Application, Advantages and Disadvantages of Liquid Fuel	https://ijermce.com/downloads/vol9-si-1s.pdf
Biodiesel Properties, Advantages and Effect on Environment	https://ijermce.com/downloads/vol9-si-1s.pdf
An Introduction about Gaseous Fuel and its Significance	https://ijermce.com/downloads/vol9-si-1s.pdf
Carburetion and Principle of Carburetion	https://ijermce.com/downloads/vol9-si-1s.pdf
Working Operation of Simple Carburetor and Its Advantages	https://ijermce.com/downloads/vol9-si-1s.pdf
Introduction to Compensation Technologies and Some Components	https://ijermce.com/downloads/vol9-si-1s.pdf
Application and Working Operation of Economizer	https://ijermce.com/downloads/vol9-si-1s.pdf
Application of Mechanical Injection Systems	https://ijermce.com/downloads/vol9-si-1s.pdf
An Introduction to Electronic Injection Systems in IC Engine	https://ijermce.com/downloads/vol9-si-1s.pdf
A Brief Introduction on Ignition System	https://ijermce.com/downloads/vol9-si-1s.pdf
An Overview on Spark Plug Used to Operate Enginer	https://ijermce.com/downloads/vol9-si-1s.pdf
Application and Advantages of Battery Ignition System	https://ijermce.com/downloads/vol9-si-1s.pdf
Application of Magneto Ignition System	https://ijermce.com/downloads/vol9-si-1s.pdf

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Centrifugal and Vacuum Advance Mechanism	https://ijermce.com/downloads/vol9-si-1s.pdf
A Brief Overview about Homogeneous Mixture	https://ijermce.com/downloads/vol9-si-1s.pdf
Features of Voltage, Current and Resistance	https://ijerece.com/downloads/vol9-si-1s.pdf
Application of Ohm's Law, Energy, and Power	https://ijerece.com/downloads/vol9-si-1s.pdf
A Brief Introduction about Series Circuits and their Application	https://ijerece.com/downloads/vol9-si-1s.pdf
Parallel Circuits Features and its Applications	https://ijerece.com/downloads/vol9-si-1s.pdf
Direct Current and Transient Circuit Analysis	https://ijerece.com/downloads/vol9-si-1s.pdf
A Brief Discussion about Transistor Operation and Modeling	https://ijerece.com/downloads/vol9-si-1s.pdf
Practical Application of the Laplace Transforms	https://ijerece.com/downloads/vol9-si-1s.pdf
Frequency Response and Bode Diagrams	https://ijerece.com/downloads/vol9-si-1s.pdf
Applications of the Semiconductor Diode	https://ijerece.com/downloads/vol9-si-1s.pdf
Applications of Bipolar Junction Transistor	https://ijerece.com/downloads/vol9-si-1s.pdf
The Features of Field Effect Transistors	https://ijerece.com/downloads/vol9-si-1s.pdf
Noise Analysis and Mitigation in Semiconductor Devices	https://ijerece.com/downloads/vol9-si-1s.pdf
Basic Physical Phenomena Used in Sensors	https://ijerece.com/downloads/vol9-si-1s.pdf
Application of the Microelectromechanical Systems Devices	https://ijerece.com/downloads/vol9-si-1s.pdf
Applications of the MEMS Technologies	https://ijerece.com/downloads/vol9-si-1s.pdf
A Brief Overview about Transistors in Switching Circuits	https://ijerece.com/downloads/vol9-si-1s.pdf
Utilizing Transistors for Amplification in Circuit Design	https://ijerece.com/downloads/vol9-si-1s.pdf
A Simplistic Approach to the Analysis of Transistor Amplifiers	https://ijerece.com/downloads/vol9-si-1s.pdf
Impact of Analog and Digital VLSI Design	https://ijerece.com/downloads/vol9-si-1s.pdf
Combinational Logic Design in Digital Circuitry	https://ijerece.com/downloads/vol9-si-1s.pdf
Sequential Logic Design in Digital Circuitry	https://ijerece.com/downloads/vol9-si-1s.pdf
Applications of the Signal Processing	https://ijerece.com/downloads/vol9-si-1s.pdf
Applications of the Analog Filter Synthesis	https://ijerece.com/downloads/vol9-si-1s.pdf
Practical Applications of the Electromagnetic Fields	https://ijerece.com/downloads/vol9-si-1s.pdf
Applications of the Quantities and Units	https://ijerece.com/downloads/vol9-si-1s.pdf
A Brief Discussion on Introduction of Electronics	https://ijerece.com/downloads/vol9-si-2s.pdf
Principle of Electron Emission	https://ijerece.com/downloads/vol9-si-2s.pdf
Theory of Gas-Filled Tubes	https://ijerece.com/downloads/vol9-si-2s.pdf

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Study of Atomic Structure	https://ijerece.com/downloads/vol9-si-2s.pdf
Overview of Semiconductor Physics	https://ijerece.com/downloads/vol9-si-2s.pdf
Study of Special Purpose Diodes	https://ijerece.com/downloads/vol9-si-2s.pdf
Power Semiconductor Diodes and Transistors	https://ijerece.com/downloads/vol9-si-2s.pdf
Overview of Transistor Biasing	https://ijerece.com/downloads/vol9-si-2s.pdf
A Brief Introduction on Power Diode	https://ijerece.com/downloads/vol9-si-2s.pdf
Single Stage Transistor Amplifiers	https://ijerece.com/downloads/vol9-si-2s.pdf
Basic Structure and Operation of Power Bipolar Transistor	https://ijerece.com/downloads/vol9-si-2s.pdf
Power MOSFET and Switching in Electronic Circuit	https://ijerece.com/downloads/vol9-si-2s.pdf
Overview of Diode Rectifiers	https://ijerece.com/downloads/vol9-si-2s.pdf
A Brief Discussion on Three-Phase Rectifier	https://ijerece.com/downloads/vol9-si-2s.pdf
Voltage Source Inverter (VSI)	https://ijerece.com/downloads/vol9-si-2s.pdf
A Brief Discussion on Current Source Converter	https://ijerece.com/downloads/vol9-si-2s.pdf
A Brief Introduction on AC–AC Converters	https://ijerece.com/downloads/vol9-si-2s.pdf
A Study on Power Factor Correction Circuit	https://ijerece.com/downloads/vol9-si-2s.pdf
Theory of Modulation and Demodulation	https://ijerece.com/downloads/vol9-si-2s.pdf
Overview of Capacitor Charging Applications	https://ijerece.com/downloads/vol9-si-2s.pdf
A Study on Importance of Power Supplies	https://ijerece.com/downloads/vol9-si-2s.pdf
Study of Automotive Applications of Electronics	https://ijerece.com/downloads/vol9-si-2s.pdf
A Study on Flexible AC Transmission System	https://ijerece.com/downloads/vol9-si-2s.pdf
Study of Electronics for Renewable Energy Sources	https://ijerece.com/downloads/vol9-si-2s.pdf
Nondestructive Evaluation of Metallic Dislocations using Eddy Currents	https://ijerece.com/downloads/vol9-si-3s.pdf
Materials, Manufacturing Processes, and Defects	https://ijerece.com/downloads/vol9-si-3s.pdf
Applications of Equipment for Magnetic Particle Inspection	https://ijerece.com/downloads/vol9-si-3s.pdf
Practical Applications of Radiographic Testing in Industry	https://ijerece.com/downloads/vol9-si-3s.pdf
Application of the Product Radiographs in Manufacturing	https://ijerece.com/downloads/vol9-si-3s.pdf
Understanding the Visual Methods and its Applications	https://ijerece.com/downloads/vol9-si-3s.pdf
Evaluating Test Results: Practical Applications and Analysis	https://ijerece.com/downloads/vol9-si-3s.pdf
Application of the Eddy Current Testing	https://ijerece.com/downloads/vol9-si-3s.pdf
Training, Qualification and Certification of Ndt Personnel	https://ijerece.com/downloads/vol9-si-3s.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Sources of Information in Non-destructive Testing (Ndt)	https://ijerece.com/downloads/vol9-si-3s.pdf
Organization and Administration of Nondestructive Testing	https://ijerece.com/downloads/vol9-si-3s.pdf
Application of the Squid Based Non-destructive Evaluation	https://ijerece.com/downloads/vol9-si-3s.pdf
Current Technologies: NDT Applications in Dental Biomaterials	https://ijerece.com/downloads/vol9-si-3s.pdf
Neutron Radiography: Fundamentals and Practical Applications	https://ijerece.com/downloads/vol9-si-3s.pdf
Flaw Simulation in Product Radiographs	https://ijerece.com/downloads/vol9-si-3s.pdf
Magnetic Adaptive Testing: Applications and Advantages	https://ijerece.com/downloads/vol9-si-3s.pdf
Elastic Waves: Assessing Concrete Deterioration and Repair	https://ijerece.com/downloads/vol9-si-3s.pdf
Applications of the Universal Testing Machine	https://ijerece.com/downloads/vol9-si-3s.pdf
Unveiling the Technology Behind NDT Methods	https://ijerece.com/downloads/vol9-si-3s.pdf
Exploring the Application of Ultrasonic Testing	https://ijerece.com/downloads/vol9-si-3s.pdf
Non-Destructive Testing: Ensuring Quality Assurance and Reliability	https://ijerece.com/downloads/vol9-si-3s.pdf
A Brief Introduction about the Universal Testing Machine	https://ijerece.com/downloads/vol9-si-3s.pdf
Application of the Human Factors Non-Distractive Testing	https://ijerece.com/downloads/vol9-si-3s.pdf
Crucial Role: Codes and Standards in Nondestructive Testing	https://ijerece.com/downloads/vol9-si-3s.pdf
Market's Current Use of Renewable Energy Technologies	https://ijerece.com/downloads/vol9-si-4s.pdf
History of Resource-Based Energy Flows	https://ijerece.com/downloads/vol9-si-4s.pdf
Application and Advantages of Solar Energy	https://ijerece.com/downloads/vol9-si-4s.pdf
An Introduction to Thermal Energy and Its Application	https://ijerece.com/downloads/vol9-si-4s.pdf
Principles Operation of Renewable Energy	https://ijerece.com/downloads/vol9-si-4s.pdf
A Basic Approach on Essentials of Fluid Dynamics	https://ijerece.com/downloads/vol9-si-4s.pdf
An Introduction to Heat Transfer and Its Significant	https://ijerece.com/downloads/vol9-si-4s.pdf
Introduction to Solar Radiation and Its Application	https://ijerece.com/downloads/vol9-si-4s.pdf
Application of Solar Radiation and Its Advantages	https://ijerece.com/downloads/vol9-si-4s.pdf
A Brief Overview on Solar Water Heater	https://ijerece.com/downloads/vol9-si-4s.pdf
Structures and Additional Solar Thermal Applications	https://ijerece.com/downloads/vol9-si-4s.pdf

Regional College of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Solar Ponds: Application, Advantages and Disadvantages	https://ijerece.com/downloads/vol9-si-4s.pdf
A Brief Introduction about Solar Photovoltaic	https://ijerece.com/downloads/vol9-si-4s.pdf
An Overview on Solar Panel System	https://ijerece.com/downloads/vol9-si-4s.pdf
Introduction about the Hydro Power System	https://ijerece.com/downloads/vol9-si-4s.pdf
Application and Advantages of Tidal Energy	https://ijerece.com/downloads/vol9-si-4s.pdf
Application, Advantages and Future Scope of the Mechanical Energy	https://ijerece.com/downloads/vol9-si-4s.pdf
Scientific Use, Units of Measure of Energy	https://ijerece.com/downloads/vol9-si-4s.pdf
Brief Introduction about Wind Power and Its Application	https://ijerece.com/downloads/vol9-si-4s.pdf
Introduction About Electricity Generation and Its Application	https://ijerece.com/downloads/vol9-si-4s.pdf
Overview about Photosynthesis and Its Analysis	https://ijerece.com/downloads/vol9-si-4s.pdf
Industrial Application of Biomass and Biofuels	https://ijerece.com/downloads/vol9-si-4s.pdf
Application of the Vegetable Oils and Biodiesel	https://ijerece.com/downloads/vol9-si-4s.pdf
Introduction of Wave Power and Its Application	https://ijerece.com/downloads/vol9-si-4s.pdf
A Brief Introduction about Ocean Thermal Energy Conversion	https://ijerece.com/downloads/vol9-si-4s.pdf
Brief Introduction on Security Engineering	https://ijercse.com/downloads/vol9-si-3s.pdf
Understanding Usability and Psychology	https://ijercse.com/downloads/vol9-si-3s.pdf
A Brief Study on System Issues and CAPTCHAs	https://ijercse.com/downloads/vol9-si-3s.pdf
Brief Discussion on Protocols	https://ijercse.com/downloads/vol9-si-3s.pdf
A Brief Discussion on Evaluation of Access Control	https://ijercse.com/downloads/vol9-si-3s.pdf
Brief Analysis of Cryptography	https://ijercse.com/downloads/vol9-si-3s.pdf
Discussion on Distributed Systems	https://ijercse.com/downloads/vol9-si-3s.pdf
A Discussion on the Aspects of Economics	https://ijercse.com/downloads/vol9-si-3s.pdf
Concepts of Multilevel Security	https://ijercse.com/downloads/vol9-si-3s.pdf
Discussion on Multilateral Security	https://ijercse.com/downloads/vol9-si-3s.pdf
A Brief Discussion on Banking and Bookkeeping	https://ijercse.com/downloads/vol9-si-3s.pdf
Evaluation of Physical Protection	https://ijercse.com/downloads/vol9-si-3s.pdf
Brief Discussion on Monitoring and Metering	https://ijercse.com/downloads/vol9-si-3s.pdf
A Brief Discussion on Nuclear Demand and Control	https://ijercse.com/downloads/vol9-si-3s.pdf
Brief Discussion on Biometrics	https://ijercse.com/downloads/vol9-si-3s.pdf
Physical Tamper Resistance	https://ijercse.com/downloads/vol9-si-3s.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Application Programming Interface Security	https://ijercse.com/downloads/vol9-si-3s.pdf
A Study on Security Printing and Seals	https://ijercse.com/downloads/vol9-si-3s.pdf
Electronic and Information Warfare	https://ijercse.com/downloads/vol9-si-3s.pdf
Brief Discussion on Emission Security	https://ijercse.com/downloads/vol9-si-3s.pdf
Network Attack and Defence	https://ijercse.com/downloads/vol9-si-3s.pdf
A Brief Study on Telecom System Security	https://ijercse.com/downloads/vol9-si-3s.pdf
Managing the Development of Secure Systems	https://ijercse.com/downloads/vol9-si-3s.pdf
System Evaluation and Assurance	https://ijercse.com/downloads/vol9-si-3s.pdf
An Overview of Cyber Threats Cape	https://ijercse.com/downloads/vol9-si-1s.pdf
An Overview of the Organizations Defend Cyber Security	https://ijercse.com/downloads/vol9-si-1s.pdf
An Analysis of Computer Controlled Infrastructure for Cyber Security	https://ijercse.com/downloads/vol9-si-1s.pdf
An Introduction to Cyber Doctrine	https://ijercse.com/downloads/vol9-si-1s.pdf
An Overview of the Doctrine and its Strategy from Around the World	https://ijercse.com/downloads/vol9-si-1s.pdf
An Overview of Some Key Military Principles that Must be Adapted to Cyber Warfare	https://ijercse.com/downloads/vol9-si-1s.pdf
An Elaboration of Tools and Techniques for Cyber Warfare	https://ijercse.com/downloads/vol9-si-1s.pdf
An Introduction of SCADA to Cyber Security	https://ijercse.com/downloads/vol9-si-1s.pdf
An Overview of the Physical Denial of Service Attack SCADA	https://ijercse.com/downloads/vol9-si-1s.pdf
An Analysis of Computer Network Exploitation and Procedures Information	https://ijercse.com/downloads/vol9-si-1s.pdf
An Introduction to Computer Network Attack	https://ijercse.com/downloads/vol9-si-1s.pdf
An Elaboration of Psychological Weapons	https://ijercse.com/downloads/vol9-si-1s.pdf
An Elaboration of the Military Approaches Social Engineering	https://ijercse.com/downloads/vol9-si-1s.pdf
An Elaboration of the Surveillance, Data Mining, and Pattern Matching in Cyber Security	https://ijercse.com/downloads/vol9-si-1s.pdf
An Analysis of Challenges in Cyber Security	https://ijercse.com/downloads/vol9-si-1s.pdf
An Overview of Identity Access Management in Cyber Security	https://ijercse.com/downloads/vol9-si-1s.pdf
An Overview of the Interrelationship of Cyber Security Issues	https://ijercse.com/downloads/vol9-si-1s.pdf
An Introduction to Cyber Warfare Headed in Cyber Security	https://ijercse.com/downloads/vol9-si-1s.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Introduction to Action Threats and Challenges in Cyber Warfare	https://ijercse.com/downloads/vol9-si-1s.pdf
An Overview of the Strategic Problem and Strategic Solution in Cyber Warfare	https://ijercse.com/downloads/vol9-si-1s.pdf
An Elaboration of the Cyber Space	https://ijercse.com/downloads/vol9-si-1s.pdf
An Elaboration of the Cyber Crime	https://ijercse.com/downloads/vol9-si-1s.pdf
An Overview of the Cyber Security Techniques	https://ijercse.com/downloads/vol9-si-1s.pdf
An Elaboration of Some Recent Cyber Security Attacks	https://ijercse.com/downloads/vol9-si-1s.pdf
An Overview of Configuring Firewall on Mac Computer	https://ijercse.com/downloads/vol9-si-1s.pdf
A Study on Web and Internet	https://ijercse.com/downloads/vol9-si-2s.pdf
Static and Dynamic Web Sites	https://ijercse.com/downloads/vol9-si-2s.pdf
Web Hosting, Issues and Accessibility	https://ijercse.com/downloads/vol9-si-2s.pdf
Web Text Composing and Shaping	https://ijercse.com/downloads/vol9-si-2s.pdf
Creating and Using Art on the Web	https://ijercse.com/downloads/vol9-si-2s.pdf
Basics of Hyper Text Markup Language (HTML)	https://ijercse.com/downloads/vol9-si-2s.pdf
Tags and Attributes in HTML	https://ijercse.com/downloads/vol9-si-2s.pdf
A Brief Discussion on Table Structure	https://ijercse.com/downloads/vol9-si-2s.pdf
Introducing Concept and Content of Web Design	https://ijercse.com/downloads/vol9-si-2s.pdf
Linking Websites and its Types	https://ijercse.com/downloads/vol9-si-2s.pdf
Elements and Principles of Design	https://ijercse.com/downloads/vol9-si-2s.pdf
Website Creation and Management Tools	https://ijercse.com/downloads/vol9-si-2s.pdf
Internet Connectivity and Server Space	https://ijercse.com/downloads/vol9-si-2s.pdf
Discussion on Browsers and Web Extras	https://ijercse.com/downloads/vol9-si-2s.pdf
Building a Case for Planning to Design a Web Page	https://ijercse.com/downloads/vol9-si-2s.pdf
Getting to Know Your Audience and Drawing the Blue Prints for Site	https://ijercse.com/downloads/vol9-si-2s.pdf
Gathering Suppliers and Preparing to Build Website	https://ijercse.com/downloads/vol9-si-2s.pdf
Intensive Web Designing with Word and XML	https://ijercse.com/downloads/vol9-si-2s.pdf
A Brief Overview on XML, MSXML, XSLT	https://ijercse.com/downloads/vol9-si-2s.pdf
Planning Word Website and Creating Main Templates	https://ijercse.com/downloads/vol9-si-2s.pdf
Adding Basic Content on Websites	https://ijercse.com/downloads/vol9-si-2s.pdf
Brief Introduction on Working with XML data	https://ijercse.com/downloads/vol9-si-2s.pdf
Discussion on Web Hosting Steps	https://ijercse.com/downloads/vol9-si-2s.pdf
Overview of Website Updating and Web Archiving	https://ijercse.com/downloads/vol9-si-2s.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Brief Discussion on Natural Language Processing	https://ijercse.com/downloads/vol9-si-4s.pdf
Overview of Basic Regular Expressions	https://ijercse.com/downloads/vol9-si-4s.pdf
Aspects and Uses of Text Normalization	https://ijercse.com/downloads/vol9-si-4s.pdf
Evaluating Language Models	https://ijercse.com/downloads/vol9-si-4s.pdf
Role of the Evaluating Language Models in Natural Language Processing	https://ijercse.com/downloads/vol9-si-4s.pdf
Discussing Aspects and Types of Smoothing	https://ijercse.com/downloads/vol9-si-4s.pdf
Naive Bayes Classifiers	https://ijercse.com/downloads/vol9-si-4s.pdf
A Brief Discussion on Statistical Testing	https://ijercse.com/downloads/vol9-si-4s.pdf
A Study on Logistic Regression	https://ijercse.com/downloads/vol9-si-4s.pdf
Importance of Vector Semantics	https://ijercse.com/downloads/vol9-si-4s.pdf
Lexical Semantics and Its Important Aspects	https://ijercse.com/downloads/vol9-si-4s.pdf
Analysis of Neural Networks	https://ijercse.com/downloads/vol9-si-4s.pdf
Linguistic Applications of Classification	https://ijercse.com/downloads/vol9-si-4s.pdf
Learning without Supervision	https://ijercse.com/downloads/vol9-si-4s.pdf
A Study on Semi-Supervised Learning	https://ijercse.com/downloads/vol9-si-4s.pdf
Other Approaches to Learning with Latent Variables	https://ijercse.com/downloads/vol9-si-4s.pdf
A Brief Discussion on Sequence Labeling	https://ijercse.com/downloads/vol9-si-4s.pdf
Discriminative Sequence Labeling with Features	https://ijercse.com/downloads/vol9-si-4s.pdf
Neural Sequence Labeling and its Types	https://ijercse.com/downloads/vol9-si-4s.pdf
A Brief Discussion on Unsupervised Sequence Labeling	https://ijercse.com/downloads/vol9-si-4s.pdf
Applications of Sequence Labeling	https://ijercse.com/downloads/vol9-si-4s.pdf
A Description of Regular Languages	https://ijercse.com/downloads/vol9-si-4s.pdf
A Discussion on Finite State Transducers	https://ijercse.com/downloads/vol9-si-4s.pdf
Role of the Machine Translation in Natural Language Processing	https://ijercse.com/downloads/vol9-si-4s.pdf
Introduction of Amazon Web Services	https://ijercse.com/downloads/vol9-si-5s.pdf
Features and Infrastructure of AWS	https://ijercse.com/downloads/vol9-si-5s.pdf
Cloud Computing and their Importance	https://ijercse.com/downloads/vol9-si-5s.pdf
Pay-As-You-Go (PAYG) Cloud Computing and their Functions	https://ijercse.com/downloads/vol9-si-5s.pdf
Amazon Multi-Factor Authentication Function	https://ijercse.com/downloads/vol9-si-5s.pdf
Basics Concept of Amazon S3	https://ijercse.com/downloads/vol9-si-5s.pdf
Amazon Glacier and AWS Snowball	https://ijercse.com/downloads/vol9-si-5s.pdf
Amazon Elastic Block Store (EBS)	https://ijercse.com/downloads/vol9-si-5s.pdf
Amazon Elastic Compute Cloud (EC2)	https://ijercse.com/downloads/vol9-si-5s.pdf
Basics Features of the Amazon Lambda	https://ijercse.com/downloads/vol9-si-5s.pdf
Elastic Beanstalk and Amazon Light Sail	https://ijercse.com/downloads/vol9-si-5s.pdf
A Brief Overview of the Database Services	https://ijercse.com/downloads/vol9-si-5s.pdf
A Brief Introduction to Amazon Elastic Ache	https://ijercse.com/downloads/vol9-si-5s.pdf

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Basic Concepts of Amazon Redshift	https://ijercse.com/downloads/vol9-si-5s.pdf
Networking and Content Delivery Services	https://ijercse.com/downloads/vol9-si-5s.pdf
Amazon Web Services Cloud Front	https://ijercse.com/downloads/vol9-si-5s.pdf
Amazon Cloud Watch Management Services	https://ijercse.com/downloads/vol9-si-5s.pdf
Importance of the Amazon Cloud Formation	https://ijercse.com/downloads/vol9-si-5s.pdf
Amazon Identity Access Management (IAM)	https://ijercse.com/downloads/vol9-si-5s.pdf
A Brief Discussion to Amazon Amplify	https://ijercse.com/downloads/vol9-si-5s.pdf
Amazon Simple Queue Service and Simple Notification Service	https://ijercse.com/downloads/vol9-si-5s.pdf
Development of the Amazon Cognition Service	https://ijercse.com/downloads/vol9-si-5s.pdf
Characteristics of Indian Culture, Significance of Geography on Indian Culture	https://ijercse.com/downloads/vol9-si-7s.pdf
A Fundamental Study on Characteristics of Indian culture	https://ijercse.com/downloads/vol9-si-7s.pdf
Indian Culture: Religious Factors	https://ijercse.com/downloads/vol9-si-7s.pdf
Family and Marriage in India, Position of Women in Ancient India, Contemporary Period; Caste System and Communalism	https://ijercse.com/downloads/vol9-si-7s.pdf
An overview on Origin of Caste in India	https://ijercse.com/downloads/vol9-si-7s.pdf
An Overview on Purpose of Samskaras	https://ijercse.com/downloads/vol9-si-7s.pdf
Joint Family: Characteristics of a Joint Family	https://ijercse.com/downloads/vol9-si-7s.pdf
An Overview on the Marriage in India	https://ijercse.com/downloads/vol9-si-7s.pdf
Position of Women in Indian Society	https://ijercse.com/downloads/vol9-si-7s.pdf
An Overview on Communalism	https://ijercse.com/downloads/vol9-si-7s.pdf
Pre-Vedic and Vedic Religion, Buddhism Jainism, Indian Philosophy-Vedanta and Mimansa School of Philosophy	https://ijercse.com/downloads/vol9-si-7s.pdf
Heterodox Religious Order in Ancient India	https://ijercse.com/downloads/vol9-si-7s.pdf
Buddhism: Gautama Buddha (566 to 486 BC): His life	https://ijercse.com/downloads/vol9-si-7s.pdf
An overview on Philosophy in Ancient India	https://ijercse.com/downloads/vol9-si-7s.pdf
Evolution of Script and Languages in India: Harappan Script and Brahmi Script	https://ijercse.com/downloads/vol9-si-7s.pdf
An overview on Origin of Brahmi script	https://ijercse.com/downloads/vol9-si-7s.pdf
Vedas Epics: Ramayana, Mahabharata & Puranas	https://ijercse.com/downloads/vol9-si-7s.pdf
A Study on Srauta-Sutras, Grhya-Sutras, and Dharma-Sutras	https://ijercse.com/downloads/vol9-si-7s.pdf
An Overview on the Mahabharata	https://ijercse.com/downloads/vol9-si-7s.pdf
History of Buddhist and Jain Literature: Pali, Prakrit and Sanskrit, Sangama Literature & Odia Literature	https://ijercse.com/downloads/vol9-si-7s.pdf

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Gandhara School, Mathura School of Art; Architecture: Hindu Temple Architecture, Medieval Architecture and Colonial Architecture	https://ijercse.com/downloads/vol9-si-7s.pdf
Indian Painting Tradition: Ancient, Medieval, Modern Indian Painting and Odishan Painting Tradition	https://ijercse.com/downloads/vol9-si-7s.pdf
An Overview on Divisions of Indian Classical Music	https://ijercse.com/downloads/vol9-si-7s.pdf
A fundamental study of Drama: Indian Theatre	https://ijercse.com/downloads/vol9-si-7s.pdf
Modes of Cultural Exchange: Through Traders, Teachers, Emissaries, Missionaries and Gypsies	https://ijercse.com/downloads/vol9-si-7s.pdf
An Elaboration of the Foundations of Business	https://ijercse.com/downloads/vol9-si-8s.pdf
An Overview of the Relation of the Business and Economics	https://ijercse.com/downloads/vol9-si-8s.pdf
An Elaboration of the International Business	https://ijercse.com/downloads/vol9-si-8s.pdf
An Elaboration of the International Business Approaches	https://ijercse.com/downloads/vol9-si-8s.pdf
An Overview of the Theories of International Trade	https://ijercse.com/downloads/vol9-si-8s.pdf
An Analysis of the International Finance Facility	https://ijercse.com/downloads/vol9-si-8s.pdf
An Overview of the Cultural and Social Environment	https://ijercse.com/downloads/vol9-si-8s.pdf
An Overview of the Language and Culture in India's Foreign Policy	https://ijercse.com/downloads/vol9-si-8s.pdf
An Elaboration of Monopolistic Competition, Oligopoly and Monopoly	https://ijercse.com/downloads/vol9-si-8s.pdf
An Overview of the Technological Management	https://ijercse.com/downloads/vol9-si-8s.pdf
An Overview of the Political and Economic Environment	https://ijercse.com/downloads/vol9-si-8s.pdf
An Elaboration of the Factors affecting Global Business	https://ijercse.com/downloads/vol9-si-8s.pdf
An Overview of the Need for Government Intervention in Business	https://ijercse.com/downloads/vol9-si-8s.pdf
An Overview of the Ethics and Social Responsibility in International Business	https://ijercse.com/downloads/vol9-si-8s.pdf
An Overview of the Corporate Social Responsibility	https://ijercse.com/downloads/vol9-si-8s.pdf
An Overview of the Modes of Entering International Business	https://ijercse.com/downloads/vol9-si-8s.pdf
An Elaboration of the Strategic Alliances in International Business	https://ijercse.com/downloads/vol9-si-8s.pdf

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Overview of the Foreign Direct Investment	https://ijercse.com/downloads/vol9-si-8s.pdf
An Overview of the International Financial Institutions	https://ijercse.com/downloads/vol9-si-8s.pdf
An Elaboration of the World Bank and Its Management	https://ijercse.com/downloads/vol9-si-8s.pdf
A Brief Introduction on Communication	https://ijerece.com/downloads/vol9-si-7s.pdf
Analysis of Nonverbal Interaction	https://ijerece.com/downloads/vol9-si-7s.pdf
Analysis of Business Communication	https://ijerece.com/downloads/vol9-si-7s.pdf
A Study on Viewpoint of "Corporate Communication"	https://ijerece.com/downloads/vol9-si-7s.pdf
Brief Introduction on Corporate Reputation and Communication	https://ijerece.com/downloads/vol9-si-7s.pdf
A Study on Identity and Identification Creation	https://ijerece.com/downloads/vol9-si-7s.pdf
Describe the Measurement of Company Identity	https://ijerece.com/downloads/vol9-si-7s.pdf
Sharing Information with The Corporate Brand	https://ijerece.com/downloads/vol9-si-7s.pdf
Associations of Organizations	https://ijerece.com/downloads/vol9-si-7s.pdf
Creating a Reputation Management Platform	https://ijerece.com/downloads/vol9-si-7s.pdf
A Brief Study on Displaying the Company	https://ijerece.com/downloads/vol9-si-7s.pdf
Importance of Communicating with Shareholders	https://ijerece.com/downloads/vol9-si-7s.pdf
Improving Customer Relationships: The Use of Experience Marketing	https://ijerece.com/downloads/vol9-si-7s.pdf
Evaluation of Corporate Communication	https://ijerece.com/downloads/vol9-si-7s.pdf
Analyzing Corporate Reputation	https://ijerece.com/downloads/vol9-si-7s.pdf
Organizational Structures for Corporate Communication	https://ijerece.com/downloads/vol9-si-7s.pdf
Overcoming Specialization and Fragmentation	https://ijerece.com/downloads/vol9-si-7s.pdf
Using Language in the Digital Workplace	https://ijerece.com/downloads/vol9-si-7s.pdf
Communication Technology, Social Media and Cross-Cultural Communication	https://ijerece.com/downloads/vol9-si-7s.pdf
Making Plans for Business Messages	https://ijerece.com/downloads/vol9-si-7s.pdf
Putting Together and Creating Business Messages	https://ijerece.com/downloads/vol9-si-7s.pdf
Communications in the Workplace and Digital Media	https://ijerece.com/downloads/vol9-si-7s.pdf
A Brief Discussion on Blogging for Business	https://ijerece.com/downloads/vol9-si-7s.pdf
Understanding Persuasion in the Digital Age	https://ijerece.com/downloads/vol9-si-7s.pdf
A Brief Discussion on Newsgathering in the Digital Age	https://ijerece.com/downloads/vol9-si-7s.pdf
Business Risk in Banking	https://ijerece.com/downloads/vol9-si-8s.pdf

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Brief study on Money Laundering Risk	https://ijerece.com/downloads/vol9-si-8s.pdf
Tasks in Establishing a Control Framework	https://ijerece.com/downloads/vol9-si-8s.pdf
Fundamentals of Risk Management	https://ijerece.com/downloads/vol9-si-8s.pdf
Risk Management Systems and Processes	https://ijerece.com/downloads/vol9-si-8s.pdf
A Discussion on Risk Mitigation Techniques	https://ijerece.com/downloads/vol9-si-8s.pdf
Lack of Due Diligence in Loan Processing	https://ijerece.com/downloads/vol9-si-8s.pdf
A Study on Identification of Credit Risk	https://ijerece.com/downloads/vol9-si-8s.pdf
A Study on Credit Risk from Derivatives	https://ijerece.com/downloads/vol9-si-8s.pdf
Deciding the Loan Exit Point	https://ijerece.com/downloads/vol9-si-8s.pdf
A Brief Discussion on Credit Risk Rating Issues	https://ijerece.com/downloads/vol9-si-8s.pdf
A Study on Determination of Rating Scale	https://ijerece.com/downloads/vol9-si-8s.pdf
A Types of Rating Models	https://ijerece.com/downloads/vol9-si-8s.pdf
A Brief Study on Past Dealings Risk	https://ijerece.com/downloads/vol9-si-8s.pdf
Risk Rating and Risk Measurement Models	https://ijerece.com/downloads/vol9-si-8s.pdf
Role of Credit Risk Measurement Models	https://ijerece.com/downloads/vol9-si-8s.pdf
Establishing Credit Risk Environment	https://ijerece.com/downloads/vol9-si-8s.pdf
A Brief Discussion on Credit Risk Limits	https://ijerece.com/downloads/vol9-si-8s.pdf
A Brief Study on Credit Enhancement Method	https://ijerece.com/downloads/vol9-si-8s.pdf
A Study on Portfolio Analysis Technique	https://ijerece.com/downloads/vol9-si-8s.pdf
A Study on Market Risk Framework	https://ijerece.com/downloads/vol9-si-8s.pdf
A Study on Liquidity Risk Management	https://ijerece.com/downloads/vol9-si-8s.pdf
A Study on Ratios Between Assets and Liabilities	https://ijerece.com/downloads/vol9-si-8s.pdf
Appropriateness of Tolerance Limits	https://ijerece.com/downloads/vol9-si-8s.pdf
A Brief Discussion on Management of the Duration Gap	https://ijerece.com/downloads/vol9-si-8s.pdf
An Introduction to Employment Law	https://ijirem.org/DOC/1-an-introduction-to-employment-law.pdf
A Study on Philosophy of Labour Laws	https://ijirem.org/DOC/2-a-study-on-philosophy-of-labour-laws.pdf
Labour Laws, Industrial Relations and Human Resource Management	https://ijirem.org/DOC/3-labour-laws-industrial-relations-and-human-resource-management.pdf
Labour Laws: Concept, Origin, Objectives and Classification	https://ijirem.org/DOC/4-labour-laws-concept-origin-objectives.pdf
A Study on Factories Act, 1948	https://ijirem.org/DOC/5-a-study-on-factories-act-1948.pdf
A Breif Study on Industrial Disputes Act	https://ijirem.org/DOC/6-a-breif-study-on-industrial-disputes-act.pdf
A Study on Payment of Wages Act, 1936	https://ijirem.org/DOC/7-a-study-on-payment-of-wages-act-1936.pdf
Definitions under Workmen's Compensation Act, 1923	https://ijirem.org/DOC/8-definitions-under-workmens-compensation-act-1923.pdf
Rules Regarding the Workmen's Compensation Act	https://ijirem.org/DOC/9-rules-regarding-the-workmens-compensation-act.pdf

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Study on Payment of Bonus Act, 1965	https://ijirem.org/DOC/10-a-study-on-payment-of-bonus-act-1965.pdf
Trade Unions Act, 1926: a Comprehensive Analysis	https://ijirem.org/DOC/11-trade-unions-act-1926-a-comprehensive-analysis.pdf
Employees' Provident Fund Act, 1952	https://ijirem.org/DOC/12-employees-provident-fund-act-1952.pdf
Trade Unions Act, 1926: A Comprehensive Analysis	https://ijirem.org/DOC/13-trade-unions-act-1926-a-comprehensive-analysis.pdf
A Breif Study on Employees' State Insurance Act, 1948	https://ijirem.org/DOC/14-a-breif-study-on-employees-state-insurance-act-1948.pdf
A Brief Study on Payment of Gratuity Act, 1972	https://ijirem.org/DOC/15-a-brief-study-on-payment-of-gratuity-act-1972.pdf
Labour Law Reforms on Unorganized, Gig and Platform Workers Under the Code On Social Security: Issues and Challenges	https://ijirem.org/DOC/16-labour-law-reforms-on-unorganized-gig-and-platform-workers-under-the-code-on-social-security-issues-and-challenges.pdf
European labour policies for change:Universalities and peculiarities	https://ijirem.org/DOC/17-european-labour-policies-for-change-universalities-and-peculiarities.pdf
Impact of Covid-19 on Employment of Workers in Organised and Unorganised Sector	https://ijirem.org/DOC/18-impact-of-covid-19-on-employment-of-workers-in-organised-and-unorganised-sector.pdf
European Labour Policies for Change: Universalities and Peculiarities	https://ijirem.org/DOC/19-european-labour-policies-for-change-universalities-and-peculiarities.pdf
Domestic Workers and Employments	https://ijirem.org/DOC/20-domestic-workers-and-employments.pdf
Social Security Vis-À-Vis Future of Work: Issues and Challenges	https://ijirem.org/DOC/21-social-security-vis-%C3%80-vis-future-of-work-issues-and-challenges.pdf
A Scrutiny of Labour Law Reforms in India	https://ijirem.org/DOC/22-a-scrutiny-of-labour-law-reforms-in-india.pdf
Labour Law Amendments, Reforms and Codification in India: Recent Initiatives	https://ijirem.org/DOC/23-labour-law-amendments-reforms-and-codification-in-india-recent-initiatives.pdf
Assessing Gender Based Challenges in the MGNREGA	https://ijirem.org/DOC/24-assessing-gender-based-challenges-in-the-mgnrega.pdf
A Study on Philosophy of Labour Laws	https://ijirem.org/DOC/2-a-study-on-philosophy-of-labour-laws.pdf
A BRIEF INTRODUCTION ABOUT FINANCIAL ASSETS	https://ijirem.org/DOC/1-a-brief-introduction-about-financial-assets.pdf
CAPITAL FORMATION: PROCESS OF BUILDING FINANCIAL RESOURCES	https://ijirem.org/DOC/2-capital-formation-process-of-building-financial-resources.pdf
FINANCIAL INSTITUTIONS IN INDIA AND THEIR GOAL	https://ijirem.org/DOC/3-financial-institutions-in-india-and-their-goal.pdf
ANGEL FUND: EMPOWERING STARTUP INVESTMENTS AND INNOVATION	https://ijirem.org/DOC/4-angel-fund-empowering-startup-investments-and-innovation.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

MUTUAL FUND FEES: INVESTING COSTS AND EXPENSES	https://ijirem.org/DOC/5-mutual-fund-fees-investing-costs-and-expenses.pdf
FEATURES & BENEFITS OF HEDGE FUNDS	https://ijirem.org/DOC/6-features-and-benefits-of-hedge-funds.pdf
DIFFERENCE BETWEEN OFFER FOR SALE AND IPOS/ FPOS	https://ijirem.org/DOC/7-difference-between-offer-for-sale-and-ipos-fpos.pdf
CATEGORIES OF MERCHANT BANKERS	https://ijirem.org/DOC/8-categories-of-merchant-bankers.pdf
MODERN CAPITAL MARKET AND ELECTRONIC TRADING SYSTEM	https://ijirem.org/DOC/9-modern-capital-market-and-electronic-trading-system.pdf
INVESTMENT RETURN: EVALUATING FINANCIAL GAINS	https://ijirem.org/DOC/10-investment-return-evaluating-financial-gains.pdf
BASIC CHARACTERISTICS OF COMMON STOCKS	https://ijirem.org/DOC/11-basic-characteristics-of-common-stocks.pdf
SECURITY ANALYSIS IN AN EFFICIENT MARKET	https://ijirem.org/DOC/12-security-analysis-in-an-efficient-market.pdf
TYPES OF BONDSAND THEIR FUNCTIONS	https://ijirem.org/DOC/13-types-of-bonds-and-their-functions.pdf
MARKET TRANSACTIONS: EXCHANGE OF GOODS AND SERVICES	https://ijirem.org/DOC/14-market-transactions-exchange-of-goods-and-services.pdf
OVERVIEW OF INDIAN FINANCIAL SYSTEM	https://ijirem.org/DOC/15-overview-of-indian-financial-system.pdf
IPO THROUGH STOCK EXCHANGE ON-LINE SYSTEM (E-IPO)	https://ijirem.org/DOC/16-ipo-through-stock-exchange-on-line-system-e-ipo.pdf
FINANCIAL DERIVATIVES: STOCK FUTURE	https://ijirem.org/DOC/17-financial-derivatives-stock-future.pdf
MARKET COMPARISON WITH EQUITY OPTIONS	https://ijirem.org/DOC/18-market-comparison-with equity-options.pdf
NECESSARY CONDITIONS TO INTRODUCE COMMODITY DERIVATIVES	https://ijirem.org/DOC/19-necessary-conditions-to-introduce-commodity-derivatives.pdf
OTC INTEREST RATE DERIVATIVES: MANAGEMENT AND FINANCIAL INSTRUMENTS	https://ijirem.org/DOC/20-otc-interest-rate-derivatives-management-and-financial-instruments.pdf
INTEREST RATE COLLARS: MANAGING RISK WITH OPTIONS STRATEGIES	https://ijirem.org/DOC/21-interest-rate-collars-managing-risk-with-options-strategies.pdf
Entrepreneur and Entrepreneurship	https://ijirem.org/DOC/1-entrepreneur-and-entrepreneurship.pdf
A Brief Study on Types of Entrepreneurs	https://ijirem.org/DOC/2-a-brief-study-on-types-of-entrepreneurs.pdf
Entrepreneurship as a Career Option	https://ijirem.org/DOC/3-entrepreneurship-as%20a-career-option.pdf
Qualities and Functions of Entrepreneur	https://ijirem.org/DOC/4-qualities-and-functions-of-entrepreneur.pdf
Role of Entrepreneur in Economic Growth	https://ijirem.org/DOC/5-role-of-entrepreneur-in-economic-growth.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Competing Theories of Entrepreneurship	https://ijirem.org/DOC/6-competing-theories-of-entrepreneurship.pdf
Objectives and Phases of Entrepreneurial Development Programme	https://ijirem.org/DOC/7-objectives-and-phases-of-entrepreneurial-development-programme.pdf
A Study on Institutions Conducting EDPs in India	https://ijirem.org/DOC/8-a-study-on-institutions-conducting-edps-in-india.pdf
A Brief Study on Entrepreneurial Behaviours	https://ijirem.org/DOC/9-a-brief-study-on-entrepreneurial-behaviours.pdf
A Study on Entrepreneurial Motivation	https://ijirem.org/DOC/10-a-study-on-entrepreneurial-motivation.pdf
A Study on N-Achievement and Rural Entrepreneurship	https://ijirem.org/DOC/11-a-study-on-n-achievement-and-rural-entrepreneurship.pdf
A Brief Study on Rural Entrepreneurs	https://ijirem.org/DOC/12-a-brief-study-on-rural-entrepreneurs.pdf
Significance and Problems of Rural Entrepreneurs	https://ijirem.org/DOC/13-significance-and-problems-of-rural-entrepreneurs.pdf
A Brief Discussion on Creativity, Innovation and Entrepreneur	https://ijirem.org/DOC/14-a-brief-discussion-on-creativity-innovation-and-entrepreneur.pdf
Government Policy towards Small Scale Industries	https://ijirem.org/DOC/15-government-policy-towards-small-scale-industries.pdf
Innovative Approaches to Entrepreneurship	https://ijirem.org/DOC/16-innovative-approaches-to-entrepreneurship.pdf
A Brief Study on Sources of Financing	https://ijirem.org/DOC/17-a-brief-study-on-sources-of-financing.pdf
A Study on Industrial Sickness: Concept and Causes	https://ijirem.org/DOC/18-a-study-on-industrial-sickness-concept-and-causes.pdf
A Discussion on Government Assistances: Marketing and Technical	https://ijirem.org/DOC/19-a-discussion-on-government-assistances-marketing-and-technical.pdf
A Study on Revival Measures and Strategies	https://ijirem.org/DOC/20-a-study-on-revival-measures-and-strategies.pdf
Feasibility Reports and Legal Formalities	https://ijirem.org/DOC/21-feasibility-reports-and-legal-formalities.pdf
Salient Features of Pre-feasibility Report	https://ijirem.org/DOC/22-salient-features-of-pre-feasibility-report.pdf
A Brief Study on Technical Feasibility Study	https://ijirem.org/DOC/23-a-brief-study-on-technical-feasibility-study.pdf
Matrix of Macro, Micro and Sectoral Considerations	https://ijirem.org/DOC/24-matrix-of-macro-micro-and-sectoral-considerations.pdf
Effective Marketing Strategies: Analysis, and Principles	https://ijirem.org/DOC/1-effective-marketing-strategies-analysis-and-principles.pdf
Understanding the Basis of Strategic Planning	https://ijirem.org/DOC/2-understanding-the-basis-of-strategic-planning.pdf
Knowledge of Environment, Social and Cultural Interaction	https://ijirem.org/DOC/3-knowledge-of-environment-social-and-cultural-interaction.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Consumer Behavior: Examining Product Selection Decision-Making	https://ijirem.org/DOC/4-consumer-behavior-examining-product-selection-decision-making.pdf
An Overview of Individual Traits and Consumer Purchase Behavior	https://ijirem.org/DOC/5-an-overview-of-individual-traits-and-consumer-purchase-behavior.pdf
A Brief Overview to Business Buying Behavior	https://ijirem.org/DOC/6-a-brief-overview-to-business-buying-behavior.pdf
B2B Buying: Stages and Situational Insights	https://ijirem.org/DOC/7-b2b-buying-stages-and-situational-insights.pdf
Targeting, Positioning and Market Segmentation	https://ijirem.org/DOC/8-targeting-positioning-and-market-segmentation.pdf
A Brief Overview about Demographics-Based Segmentation	https://ijirem.org/DOC/9-a-brief-overview-about-demographics-based-segmentation.pdf
Market Segmentation in B2B: Enhancing Marketing Effectiveness	https://ijirem.org/DOC/10-market-segmentation-in-b2b-enhancing-marketing-effectiveness.pdf
Developing Offers: Creating Strong Customer Value Propositions	https://ijirem.org/DOC/11-developing-offers-creating-strong-customer-value-propositions.pdf
Strategies for Offering Development and Management	https://ijirem.org/DOC/12-strategies-for-offering-development-and-management.pdf
Managing New Products' Product Life Cycle	https://ijirem.org/DOC/13-managing-new-products-product-life-cycle.pdf
Enhancing Engagement: Marketing Channels Value to Customers	https://ijirem.org/DOC/14-enhancing-engagement-marketing-channels-value-to-customers.pdf
Marketing Techniques: Marketing Platforms and Channels for Successful	https://ijirem.org/DOC/15-marketing-techniques-marketing-platforms-and-channels-for-successful.pdf
A Brief Overview about Advertising Channel Techniques	https://ijirem.org/DOC/16-a-brief-overview-about-advertising-channel-techniques.pdf
Creating Value for Customers with the Help of Supply Chains	https://ijirem.org/DOC/17-creating-value-for-customers-with-the-help-of-supply-chains.pdf
Inventory Management: Principle, Analysis and Future Scope	https://ijirem.org/DOC/18-inventory-management-principle-analysis-and-future-scope.pdf
Information Gathering Use: Market Intelligence and Marketing Research	https://ijirem.org/DOC/19-information-gathering-use-market-intelligence-and-marketing-research.pdf
Media, Integrated Marketing Communications and Advertising Landscape	https://ijirem.org/DOC/20-media-integrated-marketing-communications-and-advertising-landscape.pdf
Sales Promotions and Public Relations	https://ijirem.org/DOC/21-sales-promotions-and-public-relations.pdf
Brief Overview about Commercial Selling	https://ijirem.org/DOC/22-brief-overview-about-commercial-selling.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Brief Overview about the Sales Profession	https://ijirem.org/DOC/23-a-brief-overview-about-the-sales-profession.pdf
Challenges in Sales Management: Problem Identification	https://ijirem.org/DOC/24-challenges-in-sales-management-problem-identification.pdf
Customer Loyalty, Empowerment and Satisfaction	https://ijirem.org/DOC/25-customer-loyalty-empowerment-and-satisfaction.pdf
Early Computer and Internet Technology Development	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Exploring the Fundamentals of Open Technology	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
A Brief Overview about Transport and Internet Protocol	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Managing Transmission Control Protocol Connection	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Exploring the Transportation Planning Concepts	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Conditions for Traffic Engineering Systems	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
QoS Architecture-Related Outstanding Problems	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
A Brief Overview to Traffic Jams and Protocol Management	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
A Brief Introduction about Scheduling Internet Traffic	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Multi-Protocol Label Switching: Enhancing Network	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

RSVP and LDP: Protocols for Traffic Engineering	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Significance of IP-Based Network Planning	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Measuring Performance and Traffic Analysis	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
MPLS to Achieve Service Differentiation in a Differentiated Services Network	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
A Brief Overview about MPLS Multi-Service Networks	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
IP Routing Technology: Technologies and Routing Protocol	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Exploring Constraint-Based Routing: Enhancing Network Efficiency	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Strategies for Routing in IP Networks	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
A Comprehensive Analysis: Static Routing Pattern Comparison	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
IP Multiplexing on Connections with Limited Capacity	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Traffic Engineering: Policy and Inter-domain Problems	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Promoting Collaboration Through Shared Standardized Interfaces	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Information Base for Differentiated Services Policies	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
TCS Traffic Level Determination and Its Impacts	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Recent Advances in Internet Traffic Engineering Techniques	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
SLAs and SLSs: Interconnected Service Level Relationships	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
ENTREPRENEURSHIP AND PROJECT MANAGEMENT	https://ijirem.org/DOC/1-entrepreneurship-and-project-management.pdf
THE ENTREPRENEUR AND ECONOMIC DEVELOPMENT	https://ijirem.org/DOC/2-the-entrepreneur-and-economic-development.pdf
ROLE OF MANAGEMENT IN INDUSTRY	https://ijirem.org/DOC/3-role-of-management-in-industry.pdf
NATURE OF PLANNING IN MANAGEMENT	https://ijirem.org/DOC/4-nature-of-planning-in-management.pdf
ANALYSIS OF DECISION-MAKING IN MANAGEMENT	https://ijirem.org/DOC/5-analysis-of-decision-making-in-management.pdf
DETERMINATION OF DEPART MENTATION	https://ijirem.org/DOC/6-determination-of-depart-mentation.pdf
THE CLEAN AIR ACT AND THE NATIONAL ENVIRONMENTALPOLICY ACT	https://ijirem.org/DOC/7-the-clean-air-act-and-the%20national-environmentalpolicy-act.pdf
DETERMINATION OF PARTICULATE MATTER	https://ijirem.org/DOC/8-determination-of-particulate-matter.pdf
ANALYSIS OF OZONE LAYER COMPONETS	https://ijirem.org/DOC/9-analysis-of-ozone-layer-componets.pdf
EXPOSURE ASSESSMENT, INDUSTRIAL HYGIENE, AND ENVIRONMENTAL MANAGEMENT	https://ijirem.org/DOC/10-exposure-assessment-industrial-hygiene-and-environmental-management.pdf
ORIGIN OF THE HUMAN GENOME PROJECT	https://ijirem.org/DOC/11-origin-of-the-human-genome-project.pdf
PROJECT MANAGEMENT MULTIPLE AND CUMULATIVE EFFECTS	https://ijirem.org/DOC/12-project-management-multiple-and-cumulative-effects.pdf
STUDIES OF AIR POLLUTION AND HEALTH	https://ijirem.org/DOC/13-studies-of-air-pollution-and-health.pdf
DETERMINATION OF PROTECTING PUBLIC HEALTH	https://ijirem.org/DOC/14-determination-of-protecting-public-health.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

ANALYSIS OF ENERGY DECISION MAKING	https://ijirem.org/DOC/15-analysis-of-energy-decision-making.pdf
DETERMINATION OF INFECTIOUS DISEASE TRANSMISSION	https://ijirem.org/DOC/16-determination-of-infectious-disease-transmission.pdf
TRANSPORTATION AND AIR QUALITY	https://ijirem.org/DOC/17-transportation-and-air-quality.pdf
INTEGRATED SOLUTIONS TO TRANSPORTATION-RELATED HEALTH PROBLEMS	https://ijirem.org/DOC/18-integrated-solutions-to-transportation-related-health-problems.pdf
DEPOSITION, STORAGE AND BIO CONCENTRATION	https://ijirem.org/DOC/19-deposition-storage-and-bio-concentration.pdf
WATERBORNE DISEASES AND THEIR EFFECTS	https://ijirem.org/DOC/20-waterborne-diseases-and-their-effects.pdf
DETERMINATION OF MOLECULAR EPIDEMIOLOGY	https://ijirem.org/DOC/21-determination-of-molecular-epidemiology.pdf
ANALYSIS OF INCINERATION AND ITS EFFECTS	https://ijirem.org/DOC/22-analysis-of-incineration-and-its-effects.pdf
VERTEBRATE PESTS AND THEIR CHARACTERSTICS	https://ijirem.org/DOC/23-vertebrate-pests-and-their-characterstics.pdf
ANALYSIS OF ACID RAIN: ADVERSE EFFECTS ON ENVIRONEMNT	https://ijirem.org/DOC/24-analysis-of-acid-rain-adverse-effects-on-environemnt.pdf
EFFFECTS OF PEST CONTROL AND PESTICIDES	https://ijirem.org/DOC/25-effects-of-pest-control-and-pesticides.pdf
A BRIEF INTRODUCTION TO LAW	https://ijirem.org/DOC/1-a-brief-introduction-to-law.pdf
A BRIEF OVERVIEW ABOUT DETERMINATION OF LEGISLATION	https://ijirem.org/DOC/2-a%20brief-overview-about-determination-of-legislation.pdf
NORMS AND PRINCIPLES OF LAW	https://ijirem.org/DOC/3-norms-and-principles-of-law.pdf
THE DEMAND FOR SPECIFIC INFORMATION	https://ijirem.org/DOC/4-the-demand-for-specific-information.pdf
THE MANAGERIAL THESIS IN LAW	https://ijirem.org/DOC/5-the-managerial-thesis-in-law.pdf
THE CONCEPT OF LEGALIZATION	https://ijirem.org/DOC/6-the-concept-of-legalization.pdf
THE INTERSTATE AND TRANSNATIONAL POLITICS OF ACCESS	https://ijirem.org/DOC/7-the-interstate-and-transnational-politics-of-access.pdf
MOBILIZING EXPORT GROUPS: COLLABORATION AND STRATEGIES	https://ijirem.org/DOC/8-mobilizing-export-groups-collaboration-and-strategies.pdf
LAW AS POWER: EXPLORING THE DYNAMICS OF LEGAL AUTHORITY	https://ijirem.org/DOC/9-law-as-power-exploring-the-dynamics-of-legal-authority.pdf
OBJECTIVE OF LAW: PROMOTING JUSTICE, ORDER AND FAIRNESS	https://ijirem.org/DOC/10-objective-of-law-promoting-justice-order-and-fairness.pdf
ECONOMIC ANALYSIS OF LAW: INCENTIVES AND EFFICIENCY EVALUATION	https://ijirem.org/DOC/11-economic-analysis-of-law-incentives-and-efficiency-evaluation.pdf
THE SHORT RUN AND LONG RUN	https://ijirem.org/DOC/12-the-short-run-and-long-run.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

BEHAVIORAL ECONOMICS: DECISION-MAKING AND HUMAN BEHAVIOR	https://ijirem.org/DOC/13-behavioral-economics-decision-making-and-human-behavior.pdf
AN ECONOMIC THEORY OF PROPERTY	https://ijirem.org/DOC/14-an-economic-theory-of-property.pdf
INTELLECTUAL PROPERTY: PROTECTION, INNOVATION AND RIGHTS	https://ijirem.org/DOC/15-intellectual-property-protection-innovation-and-rights.pdf
EVOLUTION OF LAW AND THE SETTLEMENT OF DISPUTES	https://ijirem.org/DOC/16-evolution-of-law-and-the-settlement-of-disputes.pdf
Analysis and Propounding of Operation Management	https://ijirem.org/DOC/1-analysis-and-propounding-of-operation-management.pdf
Objectives of Operations Management and Automation	https://ijirem.org/DOC/2-objectives-of-operations-management-and-automation.pdf
Determination of Operations Planning Forecasting	https://ijirem.org/DOC/3-determination-of-operations-planning-forecasting.pdf
Production Management: Analysis and Significance	https://ijirem.org/DOC/4-production-management-analysis-and-significance.pdf
Product Design and Layout Scope in Operation Management	https://ijirem.org/DOC/5-product-design-and-layout-scope-in-operation-management.pdf
Investigating the Plant Location and Facility Location	https://ijirem.org/DOC/6-investigating-the-plant-location-and-facility-location.pdf
Major Layout Practices: Optimizing Design and User Experience	https://ijirem.org/DOC/7-major-layout-practices-optimizing-design-and-user-experience.pdf
Analysis of Product Material Handling	https://ijirem.org/DOC/8-analysis-of-product-material-handling.pdf
Analysis of Purchasing Parameters: Exploring Key Factors	https://ijirem.org/DOC/9-analysis-of-purchasing-parameters-exploring-key-factors.pdf
Analysis of Inventory Control Management	https://ijirem.org/DOC/10-analysis-of-inventory-control-management.pdf
Analysis of Production Planning and Control	https://ijirem.org/DOC/11-analysis-of-production-planning-and-control.pdf
Analysis of Aggregate Planning: Strategies and Performance Evaluation	https://ijirem.org/DOC/12-analysis-of-production-planning-and-control.pdf
Analysis of Quality Control: Methods, and Improvement Strategies	https://ijirem.org/DOC/13-analysis-of-quality-control-methods-and-improvement-strategies.pdf
Determination of Total Quality Management in Operational Management	https://ijirem.org/DOC/14-determination-of-total-quality-management-in-operational-management.pdf
Maintenance Management in Operational Management	https://ijirem.org/DOC/15-maintenance-management-in-operational-management.pdf
Six Sigma Maintenance Analysis in Operational Management	https://ijirem.org/DOC/16-six-sigma-maintenance-analysis-in-operational-management.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Waste Control and Automation: Efficiency and Sustainability	https://ijirem.org/DOC/17-waste-control-and-automation-efficiency-and-sustainability.pdf
Automation Strategies in Operational Management	https://ijirem.org/DOC/18-automation-strategies-in operational-management.pdf
Analysis of Supply Chain Management in Operational management	https://ijirem.org/DOC/19-analysis-of-supply-chain-management-in-operational-management.pdf
Global Sourcing Distribution Chain Management In operational management	https://ijirem.org/DOC/20-global-sourcing-distribution-chain-management-in-operational-management.pdf
Analysis of LongTerm Planning: Strategies and Perspectives	https://ijirem.org/DOC/21-analysis-of-longterm-planning-strategies-and-perspectives.pdf
Inspection by Variables versus Attributes	https://ijirem.org/DOC/22-inspection-by-variables-versus-attributes.pdf
Principles of Commercial Law: Foundations and Application	https://ijirem.org/DOC/1-principles-of-commercial-law-foundations-and-application.pdf
Evolution of Financial Crisis: Cause, Effects and Cantagion	https://ijirem.org/DOC/2-evolution-of-financial-crisis-cause-effects-and-cantagion.pdf
Analysis of Leasing in Commercial Law and Their Aspects	https://ijirem.org/DOC/3-analysis-of-leasing-in-commercial-law-and-their-aspects.pdf
Investigation of Working Capital Requirement	https://ijirem.org/DOC/4-investigation-of-working-capital-requirement.pdf
Particular Aspects of Securitization: Risks, Benefits and Regulation	https://ijirem.org/DOC/5-particular-aspects-of-securitization-risks-benefits-and-regulation.pdf
Concept of External Funding Needs	https://ijirem.org/DOC/6-concept-of-external-funding-needs.pdf
Management of Risk Determination: Strategies and Decision-Making	https://ijirem.org/DOC/7-management-of-risk-determination-strategies-and-decision-making.pdf
Analysis of the Equity Technique	https://ijirem.org/DOC/8-analysis-of-the-equity-technique.pdf
Strategic Choices in Commercial Sector	https://ijirem.org/DOC/9-strategic-choices-in-commercial-sector.pdf
Enforcement in Commercial Management System	https://ijirem.org/DOC/10-enforcement-in-commercial-management-system.pdf
Mergers and Company Law: Legal Framework and Implications	https://ijirem.org/DOC/11-mergers-and-company-law-legal-framework-and-implications.pdf
Share Exchanges and Securities Markets Law	https://ijirem.org/DOC/12-share-exchanges-and-securities-markets-law.pdf
Venture Capital Transactions: Funding Innovation and Startup Growth	https://ijirem.org/DOC/13-venture-capital-transactions-funding-innovation-and-startup-growth.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Profit-Sharing Arrangements: Benefits for Stakeholders	https://ijirem.org/DOC/14-profit-sharing-arrangements-benefits-for-stakeholders.pdf
Analysis of Redeemable Shares: Features, and Implications	https://ijirem.org/DOC/15-analysis-of-redeemable-shares-features-and-implications.pdf
Analyses of Privatization in Commercial Sector	https://ijirem.org/DOC/16-analyses-of-privatization-in-commercial-sector.pdf
Analysis of Law making in Commercial sector	https://ijirem.org/DOC/17-analysis-of-law-making-in-commercial-sector.pdf
Availability of Parliamentary Sovereignty	https://ijirem.org/DOC/18-availability-of-parliamentary-sovereignty.pdf
Evolution of European Community Law	https://ijirem.org/DOC/19-evolution-of-european-community-law.pdf
Determination of Resolving Disputes: Methods, Processes and Implications	https://ijirem.org/DOC/20-determination-of-resolving-disputes-methods-processes-and-implications.pdf
Judicial Committee of the Privy Council	https://ijirem.org/DOC/21-judicial-committee-of-the-privy-council.pdf
Understanding Financial Information: A Comprehensive Review	https://ijirem.org/DOC/1-understanding-financial-information-a-comprehensive-review.pdf
Important Accounting Concepts Affecting the Balance Sheet	https://ijirem.org/DOC/2-important-accounting-concepts-affecting-the-balance-sheet.pdf
Exploring the Impact of Fixed Assets	https://ijirem.org/DOC/3-exploring-the-impact-of-fixed-assets.pdf
Statement of Cash Flows: A Review Study	https://ijirem.org/DOC/4-statement-of-cash-flows-a-review-study.pdf
Annual Report and Other Sources of Incredibly Valuable Information	https://ijirem.org/DOC/5-annual-report-and-other-sources-of-incredibly-valuable-information.pdf
An overview of Safe Harbor Provision	https://ijirem.org/DOC/6-an-overview-of-safe-harbor-provision.pdf
Importance of Financial Statements in Accounting	https://ijirem.org/DOC/7-importance-of-financial-statements-in-accounting.pdf
A Review Study of Equity Return	https://ijirem.org/DOC/8-a-review-study-of-equity-return.pdf
Inventory of Accounting and Financing	https://ijirem.org/DOC/9-inventory-of-accounting-and-financing.pdf
Decision Making for Improved Profitability	https://ijirem.org/DOC/10-decision-making-for-improved-profitability.pdf
Variance Analysis for Financial Management	https://ijirem.org/DOC/11-variance-analysis-for-financial-management.pdf
Characteristics of Quality Forecast: A Review Study	https://ijirem.org/DOC/12-characteristics-of-quality forecast-a-review-study.pdf
An Analysis of Financial Bonds Classification	https://ijirem.org/DOC/13-an-analysis-of-financial-bonds-classification.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Significant Planning Guidelines and Policies for Management Decision	https://ijirem.org/DOC/14-significant-planning-guidelines-and-policies-for-management-decision.pdf
A Discussion on Financial Statement Practice	https://ijirem.org/DOC/15-a-discussion-on-financial-statement-practice.pdf
A Role of Capital Assets in Financial Management	https://ijirem.org/DOC/16-a-role-of-capital-assets-in-financial-management.pdf
Exploring the Generally Accepted Accounting Principles	https://ijirem.org/DOC/17-exploring-the-generally-accepted-accounting-principles.pdf
Purposes of the Monetary and Financial Statistics Manual	https://ijirem.org/DOC/18-purposes-of-the-monetary-and-financial-statistics-manual.pdf
Exploring the Importance of Financial Statistics	https://ijirem.org/DOC/19-exploring-the-importance-of-financial-statistics.pdf
Traditional Foundations of Corporate Governance	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MARCH-2022-SPECIAL-ISSUE.pdf
Economic Foundations of Corporate Governance	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MARCH-2022-SPECIAL-ISSUE.pdf
Law and Regulation for Corporate Sector	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MARCH-2022-SPECIAL-ISSUE.pdf
Regulation Complexity and Costs of Governance	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MARCH-2022-SPECIAL-ISSUE.pdf
Corporate Governance as an Institution to Overcome Social Dilemmas	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MARCH-2022-SPECIAL-ISSUE.pdf
Theory of Corporate Governance	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MARCH-2022-SPECIAL-ISSUE.pdf
Principle of Scandalous Co-Determination: An Analysis	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MARCH-2022-SPECIAL-ISSUE.pdf
Corporate Governance at the Chinese Stock Market	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MARCH-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Analysis of Chinese Capital Markets	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MARCH-2022-SPECIAL-ISSUE.pdf
An Assessment of Economic Chinese Model	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MARCH-2022-SPECIAL-ISSUE.pdf
Roles of the State and State-Owned Enterprises	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MARCH-2022-SPECIAL-ISSUE.pdf
Philosophical Underpinnings to Corporate Governance: A Review Study	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MARCH-2022-SPECIAL-ISSUE.pdf
Corporate Governance as Self-Generating Order	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MARCH-2022-SPECIAL-ISSUE.pdf
Economics and Organizational Theory: The Concept of The Economic End	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MARCH-2022-SPECIAL-ISSUE.pdf
The Structure of the Corporate Common Good	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MARCH-2022-SPECIAL-ISSUE.pdf
Principles of Stakeholder Capitalism: A Review Study	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MARCH-2022-SPECIAL-ISSUE.pdf
Economics of Governance and Stakeholder Management	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MARCH-2022-SPECIAL-ISSUE.pdf
Corporate Governance, Ethics and Sustainable Development	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MARCH-2022-SPECIAL-ISSUE.pdf
Triadic Stakeholder Theory: An Analysis	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MARCH-2022-SPECIAL-ISSUE.pdf
Global Order: Reforming the Triad	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MARCH-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Operation of Chief Executive Officer Duality	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MARCH-2022-SPECIAL-ISSUE.pdf
Integrity Boardroom: A Critical Aspect of Effective Corporate Governance	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MARCH-2022-SPECIAL-ISSUE.pdf
Fundamental of Governance of Corporate Ethics	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MARCH-2022-SPECIAL-ISSUE.pdf
Key Principle of Shareholder Control Monopoly	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MARCH-2022-SPECIAL-ISSUE.pdf
The Implications of the New Governance for Corporate Governance	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MARCH-2022-SPECIAL-ISSUE.pdf
An overview of Federal Reserve's Regulations	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-AUGUST-2022-SPECIAL-ISSUE.pdf
Difficulties with Money Demand Relationships	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-AUGUST-2022-SPECIAL-ISSUE.pdf
The Federal Reserve and U.S. Monetary Policy	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-AUGUST-2022-SPECIAL-ISSUE.pdf
Targeting Money Growth and the Federal Funds Rate	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-AUGUST-2022-SPECIAL-ISSUE.pdf
Monetary and Economic Objectives with Borrowed Reserve Targets	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-AUGUST-2022-SPECIAL-ISSUE.pdf
The Elements of Bank Risk	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-AUGUST-2022-SPECIAL-ISSUE.pdf
Bank-Related Financial Markets: An Analysis	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-AUGUST-2022-SPECIAL-ISSUE.pdf
Component of Eurodollar Market: A Review Study	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-AUGUST-2022-SPECIAL-ISSUE.pdf
Short-Term Financing of Securities: RP Markets	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-AUGUST-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Role of Corporate Debt Instruments in Financing	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-AUGUST-2022-SPECIAL-ISSUE.pdf
Short-Run Policy Alternatives for Measure of Fiscal and Monetary Policy	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-AUGUST-2022-SPECIAL-ISSUE.pdf
Monetary Policy Implementation: Preparing Reserve Paths	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-AUGUST-2022-SPECIAL-ISSUE.pdf
An Analysis of Forecasting Factors Affecting Reserves	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-AUGUST-2022-SPECIAL-ISSUE.pdf
Functioning of Temporary Transactions in Financial Market	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-AUGUST-2022-SPECIAL-ISSUE.pdf
Trading Desk Function in Financial Institution	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-AUGUST-2022-SPECIAL-ISSUE.pdf
Monetary Policy and Yield Curves	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-AUGUST-2022-SPECIAL-ISSUE.pdf
The Special Role of the Dollar in International Financial Markets	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-AUGUST-2022-SPECIAL-ISSUE.pdf
Monetary Policy and Financial Stability	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-AUGUST-2022-SPECIAL-ISSUE.pdf
Transmission Mechanism of Monetary Policy	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-AUGUST-2022-SPECIAL-ISSUE.pdf
Exploring the Real Spending and Real Interest	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-AUGUST-2022-SPECIAL-ISSUE.pdf
Role of Money Market and Monetary Policy	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-AUGUST-2022-SPECIAL-ISSUE.pdf
Exploring the Monetary Policy in India	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-AUGUST-2022-SPECIAL-ISSUE.pdf
Businesses and Households on Bank Loan	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-AUGUST-2022-SPECIAL-ISSUE.pdf
Monetary Policy Affect Bank Lending	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-AUGUST-2022-SPECIAL-ISSUE.pdf
The Relation Between Credit and Business Cycles	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-AUGUST-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Fundamentals of Engineering Metrology and Its Significance	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JANUARY-2022-SPECIAL-ISSUE.pdf
A Brief Introduction on Standards of Measurement	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Analysis of the Linear Measurement and Its Application	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JANUARY-2022-SPECIAL-ISSUE.pdf
A Brief Overview about Angular Measurement	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JANUARY-2022-SPECIAL-ISSUE.pdf
A Brief Introduction about Comparators and Its Functions	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Understanding Optical Measurement and Interferometry	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JANUARY-2022-SPECIAL-ISSUE.pdf
A Brief Introduction about Gears and Screw Metrology	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Surface Finish Metrology: Concepts and Applications	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JANUARY-2022-SPECIAL-ISSUE.pdf
An Analysis of Inspection and Quality Control	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Theoretical Foundations: Miscellaneous Metrology Concepts	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JANUARY-2022-SPECIAL-ISSUE.pdf
A Brief Overview about Nano-Meteorology	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JANUARY-2022-SPECIAL-ISSUE.pdf
A Brief Overview about Comparators and its Applications	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JANUARY-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

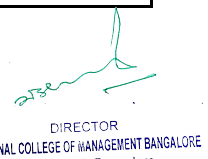
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Industrial Application of Miscellaneous Metrology	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Mechanical Measurement System: Principle, Components and Application	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Transducers: Principle, Types and Application	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Measurement of Force, Torque, and Strain	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Measurement of Temperature by Various Sensors	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Application of Pressure Measurement in Metrology	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Nano Material and Its Impact on Metrology	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JANUARY-2022-SPECIAL-ISSUE.pdf
X-Ray Diffraction System and Its Application	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JANUARY-2022-SPECIAL-ISSUE.pdf
An Introduction about Vernier Calipers and Its Functions	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Application, Advantages of the Depth Gauge	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Application of Inspection and Quality Control	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Analysis of Transducers and their Application	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JANUARY-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Retardation Measurement Systems: Applications and Types	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JANUARY-2022-SPECIAL-ISSUE.pdf
An Overview of Management Perceptions of IMC	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Strategic Approach for Organizational Barriers of IMC	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Component of IMC Strategic Planning	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Exploring the Brand Attitude for IMC	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Corporate Identity, Image, and Reputation	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Corporate Brand Equity for Sustainability of Organization	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Different Types of Advertising in IMC	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
A brief Discussion on Rossiter–Percy Grid	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Building Brand Attitude with Consumer Promotion	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
An Analysis of New Media and other IMC Options	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Exploring the Role of Public Relations in IMC	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
A Brief Discussion on Telemarketing in IMC	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Communication Response Sequence for Communication Messages	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
An Overview of Emotional Associations in Memory	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf

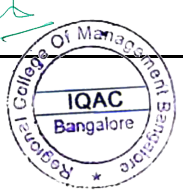


Brand Awareness Creative Tactics: An Analysis	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
The IMC Planning Consideration	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Advertising Versus Promotion Emphasis in IMC	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Timing Decision Stages for IMC	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Appropriate Media for Brand Attitude	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
An Analysis of IMC Planning Worksheet	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
The Growth of Advertising and Promotion	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
The Role of IMC in Product Branding	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Promotional Program Situation Analysis	saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Selecting a Target Market for Marketing	saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Organizing for Advertising and Promotion: The Role of Ad Agencies and Other Marketing Communication Organizations	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
An Analysis of Management Information System	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
The importance of MIS to Management	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
An Overview on Decision Support System	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

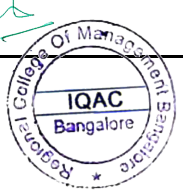
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Business Intelligence System	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Evaluation of Information Systems: A Review Study	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
An Overview on Popular ERP Vendors	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Sales Order Process Management in ERP	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
An Analysis of Enterprise Systems	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
An Overview on Global Supply Chains	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
A Fundamental Study on Supply Chain Complexity	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Economic Cold War or Global Reincarnation	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Business Value of Supply Chain Management Systems	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
E-commerce: Digital Markets, Digital Goods	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
E-commerce: Business and Technology	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Social E-commerce and Social Network Marketing	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf



DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Building the Web Site: In-House Versus Outsourcing	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
The Knowledge Management Value Chain	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Organizational Intelligence: Case-Based Reasoning	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Exploring the Impact of Decision Making	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Business Intelligence Vendors: A Comprehensive Review	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Decision Support for Senior Management: Balanced Scorecard and Enterprise Performance Management	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Tools for Business Process Management	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Object-Oriented Development: A Review Study	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Exploring the Mobile Application Development Process	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Implementation of Information Systems Within Organizations	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-SEPTEMBER-2022-SPECIAL-ISSUE.pdf
Integrated Marketing Communication: An Introduction	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Information about the Target Audience for Magazines	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-AUGUST-2022-SPECIAL-ISSUE.pdf



DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Different Newspaper Ad Formats in Marketing Communication	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Knowledge About the Benefits and Drawbacks of Support Media	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Marketing Promotional Goods	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Techniques and Strategies Used in Direct Marketing	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Using Direct Marketing Channels	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Analysis of the Internet and Interactive Media	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Using the Internet for Direct Marketing	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Function of Sales Promotion in an Organization's Integrated Marketing Communications	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Consumer-Oriented Sales Promotion Techniques	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Analysis of Couponing	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Role of Sweepstakes and Competitions	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-AUGUST-2022-SPECIAL-ISSUE.pdf
An Overview of Consumer-focused Promotions and Marketing Goals	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-AUGUST-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

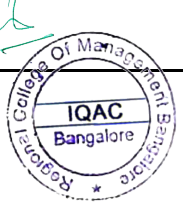
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Coordinating Advertising and Sales Promotion	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Functions in Marketing and Public Relations	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Applying the Public Relation Program in Corporate Advertising	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-AUGUST-2022-SPECIAL-ISSUE.pdf
The Management and Spread of Publicity	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Role of Personal Selling in the Integrated Marketing Communications Program	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Evaluation the Effectiveness of Advertising	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Test and Concept Generation	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Ads' market testing	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-AUGUST-2022-SPECIAL-ISSUE.pdf
The Significance of Global Marketing and the Function of Global Advertising And Promotion	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Numerous Aspects of The Global Environment and How They Affect Judgements About Advertising And Promotion	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-AUGUST-2022-SPECIAL-ISSUE.pdf
International Advertising Decision Areas Planning for International Advertising	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-AUGUST-2022-SPECIAL-ISSUE.pdf
A Brief Introduction about Modern Marketing	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JULY-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Development of Relationship Marketing:A Business Development	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JULY-2022-SPECIAL-ISSUE.pdf
Delivering Value: Essentials of Services Marketing	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JULY-2022-SPECIAL-ISSUE.pdf
Relationships, Networks and Interactions of Marketing	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JULY-2022-SPECIAL-ISSUE.pdf
Antecedents to Loyalty: Factors Influencing Customer Commitment	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JULY-2022-SPECIAL-ISSUE.pdf
Customer Retention: Fostering Loyalty and Sustainable Growth	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JULY-2022-SPECIAL-ISSUE.pdf
Longevity of Relationships: Nurturing Customer Connections	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JULY-2022-SPECIAL-ISSUE.pdf
Economics of Relationship Marketing and Its Significance	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JULY-2022-SPECIAL-ISSUE.pdf
Embracing Relationship Marketing: The Strategic Decision for Success	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JULY-2022-SPECIAL-ISSUE.pdf
A Brief Overview about Transactional marketing	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JULY-2022-SPECIAL-ISSUE.pdf
Relationship Marketing vs. Traditional Marketing: Bridging the Gap	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JULY-2022-SPECIAL-ISSUE.pdf
Customer Service Failure: Addressing Challenges and Restoring Trust	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JULY-2022-SPECIAL-ISSUE.pdf
A Brief Overview about Internal marketing Benefits	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JULY-2022-SPECIAL-ISSUE.pdf



DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Relationship Marketing Theory: Building Long-Term Customer Connection	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JULY-2022-SPECIAL-ISSUE.pdf
Vertical and Horizontal Relationships: Exploring Interactions and Collaborations	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JULY-2022-SPECIAL-ISSUE.pdf
The Marketing Plan: Strategies for Business Growth and Succes	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JULY-2022-SPECIAL-ISSUE.pdf
A Brief Overview about Criticisms of RM	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JULY-2022-SPECIAL-ISSUE.pdf
Information and Manufacturing Technology: Comprative Study	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JULY-2022-SPECIAL-ISSUE.pdf
Social Marketing: Promoting Behavior Change for Social Good	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JULY-2022-SPECIAL-ISSUE.pdf
The Evolution of Relationship Marketing	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JULY-2022-SPECIAL-ISSUE.pdf
Academic Research and Management Interest in RM	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JULY-2022-SPECIAL-ISSUE.pdf
Company and Market Situation: Assessing Business Environment	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JULY-2022-SPECIAL-ISSUE.pdf
Development of a Marketing Plan: Creating Strategies for Success	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JULY-2022-SPECIAL-ISSUE.pdf
Conceptual Foundations of Relationship Marketing: Review and Synthesis	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JULY-2022-SPECIAL-ISSUE.pdf
Relationship Marketing Research Directions:Customer Engagement and Loyalty	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JULY-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

New Infrastructure for Society: Morden Technology	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JUNE-2022-SPECIAL-ISSUE.pdf
Communication Capacities of the New Media	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JUNE-2022-SPECIAL-ISSUE.pdf
Classifications of Contemporary Society	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JUNE-2022-SPECIAL-ISSUE.pdf
A Introduction About Mass Society to Network Society	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JUNE-2022-SPECIAL-ISSUE.pdf
Overview of Telecommunication Networks: Connecting the World	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JUNE-2022-SPECIAL-ISSUE.pdf
Multimedia and Broadband Networks:High Speed Communication	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JUNE-2022-SPECIAL-ISSUE.pdf
Exploring the Flow of Economy: A Review Study	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JUNE-2022-SPECIAL-ISSUE.pdf
An New Economy: Combination of Organizational Forms	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JUNE-2022-SPECIAL-ISSUE.pdf
Network Services: Categorizing the Building Blocks	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JUNE-2022-SPECIAL-ISSUE.pdf
Characteristics enhancing vulnerability: Key Characteristics to Consider	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JUNE-2022-SPECIAL-ISSUE.pdf
Power in the Organization: Modernizing Bureaucracy	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JUNE-2022-SPECIAL-ISSUE.pdf
An Overview about Security, confidentiality and privacy	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JUNE-2022-SPECIAL-ISSUE.pdf

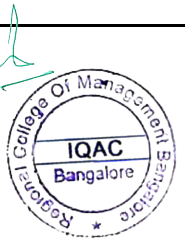
Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Information and Communication Freedom: Modern Societies	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JUNE-2022-SPECIAL-ISSUE.pdf
Adaptation of Legislation: Legal Frameworks	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JUNE-2022-SPECIAL-ISSUE.pdf
Right to Privacy: Autonomy, Dignity, and Personal Freedom	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JUNE-2022-SPECIAL-ISSUE.pdf
Socialization and Individualization of Space Time	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JUNE-2022-SPECIAL-ISSUE.pdf
Unity and Fragmentation: A New Social Cohesion	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JUNE-2022-SPECIAL-ISSUE.pdf
Structural Inequality: Autonomy, Dignity, and Personal Freedom	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JUNE-2022-SPECIAL-ISSUE.pdf
Quality of New Media Content: Evaluating Information and Engageme	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JUNE-2022-SPECIAL-ISSUE.pdf
Changing Media Use:Advance Digital Technologies	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JUNE-2022-SPECIAL-ISSUE.pdf
New Media Cognition: Understanding Thought Dynamics	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JUNE-2022-SPECIAL-ISSUE.pdf
Social Psychology of Computer-Mediated Communication	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JUNE-2022-SPECIAL-ISSUE.pdf
Changes in the Human Personality: Thoughts, Emotions, and Behaviors	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JUNE-2022-SPECIAL-ISSUE.pdf
Media Networks as New Social Environments	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JUNE-2022-SPECIAL-ISSUE.pdf

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Global Information and Communication Network	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-JUNE-2022-SPECIAL-ISSUE.pdf
A Brief Introduction on Casting	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JULY-2022-SPECIAL-ISSUE.pdf
Discussion about the Carpentry Processes	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JULY-2022-SPECIAL-ISSUE.pdf
Description of Drilling Machine	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JULY-2022-SPECIAL-ISSUE.pdf
A Brief Description on Cold Working	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JULY-2022-SPECIAL-ISSUE.pdf
Various Types of Ferrous Materials	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JULY-2022-SPECIAL-ISSUE.pdf
Analysis of Forging Process	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JULY-2022-SPECIAL-ISSUE.pdf
Explication of Foundry Tools and Equipment	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JULY-2022-SPECIAL-ISSUE.pdf
Overview on Heat Treatment Processes	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JULY-2022-SPECIAL-ISSUE.pdf
A Study on Hot Working of Metals	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JULY-2022-SPECIAL-ISSUE.pdf
Understanding the Industrial Safety	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JULY-2022-SPECIAL-ISSUE.pdf
A Study on Components of Lathe Machine	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JULY-2022-SPECIAL-ISSUE.pdf
A Brief Introduction on Types of Melting Furnaces	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JULY-2022-SPECIAL-ISSUE.pdf
Concepts of Metal Cutting	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JULY-2022-SPECIAL-ISSUE.pdf
Principle and Methods of Milling Process	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JULY-2022-SPECIAL-ISSUE.pdf



DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Brief Study on Mold and Core Making	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JULY-2022-SPECIAL-ISSUE.pdf
A Study on Types of Non-Ferrous Materials	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JULY-2022-SPECIAL-ISSUE.pdf
A Discussion on Pattern and Core Making	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JULY-2022-SPECIAL-ISSUE.pdf
A Brief Study on Plant and Shop Layout	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JULY-2022-SPECIAL-ISSUE.pdf
Methods of Powder Metallurgy Processes	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JULY-2022-SPECIAL-ISSUE.pdf
Properties and Testing of Metals	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JULY-2022-SPECIAL-ISSUE.pdf
A Brief Introduction on Shaper, Planer and Slotter Techniques	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JULY-2022-SPECIAL-ISSUE.pdf
Explanation of Sheet Metal Work	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JULY-2022-SPECIAL-ISSUE.pdf
A Study on Types of Welding Processes	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JULY-2022-SPECIAL-ISSUE.pdf
Explanation of Fitting Process	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JULY-2022-SPECIAL-ISSUE.pdf
An Overview about Human Capital Concept	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MAY-2022-SPECIAL-ISSUE.pdf
Economics Aspect: Human Capital Measurement Journey	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MAY-2022-SPECIAL-ISSUE.pdf
Measuring Human Capital for Economic and Development	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MAY-2022-SPECIAL-ISSUE.pdf
Organisational Performance Model and their Application	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MAY-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Human Capital Value Circle and its Significance	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MAY-2022-SPECIAL-ISSUE.pdf
Relation between in HCM and Talent Management	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MAY-2022-SPECIAL-ISSUE.pdf
A Systematic Process of Performance Management	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MAY-2022-SPECIAL-ISSUE.pdf
Formulation a Strategy: Developing a Roadmap for Success	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MAY-2022-SPECIAL-ISSUE.pdf
HR as assets : VRIO Framework for Competitive Advantages	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MAY-2022-SPECIAL-ISSUE.pdf
Barriers To Strategic Human Resource Management	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MAY-2022-SPECIAL-ISSUE.pdf
Strategic Human Resource Management and the Global Scenario	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MAY-2022-SPECIAL-ISSUE.pdf
Global Staffing: Optimizing Resources for International Success	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MAY-2022-SPECIAL-ISSUE.pdf
Logistics of International Assignments	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MAY-2022-SPECIAL-ISSUE.pdf
Corporate Social Responsibility for Organisation	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MAY-2022-SPECIAL-ISSUE.pdf
Strategic Talent Management: A Holistic Approach for Success	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MAY-2022-SPECIAL-ISSUE.pdf
Fundamental process of Setting out the strategy	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MAY-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Measuring HRM Effectiveness: Balancing Scorecard Metrics for Success	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MAY-2022-SPECIAL-ISSUE.pdf
A Brief Overview on Predictive HR analytics	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MAY-2022-SPECIAL-ISSUE.pdf
HR Adds Value to The Firm: Human Capital for Organizational Success	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MAY-2022-SPECIAL-ISSUE.pdf
Effective Repatriation: Maximizing Employee Transition and Success	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MAY-2022-SPECIAL-ISSUE.pdf
Different Levels of strategy for Organization	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MAY-2022-SPECIAL-ISSUE.pdf
Essential Traits: Strategic Leadership's Key Characteristics	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MAY-2022-SPECIAL-ISSUE.pdf
Competition Analysis for Strategic Decision:Making	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MAY-2022-SPECIAL-ISSUE.pdf
Concept of Corporate Level Strategy	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MAY-2022-SPECIAL-ISSUE.pdf
Importance of Strategy Evaluation: Enhancing Organizational Performance	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-MAY-2022-SPECIAL-ISSUE.pdf
An Overview to Evolution of Online Journalism	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-APRIL-2022-SPECIAL-ISSUE.pdf
Media Convergence In-Tendencies Group	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-APRIL-2022-SPECIAL-ISSUE.pdf
A Brief Introduction on Convergence Process	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-APRIL-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Challenging Values: The Good Journalist Online	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-APRIL-2022-SPECIAL-ISSUE.pdf
Constructing Objectivity Through Transparency	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-APRIL-2022-SPECIAL-ISSUE.pdf
Fundamental Aspect of Personal Communication	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-APRIL-2022-SPECIAL-ISSUE.pdf
Journalism's Path to Professionalization Growth	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-APRIL-2022-SPECIAL-ISSUE.pdf
Online Journalism and Civic Life Impact	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-APRIL-2022-SPECIAL-ISSUE.pdf
Public Journalism to Citizen Journalism: New Era	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-APRIL-2022-SPECIAL-ISSUE.pdf
New Media and the Structural Practices of Journalism	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-APRIL-2022-SPECIAL-ISSUE.pdf
An Overview to New Age of New Journalism	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-APRIL-2022-SPECIAL-ISSUE.pdf
Maintaining Order: A Tale of Two Rebellions	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-APRIL-2022-SPECIAL-ISSUE.pdf
Forms of Online Journalism and Politics	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-APRIL-2022-SPECIAL-ISSUE.pdf
Evolution of Video Journalism:Transition Digital World	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-APRIL-2022-SPECIAL-ISSUE.pdf
Bridging the Gap: Toward a Typology of Cross-media News Production Processes	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-APRIL-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Transformation of News Work: Labor Conditions In Journalism Changing	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-APRIL-2022-SPECIAL-ISSUE.pdf
Journalism and Cross-media Publishing: The Case of Greece	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-APRIL-2022-SPECIAL-ISSUE.pdf
Economics of Online Journalism: Digital News Industry Challengs	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-APRIL-2022-SPECIAL-ISSUE.pdf
Business Opportunities for Online Journalism	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-APRIL-2022-SPECIAL-ISSUE.pdf
Ideal-Type Business Models: Theoretical Frameworks	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-APRIL-2022-SPECIAL-ISSUE.pdf
Media Accountability Practices in Online News Media	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-APRIL-2022-SPECIAL-ISSUE.pdf
A Typology for Online Media Accountability Practices	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-APRIL-2022-SPECIAL-ISSUE.pdf
Journalism Technology: Conflict and Convergence at the Production Level	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-APRIL-2022-SPECIAL-ISSUE.pdf
An Overview about Users Participation and Journalists	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-APRIL-2022-SPECIAL-ISSUE.pdf
Social Journalism: Exploring Social Media is Shaping Journalism	https://tarj.in/wp-content/uploads/paper/AJMR-SPECIAL-ISSUE/2022/AJMR-APRIL-2022-SPECIAL-ISSUE.pdf
Introduction to Site Reliability Engineering	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JULY-2022-SPECIAL-ISSUE.pdf
Intersection of Security and Reliability	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JULY-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Brief Introduction on Understanding Adversaries	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JULY-2022-SPECIAL-ISSUE.pdf
A Case Study on Safe Proxies	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JULY-2022-SPECIAL-ISSUE.pdf
A Brief Introduction on Design Tradeoffs	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JULY-2022-SPECIAL-ISSUE.pdf
Design for Least Privilege	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JULY-2022-SPECIAL-ISSUE.pdf
Authorization Decisions, Tradeoffs and Tensions	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JULY-2022-SPECIAL-ISSUE.pdf
Design for Understandability	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JULY-2022-SPECIAL-ISSUE.pdf
System Architecture and Software Design	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JULY-2022-SPECIAL-ISSUE.pdf
Design for a Changing Landscape	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JULY-2022-SPECIAL-ISSUE.pdf
Design for Resilience	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JULY-2022-SPECIAL-ISSUE.pdf
Controlling Degradation and Blast Radius	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JULY-2022-SPECIAL-ISSUE.pdf
Failure Domains and Redundancies	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JULY-2022-SPECIAL-ISSUE.pdf
Design for Recovery	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JULY-2022-SPECIAL-ISSUE.pdf
Mitigating Denial-of-Service Attacks	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JULY-2022-SPECIAL-ISSUE.pdf
Case Study: Designing, Implementing, and Maintaining a Publicly Trusted CA	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JULY-2022-SPECIAL-ISSUE.pdf
A Study to Evaluating and Building Frameworks	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JULY-2022-SPECIAL-ISSUE.pdf
A Brief Introduction on Security and Reliability	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JULY-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Study on Types of Testing Codes	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JULY-2022-SPECIAL-ISSUE.pdf
Concept of Deploying Codes	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JULY-2022-SPECIAL-ISSUE.pdf
Investigating Systems and Secure Debugging Access	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JULY-2022-SPECIAL-ISSUE.pdf
Building a Culture of Security and Reliability	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JULY-2022-SPECIAL-ISSUE.pdf
Introduction of the Internet of Things (IoT)	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JANUARY-2022-SPECIAL-ISSUE.pdf
A Study on Embedded Devices or Systems in IoT	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JANUARY-2022-SPECIAL-ISSUE.pdf
Technology and Protocols in IoT	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JANUARY-2022-SPECIAL-ISSUE.pdf
A Brief Study on Physical Layer in OSI Model	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JANUARY-2022-SPECIAL-ISSUE.pdf
Data Link Layer in OSI Model	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JANUARY-2022-SPECIAL-ISSUE.pdf
A Brief Study on Network Layer in OSI Model	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JANUARY-2022-SPECIAL-ISSUE.pdf
Transport Layer in OSI Model	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JANUARY-2022-SPECIAL-ISSUE.pdf
A Brief Study on Session Layer in OSI Model	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JANUARY-2022-SPECIAL-ISSUE.pdf
A Study on Presentation Layer in OSI Model	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JANUARY-2022-SPECIAL-ISSUE.pdf
A Study on Application Layer in OSI Model	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JANUARY-2022-SPECIAL-ISSUE.pdf
Network Access Layer in TCP/IP Model	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JANUARY-2022-SPECIAL-ISSUE.pdf
Internet Layer in TCP/IP Model	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JANUARY-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Application Layer in TCP/IP Model	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JANUARY-2022-SPECIAL-ISSUE.pdf
Considerations and Challenges in IoT Networking	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JANUARY-2022-SPECIAL-ISSUE.pdf
A Brief Study on IoT Ecosystem	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JANUARY-2022-SPECIAL-ISSUE.pdf
A Brief Study on M2M Communication	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JANUARY-2022-SPECIAL-ISSUE.pdf
A Study on Applications of IoT	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JANUARY-2022-SPECIAL-ISSUE.pdf
A Study on IoT in Housing Sector	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JANUARY-2022-SPECIAL-ISSUE.pdf
IoT for Monitoring Environment	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JANUARY-2022-SPECIAL-ISSUE.pdf
A Brief Study on IoT in Healthcare	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JANUARY-2022-SPECIAL-ISSUE.pdf
Role of IoT in Energy and Industrial Applications	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JANUARY-2022-SPECIAL-ISSUE.pdf
A Brief Discussion on IoT in Urban Areas	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JANUARY-2022-SPECIAL-ISSUE.pdf
A Study on IoT in Agriculture Sector	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JANUARY-2022-SPECIAL-ISSUE.pdf
A Discussion on IoT – Education Applications	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JANUARY-2022-SPECIAL-ISSUE.pdf
Vehicle Construction and Components	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Vehicle Construction and Components	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Introduction to Engines Internal Combustion Engine	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Introduction to Engines (Based on Design)	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-FEBRUARY-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Introduction to Engines (Number of Strokes)	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Introduction to Engines(Based on Fuel Used)	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Introduction to Engines (Based on Number of Cylinders)	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Introduction to Engines (Based on Arrangement of Cylinders)	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-FEBRUARY-2022-SPECIAL-ISSUE.pdf
A Brief Study on Transmission Unit	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-FEBRUARY-2022-SPECIAL-ISSUE.pdf
A Study on Transmission Unit (Manual Transmission)	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-FEBRUARY-2022-SPECIAL-ISSUE.pdf
A Study on Transmission Unit (Automatic Transmission)	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-FEBRUARY-2022-SPECIAL-ISSUE.pdf
A Brief Study on Transmission Unit (Gearsets)	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Tyres Based on Material and Construction	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-FEBRUARY-2022-SPECIAL-ISSUE.pdf
A Study on Tires Based on Tread Patterns	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-FEBRUARY-2022-SPECIAL-ISSUE.pdf
A Brief Study on Suspensions	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-FEBRUARY-2022-SPECIAL-ISSUE.pdf
A Brief Study on Steering Systems	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Introduction to Machine Design: Principle and Application	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-AUGUST-2022-SPECIAL-ISSUE.pdf
Materials and Processes: Applications and Utilization	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-AUGUST-2022-SPECIAL-ISSUE.pdf
Load Determination: Practical Application and Analysis	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-AUGUST-2022-SPECIAL-ISSUE.pdf
Stress, Strain, and Deflection: Understanding Mechanical Distortion	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-AUGUST-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Static Failure Theories: Application and Utilization	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-AUGUST-2022-SPECIAL-ISSUE.pdf
Fatigue Failure Theories: Application and Analysis	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-AUGUST-2022-SPECIAL-ISSUE.pdf
Surface Failure: Features, Characteristic and Application	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-AUGUST-2022-SPECIAL-ISSUE.pdf
A Brief Overview about Finite Element Analysis	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-AUGUST-2022-SPECIAL-ISSUE.pdf
Design Case Studies: Objective, Strategies and Innovation	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-AUGUST-2022-SPECIAL-ISSUE.pdf
Mechanical System Components: Shafts, Keys, and Couplings	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-AUGUST-2022-SPECIAL-ISSUE.pdf
A Brief Overview about Machine Mechanism	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-AUGUST-2022-SPECIAL-ISSUE.pdf
Bearings and Lubrication: Enhance Machine Durability	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-AUGUST-2022-SPECIAL-ISSUE.pdf
Rolling-Element Bearings: Structure, Operation and Applications	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-AUGUST-2022-SPECIAL-ISSUE.pdf
Spur Gears: Applications, Utilization and Innovation	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-AUGUST-2022-SPECIAL-ISSUE.pdf
A Brief Introduction about the Gear Trains	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-AUGUST-2022-SPECIAL-ISSUE.pdf
Stresses in Spur Gears: Features, Application and Analysis	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-AUGUST-2022-SPECIAL-ISSUE.pdf
A Brief Introduction about Helical Gears	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-AUGUST-2022-SPECIAL-ISSUE.pdf
Bevel Gears: A Powerful Machine Components	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-AUGUST-2022-SPECIAL-ISSUE.pdf
Spring Design: Features, Applications and Utilization	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-AUGUST-2022-SPECIAL-ISSUE.pdf
Screws and Fasteners: An Essential Components in Machine	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-AUGUST-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore
REGISTRAR
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore
PRESIDENCY UNIVERSITY
Registrar
BANGALORE

Applications of Fasteners Screw in Manufacturing	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-AUGUST-2022-SPECIAL-ISSUE.pdf
Applications of Weldments in Machine Design	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-AUGUST-2022-SPECIAL-ISSUE.pdf
Dynamic Loading Effects on Welds Joints	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-AUGUST-2022-SPECIAL-ISSUE.pdf
Applications of Clutches and Brakes in Engineering	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-AUGUST-2022-SPECIAL-ISSUE.pdf
Theories about Fatigue Failure Mechanisms	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-AUGUST-2022-SPECIAL-ISSUE.pdf
An Overview of Financial Assets	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MARCH-2022-SPECIAL-ISSUE.pdf
Monetary Base and Monetary Base Multiplier	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MARCH-2022-SPECIAL-ISSUE.pdf
Theory of Aggregate Demand in The Traditional Classical Approach and Say's Law	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MARCH-2022-SPECIAL-ISSUE.pdf
Heritage of Monetary Economics: A Review Study	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MARCH-2022-SPECIAL-ISSUE.pdf
Wicksell's Re-Orientation of The Quantity Theory to Modern Macroeconomics	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MARCH-2022-SPECIAL-ISSUE.pdf
Friedman's Restatement of the Quantity Theory of Money	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MARCH-2022-SPECIAL-ISSUE.pdf
Money Utility Function and the Production Function	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MARCH-2022-SPECIAL-ISSUE.pdf
Portfolio Selection and he Speculative Demand for Money	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MARCH-2022-SPECIAL-ISSUE.pdf
Various Monetary Assets: Monetary Aggregation	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MARCH-2022-SPECIAL-ISSUE.pdf
Exploring the Demand Function for Money	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MARCH-2022-SPECIAL-ISSUE.pdf
The Demand Function for Money Estimation	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MARCH-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Causes of Non-Stationarity Properties	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MARCH-2022-SPECIAL-ISSUE.pdf
Money Supply and Interest Rates: A Review Study	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MARCH-2022-SPECIAL-ISSUE.pdf
Demand for Currency by public: A Review Study	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MARCH-2022-SPECIAL-ISSUE.pdf
Exploring Central Bank Goals, Targets and Instruments	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MARCH-2022-SPECIAL-ISSUE.pdf
Monetary Policy of Bank Rate: An Analysis	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MARCH-2022-SPECIAL-ISSUE.pdf
Administered Interest Rates and Economic Performance	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MARCH-2022-SPECIAL-ISSUE.pdf
Time Consistency of Policies: A Review Study	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MARCH-2022-SPECIAL-ISSUE.pdf
Time Consistency Debate: Modern Classical Versus Keynesian Approaches	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MARCH-2022-SPECIAL-ISSUE.pdf
Monetary Policy and the Macroeconomy	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MARCH-2022-SPECIAL-ISSUE.pdf
Exploring Monetary Target in Macroeconomic Model	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MARCH-2022-SPECIAL-ISSUE.pdf
Labor Market: A Crucial Component of The Economy	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MARCH-2022-SPECIAL-ISSUE.pdf
The Relationship Between Money Supply and Price Level	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MARCH-2022-SPECIAL-ISSUE.pdf
Real Business Cycle Theory and Monetary Policy	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MARCH-2022-SPECIAL-ISSUE.pdf
Dimensional Analysis and Similarity: Principle and Application	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-APRIL-2022-SPECIAL-ISSUE.pdf
Application of the Viscous Flow in Ducts	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-APRIL-2022-SPECIAL-ISSUE.pdf
Application of Flow past Immersed Bodies	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-APRIL-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Potential Flow and Computational Fluid Dynamics	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-APRIL-2022-SPECIAL-ISSUE.pdf
Features of Compressible Flow: Applications and Analysis	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-APRIL-2022-SPECIAL-ISSUE.pdf
Open-Channel Flow: Design and Applications	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-APRIL-2022-SPECIAL-ISSUE.pdf
Industrial Application of Turbomachinery Process	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-APRIL-2022-SPECIAL-ISSUE.pdf
A Brief Overview about Dimensional Analysis and Similitude	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-APRIL-2022-SPECIAL-ISSUE.pdf
External Incompressible Viscous Flow: Characteristics and analysis	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-APRIL-2022-SPECIAL-ISSUE.pdf
A Brief Overview about Fluid Mechanics	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-APRIL-2022-SPECIAL-ISSUE.pdf
Understanding Fluids Continuum and Kinematics	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-APRIL-2022-SPECIAL-ISSUE.pdf
Applications of Fundamental Fluid Mechanics Concepts	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-APRIL-2022-SPECIAL-ISSUE.pdf
A Brief Overview about Fluid Statics and its Application	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-APRIL-2022-SPECIAL-ISSUE.pdf
Integral Relations: Analysis of Control Volume	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-APRIL-2022-SPECIAL-ISSUE.pdf
A Brief Overview about Hydrostatics and its Application	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-APRIL-2022-SPECIAL-ISSUE.pdf
Laminar Unidirectional Flows: Features and Applications	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-APRIL-2022-SPECIAL-ISSUE.pdf
Turbulent Flow: Fundamental characteristics, and Application	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-APRIL-2022-SPECIAL-ISSUE.pdf
Industrial Applications of Hydrodynamic Lubrication	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-APRIL-2022-SPECIAL-ISSUE.pdf
Stream Filament Theory: Understanding Fluid Concepts	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-APRIL-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Application of Potential Flows in Machines	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-APRIL-2022-SPECIAL-ISSUE.pdf
Features of Supersonic Flow in Fluid Mechanics	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-APRIL-2022-SPECIAL-ISSUE.pdf
Creeping Flows: Concept of Low Reynolds Fluid	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-APRIL-2022-SPECIAL-ISSUE.pdf
Differential Relations for a Fluid Particle	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-APRIL-2022-SPECIAL-ISSUE.pdf
Boundary Layer Theory: Application and Utilization	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-APRIL-2022-SPECIAL-ISSUE.pdf
Basic Introduction to Properties of Materials	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MAY-2022-SPECIAL-ISSUE.pdf
Ferrous Materials and Its Importance	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MAY-2022-SPECIAL-ISSUE.pdf
Introduction about Non-Ferrous Metals and Alloys	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MAY-2022-SPECIAL-ISSUE.pdf
Modern Metal Casting: Application and Utilization	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MAY-2022-SPECIAL-ISSUE.pdf
Forging Process and its Advantages, Application	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MAY-2022-SPECIAL-ISSUE.pdf
Rolling Process: Applications, Advantages and Innovation	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MAY-2022-SPECIAL-ISSUE.pdf
Extrusion, Wire Drawing, Tube Drawing and Making Process	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MAY-2022-SPECIAL-ISSUE.pdf
Press Work and Die Punch Assembly	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MAY-2022-SPECIAL-ISSUE.pdf
Application and Advantages of Casting Process	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MAY-2022-SPECIAL-ISSUE.pdf
Lathe Machine and its Versatile Application	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MAY-2022-SPECIAL-ISSUE.pdf
Working Principles: Shapers and Planers	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MAY-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Introduction about Drill Machine and its Application	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MAY-2022-SPECIAL-ISSUE.pdf
The Milling Process: Features and Applications	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MAY-2022-SPECIAL-ISSUE.pdf
Requirement and Advantages of Grinding Wheel	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MAY-2022-SPECIAL-ISSUE.pdf
Introduction to Welding: Basics and Processes	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MAY-2022-SPECIAL-ISSUE.pdf
Gas Metal Arc Welding and Its Function	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MAY-2022-SPECIAL-ISSUE.pdf
Arc Welding Process and Power Supply	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MAY-2022-SPECIAL-ISSUE.pdf
Importance of Materials and Manufacturing Technique	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MAY-2022-SPECIAL-ISSUE.pdf
A Brief Introduction about Non-Metallic Materials	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MAY-2022-SPECIAL-ISSUE.pdf
A Brief Overview about the Manufacturing Process	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MAY-2022-SPECIAL-ISSUE.pdf
Understanding the Crystal Structure and Materials Nature	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MAY-2022-SPECIAL-ISSUE.pdf
Materials Properties and Testing Applications	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MAY-2022-SPECIAL-ISSUE.pdf
Rockwell Hardness Test: Procedure and Application	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MAY-2022-SPECIAL-ISSUE.pdf
EXPLORING THE MANUFACTURING SCIENCE TECHNOLOGY	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MAY-2022-SPECIAL-ISSUE.pdf
Brinell Hardness Testing: Principles and Applications	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-MAY-2022-SPECIAL-ISSUE.pdf
Consumer Behavior and Marketing Action	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JUNE-2022-SPECIAL-ISSUE.pdf
Consumer Decision Making Process	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JUNE-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Study on Black Box of Buyer Behavior	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JUNE-2022-SPECIAL-ISSUE.pdf
A Study on Subcultures and Consumer Behavior	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JUNE-2022-SPECIAL-ISSUE.pdf
Consumer-Relevant Groups	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JUNE-2022-SPECIAL-ISSUE.pdf
Structural Variables Affecting Families and Households	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JUNE-2022-SPECIAL-ISSUE.pdf
Opinion Leadership and Diffusion of Innovations	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JUNE-2022-SPECIAL-ISSUE.pdf
Role of Personal Influence in Consumer Behaviour	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JUNE-2022-SPECIAL-ISSUE.pdf
Price/Quality Relationship for Perceived Quality	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JUNE-2022-SPECIAL-ISSUE.pdf
Involvement Theory for Consumer Engagement	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JUNE-2022-SPECIAL-ISSUE.pdf
A Brief Discussion on Cognitive Dissonance Theory	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JUNE-2022-SPECIAL-ISSUE.pdf
A Brief Study on Visualizers versus Verbalizers	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JUNE-2022-SPECIAL-ISSUE.pdf
Developing a Target Market Strategy	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JUNE-2022-SPECIAL-ISSUE.pdf
Store Choice and Shopping Behavior	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JUNE-2022-SPECIAL-ISSUE.pdf
Global Consumer Behavior and On-Line Buying Behavior	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JUNE-2022-SPECIAL-ISSUE.pdf
Consumer Perceptions in Service Sector	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JUNE-2022-SPECIAL-ISSUE.pdf
Measure the Attitude of the Customers in the Customer Intelligence System	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JUNE-2022-SPECIAL-ISSUE.pdf
Exploring the Concept of Ethical Purchasing	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JUNE-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Study on Principles of Strategic Marketing	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JUNE-2022-SPECIAL-ISSUE.pdf
A Study on Create and Retain Customers Though Online Stores	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JUNE-2022-SPECIAL-ISSUE.pdf
A Brief Study on Consumer Research Structure	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JUNE-2022-SPECIAL-ISSUE.pdf
A Study on Structure Consumer Psychographic	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JUNE-2022-SPECIAL-ISSUE.pdf
Consumer Attitude Structure for Marketer	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JUNE-2022-SPECIAL-ISSUE.pdf
A Brief Study on Measurement of Attitude	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JUNE-2022-SPECIAL-ISSUE.pdf
A Study on Characteristics of Social Class	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-JUNE-2022-SPECIAL-ISSUE.pdf
Renewable Energy:Applications and Features	https://aijsh.com/wp-content/uploads/2022/01/AJRSSH-JANUARY-2022-SPECIAL-ISSUE.pdf
Scientific Principles of Renewable Energy	https://aijsh.com/wp-content/uploads/2022/01/AJRSSH-JANUARY-2022-SPECIAL-ISSUE.pdf
Physical Properties: Essential of Fluid Dynamics	https://aijsh.com/wp-content/uploads/2022/01/AJRSSH-JANUARY-2022-SPECIAL-ISSUE.pdf
Heat Transfer: Fundamentals, Mechanisms, and Applications	https://aijsh.com/wp-content/uploads/2022/01/AJRSSH-JANUARY-2022-SPECIAL-ISSUE.pdf
Convection and Radiation: Mode of Heat Transfer	https://aijsh.com/wp-content/uploads/2022/01/AJRSSH-JANUARY-2022-SPECIAL-ISSUE.pdf
Applications and Analysis Techniques of Heat Transfer	https://aijsh.com/wp-content/uploads/2022/01/AJRSSH-JANUARY-2022-SPECIAL-ISSUE.pdf
Solar Radiation: Measurement, Modeling, and Applications	https://aijsh.com/wp-content/uploads/2022/01/AJRSSH-JANUARY-2022-SPECIAL-ISSUE.pdf
Solar Water Heating: Application of Renewable Energy Technology	https://aijsh.com/wp-content/uploads/2022/01/AJRSSH-JANUARY-2022-SPECIAL-ISSUE.pdf
Building and other Solar Thermal Applications	https://aijsh.com/wp-content/uploads/2022/01/AJRSSH-JANUARY-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Photovoltaic Generation:Traditional Energy Sources	https://aijsh.com/wp-content/uploads/2022/01/AJRSSH-JANUARY-2022-SPECIAL-ISSUE.pdf
Hydro-Power: Principles, Technologies, and Environmental Impacts	https://aijsh.com/wp-content/uploads/2022/01/AJRSSH-JANUARY-2022-SPECIAL-ISSUE.pdf
Hydroelectric System: Design, Operation, and Power Generation	https://aijsh.com/wp-content/uploads/2022/01/AJRSSH-JANUARY-2022-SPECIAL-ISSUE.pdf
Wind Power : Renewable Energy from the Wind	https://aijsh.com/wp-content/uploads/2022/01/AJRSSH-JANUARY-2022-SPECIAL-ISSUE.pdf
Photosynthetic Process: Source for Renewable Energr Production	https://aijsh.com/wp-content/uploads/2022/01/AJRSSH-JANUARY-2022-SPECIAL-ISSUE.pdf
A brief introduction about Plant Biomass	https://aijsh.com/wp-content/uploads/2022/01/AJRSSH-JANUARY-2022-SPECIAL-ISSUE.pdf
Biofuels: Production, Conversion, and Sustainability	https://aijsh.com/wp-content/uploads/2022/01/AJRSSH-JANUARY-2022-SPECIAL-ISSUE.pdf
Anaerobic Digestion for Biogas:Source of Energy	https://aijsh.com/wp-content/uploads/2022/01/AJRSSH-JANUARY-2022-SPECIAL-ISSUE.pdf
Wave Power:Energy Ultilzation from Ocene	https://aijsh.com/wp-content/uploads/2022/01/AJRSSH-JANUARY-2022-SPECIAL-ISSUE.pdf
Tide Power Harvesting for Renewable Electricity Generation	https://aijsh.com/wp-content/uploads/2022/01/AJRSSH-JANUARY-2022-SPECIAL-ISSUE.pdf
Geothermal Energy:Harvesting Energy From Earth	https://aijsh.com/wp-content/uploads/2022/01/AJRSSH-JANUARY-2022-SPECIAL-ISSUE.pdf
Energy Systems, Storage and Transmission	https://aijsh.com/wp-content/uploads/2022/01/AJRSSH-JANUARY-2022-SPECIAL-ISSUE.pdf
Institutional and Economic Factors of Renewable Energy	https://aijsh.com/wp-content/uploads/2022/03/AJRSSH-MARCH-2022-SPECIAL-ISSUE.pdf
A Brief Introduction of Electrical Machines	https://aijsh.com/wp-content/uploads/2022/02/AJRSSH-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Fundamentals of Magnetic Circuit Analysis: Key Concepts	https://aijsh.com/wp-content/uploads/2022/02/AJRSSH-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Principle of Electromagnetic: Understanding Induced Currents	https://aijsh.com/wp-content/uploads/2022/02/AJRSSH-FEBRUARY-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Transformer Theory: Principle and Operations	https://aijsh.com/wp-content/uploads/2022/02/AJRSSH-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Working Principle of Single-Phase Transformer	https://aijsh.com/wp-content/uploads/2022/02/AJRSSH-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Overview of Three Phase Transformer	https://aijsh.com/wp-content/uploads/2022/02/AJRSSH-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Basics Principles of Electromechanical Conversion	https://aijsh.com/wp-content/uploads/2022/02/AJRSSH-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Basic Concepts in Rotating Machines	https://aijsh.com/wp-content/uploads/2022/02/AJRSSH-FEBRUARY-2022-SPECIAL-ISSUE.pdf
AC Armature Windings: Design and Analysis Techniques	https://aijsh.com/wp-content/uploads/2022/02/AJRSSH-FEBRUARY-2022-SPECIAL-ISSUE.pdf
DC Machines: Theory, Construction, and Operation	https://aijsh.com/wp-content/uploads/2022/02/AJRSSH-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Overview of DC Generators and Its Functions	https://aijsh.com/wp-content/uploads/2022/02/AJRSSH-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Classification of Direct Current Motors	https://aijsh.com/wp-content/uploads/2022/02/AJRSSH-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Synchronous Machine: Theory, Modeling, and Applications	https://aijsh.com/wp-content/uploads/2022/02/AJRSSH-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Synchronous Generator and Alternator: A Brief Overview	https://aijsh.com/wp-content/uploads/2022/02/AJRSSH-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Synchronous Motor: Theory, Modeling, and Applications	https://aijsh.com/wp-content/uploads/2022/02/AJRSSH-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Specialization Induction Machine: Principles, Design, and Analysis	https://aijsh.com/wp-content/uploads/2022/02/AJRSSH-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Study of Induction Motors: Principle and Applications	https://aijsh.com/wp-content/uploads/2022/02/AJRSSH-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Starting and Speed Control of Three-Phase Induction Motor	https://aijsh.com/wp-content/uploads/2022/02/AJRSSH-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Generalized Theory of Electrical Machines	https://aijsh.com/wp-content/uploads/2022/02/AJRSSH-FEBRUARY-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Overview of Electrical Energy Generation	https://aijsh.com/wp-content/uploads/2022/02/AJRSSH-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Motor Control by Static Power Converter	https://aijsh.com/wp-content/uploads/2022/03/AJRSSH-MARCH-2022-SPECIAL-ISSUE.pdf
Uninterruptible Power Supplies for Electrical Machines	https://aijsh.com/wp-content/uploads/2022/03/AJRSSH-MARCH-2022-SPECIAL-ISSUE.pdf
Interphase Power Control of Electrical Machines	https://aijsh.com/wp-content/uploads/2022/03/AJRSSH-MARCH-2022-SPECIAL-ISSUE.pdf
Transient Stability of Electrical Machines	https://aijsh.com/wp-content/uploads/2022/03/AJRSSH-MARCH-2022-SPECIAL-ISSUE.pdf
Understanding and Evaluating Mass Communication Theory	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-OCTOBER-2022-SPECIAL-ISSUE.pdf
Critical Theory: Cultural Structures of power and Oppression	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-OCTOBER-2022-SPECIAL-ISSUE.pdf
Exploring the Evolution: Four Eras of Media Theory	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-OCTOBER-2022-SPECIAL-ISSUE.pdf
Rise of Media Industries and Mass Society Theory	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-OCTOBER-2022-SPECIAL-ISSUE.pdf
Media Criticism: Unlocking the Mass Society Debate	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-OCTOBER-2022-SPECIAL-ISSUE.pdf
Understanding the Relationship Between Mass Communication and Society	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-OCTOBER-2022-SPECIAL-ISSUE.pdf
Media Theory: Propaganda in Contemporary Times	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-OCTOBER-2022-SPECIAL-ISSUE.pdf
Walter Lippmann: Shaping Public Opinion Theory	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-OCTOBER-2022-SPECIAL-ISSUE.pdf
The Genesis of Normative Media Theories	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-OCTOBER-2022-SPECIAL-ISSUE.pdf
The Social Responsibility Theory: Media's Ethical Obligations	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-OCTOBER-2022-SPECIAL-ISSUE.pdf
Development of Limited-Effects Theory in Media Studies	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-OCTOBER-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Exploring Subtheories of Limited Effects in Media	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-OCTOBER-2022-SPECIAL-ISSUE.pdf
Limitations of the Experimental Persuasion Research	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-OCTOBER-2022-SPECIAL-ISSUE.pdf
Joseph Klapper's Phenomenistic Theory: Understanding Media Influence	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-OCTOBER-2022-SPECIAL-ISSUE.pdf
Analyzing Communication: Systems Theory and Processes	https://saarj.com/wp-content/uploads/special-issue/2022/ACADEMICIA-OCTOBER-2022-SPECIAL-ISSUE.pdf
An overview on Television Violence Theories	https://aijsh.com/wp-content/uploads/2022/03/AJRSSH-MARCH-2022-SPECIAL-ISSUE.pdf
Mass Commuication: Understanding Critical and Cultural Theories	https://aijsh.com/wp-content/uploads/2022/03/AJRSSH-MARCH-2022-SPECIAL-ISSUE.pdf
Textual Analysis and Literary Criticism: Media Interpretation	https://aijsh.com/wp-content/uploads/2022/03/AJRSSH-MARCH-2022-SPECIAL-ISSUE.pdf
Political Economy Theory: Examining Media and Power	https://aijsh.com/wp-content/uploads/2022/03/AJRSSH-MARCH-2022-SPECIAL-ISSUE.pdf
Audience Theories: Uses, Reception, and Effects	https://aijsh.com/wp-content/uploads/2022/03/AJRSSH-MARCH-2022-SPECIAL-ISSUE.pdf
Media Functions and Uses: Exploring Communication Impact	https://aijsh.com/wp-content/uploads/2022/03/AJRSSH-MARCH-2022-SPECIAL-ISSUE.pdf
Uses-and-Gratifications: Understanding Audience Media Consumption	https://aijsh.com/wp-content/uploads/2022/03/AJRSSH-MARCH-2022-SPECIAL-ISSUE.pdf
Processing Television News: Understanding Media Information	https://aijsh.com/wp-content/uploads/2022/03/AJRSSH-MARCH-2022-SPECIAL-ISSUE.pdf
DECODING REAL-TIME INFORMATION: MAKING SENSE OF SOCIETAL RESPONSIBILTY	https://aijsh.com/wp-content/uploads/2022/03/AJRSSH-MARCH-2022-SPECIAL-ISSUE.pdf
The Knowledge Gap Theory: Bridging Information Disparities	https://aijsh.com/wp-content/uploads/2022/03/AJRSSH-MARCH-2022-SPECIAL-ISSUE.pdf
Electric Circuits and Single Phase AC Circuits	http://alexispress.us/wp-content/uploads/2022/07/Network-Theory.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Kirchhoff's laws and ohm's laws	http://alexispress.us/wp-content/uploads/2022/07/Network-Theory.pdf
Laplace transform	http://alexispress.us/wp-content/uploads/2022/07/Network-Theory.pdf
Tuned circuits and LC circuit	http://alexispress.us/wp-content/uploads/2022/07/Network-Theory.pdf
Coupled circuit	http://alexispress.us/wp-content/uploads/2022/07/Network-Theory.pdf
Network function	http://alexispress.us/wp-content/uploads/2022/07/Network-Theory.pdf
Sequential circuits	http://alexispress.us/wp-content/uploads/2022/07/Digital-Electronics.pdf
Registers and counters	http://alexispress.us/wp-content/uploads/2022/07/Digital-Electronics.pdf
Shift Registers	http://alexispress.us/wp-content/uploads/2022/07/Digital-Electronics.pdf
Semiconductor memories	http://alexispress.us/wp-content/uploads/2022/07/Digital-Electronics.pdf
Microprocessor	http://alexispress.us/wp-content/uploads/2022/07/Digital-Electronics.pdf
8086 microprocessor	http://alexispress.us/wp-content/uploads/2022/07/Digital-Electronics.pdf
Series and Compound DC Generators	http://alexispress.us/wp-content/uploads/2022/07/Magnetic-Circuits.pdf
DC Motors	http://alexispress.us/wp-content/uploads/2022/07/Magnetic-Circuits.pdf
Characteristics of Series, Shunt and Compound Dc Motors	http://alexispress.us/wp-content/uploads/2022/07/Magnetic-Circuits.pdf
Field and Armature Control Methods of Motors	http://alexispress.us/wp-content/uploads/2022/07/Magnetic-Circuits.pdf
Starting of DC Motors	http://alexispress.us/wp-content/uploads/2022/07/Magnetic-Circuits.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Electrical Braking of DC Motors	http://alexispress.us/wp-content/uploads/2022/07/Magnetic-Circuits.pdf
Analysis the use of Static relays to protect the electricity system	http://alexispress.us/wp-content/uploads/2022/07/An-Archive-of-Switchgear-and-Relaying.pdf
Review Paper on Protection of Feeder using Relay Methods	http://alexispress.us/wp-content/uploads/2022/07/An-Archive-of-Switchgear-and-Relaying.pdf
Studying the Dynamic Properties of the Electromagnetic Relay	http://alexispress.us/wp-content/uploads/2022/07/An-Archive-of-Switchgear-and-Relaying.pdf
A brief study of an Overcurrent Relay to Safeguard a Transmission Lines	http://alexispress.us/wp-content/uploads/2022/07/An-Archive-of-Switchgear-and-Relaying.pdf
Protection of Transmission Lines using Distance Relay	http://alexispress.us/wp-content/uploads/2022/07/An-Archive-of-Switchgear-and-Relaying.pdf
Electrical Design of Transmission line and Coefficients of Transmission line	http://alexispress.us/sdm_downloads/elements-of-power-system/
Classification and Performance of Overhead Transmission lines	http://alexispress.us/sdm_downloads/elements-of-power-system/
Transmission of Electric Power through Underground Cables and Construction of Underground Cables	http://alexispress.us/sdm_downloads/elements-of-power-system/
Overview on Classification of Distribution System	http://alexispress.us/sdm_downloads/elements-of-power-system/
A Comprehensive study on A.C. and D.C. Distribution	http://alexispress.us/sdm_downloads/elements-of-power-system/
Importance of Voltage Control and Location of Voltage Control Equipment	http://alexispress.us/sdm_downloads/elements-of-power-system/
An Overview of Renal Cell Cancer Symptoms, and their Treatment	http://alexispress.us/wp-content/uploads/2022/07/Cancer-Biology.pdf
Hepatic Cancer Risk Factors, Symptoms, and Treatments	http://alexispress.us/wp-content/uploads/2022/07/Cancer-Biology.pdf
Lung Cancer; Detection, Diagnosis, and Treatment	http://alexispress.us/wp-content/uploads/2022/07/Cancer-Biology.pdf
New Methods for the Detection of the Multiple Cancer	http://alexispress.us/wp-content/uploads/2022/07/Cancer-Biology.pdf
Ovarian Cancer; Threats for the Women	http://alexispress.us/wp-content/uploads/2022/07/Cancer-Biology.pdf
An Overview of Cancer Related to the Pituitary Gland	http://alexispress.us/wp-content/uploads/2022/07/Cancer-Biology.pdf
Prostate Cancer; Affected the Male Population Worldwide	http://alexispress.us/wp-content/uploads/2022/07/Cancer-Biology.pdf
Reasons for Recurrent Cancer and their Treatment	http://alexispress.us/wp-content/uploads/2022/07/Cancer-Biology.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The Blood Malignancy; is a Curse for the Human	http://alexispress.us/wp-content/uploads/2022/07/Cancer-Biology.pdf
Next Phase of Treatment and Prevention of Cancer	http://alexispress.us/wp-content/uploads/2022/07/Cancer-Biology.pdf
Mouth Carcinoma; Alarming Signs, Types, and Treatment	http://alexispress.us/wp-content/uploads/2022/07/Cancer-Biology.pdf
Thyroid Cancer; Risk Factors, Symptoms, and Treatment	http://alexispress.us/wp-content/uploads/2022/07/Cancer-Biology.pdf
Different Types of Cancers Persisted in the Human Population	http://alexispress.us/wp-content/uploads/2022/07/Cancer-Biology.pdf
Monitoring and Control of Welding and Joining Processes	http://alexispress.us/sdm_downloads/applications-of-welding-technology/
An Analysis of Residual Stress and Distortion	http://alexispress.us/sdm_downloads/applications-of-welding-technology/
Exploring the Application of Design Welding	http://alexispress.us/sdm_downloads/applications-of-welding-technology/
An Analysis of Design Considerations for Welding	http://alexispress.us/sdm_downloads/applications-of-welding-technology/
Advance Laser Beam Machining	http://alexispress.us/sdm_downloads/applications-of-welding-technology/
Advanced Gas Welding Technology	http://alexispress.us/sdm_downloads/applications-of-welding-technology/
Advanced Process Development Trends: A Study	http://alexispress.us/sdm_downloads/applications-of-welding-technology/
Monitoring and Control of Welding Processes	http://alexispress.us/sdm_downloads/applications-of-welding-technology/
Welding Automation and Robotics: A Comprehensive Review	http://alexispress.us/sdm_downloads/applications-of-welding-technology/
Exploring the Narrow-Gap Welding Techniques	http://alexispress.us/sdm_downloads/applications-of-welding-technology/
Gas Metal Arc Welding	http://alexispress.us/sdm_downloads/applications-of-welding-technology/
Gases For Advanced Welding Processes	http://alexispress.us/sdm_downloads/applications-of-welding-technology/
Exploring the Features of Plasma Arc Welding	http://alexispress.us/sdm_downloads/applications-of-welding-technology/
Welding Metalworking's Metallurgy: An Analysis	http://alexispress.us/sdm_downloads/applications-of-welding-technology/
Comprehensive Review of Safe Practices	http://alexispress.us/sdm_downloads/applications-of-welding-technology/
An Overview of the Business Research	http://alexispress.us/sdm_downloads/principles-of-business-management/
An Overview of the Need of Managers for Organization's Development	http://alexispress.us/sdm_downloads/principles-of-business-management/
An Elaboration of the Managerial Decision-Making	http://alexispress.us/sdm_downloads/principles-of-business-management/
An Analysis of the Improving the Quality of Decision Making	http://alexispress.us/sdm_downloads/principles-of-business-management/

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Elaboration of the Business Management	http://alexispress.us/sdm_downloads/principles-of-business-management/
An Analysis of the Administrative and Bureaucratic Management	http://alexispress.us/sdm_downloads/principles-of-business-management/
An Analysis of the External and Internal Organizational Environments and Corporate Culture	http://alexispress.us/sdm_downloads/principles-of-business-management/
An Analysis of the Shifting Paradigms in Organizational Design	http://alexispress.us/sdm_downloads/principles-of-business-management/
An Overview of Identify the Suitable between Organizational Cultures and the External Environment	http://alexispress.us/sdm_downloads/principles-of-business-management/
An Overview of the Importance of International Management	http://alexispress.us/sdm_downloads/principles-of-business-management/
An Overview of the Cultural Stereotyping and Social Institutions in Business	http://alexispress.us/sdm_downloads/principles-of-business-management/
An Elaboration of the Significance of Timing in Cross-Cultural Training for Expatriates	http://alexispress.us/sdm_downloads/principles-of-business-management/
An Analysis of the Challenges and Considerations in Foreign Direct Investment	http://alexispress.us/sdm_downloads/principles-of-business-management/
An Elaboration of Evolution of the Entrepreneurship in Business Industry	http://alexispress.us/sdm_downloads/principles-of-business-management/
An Overview of the Resurgence of Small Businesses	http://alexispress.us/sdm_downloads/principles-of-business-management/
Analysis of Business and Its Environment	http://alexispress.us/sdm_downloads/economic-environment-of-business/
A Brief Introduction about Environment of Business	http://alexispress.us/sdm_downloads/economic-environment-of-business/
The Concept of Business Environment	http://alexispress.us/sdm_downloads/economic-environment-of-business/
Analysis of the Political Environment	http://alexispress.us/sdm_downloads/economic-environment-of-business/
Analysis of the Natural Environment	http://alexispress.us/sdm_downloads/economic-environment-of-business/
Environmental Analysis Techniques and Their Significance	http://alexispress.us/sdm_downloads/economic-environment-of-business/
A Brief Introduction to Environmental Forecasting Techniques	http://alexispress.us/sdm_downloads/economic-environment-of-business/
Social Responsibility of Business Organization	http://alexispress.us/sdm_downloads/economic-environment-of-business/
Areas of Business Social Responsibility	http://alexispress.us/sdm_downloads/economic-environment-of-business/
Importance of Social Auditing's Strategic	http://alexispress.us/sdm_downloads/economic-environment-of-business/
A Brief Introduction about Social, Economic Environment	http://alexispress.us/sdm_downloads/economic-environment-of-business/

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Concept and Components of the Money Market	http://alexispress.us/sdm_downloads/economic-environment-of-business/
Wide-Ranging Participants in the Indian Capital Markets	http://alexispress.us/sdm_downloads/economic-environment-of-business/
Capital Market Regulatory Framework for India	http://alexispress.us/sdm_downloads/economic-environment-of-business/
The Stock Exchange's Concept and Function	http://alexispress.us/sdm_downloads/economic-environment-of-business/
Monetary Policy Implications for Inclusive Growth	http://alexispress.us/sdm_downloads/economic-environment-of-business/
Autonomous Vehicle Visual Guidance: Potential and Challenges	http://alexispress.us/sdm_downloads/autonomous-mobile-robots/
Interpretation of Millimetre Wave Radar Power-Range Spectra for Multiple Feature Detection	http://alexispress.us/sdm_downloads/autonomous-mobile-robots/
GPS and INS Data Fusion Using the Kalman Filter	http://alexispress.us/sdm_downloads/autonomous-mobile-robots/
Navigational Landmarks and Triangulation	http://alexispress.us/sdm_downloads/autonomous-mobile-robots/
A Brief Overview to Mobile Robot Localization	http://alexispress.us/sdm_downloads/autonomous-mobile-robots/
Locomotion of the Mobile Robotics and its Significance	http://alexispress.us/sdm_downloads/autonomous-mobile-robots/
Nonholonomic Mobile Robots under Adaptive Neural-Fuzzy Control	http://alexispress.us/sdm_downloads/autonomous-mobile-robots/
Adaptive Control of Mobile Robots Including Actuator Dynamics	http://alexispress.us/sdm_downloads/autonomous-mobile-robots/
Unified Control Design for Autonomous Car-Like Vehicle Tracking Manoeuvres	http://alexispress.us/sdm_downloads/autonomous-mobile-robots/
Map Building and SLAM Algorithms	http://alexispress.us/sdm_downloads/autonomous-mobile-robots/
Motion Planning: Recent Developments	http://alexispress.us/sdm_downloads/autonomous-mobile-robots/
A Brief Overview to Multi-Robot Cooperation	http://alexispress.us/sdm_downloads/autonomous-mobile-robots/
Importance of Decision Making and Autonomy	http://alexispress.us/sdm_downloads/autonomous-mobile-robots/
Knowledge Representation and Decision Making for Mobile Robots	http://alexispress.us/sdm_downloads/autonomous-mobile-robots/
Algorithms for Planning in Prediction and Sensing With Uncertainty	http://alexispress.us/sdm_downloads/autonomous-mobile-robots/
A Brief Introduction of the Agroforestry and Agro-ecology	http://alexispress.us/sdm_downloads/agroforestry-and-environment/
A Belief Discussion of the Forest Farming	http://alexispress.us/sdm_downloads/agroforestry-and-environment/
Role of the Forest Gardening in Agroforestry	http://alexispress.us/sdm_downloads/agroforestry-and-environment/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Significance of the Agricultural Biodiversity in Agroforestry	http://alexispress.us/sdm_downloads/agroforestry-and-environment/
A Brief Overview of the Biodiversity and Conservation Concept	http://alexispress.us/sdm_downloads/agroforestry-and-environment/
A Methods for the Agricultural Land Classification	http://alexispress.us/sdm_downloads/agroforestry-and-environment/
Agroforestry Applications in Conservation Biology and Landscape Ecology	http://alexispress.us/sdm_downloads/agroforestry-and-environment/
Ecological Implications of Tropics Habitat Fragmentation	http://alexispress.us/sdm_downloads/agroforestry-and-environment/
Environmental Services Provided by Agroforestry: Economic Evaluation	http://alexispress.us/sdm_downloads/agroforestry-and-environment/
Biological Corridors and Landscape Connectivity	http://alexispress.us/sdm_downloads/agroforestry-and-environment/
Role of the Agroforestry in the Reduction of the Deforestation	http://alexispress.us/sdm_downloads/agroforestry-and-environment/
Cocoa Growing their Significance in Tropical Deforestation and Forest Conservation	http://alexispress.us/sdm_downloads/agroforestry-and-environment/
Using Conservation Concessions to Supplement Agroforestry for Biodiversity Conservation	http://alexispress.us/sdm_downloads/agroforestry-and-environment/
Shifting Cultivation Landscapes' Biodiversity and Conservation Potential	http://alexispress.us/sdm_downloads/agroforestry-and-environment/
Tropical Tri trophic Interactions: Horrible Hosts and Pervasive Cascades	http://alexispress.us/sdm_downloads/agroforestry-and-environment/
Classification and Some Basic Details of Heat Engines	http://alexispress.us/sdm_downloads/principles-of-ic-engine/
Air-Standard Cycles and Their Analysis	http://alexispress.us/sdm_downloads/principles-of-ic-engine/
An Analysis of Fuel Air Cycles	http://alexispress.us/sdm_downloads/principles-of-ic-engine/
Actual Cycles of Internal Combustion (IC) Engines	http://alexispress.us/sdm_downloads/principles-of-ic-engine/
An Analysis of Different Conventional Fuels	http://alexispress.us/sdm_downloads/principles-of-ic-engine/
Exploring the Importance of Alternate Fuels	http://alexispress.us/sdm_downloads/principles-of-ic-engine/
Investigating the Carburation's Benefits and Limitations	http://alexispress.us/sdm_downloads/principles-of-ic-engine/
An Analysis of Mechanical Injection Systems	http://alexispress.us/sdm_downloads/principles-of-ic-engine/
A Review Study on Electronic Injection Systems	http://alexispress.us/sdm_downloads/principles-of-ic-engine/
Exploring the Ignition System in IC Engine	http://alexispress.us/sdm_downloads/principles-of-ic-engine/
Classification of Combustion and Combustion Chambers	http://alexispress.us/sdm_downloads/principles-of-ic-engine/

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Impact of Engine Friction and Lubrication	http://alexispress.us/sdm_downloads/principles-of-ic-engine/
Heat Rejection and Cooling System	http://alexispress.us/sdm_downloads/principles-of-ic-engine/
Exploring the Engine Emissions and Their Control	http://alexispress.us/sdm_downloads/principles-of-ic-engine/
Measurements and Testing of IC Engine	http://alexispress.us/sdm_downloads/principles-of-ic-engine/
Determination of Radioactive Waste Management and its Exploration	http://alexispress.us/sdm_downloads/radioactive-waste-management/
Exploration of Sources and Characteristics of Radioactive Wastes	http://alexispress.us/sdm_downloads/radioactive-waste-management/
Radioactive Waste Management, Strategies and Quality Assurance	http://alexispress.us/sdm_downloads/radioactive-waste-management/
Determination of Transportation in the Field of Radioactive Waste	http://alexispress.us/sdm_downloads/radioactive-waste-management/
Radioactive Waste: Challenges, Safety Measures, and Regulatory Framework	http://alexispress.us/sdm_downloads/radioactive-waste-management/
Analysis of Long-Term Assessment of Waste Disposal Systems	http://alexispress.us/sdm_downloads/radioactive-waste-management/
National Infrastructure for Waste Management	http://alexispress.us/sdm_downloads/radioactive-waste-management/
Waste Management: Fostering Collaboration for Global Sustainability	http://alexispress.us/sdm_downloads/radioactive-waste-management/
A Brief Overview about Public Understanding and Acceptance	http://alexispress.us/sdm_downloads/radioactive-waste-management/
Nuclear Industry: Analyses Role of Employees	http://alexispress.us/sdm_downloads/radioactive-waste-management/
Responsibilities of International Organizations for Waste Management	http://alexispress.us/sdm_downloads/radioactive-waste-management/
Classifying Waste Management System for Effective Sustainability	http://alexispress.us/sdm_downloads/radioactive-waste-management/
Analysis of Recycling of Construction and Demolition Waste	http://alexispress.us/sdm_downloads/radioactive-waste-management/
Determination of Integrated Solid Waste Management and their Process	http://alexispress.us/sdm_downloads/radioactive-waste-management/
Exploring Characteristics of Radioisotopes and Its Utilization	http://alexispress.us/sdm_downloads/radioactive-waste-management/
Production and Operations Management Overview	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Overview of Operations in Production and Operations Management	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Input-Output Models' Associated Costs and Income	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Overview of Strategy and Productivity	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Systemic Challenges Affecting Productivity	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

History of P/OM Transformations' Advancements	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Overview of Workload Evaluation	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Planning for Aggregate Production and Capacity Management	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Overview of the Inventory Control	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Classification of Scheduling: A Comprehensive Review	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Analysis of Project Management	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
A Study on Evaluation of Quality Control	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Factors Affecting Non-Functional Quality Aesthetics and Timing	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Comparing Inspection of Variables and Attributes	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Evaluation of Supply Chain Management	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Demanding Bids Before Making a Purchase	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Supply Chain Forecasting and Inventory Decisions	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Long-term Planning in Systems for Managing Production and Operations	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Cost Factors for Building, Buying, and Renting	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
P/OM Innovation for Sustainable Development and New Product Development	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
New Innovation Growth Platforms	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Production and Operation Management: An Introduction	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
A Study on Plant Layout and Location	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Location-Specific Elements Affecting Manufacturing Organization	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Organization of Physical Facilities	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
An Overview of Project Finance	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
The Global Project Finance Market	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
An Overview of Inflation Risk	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Legal Opinions for Financing	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Validation of Mechanical Completion: An Analysis	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Types of Conventional and Financial Insurance Products Available for Project Finance Deals	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Valuing the Project and Project Cash Flow Analysis	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
An analysis of Equity of Investment	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
An Analysis of Debt Service Cover Ratio	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Investigating the Roles Advantages of Syndicated Loans for funds	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
A brief Discussion on Regional Development Banks	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
An overview on Export Credit Agencies	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Funding Option used by Businesses and Organizations	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Exploring the Role of Investors in Project Bonds	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
An Analysis of Confidentiality for Bank Loan	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Project Company and Groups of Companies: A Review Study	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
An Analysis of the Credit Facilities	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Investigating the Project Company's Covenants	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Assignment of the Credit Agreement: A Review Study	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Security on the Project Company's Bank Accounts	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Role of Operations and Maintenance Agreement	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
Multiple Characteristics of Transaction: A Review Study	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
The Value of Underlying Assets vs. Defaulted Project Cash Flows	https://ijmir.org/doc/archive/special_issue/2022%20Jan'%20Special%20Issue.pdf
An Analytical Study of Environmental Science	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
A Review of Institutions in Environment Science	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
A Brief Discussion on Climate Change	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Exploring the Causes of Reduction of Ozone Layer	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Investigating the Role of Wasteland Reclamation	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Social Issues of Environmental Science	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Environmental Ethics in Environmental Science	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Examination of Various Natural Resources	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Water Resources and its Need in Environmental Science	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
A Comprehensive Review of Energy Resources	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
An Analysis of Available Land Resources	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Key Needs and Findings of Biodiversity	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Pollution and Its Effects on Human Health	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Examining the Types of Waste in Environment	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Disaster Management and its Necessity	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Information Technology's Impact on Human Health and Environmental	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Exploring the Ecosystem and its Impact on Humans	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Biosafety and its Risk Assessment	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Human Population and its Environmental Effects	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Formation and Structure of the Earth in Environmental Science	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Fresh Water and the Hydrologic Cycle in Physical Resources	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Mining and Processing of Fuels and Minerals	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
The Basics of Solar Energy: An Introduction	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Exploring the Contemporary Environmental Science Methods	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
The Value of the Environmental Science	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Analysis of Advertisement and Management: Exploring the Impact of Advertising Strategies	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The Importance of Marketing Research in Effective Marketing Management	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Determination of Basic Concepts of Promotion and Communication	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
A Review Power of Integrated Marketing Communications	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Target Markets and Segmentation: Maximizing Marketing Effectiveness through Customer Insights	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Unraveling Miscommunication in Advertising: Implications and Solutions	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Exploring Interpretive Communities: Understanding the Role of Knowledge Generation and Application	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
The Role of Advertising in Corporations	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Analysis of Media Infrastructure: Examining its Role, Challenges, and Implications	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
The Strategic Planning Process: Framework, Components, and Implementation Considerations	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Evolution and Determination of the Porter Generic Strategy Model	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Exploring the Marketing Programs Planning	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Explanation of Economic Systems in Marketing Management	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Relationship Management: Nurturing Customer Connections for Sustainable Business Success	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Local Marketing and Individual Marketing: Strategies for Tailored Customer Engagement and Business Success	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Analysis of Habitual Buying Behavior: Understanding Patterns, Influences, and Marketing Strategies	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Determination of Brand-Sponsor Decision: Factors, Strategies, and Implications	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Analysis of New Product Development: Strategies, Challenges, and Market Success Factors	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Organizing New Product Process: Collaboration for Effective Innovation	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Assessing Effectiveness and Insights in Measuring Brand Awareness	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Choice of Media Channel: Evaluating Factors, Strategies, and Implications	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Exploring the Impact of Personal Communication: A Review Study	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Investigating the Consumer Decision Process: Influences and Implications	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Analysis of Markets and Business Buyer Behaviours	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
A Comprehensive Review of Market Information and Marketing Research	https://ijmir.org/doc/archive/special_issue/2022%20Apr'%20Special%20Issue.pdf
Understanding the Basis of Strategic Planning	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Understanding the Relationship between Culture and the Environment	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Consumer Behaviour: Examining Product Selection Decision-Making	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
An Overview of Individual Traits and Consumer Purchase Behaviour	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
A Comprehensive Review of Business Buying Behaviour	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
An Overview of B2B Buying Situations and the Stages of B2B Buying Process	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Approaches of Targeting, Positioning, And Market Segmentation	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
An Analysis of Demographics-Based Segmentation	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Market Segmentation in B2B: Enhancing Marketing Effectiveness	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Developing Offers: Creating Strong Customer Value Propositions	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Developing and Managing Offerings: An Analysis	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Product Life Cycle Management: Strategies for Success in Every Stage	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Using Marketing Channels to Deliver Value to Customers: Improving Engagement and Experience	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Exploring the Marketing Platforms and Channels for Successful Business	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
An Analysis of Advertising Channel Techniques	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Creating Value for Customers Using Effective Supply Chain Management	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
A Comprehensive Review of Inventory Management	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Marketing Research: From Theory to Practice	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Discipline of Advertising and Integrated Marketing Communications	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Sales Promotions and Public Relations: An Analysis	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
The Impact of Market Intelligence on Commercial Selling Strategies	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Exploring Selling Strategies to Successfully Convince and Influence Prospective Consumers	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Major Problems Faced by Sales Managers: An Analysis	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
The Relationship between Consumer Empowerment and Satisfaction	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
The Basics of Policy Analysis: An Introduction	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Federal Requirements for Policy Analysis	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Decision Criteria and Decision Methods for Policy Analysis	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Environmental Policy Analysis: A Comprehensive Review	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Role of Assumptions in Models: A Study	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Statistical Analysis Using Regression	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Evaluating Regression Results Using Other Statistical Information	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
The Basics of Benefit-Cost Analysis: An Introduction	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Measurement of Economic Efficiency Benefits	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Practical Difficulties with Actual Implementation of BCA	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Alternative Benefit-Cost Decision Criteria	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
The Hedonic Wage Method: An Introduction to Valuing Environmental Risks	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
The Role of Risk Assessment in Environmental Management	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Combining Revealed and Stated Preference Methods for Valuing Environmental Amenities	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Regional Economic Analysis, Input-Output Models and Multipliers	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
The Importance of Statistically Estimating the Initial Direct Effects	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
A Comprehensive Review of National Forest Management	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The Role of Risk Assessment in Modifying Benefit-Cost Analysis	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Annular Disposal of Oil Drilling Brine Wastes	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Opportunity Costs of Hydropower Foregone	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
An Overview of Policy Instruments for Environmental Management	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
The Need for Simple Methods of Policy Analysis and Planning	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Role of Analyst in Policy-Making Process	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Concept Of Ethical Decision Making and Its Significance	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Excessive Accident Rate Among Teenage Drivers	https://ijmir.org/doc/archive/special_issue/2022%20Jul'%20Special%20Issue.pdf
Use of Information Technology at Work	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Information Interpretation and Understanding	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Technology and Application Evolution	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
A Scan of Information Technology	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Information Technology's Impact On the Organization	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Creating New Types of Organizations	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Strategic Issues of Information Technology	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Technology and The Business Environment Integration	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Impact of Globalization on Business International Business Strategies	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
International Virtual Companies and IT	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Components of a Personal Computer	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
An Increase in Computer Use	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Analysis of Software as Key	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Operating Systems for Personal Computers	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Analysis of Database Management	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Analysis of Computer to Computer Communication	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf

IQAC
Bangalore
Regional College of Management Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Network Protocol is TCP/IP	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Interchange of Electronic Data	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Electronic and Network Commerce	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Internet: A Case of Phenomenal Growth	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Technological Architecture for Information	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Systems for Competitive Reservations	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Acquisition and Alternatives to Systems	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Specific Applications Packages	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Building Systems: Combining Innovation and Technology	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
An Analysis of Equity Portfolio Management	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
A Comprehensive Review of Equity Total Return Swaps	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Firm's Investment Style for Investors and Stakeholders	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Approaches of Managing a Portfolio of Managers	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Alternative Investments Portfolio Management	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Direct and Indirect Real Estate Investments	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Exploring the Private Equity and Venture Capital	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Private Equity: Investment Characteristics and Roles	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
An Evaluation of Commodities: Investment Characteristics and Roles	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Manager-Based Hedge Fund Indices	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
The Role of Hedge Funds as Diversifiers	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Exploring the Role of Investment Characteristics	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
An Analysis of Risk Management	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Measuring Market Risk: An Overview of Common Methods and Techniques	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Investigating the Monte Carlo Simulation Method to Assess and Quantify Risk and Uncertainty	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Exploring the Impact of Credit Risk in Management and Investment	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Reducing Credit Risk with Netting: An Analysis	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
The Context of Trading: Market Microstructure	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
The Costs of Trading: A Study of Transaction Costs, Commissions, and Market Impact	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Traders' Selection of Order Types: A Review	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Monitoring And Rebalancing In Portfolio Management	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Market Monitoring and Economic Changes: An Assessment	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Role of Rebalancing Strategies in Managing Investment Portfolios	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Performance Measurement without Intra-Period External Cash Flows	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
Custom Security-Based Benchmarks: An Overview of Their Role in Evaluating Investment Portfolio Performance	https://ijmir.org/doc/archive/special_issue/2022%20Oct'%20Special%20Issue.pdf
A Study on Women Leadership And Empowerment	http://alexispress.us/sdm_downloads/development-of-effective-education-system/
Challenges Faced By Online Education in Delhi Due To COVID -19	http://alexispress.us/sdm_downloads/development-of-effective-education-system/
The Quality Revolution in Higher Education System	http://alexispress.us/sdm_downloads/development-of-effective-education-system/
The Condition of Education System in Rural and Urban Areas in India: A Survey	http://alexispress.us/sdm_downloads/development-of-effective-education-system/
Survey of People's Mental Health Influenced by Modern Technology and Its Impact on Daily Life	http://alexispress.us/sdm_downloads/development-of-effective-education-system/
Exploring the Significance and Development of New Technologies in Education Sectors	http://alexispress.us/sdm_downloads/development-of-effective-education-system/
A Comparative Analysis of Benefits and Performance Among Top Rated Health Insurance Policies	http://alexispress.us/sdm_downloads/development-of-effective-education-system/
Impact of COVID-19 on the Access and Inclusion of Higher Education in India	http://alexispress.us/sdm_downloads/development-of-effective-education-system/
Impact of Online Learning versus Classroom Learning for Betterment of Education	http://alexispress.us/sdm_downloads/development-of-effective-education-system/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Major Significance and Impact of Smart Class in Education	http://alexispress.us/sdm_downloads/development-of-effective-education-system/
Awareness of Road Safety and Traffic Rules among Four Major Cities of India: A Survey Report	http://alexispress.us/sdm_downloads/development-of-effective-education-system/
An Analysis Function of Discipline in Schooling Education and its Effects on the Learning Process	http://alexispress.us/sdm_downloads/education-system-design-issues-and-challenges/
A Study on Smart Education in Modern Era and its Factors Affecting Framework	http://alexispress.us/sdm_downloads/education-system-design-issues-and-challenges/
An Analysis of Classroom Management against Bullying, and Harassment	http://alexispress.us/sdm_downloads/education-system-design-issues-and-challenges/
An analysis on the Advancement of Technology in Education Sector and Modern	http://alexispress.us/sdm_downloads/education-system-design-issues-and-challenges/
Comprehensive Study on the Importance of Digital Literacy in Recent Time and Factors that Improves Digital Literacy among Children	http://alexispress.us/sdm_downloads/education-system-design-issues-and-challenges/
An analysis of India Education System and their Challenges	http://alexispress.us/sdm_downloads/education-system-design-issues-and-challenges/
An Analysis of Impotence of Sex Education on School and Colleges	http://alexispress.us/sdm_downloads/education-system-design-issues-and-challenges/
An Extensive Analysis of Cloud Computing In Education System	http://alexispress.us/sdm_downloads/education-system-design-issues-and-challenges/
A Ragging in Educational Institutions and their Impact on Students	http://alexispress.us/sdm_downloads/education-system-design-issues-and-challenges/
A Recall of Persistent Issues and Challenges faced by Higher education in India	http://alexispress.us/sdm_downloads/education-system-design-issues-and-challenges/
Exploring the Consequences and Importance of Video Game in learning	http://alexispress.us/sdm_downloads/education-system-design-issues-and-challenges/
Bubbling Nature and Formation Other Properties of Crypto Currency	http://alexispress.us/sdm_downloads/the-indian-economy/
Contribution of Small-Scale Industry in Gross Domestic Product of India	http://alexispress.us/sdm_downloads/the-indian-economy/
Impact of Indian Government Budget on Economy	http://alexispress.us/sdm_downloads/the-indian-economy/
The Indian Economy Rising to Global challenges and also study the factors behind the gross Domestic Product	http://alexispress.us/sdm_downloads/the-indian-economy/
A study on Population affects the gross Domestic Product	http://alexispress.us/sdm_downloads/the-indian-economy/
Analysis of Problems Faced Due to Corporate Tax Avoidance	http://alexispress.us/sdm_downloads/the-indian-economy/
Role of Economics in Modern Psychology Factors	http://alexispress.us/sdm_downloads/the-indian-economy/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Cultural Economics: The Importance of Preserving the Heritage of India	http://alexispress.us/sdm_downloads/the-indian-economy/
A Significant Association between Labor Productivity and the Economic Development of a Country	http://alexispress.us/sdm_downloads/the-indian-economy/
Factors behind Political Economy of Conflict for Country	http://alexispress.us/sdm_downloads/the-indian-economy/
Analytical Study to Reduce the Poverty in Rural Areas of India	http://alexispress.us/sdm_downloads/the-indian-economy/
Role of Non-Governmental Organization for the growth of Indian economy	http://alexispress.us/sdm_downloads/economic-growth-and-development/
Comprehensive approach to Investigate Consumer Awareness about food quality and food safety	http://alexispress.us/sdm_downloads/economic-growth-and-development/
An Assessment of Climate change Effects on Food production and Food Security	http://alexispress.us/sdm_downloads/economic-growth-and-development/
A Comprehensive Study on Economics of Justice	http://alexispress.us/sdm_downloads/economic-growth-and-development/
An Elaborative Study of Gross Domestic Product with Its Different Characteristics	http://alexispress.us/sdm_downloads/economic-growth-and-development/
Division of Labor and Development of extreme Specialization	http://alexispress.us/sdm_downloads/economic-growth-and-development/
An Analysis of Development of Economic with Different Experiments	http://alexispress.us/sdm_downloads/economic-growth-and-development/
Cashless Economy: The Impact and Challenges of Demonetization on Small and Medium Businesses	http://alexispress.us/sdm_downloads/economic-growth-and-development/
Privatization of Public Enterprises and its implications on Economic Policy and Development	http://alexispress.us/sdm_downloads/economic-growth-and-development/
Impact of Government Expenditure on Economic Growth	http://alexispress.us/sdm_downloads/economic-growth-and-development/
The Impact of Game Theory on Economic Development	http://alexispress.us/sdm_downloads/economic-growth-and-development/
The Connection between Finance, Economics, and Accounting	http://alexispress.us/sdm_downloads/economic-growth-and-development/
The Impact of Natural Disasters on Development in Emerging Economies	http://alexispress.us/sdm_downloads/economic-growth-and-development/
Artificial Intelligence's Ability to Cause and Explain Events in Medicine the Future Generation is Artificial Intelligence	http://alexispress.us/sdm_downloads/introduction-to-artificial-intelligence/
An Examination of Artificial Intelligence with the Deployment of Software Testing Techniques	http://alexispress.us/sdm_downloads/introduction-to-artificial-intelligence/
An Air Pollution Monitoring and Control System for Subway Station Using Environmental Sensors and Artificial Intelligence	http://alexispress.us/sdm_downloads/introduction-to-artificial-intelligence/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Artificial Intelligence Applied to Software Testing Life Cycle	http://alexispress.us/sdm_downloads/introduction-to-artificial-intelligence/
Survey on Plant Disease Prediction Using Artificial Intelligence	http://alexispress.us/sdm_downloads/introduction-to-artificial-intelligence/
Air Traffic Management System Controls with the help of Artificial Intelligence	http://alexispress.us/sdm_downloads/introduction-to-artificial-intelligence/
A Comprehensive Study on Artificial Intelligence (AI) and Its Evaluation in the Medical Treatment	http://alexispress.us/sdm_downloads/introduction-to-artificial-intelligence/
A State of the art review on Role of Mobile Cloud Computing and Future Challenges	http://alexispress.us/sdm_downloads/fundamentals-of-cloud-computing/
Security Issues and Solutions in Cloud Computing: A Comprehensive Review	http://alexispress.us/sdm_downloads/fundamentals-of-cloud-computing/
Big Data in Cloud Computing: Major Challenges and Solutions	http://alexispress.us/sdm_downloads/fundamentals-of-cloud-computing/
An Analysis of Transportation Management Systems Using Cloud Computing	http://alexispress.us/sdm_downloads/fundamentals-of-cloud-computing/
Concerns with Cloud Computing's Security	http://alexispress.us/sdm_downloads/fundamentals-of-cloud-computing/
Implementation of Service Orchestration in Routing and Cloud Computing	http://alexispress.us/sdm_downloads/fundamentals-of-cloud-computing/
An Analysis of Security in Cloud Computing and Enhancing its Safety Features	http://alexispress.us/sdm_downloads/fundamentals-of-cloud-computing/
Analysis of IoT Used in Private Cloud Computing Platforms	http://alexispress.us/sdm_downloads/fundamentals-of-cloud-computing/
An Analysis of Cloud Computing and Its Deployment in Quality of Services	http://alexispress.us/sdm_downloads/fundamentals-of-cloud-computing/
Implementation of IoT on Cloud Computing and Its Security Issues	http://alexispress.us/sdm_downloads/fundamentals-of-cloud-computing/
A Comprehensive study on Deep Learning as a Subset of Machine Learning	http://alexispress.us/sdm_downloads/machine-learning-and-deep-learning/
Natural Language Processing: Machine Understanding the Human Language	http://alexispress.us/sdm_downloads/machine-learning-and-deep-learning/
An Analysis on Early Disease Prediction of Crops for Better Productivity Using Deep Learning Approach	http://alexispress.us/sdm_downloads/machine-learning-and-deep-learning/
Identification of Appropriate Crops for Specific land based on Different Parameters Using Machine Learning	http://alexispress.us/sdm_downloads/machine-learning-and-deep-learning/
Early Weed Prediction in Crops for Improved Productivity Using Machine Learning: Major Challenges and Solutions	http://alexispress.us/sdm_downloads/machine-learning-and-deep-learning/
Heart Disease Recognition in Initial Stage Using Machine Learning Approach: Major Challenges and Solutions	http://alexispress.us/sdm_downloads/machine-learning-and-deep-learning/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Analysis on Early Lung Cancer Prediction Using Deep Learning Approach	http://alexispress.us/sdm_downloads/machine-learning-and-deep-learning/
A Comprehensive Study on Harmful Phishing Attack for Network Security and its Preventive Measure	http://alexispress.us/sdm_downloads/principle-of-computer-networks/
A Comprehensive Study on Fifth Generation (5G) Network Slicing and Analysis of Its Security Management	http://alexispress.us/sdm_downloads/principle-of-computer-networks/
The Study on Security and Privacy Stabilising for 5G Networks	http://alexispress.us/sdm_downloads/principle-of-computer-networks/
An Investigation of Various Cutting-Edge Face Recognition Systems Employing Neural Network Techniques	http://alexispress.us/sdm_downloads/principle-of-computer-networks/
An Analysis of Caching Strategies and Its Uses in Mobile Ad Hoc Network (MANET)	http://alexispress.us/sdm_downloads/principle-of-computer-networks/
Security Attacks in Wireless Sensor Networks and Challenges	http://alexispress.us/sdm_downloads/principle-of-computer-networks/
A Comprehensive Study on Named Data Networking (NDN) and Examination of Its Architecture	http://alexispress.us/sdm_downloads/principle-of-computer-networks/
The Major Impact of Information Technology in Different Private and Government Working Sectors	http://alexispress.us/sdm_downloads/data-centric-systems-and-applications/
A Comprehensive Review on Blockchain in Farming Sector: Current Challenges and Applications	http://alexispress.us/sdm_downloads/data-centric-systems-and-applications/
Traditional Software Development Technique and Its Implications in Application Development	http://alexispress.us/sdm_downloads/data-centric-systems-and-applications/
Selling and Buying Products on an E-commerce Website	http://alexispress.us/sdm_downloads/data-centric-systems-and-applications/
An Analysis and Introduction of E-commerce Business and its Major Impact on Global Business	http://alexispress.us/sdm_downloads/data-centric-systems-and-applications/
Control System Programmable Logic Controller Integration with Epics Inversion	http://alexispress.us/sdm_downloads/data-centric-systems-and-applications/
Google stock Price Prediction using Stack Encoder model	http://alexispress.us/sdm_downloads/data-centric-systems-and-applications/
An Analysis of the Wireless Power Transfer (WPT) System and Deployment of Its Technology	http://alexispress.us/sdm_downloads/computer-science-and-applications/
Using the Sensor less Variable Speed of Brushed DC Motors and Vehicle Rollover Prevention Motor Speed Control Method	http://alexispress.us/sdm_downloads/computer-science-and-applications/
The use of AI in Traffic control management	http://alexispress.us/sdm_downloads/computer-science-and-applications/
Medical Robots and Current Systems for Remote Ultrasound Scans	http://alexispress.us/sdm_downloads/computer-science-and-applications/

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Analysis of Key Performance of Digital Marketing Components	http://alexispress.us/sdm_downloads/computer-science-and-applications/
Survey on Impact of Virtual Reality Technology in Marketing and Product Promotion	http://alexispress.us/sdm_downloads/computer-science-and-applications/
Impact of Augmented Reality in Food Industry	http://alexispress.us/sdm_downloads/computer-science-and-applications/
Image Encryption Scheme Integrating Optimized Chaotic Systems with Identity-Based Transmit Encryption	http://alexispress.us/sdm_downloads/computer-science-and-applications/
An Evolution of Malware behavior Analysis and Its Detection Techniques	http://alexispress.us/sdm_downloads/computer-system-security/
Security Issues with 5G Voice Communication: the Challenges in 5G Technology	http://alexispress.us/sdm_downloads/computer-system-security/
System for Biometric Recognition with Using Acoustic Images for Visual Cryptography and Biometric Systems	http://alexispress.us/sdm_downloads/computer-system-security/
An Evaluation on Cloud of Things: Major Security Challenges and Solutions	http://alexispress.us/sdm_downloads/computer-system-security/
A Network Based of Intrusion Detection System (IDS)	http://alexispress.us/sdm_downloads/computer-system-security/
An Elaborative Analysis for Adoptive Selection of Handwritten Signature Recognition	http://alexispress.us/sdm_downloads/computer-system-security/
Review paper on functions of Operating Systems and its types with benefits and drawbacks	http://alexispress.us/sdm_downloads/operating-system-concepts/
A Comparison between Procedural and Object-Oriented Programming based on different Functions	http://alexispress.us/sdm_downloads/operating-system-concepts/
An Examination of Operating System (OS) and Deployment of Its Infrastructure	http://alexispress.us/sdm_downloads/operating-system-concepts/
An Analysis for Initialization of Computer Architecture	http://alexispress.us/sdm_downloads/operating-system-concepts/
Improved Algorithms for creating Software Testing cases and the Use of Decision Graphs in Software Testing	http://alexispress.us/sdm_downloads/operating-system-concepts/
An Introduction of Dead Lock in Operating System and Illustrated its Causes and Preventions	http://alexispress.us/sdm_downloads/operating-system-concepts/
Data Placement Algorithm for Improving I/O Load Balance and High-Performance Scheduling Algorithms for Real-Time Multicore Systems	http://alexispress.us/sdm_downloads/operating-system-concepts/
Analyzing of Hybrid kernel and Microkernel Based Operating System	http://alexispress.us/sdm_downloads/operating-system-concepts/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Analysis of Different Strategies for Software Development Life Cycle	http://alexispress.us/sdm_downloads/operating-system-concepts/
Software Testing Case Generation Algorithms and Parallel Software Testing Techniques	http://alexispress.us/sdm_downloads/operating-system-concepts/
An Analysis of Software Testing and its Importance	http://alexispress.us/sdm_downloads/operating-system-concepts/
An Assessment on Impact of IoT Technology in Agriculture Sector for Improving the Crops Productivity	http://alexispress.us/sdm_downloads/basics-of-internet-of-things/
Advantages of IoT based Smart Agriculture System for Better Crops Monitoring and Productivity	http://alexispress.us/sdm_downloads/basics-of-internet-of-things/
Exploration to Increase Productivity in Agriculture Sector by Using Internet of Things (IoT) Mesh Smart Network System	http://alexispress.us/sdm_downloads/basics-of-internet-of-things/
An Analysis of Smart Farming with Applicability of Internet of Things (IoT) and Machine Learning (ML)	http://alexispress.us/sdm_downloads/basics-of-internet-of-things/
Internet of Things (IoT) Enabled Healthcare: A Critical Analysis of Recent Frameworks With Current Challenges and Opportunities	http://alexispress.us/sdm_downloads/basics-of-internet-of-things/
An Analysis of System Development for IoT-Based Motion Induction Motor	http://alexispress.us/sdm_downloads/basics-of-internet-of-things/
An Analysis of Impact of Blockchain and IoT Technology Which is used in the Education Sector	http://alexispress.us/sdm_downloads/basics-of-internet-of-things/
Environmental Pollution Monitoring System Using Intelligent Internet of Things (IoT) System	http://alexispress.us/sdm_downloads/basics-of-internet-of-things/
Impact of IoT towards Home Automation and Security: Major Challenges and Solutions	http://alexispress.us/sdm_downloads/basics-of-internet-of-things/
Applications for the Internet of Things and its smart applications	http://alexispress.us/sdm_downloads/basics-of-internet-of-things/
Rural Healthcare Information System based on the Cloud Technology and Internet of Things (IOT)	http://alexispress.us/sdm_downloads/building-the-internet-of-things/
Patient Data Privacy and Security in Sensor-Cloud Infrastructure for a Smart Healthcare System Based on the Cloud-Internet of Things	http://alexispress.us/sdm_downloads/building-the-internet-of-things/
An Evaluation of Security Infrastructure with Blockchain in the Internet of Things (IoT)	http://alexispress.us/sdm_downloads/building-the-internet-of-things/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

IoT Smart Monitor with Load Control and Secure IoT System Using Device Identity Management	http://alexispress.us/sdm_downloads/building-the-internet-of-things/
Traffic Management: Intelligent IoT-Based Traffic Light Management System and Multi-Scale Vehicle Detection in Varying Weather Conditions	http://alexispress.us/sdm_downloads/building-the-internet-of-things/
Emergency Security Optimization for IoT-Assisted Bank Liquidity Risk	http://alexispress.us/sdm_downloads/building-the-internet-of-things/
An Evaluation of Cyber-Infrastructure and Its Analysis Using the Internet of Things (IoT)	http://alexispress.us/sdm_downloads/building-the-internet-of-things/
An Analysis of Fog Cloud Technology and Its Deployment in the Internet of Things (IoT)	http://alexispress.us/sdm_downloads/building-the-internet-of-things/
An Analysis of the Internet of Things (IoT) and Its Deployment in the Agriculture	http://alexispress.us/sdm_downloads/building-the-internet-of-things/
A survey of Data Mining Techniques, Algorithms, and tools	http://alexispress.us/sdm_downloads/data-mining-and-big-data/
The Origination of Big Data and Its Different Kind of Uses	http://alexispress.us/sdm_downloads/data-mining-and-big-data/
An Evaluation of Big Data Hadoop with its Security Threats and Solution	http://alexispress.us/sdm_downloads/data-mining-and-big-data/
An Elaboration of Cost-effective Data Mining and Its Applications	http://alexispress.us/sdm_downloads/data-mining-and-big-data/
A Comprehensive Study on Big Data and Its Uses in Smart Grid Systems	http://alexispress.us/sdm_downloads/data-mining-and-big-data/
Data Mining in Experimental Bioinformatics and Text Mining Perspectives on Data Mining	http://alexispress.us/sdm_downloads/data-mining-and-big-data/
Medical and Analysis System Using Big Data Analytics	http://alexispress.us/sdm_downloads/data-mining-and-big-data/
An Evaluation of Data Science and Its Deployment in the Intelligent Transportation System (ITS)	http://alexispress.us/sdm_downloads/data-mining-and-big-data/
Fuzzy Computation and Integrated Data Center Load Reduction for English Documents	http://alexispress.us/sdm_downloads/data-mining-and-big-data/
An Analysis of Application of Data Mining with its Tools and Challenges	http://alexispress.us/sdm_downloads/data-mining-and-big-data/
Review of Healthcare using Big Data Analytics Framework and Data Communications	http://alexispress.us/sdm_downloads/data-mining-and-big-data/
The Evolution of Cyber Security Threats and Digital Safety in Modern Times	http://alexispress.us/sdm_downloads/cyber-security-and-ethical-hacking/
Cyber Security and Its Various Applications in Assaults	http://alexispress.us/sdm_downloads/cyber-security-and-ethical-hacking/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Analysis of Testing Assistance Programs for Plagiarism Detection	http://alexispress.us/sdm_downloads/cyber-security-and-ethical-hacking/
An Analysis of Ethical Hacking Methods and the Various Hacking Phases	http://alexispress.us/sdm_downloads/cyber-security-and-ethical-hacking/
Detection of Covid-19 Using Different Single and Hybrid Feature Optimization Technique	http://alexispress.us/sdm_downloads/cyber-security-and-ethical-hacking/
A Comparative hybrid model on Android Malware Detection	http://alexispress.us/sdm_downloads/cyber-security-and-ethical-hacking/
An Improved Model for Android Malware Detection Using Enhanced KNN Classifier and LSTM	http://alexispress.us/sdm_downloads/cyber-security-and-ethical-hacking/
An Analysis of Ethical Hacking and Its Threat and Its Solution	http://alexispress.us/sdm_downloads/cyber-security-and-ethical-hacking/
A Comprehensive Study on Android Malware Detection Static and Dynamic Approaches	http://alexispress.us/sdm_downloads/cyber-security-and-ethical-hacking/
Cyber Crime Challenges and its Emerging Trends of New Technologies	http://alexispress.us/sdm_downloads/cyber-security-and-ethical-hacking/
An Enhanced Method of Cyber-Physical System for Transportation Management in Smart Cities and Traffic Signal Control Based on Cyber-Physical System	http://alexispress.us/sdm_downloads/cyber-security-and-ethical-hacking/
WOMEN'S PARTICIPATION IN INDIAN POLITICS AND THE MEDIA'S ROLE	http://alexispress.us/sdm_downloads/culture-and-society/
The Impact of Child Labour on Society	http://alexispress.us/sdm_downloads/culture-and-society/
Child Labour In India	http://alexispress.us/sdm_downloads/culture-and-society/
Role of Social Media and Modern Human Interactions	http://alexispress.us/sdm_downloads/culture-and-society/
Sexual Identity, Aging, and Active Aging Economics	http://alexispress.us/sdm_downloads/culture-and-society/
An Outline of the Anti-Vaccination Movement's Web-based Strategies and Connotations	http://alexispress.us/sdm_downloads/culture-and-society/
A Comprehensive Review on: Dowry System in India	http://alexispress.us/sdm_downloads/culture-and-society/
The Humanities and Definition of Freedom	http://alexispress.us/sdm_downloads/culture-and-society/
Human Beings and Violence on Gender Basis	http://alexispress.us/sdm_downloads/culture-and-society/
An Human and Animal Sacrifice in Religion: A Review	http://alexispress.us/sdm_downloads/culture-and-society/
China's Urbanization Procedure and Ecological Natural Threats	http://alexispress.us/sdm_downloads/culture-and-society/
Analysing the Emerging Issues in Gender Studies	http://alexispress.us/sdm_downloads/civil-society-and-gender-justice/

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Study on Gender Based Violence	http://alexispress.us/sdm_downloads/civil-society-and-gender-justice/
A Review of Interests and Power Standards within the Politics of Networks	http://alexispress.us/sdm_downloads/civil-society-and-gender-justice/
The concern of child marriage in India	http://alexispress.us/sdm_downloads/civil-society-and-gender-justice/
A Comprehensive review on: Role of Education in Economic Growth	http://alexispress.us/sdm_downloads/civil-society-and-gender-justice/
A Review of Social Rituals, Cultural Pride, and Commemorative Conflicts Within Nationalism	http://alexispress.us/sdm_downloads/civil-society-and-gender-justice/
Freedom's Significance in the Development of Humanities	http://alexispress.us/sdm_downloads/civil-society-and-gender-justice/
Factor and Problem of Child Marriage in India	http://alexispress.us/sdm_downloads/civil-society-and-gender-justice/
Role of Effective Communication Skills for Business Development	http://alexispress.us/sdm_downloads/civil-society-and-gender-justice/
A Study on the Role of Religion and Spirituality in Mental Health	http://alexispress.us/sdm_downloads/civil-society-and-gender-justice/
Measuring and Analysing, Education and Gender Equality in the Schools	http://alexispress.us/sdm_downloads/civil-society-and-gender-justice/
A Report on Animal Welfare Impacts on Animals Rights around the World	http://alexispress.us/sdm_downloads/modern-era-civil-society/
Human Being's Over Dependence on Modern Day Technology: A Comprehensive Study	http://alexispress.us/sdm_downloads/modern-era-civil-society/
A Study on Early Marriages in the Modern Era and Preservation of their Characteristics	http://alexispress.us/sdm_downloads/modern-era-civil-society/
An Investigation of Positive and Negative Impacts of Mobile Technology on Human Relationships	http://alexispress.us/sdm_downloads/modern-era-civil-society/
Investigation into the Specificity of Growing up in an LGBTQ Family	http://alexispress.us/sdm_downloads/modern-era-civil-society/
Poverty Overview: A Social Issue that is Raised in the Dimensions of Countries	http://alexispress.us/sdm_downloads/modern-era-civil-society/
Analysis of the Influence of E-commerce on Traveling and Tourism for Development of the Country	http://alexispress.us/sdm_downloads/modern-era-civil-society/
Gender Inequality in the Educational System and Its Impacts on Mental Health of Students	http://alexispress.us/sdm_downloads/modern-era-civil-society/
Suicide Fatalities in India: Gender Differences and State Variances	http://alexispress.us/sdm_downloads/modern-era-civil-society/
A Study on Social Environment that makes People Migrate to Cities	http://alexispress.us/sdm_downloads/modern-era-civil-society/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The Impact of Children's Labour on Civilization Leadership in the New Millennium	http://alexispress.us/sdm_downloads/modern-era-civil-society/
A Comprehensive Study on the Importance of Cultural Arts in Education	http://alexispress.us/sdm_downloads/modern-era-civil-society/
A Study on the Health Problem Arising due to Excessive Consumption of Alcohol and Prevention Strategies	http://alexispress.us/sdm_downloads/multivariate-humanities/
Facebook's Interactive Promotional Activities and Enhance Market Profitability	http://alexispress.us/sdm_downloads/multivariate-humanities/
A study about the major causes of alcohol drinking in the majority of the population	http://alexispress.us/sdm_downloads/multivariate-humanities/
A Study about the Impact and Prevention of Teen Pregnancy on Society	http://alexispress.us/sdm_downloads/multivariate-humanities/
A Language Problem Faced by People in Different Parts of India	http://alexispress.us/sdm_downloads/multivariate-humanities/
The Importance of World Trade Organization to market forces	http://alexispress.us/sdm_downloads/multivariate-humanities/
A study about the Impact and Benefits of Art Therapy in our Lives	http://alexispress.us/sdm_downloads/multivariate-humanities/
An Analysis of the Role of Social Media during Covid19 Pandemic	http://alexispress.us/sdm_downloads/multivariate-humanities/
Social Media Impact on the Society with the Political Decisions	http://alexispress.us/sdm_downloads/multivariate-humanities/
Impacts of Poverty in Rural Communities of the India	http://alexispress.us/sdm_downloads/multivariate-humanities/
A Role of Technology in Health Services for Better Development of Society	http://alexispress.us/sdm_downloads/multivariate-humanities/
The Relationship between Social Media and its Addiction with Prevention	http://alexispress.us/sdm_downloads/pedagogy-of-social-sciences/
A Systematic Evaluation on Benefits of Teamwork Approach in Medical Education	http://alexispress.us/sdm_downloads/pedagogy-of-social-sciences/
Exploring the Importance of Maori Culture in the New-Zealand and Their Communal War Dance Haka	http://alexispress.us/sdm_downloads/pedagogy-of-social-sciences/
Application of Art Therapy for Mental and Social Development of Children	http://alexispress.us/sdm_downloads/pedagogy-of-social-sciences/
The Role of Women's Leadership Positions in Various Fields	http://alexispress.us/sdm_downloads/pedagogy-of-social-sciences/
A Comprehensive of Art Fairs Evolution within Ancient World	http://alexispress.us/sdm_downloads/pedagogy-of-social-sciences/
Depiction on the History of Mayan Culture in the Arts	http://alexispress.us/sdm_downloads/pedagogy-of-social-sciences/
Recognizing the Effects of Social Media Exposure for the Development of Today's Kids	http://alexispress.us/sdm_downloads/pedagogy-of-social-sciences/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Analysis of Emerging Issues Faced By Transgender Community and Their Possible Solution	http://alexispress.us/sdm_downloads/pedagogy-of-social-sciences/
A Systematic Analysis of Mobile Phone Addiction on Youth and Its Causes	http://alexispress.us/sdm_downloads/pedagogy-of-social-sciences/
MENTAL HEALTH: THE REASONS, AND DEALING WITH IT	http://alexispress.us/sdm_downloads/pedagogy-of-social-sciences/
Studying Social Behavior for More Effective Advertising	http://alexispress.us/sdm_downloads/humanities-and-social-science/
An Evaluation of the Developing Food System, Agriculture with Meeting its Challenge	http://alexispress.us/sdm_downloads/humanities-and-social-science/
Women's Involvement and Empowerment in the Indian Community	http://alexispress.us/sdm_downloads/humanities-and-social-science/
Effects of Becoming a Counseling Psychologist	http://alexispress.us/sdm_downloads/humanities-and-social-science/
An Analysis of Junk Food and Its Consequences on Human Life	http://alexispress.us/sdm_downloads/humanities-and-social-science/
An Analysis of the Factors Affecting Adolescence and the Deployment of Its Development	http://alexispress.us/sdm_downloads/humanities-and-social-science/
A Systematic Research of Current Scenario of Unemployment in India and Its Impact on Nation and Solution	http://alexispress.us/sdm_downloads/humanities-and-social-science/
An Exploratory Study on Race and Ethnicity	http://alexispress.us/sdm_downloads/humanities-and-social-science/
An Analysis of the Social Media Addiction and Its Causes of Drawbacks	http://alexispress.us/sdm_downloads/humanities-and-social-science/
An Elaboration of Blog and Vlog with its Social Impact	http://alexispress.us/sdm_downloads/humanities-and-social-science/
Syncruitizing the impact if population explosion in india	http://alexispress.us/sdm_downloads/humanities-and-social-science/
Role of Youth Nongovernmental Organization (NGOs) in National Politics	http://alexispress.us/sdm_downloads/humanities-and-social-science/
The Influence of Academic Education for Preventing Child Labour in Indian Society	http://alexispress.us/sdm_downloads/business-management/
A Study about Project Management and its Use in Business Tools	http://alexispress.us/sdm_downloads/business-management/
An analysis of the Different Religions that have existed in the World since Ancient Times	http://alexispress.us/sdm_downloads/business-management/
Analysis the Factors of Time Management and Operations Scheduling in organizations	http://alexispress.us/sdm_downloads/business-management/
Function of Commonly Used Business Tactics Make Better Management Decisions	http://alexispress.us/sdm_downloads/business-management/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Tools for Strategic Planning in Corporate for make better Organization	http://alexispress.us/sdm_downloads/business-management/
Factor Influencing Make-or-Buy Decisions: A Dynamic study	http://alexispress.us/sdm_downloads/business-management/
A Study on Concept and Requirement Enterprise Resource Planning and its Benefits	http://alexispress.us/sdm_downloads/business-management/
Distribution Requirements Planning (DRP): An Emphasis on Process and its Dynamic Role	http://alexispress.us/sdm_downloads/business-management/
An Analysis of Business Tools in Risk Management Strategy	http://alexispress.us/sdm_downloads/business-management/
Improving the Process of New Product Development with the Lessons Learnt From SWOT Analysis	http://alexispress.us/sdm_downloads/business-management/
A Comprehensive Study on Tourism's Contribution to Global Trade and Economic Growth in India	http://alexispress.us/sdm_downloads/operation-and-management/
Determinants of Consumer Perception towards Credit Card Use	http://alexispress.us/sdm_downloads/operation-and-management/
A Systematic Analysis of Ecommerce Technology and Its Trends in Networking	http://alexispress.us/sdm_downloads/operation-and-management/
A Recap of Inventory Management Methods and Factors Affecting Business	http://alexispress.us/sdm_downloads/operation-and-management/
An Analysis of the Issues and Challenges of the Mobile Banking in India	http://alexispress.us/sdm_downloads/operation-and-management/
An Analysis of the Workforce Effects on a Safety and Health Program	http://alexispress.us/sdm_downloads/operation-and-management/
A Comparison between economies of scale and economies of scope	http://alexispress.us/sdm_downloads/operation-and-management/
Planning the Capacity of Corporate Life and their Benefits in Businesses	http://alexispress.us/sdm_downloads/operation-and-management/
The Analysis of Team and Teamwork in An Organization	http://alexispress.us/sdm_downloads/operation-and-management/
An Examination of Strength, Weakness Opportunity and Threat (SWOT) Analysis	http://alexispress.us/sdm_downloads/operation-and-management/
The Environmental Forces Affect Business on a Large Scale	http://alexispress.us/sdm_downloads/operation-and-management/
The Role of Business Plans and Business Development in the Success of Organizations	http://alexispress.us/sdm_downloads/introduction-to-project-management/
Explorative Study on the Effective Leadership in Health Care and Essential Skills for Healthcare Leadership	http://alexispress.us/sdm_downloads/introduction-to-project-management/
An Analysis of Job Management System and Its Performance Evaluation	http://alexispress.us/sdm_downloads/introduction-to-project-management/
A Comparison between the Angel Investors and Venture Capitalists	http://alexispress.us/sdm_downloads/introduction-to-project-management/

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The role of Strategic Alliances in promoting Global Supply Chain Management	http://alexispress.us/sdm_downloads/introduction-to-project-management/
An Evaluation of Electronic Fund Transfer with its Security Threats and Solutions	http://alexispress.us/sdm_downloads/introduction-to-project-management/
Exploring the Strategic thinking and Decision Making System in Corporate Culture	http://alexispress.us/sdm_downloads/introduction-to-project-management/
An explorative study on the Architecture and Privacy of Digital Currency	http://alexispress.us/sdm_downloads/introduction-to-project-management/
An Analysis of Strategy in the Global Environment	http://alexispress.us/sdm_downloads/introduction-to-project-management/
An Explorative Study on Mass Media Communication and Its Social Impact	http://alexispress.us/sdm_downloads/introduction-to-project-management/
An Analysis of Information System Risks and Risk Factors and User Participation in Risk Management	http://alexispress.us/sdm_downloads/introduction-to-project-management/
An Exploration of Contingency Approach in Management	http://alexispress.us/sdm_downloads/organizational-development/
A Comprehensive Study on the Impacts of Corporate Culture on Business and its Employee	http://alexispress.us/sdm_downloads/organizational-development/
An Approach of Customer Relationship Management (CRM) in Businesses	http://alexispress.us/sdm_downloads/organizational-development/
An Analytical Study on Role of Outsourcing in Organization: Business Strategy and Cost Saving Measures	http://alexispress.us/sdm_downloads/organizational-development/
Sympathetic the Role and Methods of Meta-Analysis	http://alexispress.us/sdm_downloads/organizational-development/
Role of Reinforcement Learning in Machine Learning: Methods to Maximize Reward in a Certain Circumstance	http://alexispress.us/sdm_downloads/organizational-development/
The Implementation of Business Process Reengineering (BPR) for Businesses	http://alexispress.us/sdm_downloads/organizational-development/
Analyze Human Communication and Behavior: A Study	http://alexispress.us/sdm_downloads/organizational-development/
Analysis the Decisions Making Based On Multiple Criteria in Marketing	http://alexispress.us/sdm_downloads/organizational-development/
Empirical Study on the Goal, and Process of Management Audit	http://alexispress.us/sdm_downloads/organizational-development/
Role of education in future with modern technologies	http://alexispress.us/sdm_downloads/intelligent-electrical-systems/
Renewable Energy harvesting using Piezoelectric install at Railway Platform with Artificial Intelligence	http://alexispress.us/sdm_downloads/intelligent-electrical-systems/
SOLAR-WIND HYBRID POWER GENERATION SYSTEM WITH ARTIFICAL INTELLIGENCE	http://alexispress.us/sdm_downloads/intelligent-electrical-systems/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Protection System for Universal motor using Internet of Things	http://alexispress.us/sdm_downloads/intelligent-electrical-systems/
Micro Hydropower generation and distribution using Artificial Intelligence	http://alexispress.us/sdm_downloads/intelligent-electrical-systems/
Microcontroller based electrical Power Theft Monitoring System	http://alexispress.us/sdm_downloads/intelligent-electrical-systems/
Substation Monitoring and Control Based on Microcontroller with Artificial Intelligence	http://alexispress.us/sdm_downloads/intelligent-electrical-systems/
Design of an Automatic Irrigation System Using Soil Moisture Content and Arduino Uno Microcontroller	http://alexispress.us/sdm_downloads/intelligent-electrical-systems/
Briefly Analysis of the Fire Alarm and Fire Detection Model Which Made With Multiple Logic and Sensors.	http://alexispress.us/sdm_downloads/intelligent-electrical-systems/
A Smart Home Electric Energy Management system with help of the Internet of Things (IOTs)	http://alexispress.us/sdm_downloads/intelligent-electrical-systems/
Impact of covid-19 on small business	http://alexispress.us/sdm_downloads/modern-electrical-engineering/
A Comprehensive Study On Electric Vehicle and Its Sensor	http://alexispress.us/sdm_downloads/modern-electrical-engineering/
A Review on Electrical Energy Management in Smart Homes	http://alexispress.us/sdm_downloads/modern-electrical-engineering/
A Current Scenario on Lithium-Ion Battery Flammable in Electric Vehicles	http://alexispress.us/sdm_downloads/modern-electrical-engineering/
Life Analysis of Lithium-ion Electric Vehicle Battery	http://alexispress.us/sdm_downloads/modern-electrical-engineering/
Study on Various Types of Insulator used in Electrical System.	http://alexispress.us/sdm_downloads/modern-electrical-engineering/
A Comprehensive Study on Various Circuit Breakers Along with Their Applications in Electrical System	http://alexispress.us/sdm_downloads/modern-electrical-engineering/
Impact and Benefits of Electric Vehicles on the Environment	http://alexispress.us/sdm_downloads/modern-electrical-engineering/
An Exploration of the Overhead Cable and Underground Cable in the Electrical System	http://alexispress.us/sdm_downloads/modern-electrical-engineering/
Brushless DC Motor Position and Speed Control Using Different Methods	http://alexispress.us/sdm_downloads/modern-electrical-engineering/
Rooftop Solar Power Generation for Education Institutions	http://alexispress.us/sdm_downloads/electric-power-and-energy-systems/
A Comprehensive Study on Supervisory Control and Data Acquisition (SCADA) and Its Various Applications in Power System	http://alexispress.us/sdm_downloads/electric-power-and-energy-systems/
Comparison and Efficiency of Different Types of Power Plants in India	http://alexispress.us/sdm_downloads/electric-power-and-energy-systems/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Analysis on Energy Efficiency for the Advancement of Electric Vehicle and Hybrid Electric Vehicle Regenerative Energy	http://alexispress.us/sdm_downloads/electric-power-and-energy-systems/
A comparative study on Non- Renewable and Renewable Energy Resources	http://alexispress.us/sdm_downloads/electric-power-and-energy-systems/
Analyzing the Different Methods of Electricity Generation from Wind Energy	http://alexispress.us/sdm_downloads/electric-power-and-energy-systems/
Design and Construction of a Solar Energy Based Inverter for Domestic Applications	http://alexispress.us/sdm_downloads/electric-power-and-energy-systems/
Review on improving the efficiency of renewable energy using solar energy.	http://alexispress.us/sdm_downloads/electric-power-and-energy-systems/
Design and Construction of a New Architecture for Electric Vehicle Charging: Hybrid Charging Stations Powered with Solar Energy	http://alexispress.us/sdm_downloads/electric-power-and-energy-systems/
Development of Hybrid Electricity Generation System using Wind and Solar Energy	http://alexispress.us/sdm_downloads/electric-power-and-energy-systems/
Recent Trends and Future Challenges to Design Wireless Sensor Networks	http://alexispress.us/sdm_downloads/principles-of-electronics-engineering/
Recent Trends and Future Challenges in the Field of Satellite Communication	http://alexispress.us/sdm_downloads/principles-of-electronics-engineering/
Recent Trends and Future Challenges in the Field of Wireless Communication	http://alexispress.us/sdm_downloads/principles-of-electronics-engineering/
Hybrid Model of Vehicle Security and Speed Control System	http://alexispress.us/sdm_downloads/principles-of-electronics-engineering/
Enhanced Irrigation Model Which Is Based On the PhotoVoltaic Cell and Drip Irrigation Concept	http://alexispress.us/sdm_downloads/principles-of-electronics-engineering/
A Comparison between Microprocessor and Microcontroller based Different Properties and its Application	http://alexispress.us/sdm_downloads/principles-of-electronics-engineering/
Embedded Systems Design Challenges and Solutions: A Comprehensive Review	http://alexispress.us/sdm_downloads/principles-of-electronics-engineering/
A Comprehensive Study on Ultrasonic Sensor and Distance Measurement from It	http://alexispress.us/sdm_downloads/principles-of-electronics-engineering/
A Comprehensive Study on Different Types of Antenna and Their Effective Use in Communication	http://alexispress.us/sdm_downloads/principles-of-electronics-engineering/
A Comprehensive Study of Optical Fiber and Its Advantages and Disadvantages in Different Aspects.	http://alexispress.us/sdm_downloads/principles-of-electronics-engineering/
Analysis on the Benefits of Smart Irrigation System to Improve the Productivity of Crops	http://alexispress.us/sdm_downloads/smart-electronic-system-design/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Exploring the Applications of the Internet of Things (IoT) in Agriculture Techniques to Increase the Production	http://alexispress.us/sdm_downloads/smart-electronic-system-design/
Analysis of the Smart Home Automation System using Various Technologies	http://alexispress.us/sdm_downloads/smart-electronic-system-design/
Developing a System Using Soil Moisture Sensor with the Internet of Things to Control the Irrigation	http://alexispress.us/sdm_downloads/smart-electronic-system-design/
Review of an Application of Internet of Things under the Education Sectors for Enhancement in Education System	http://alexispress.us/sdm_downloads/smart-electronic-system-design/
Recent Trends and Future Challenges of IoT Deployment in Agriculture Sector for Farm Management	http://alexispress.us/sdm_downloads/smart-electronic-system-design/
Create a Smart Theft Detection System for Maintaining Security and Safety using Passive Infrared Sensors (PIR)	http://alexispress.us/sdm_downloads/smart-electronic-system-design/
Designing the Smart Home Security System by Implementing Smart Sensors with Arduino	http://alexispress.us/sdm_downloads/smart-electronic-system-design/
Propose a Hybrid Model with Implementation of Drip Concept and Smart Irrigation System Which Based On the Microcontroller	http://alexispress.us/sdm_downloads/smart-electronic-system-design/
Enhanced model of smart parking system using Radio Frequency Identification (RFID) and Wi-Fi module.	http://alexispress.us/sdm_downloads/smart-electronic-system-design/
Social Media Brings People Together or Separates Them from Each Other: An Extensive Report	http://alexispress.us/sdm_downloads/advanced-electronic-systems/
A Study on the Advancement of 5G Radio Infrastructure and Its Regulation in the New Millennium	http://alexispress.us/sdm_downloads/advanced-electronic-systems/
An Analysis of Healthcare Using Radio Frequency Identification (RFID) Technology	http://alexispress.us/sdm_downloads/advanced-electronic-systems/
An Exploration of the Rooftop Solar Energy Generation for Institutions	http://alexispress.us/sdm_downloads/advanced-electronic-systems/
A Comprehensive Study and Systematic Analysis of Radio Frequency Identification (RFID) In Logistic Management	http://alexispress.us/sdm_downloads/advanced-electronic-systems/
Understanding of Microcontroller and Its Application with Technical Devices	http://alexispress.us/sdm_downloads/advanced-electronic-systems/
An Analysis of Bluetooth Technology and Its Security Assaults	http://alexispress.us/sdm_downloads/advanced-electronic-systems/
An evolution of wireless technology in telecommunication sector from 1G to 5G	http://alexispress.us/sdm_downloads/advanced-electronic-systems/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Analysis of Embedded System and Its Deployment Using Software Code	http://alexispress.us/sdm_downloads/advanced-electronic-systems/
A Comprehensive Study on the Various Routing Protocols in MANETs	http://alexispress.us/sdm_downloads/advanced-electronic-systems/
Growing up Under"Greenhouse Gases": How Climate Change Leaves Boys and Girls Vulnerable	http://alexispress.us/sdm_downloads/fundamentals-of-environment-science/
An Analysis of The Renewable and Sustainable Energy Sources	http://alexispress.us/sdm_downloads/fundamentals-of-environment-science/
Revisit to Climate Change Effects on Biodiversity with Special Emphasis on Adaptation and Mitigation Strategies	http://alexispress.us/sdm_downloads/fundamentals-of-environment-science/
Effects of Climate Change on Aquaculture Production and Possible Mitigation and Adaptation Strategies	http://alexispress.us/sdm_downloads/fundamentals-of-environment-science/
Product Design for the Environment: A Life Cycle Approach	http://alexispress.us/sdm_downloads/fundamentals-of-environment-science/
An Analysis of the Hydrogen Production as Renewable Energy	http://alexispress.us/sdm_downloads/fundamentals-of-environment-science/
Solid-waste management is the collection, handling, and disposal of solid waste that is thrown away after serving its purpose or to become unusable. The main objective of solid waste management is to By recovering energy and materials from solid waste, solid waste management seeks to limit the amount of waste that is dumped on land. Solid waste management is crucial for the proper disposal of wastes, for lowering environmental pollution, and for preventing any potential health risks. The future of waste management will see the conversion of garbage into energy, IoT-enabled practices, and breakthroughs in monitoring systems, data gathering, and many other technological developments. The trash are gathered from various sources and disposed of during the waste management process. The collection, transportation, treatment, analysis, and disposal of waste are all part of this process.	http://alexispress.us/sdm_downloads/fundamentals-of-environment-science/
Green Marketing Roles and Responsibilities with the Hotel Industry	http://alexispress.us/sdm_downloads/fundamentals-of-environment-science/
An Analysis of Carbon Foot Prints and Its Deployment in Nature	http://alexispress.us/sdm_downloads/fundamentals-of-environment-science/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Analysis of Zero Budget Natural Farming (ZBNF) and Its Deployment in the Nature	http://alexispress.us/sdm_downloads/fundamentals-of-environment-science/
An Evaluation of Plastic Pollution and Its Harmful Effect in the Nature	http://alexispress.us/sdm_downloads/fundamentals-of-environment-science/
STUDY AND INVESTING THE INFLUENCE OF RENEWABLE ENERGY	http://alexispress.us/sdm_downloads/fundamentals-of-environment-science/
An Analysis on Recognizing the Effects on Environment and Human Health Due to Pollution Releasing From the Vehicles	http://alexispress.us/sdm_downloads/current-issues-of-environment-and-ecology/
Applications of Remote Sensing and Geographic Information Systems (GIS) in Several Fields	http://alexispress.us/sdm_downloads/current-issues-of-environment-and-ecology/
A Cross-Sectional Survey on the Negative Effects of Deforestation on the Environment and Vegetation	http://alexispress.us/sdm_downloads/current-issues-of-environment-and-ecology/
A Novel Approach and Perspective for Polymer and Plastics	http://alexispress.us/sdm_downloads/current-issues-of-environment-and-ecology/
Effects of Noise Pollution on Human Health and the Environment	http://alexispress.us/sdm_downloads/current-issues-of-environment-and-ecology/
Investigating the Association Between Air Pollution and the Development of Cardiovascular Diseases	http://alexispress.us/sdm_downloads/current-issues-of-environment-and-ecology/
A radical analysis of Perovskite solar cell	http://alexispress.us/sdm_downloads/current-issues-of-environment-and-ecology/
An Exploration of the Worries and Risks of Contaminating Aquatic Ecosystems	http://alexispress.us/sdm_downloads/current-issues-of-environment-and-ecology/
An Exploratory Study in the Prevention and Treatment of Lead Poisoning	http://alexispress.us/sdm_downloads/current-issues-of-environment-and-ecology/
Impact of virtual Reality on modern world	http://alexispress.us/sdm_downloads/current-issues-of-environment-and-ecology/
Study of Environment Protection and their Management	http://alexispress.us/sdm_downloads/current-issues-of-environment-and-ecology/
Impact of climatic change in the environment	http://alexispress.us/sdm_downloads/current-issues-of-environment-and-ecology/
Role of Machine Designs in Manufacturing for the Industrial Development	http://alexispress.us/sdm_downloads/applied-mechanical-engineering/
Importance of Fluid Mechanics in Developing Rotor Machines for Different Fluids	http://alexispress.us/sdm_downloads/applied-mechanical-engineering/
Analysis on the Pseudoelasticity and Shape Memory for Metallic Nanowires	http://alexispress.us/sdm_downloads/applied-mechanical-engineering/
Approaches To Improve Non-Destructive Examination Using Sensors for Simple Harmonic Motion	http://alexispress.us/sdm_downloads/applied-mechanical-engineering/
Analysis on the Importance of 2-D Designs in the Different Product Designing In Assembly Line	http://alexispress.us/sdm_downloads/applied-mechanical-engineering/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Approaches on the Applications of Solid Mechanics in Different Industrial Components	http://alexispress.us/sdm_downloads/applied-mechanical-engineering/
evaluation and investigation on alkaline fuel cells	http://alexispress.us/sdm_downloads/applied-mechanical-engineering/
REVIEW AND ANALYSIS OF ALTERNATIVE FUEL AND ITS FUTURE SCPE	http://alexispress.us/sdm_downloads/applied-mechanical-engineering/
analysis of fuel injection dependbility on improvement of emission reduction	http://alexispress.us/sdm_downloads/applied-mechanical-engineering/
An Analysis on a New Gear Finishing Technique for Highly Loaded Gears	http://alexispress.us/sdm_downloads/mechanical-engineering-design/
Analyzing the Applications of Injection Molding In the Manufacturing of Various Components Using Different Materials	http://alexispress.us/sdm_downloads/mechanical-engineering-design/
Analysis of Vibrations Occurred In Various Machines Using Theory of Machines	http://alexispress.us/sdm_downloads/mechanical-engineering-design/
Design And Construction of a Hybrid Arc Welding Machine Using Inverters	http://alexispress.us/sdm_downloads/mechanical-engineering-design/
Design and Construction of a Double Hacksaw Machine with Automatic Cooling Power for Multiple Applications	http://alexispress.us/sdm_downloads/mechanical-engineering-design/
Prospective and Inspection of Electromagnetic Braking System	http://alexispress.us/sdm_downloads/mechanical-engineering-design/
Assortment and evaluation of solenoid engine with energy systems	http://alexispress.us/sdm_downloads/mechanical-engineering-design/
Possibility and investigation of Mechanical wire Arc Additive Manufacturing	http://alexispress.us/sdm_downloads/mechanical-engineering-design/
Assessment and Soundings of Ceramics Disc Brakes	http://alexispress.us/sdm_downloads/mechanical-engineering-design/
Application of Firefighter Assistance Robot for Different Fire Extinguishing Operations	http://alexispress.us/sdm_downloads/modern-mechanical-engineering/
Structural Analysis of Hand Motion Controlled Robotic Arm	http://alexispress.us/sdm_downloads/modern-mechanical-engineering/
Analysis on the Application of Fuzzy Logic in the Aircraft Stability in Various Conditions	http://alexispress.us/sdm_downloads/modern-mechanical-engineering/
Discussing the development of the night vision technology system	http://alexispress.us/sdm_downloads/modern-mechanical-engineering/
Visualizing the concept of engineering nanofiller materials in modern world	http://alexispress.us/sdm_downloads/modern-mechanical-engineering/
An overview on Space Robotics in today's world	http://alexispress.us/sdm_downloads/modern-mechanical-engineering/
The Role of the Robotics in Industrial Fields	http://alexispress.us/sdm_downloads/modern-mechanical-engineering/
Assessment of Solar Powered Satellite in Modern World	http://alexispress.us/sdm_downloads/modern-mechanical-engineering/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Approach of Automated Collision Control Among vehicles by Using Magnetic and Infrared Sensor	http://alexispress.us/sdm_downloads/modern-mechanical-engineering/
Teenager's Cybercrime Tendencies by the Overuse of Social Media	http://alexispress.us/sdm_downloads/mass-communication-and-social-media/
Assessment of the Impact of Transition from Traditional Marketing to Digital Marketing	http://alexispress.us/sdm_downloads/mass-communication-and-social-media/
Review of Social Media's Impact on Society and Students' Education, both Positively and Negatively	http://alexispress.us/sdm_downloads/mass-communication-and-social-media/
A Comprehensive Study on the Role of Social Media for Start-ups and Businesses	http://alexispress.us/sdm_downloads/mass-communication-and-social-media/
A Comprehensive Study on the Use of Social Media for Teaching and Learning Purposes	http://alexispress.us/sdm_downloads/mass-communication-and-social-media/
Influence of Social Media Transformation in Journalism on News Reporting	http://alexispress.us/sdm_downloads/mass-communication-and-social-media/
A Comprehensive Study on the Future Role and Interrelation between Advertisement and Marketing	http://alexispress.us/sdm_downloads/mass-communication-and-social-media/
A Comprehensive Study on Electronic Commerce (E-Commerce) in India and Its Future Benefits for Business and Consumer	http://alexispress.us/sdm_downloads/mass-communication-and-social-media/
Adoption and Important Roles of Social Media in the Future of Health Care Sectors	http://alexispress.us/sdm_downloads/mass-communication-and-social-media/
Exploring the Role of Social Media Within the Workplace and Its Impact on Employees	http://alexispress.us/sdm_downloads/mass-communication-and-social-media/
An Examination of Indian Entrepreneur's Management and Organizational Performance	http://alexispress.us/sdm_downloads/introduction-to-media-studies/
A Comprehensive Review on the Impact of Usage Level of Social Media on Society	http://alexispress.us/sdm_downloads/introduction-to-media-studies/
An Update on Privacy and Security Challenges in the Rising E-Commerce Era with Possible Solutions	http://alexispress.us/sdm_downloads/introduction-to-media-studies/
Factors behind the Social Media Plays Important Role in Higher Education Classes	http://alexispress.us/sdm_downloads/introduction-to-media-studies/
An Exploration of the functions of Search Engine Optimization in Social Media	http://alexispress.us/sdm_downloads/introduction-to-media-studies/
Comprehensive Survey on the Cyberbullying Using Various Social Media Platforms	http://alexispress.us/sdm_downloads/introduction-to-media-studies/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Role And Responsibility of Social Media in Child's Development: A Survey	http://alexispress.us/sdm_downloads/introduction-to-media-studies/
Strategies for Parental Monitoring of their Children's Social Media Activities	http://alexispress.us/sdm_downloads/introduction-to-media-studies/
A Comprehensive Study on Online Business through Social Media	http://alexispress.us/sdm_downloads/introduction-to-media-studies/
A Study on the Use of Social Media for Small Business Growth	http://alexispress.us/sdm_downloads/introduction-to-media-studies/
Analysis of Article 32&226 of the Constitution of India	http://alexispress.us/sdm_downloads/indian-legal-system/
Analysis of Article 21 of the Constitution of India	http://alexispress.us/sdm_downloads/indian-legal-system/
E- Contracts In India	http://alexispress.us/sdm_downloads/indian-legal-system/
Rights of Second Wife - With reference to Bigamous Marriage in India	http://alexispress.us/sdm_downloads/indian-legal-system/
Suicide: An Indian perspective	http://alexispress.us/sdm_downloads/indian-legal-system/
Analysis on Right of Private Defense Under Indian Penal Code	http://alexispress.us/sdm_downloads/indian-legal-system/
LAWS RELATED TO EXTRADITION IN INDIA	http://alexispress.us/sdm_downloads/indian-legal-system/
THE NEED FOR REFUGEE LAW IN INDIA	http://alexispress.us/sdm_downloads/indian-legal-system/
Administration of Justice in India	http://alexispress.us/sdm_downloads/indian-legal-system/
Gun Regulations in India: Requirement of another Framework	http://alexispress.us/sdm_downloads/indian-legal-system/
CHANGES IN LAW RERLATED TO CYCBER CRIMES	http://alexispress.us/sdm_downloads/cyber-laws-and-intellectual-property-rights/
Academic research and copyright issue.	http://alexispress.us/sdm_downloads/cyber-laws-and-intellectual-property-rights/
The Demand and the Rise of Legal Technology Startups in the Country	http://alexispress.us/sdm_downloads/cyber-laws-and-intellectual-property-rights/
Business Law and its Conflict with Trade Secrets	http://alexispress.us/sdm_downloads/cyber-laws-and-intellectual-property-rights/
Cybersecurity in Robotic Systems: Weaknesses, Threats, Responses and Suggestions	http://alexispress.us/sdm_downloads/cyber-laws-and-intellectual-property-rights/
An Analytical Survey of Cybercrime Cases in India's Most Vulnerable Cities States and States	http://alexispress.us/sdm_downloads/cyber-laws-and-intellectual-property-rights/
The Relevance of Islamic Law in Formulating Business Law	http://alexispress.us/sdm_downloads/cyber-laws-and-intellectual-property-rights/
An Analytical Study on Constitutionalism and its Impact on Democracy	http://alexispress.us/sdm_downloads/cyber-laws-and-intellectual-property-rights/
Role of the Indian legal system in protecting gender equality in India	http://alexispress.us/sdm_downloads/social-laws-an-outline-of-sociology/

Regional College of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Comphrensive Study on Abortion - legal regulations and morality	http://alexispress.us/sdm_downloads/social-laws-an-outline-of-sociology/
Human Rights and Constitutional Provisions for Gender Equality and Equity: A Study	http://alexispress.us/sdm_downloads/social-laws-an-outline-of-sociology/
A Detailed and Comparative Analysis on the Offences which are against Public Tranquillity	http://alexispress.us/sdm_downloads/social-laws-an-outline-of-sociology/
Gender perspectives on the environment and repercussions of childhood sexual abuse	http://alexispress.us/sdm_downloads/social-laws-an-outline-of-sociology/
Offences against Public Tranquility	http://alexispress.us/sdm_downloads/social-laws-an-outline-of-sociology/
A Comprehensive study on the Factors of Hate Crime	http://alexispress.us/sdm_downloads/social-laws-an-outline-of-sociology/
Drug usage among teenagers, substance abuse, and drug policy are all cultural issues.	http://alexispress.us/sdm_downloads/social-laws-an-outline-of-sociology/
GENDER, STATE AND SOCIAL POWER IN CONTEMPORARY INDONESIA: DIVORCE AND MARRIAGE LAW	http://alexispress.us/sdm_downloads/social-laws-an-outline-of-sociology/
Critical Analysis on Delegalized Cannabis: The Forgotten Recreational Plant	http://alexispress.us/sdm_downloads/introduction-to-law-procedures-and-practices/
Concept of Plea Bargaining	http://alexispress.us/sdm_downloads/introduction-to-law-procedures-and-practices/
WHETHER THE CITIZENSHIP AMENDMENT ACT, 2019 A BOON OR A BANE: CRITICAL ANALYSIS	http://alexispress.us/sdm_downloads/introduction-to-law-procedures-and-practices/
International Air law	http://alexispress.us/sdm_downloads/introduction-to-law-procedures-and-practices/
INSANITY DEFENSE: A LOOPHOLE FOR CRIMINALS	http://alexispress.us/sdm_downloads/introduction-to-law-procedures-and-practices/
Plea Bargaining	http://alexispress.us/sdm_downloads/introduction-to-law-procedures-and-practices/
RELIGIOUS LAW AND CRIME IN DEVELOPING/ DEVELOPED NATIONS	http://alexispress.us/sdm_downloads/introduction-to-law-procedures-and-practices/
POSSIBLE IMPACT OF COVID 19'S THIRD WAVE UPON SMALL ENTERPRISES	http://alexispress.us/sdm_downloads/introduction-to-law-procedures-and-practices/
CRIME PREVENTION: WHAT CAN THE GOVERNMENT DO TO LOWER CRIME RATE	http://alexispress.us/sdm_downloads/introduction-to-law-procedures-and-practices/
Comparison of Various Types of Biometric Authentication Techniques	http://alexispress.us/sdm_downloads/science-technology-and-society-a-sociological-approach/
Exploring the Beauty of Art and Sculpture in Greece's Culture	http://alexispress.us/sdm_downloads/science-technology-and-society-a-sociological-approach/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Comparative Study between Structural and Cultural Aspects of Egyptian And Mesoamerican Pyramids	http://alexispress.us/sdm_downloads/science-technology-and-society-a-sociological-approach/
Elaborating the History and Origin of Greek Theatres for the Entertainment of Greek Audiences	http://alexispress.us/sdm_downloads/science-technology-and-society-a-sociological-approach/
Significance of Business Sustainability on Societal Structure	http://alexispress.us/sdm_downloads/science-technology-and-society-a-sociological-approach/
Nutrition Civilizations of Diverse Indian States	http://alexispress.us/sdm_downloads/science-technology-and-society-a-sociological-approach/
Analyzing the Importance of the Construction of Great Wall of China in the Defense and Tourism	http://alexispress.us/sdm_downloads/science-technology-and-society-a-sociological-approach/
A Comprehensive Study on the Methods of Extraction Oils	http://alexispress.us/sdm_downloads/science-technology-and-society-a-sociological-approach/
A Brief Introduction about Total Quality Management	http://alexispress.us/sdm_downloads/total-quality-management-2/
Role of Leadership in Total Quality Management	http://alexispress.us/sdm_downloads/total-quality-management-2/
Customer Satisfaction for Quality Management System	http://alexispress.us/sdm_downloads/total-quality-management-2/
Employee Involvement for Quality Management	http://alexispress.us/sdm_downloads/total-quality-management-2/
Continuous Process Improvement for Product Enhancement	http://alexispress.us/sdm_downloads/total-quality-management-2/
Performance Evaluation for Quality Management	http://alexispress.us/sdm_downloads/total-quality-management-2/
Benchmarking for Product and Company Improvement	http://alexispress.us/sdm_downloads/total-quality-management-2/
Quality Assurance Programme and its Implementation	http://alexispress.us/sdm_downloads/total-quality-management-2/
Environmental Management in Total Quality Management System	http://alexispress.us/sdm_downloads/total-quality-management-2/
Function Quality Deployment and Its Advantages	http://alexispress.us/sdm_downloads/total-quality-management-2/
Strategic Design: Enhancing Product Quality and Cost Efficiency	http://alexispress.us/sdm_downloads/total-quality-management-2/
Failure Mode and Effect Analysis	http://alexispress.us/sdm_downloads/total-quality-management-2/
Comprehensive Productive Maintenance in Quality Management	http://alexispress.us/sdm_downloads/tqm-the-new-management-model/
Management Resources in Total Quality Management	http://alexispress.us/sdm_downloads/tqm-the-new-management-model/
Statistical Process Control for Quality Enhancement	http://alexispress.us/sdm_downloads/tqm-the-new-management-model/

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Taguchi's Method for Product Quality	http://alexispress.us/sdm_downloads/tqm-the-new-management-model/
Developing Human Resources for Quality Management	http://alexispress.us/sdm_downloads/tqm-the-new-management-model/
Process Management for Product Improvement	http://alexispress.us/sdm_downloads/tqm-the-new-management-model/
Total Quality Management Organization	http://alexispress.us/sdm_downloads/tqm-the-new-management-model/
Quality and Productivity in Total Quality Management	http://alexispress.us/sdm_downloads/tqm-the-new-management-model/
Seven Essential Tools for Product Management	http://alexispress.us/sdm_downloads/tqm-the-new-management-model/
Exploring Total Quality Management System and Its Applications	http://alexispress.us/sdm_downloads/tqm-the-new-management-model/
Self-Assessment for Ongoing Systematic Evaluation	http://alexispress.us/sdm_downloads/tqm-the-new-management-model/
Total Productive Maintenance for Product Quality Improvement	http://alexispress.us/sdm_downloads/tqm-the-new-management-model/
Fundamental Concept and Definition of Thermodynamics	http://alexispress.us/sdm_downloads/applied-thermodynamics/
Understanding the Zeroth Law of Thermodynamics	http://alexispress.us/sdm_downloads/applied-thermodynamics/
Entropy and Energy Flow: Second Law of Thermodynamics	http://alexispress.us/sdm_downloads/applied-thermodynamics/
Entropy: Nature's Measure of Disorder and Information	http://alexispress.us/sdm_downloads/applied-thermodynamics/
Thermodynamics Properties of Pure Substance	http://alexispress.us/sdm_downloads/applied-thermodynamics/
Availability and General Thermodynamics Relations	http://alexispress.us/sdm_downloads/applied-thermodynamics/
Vapor Power Cycles and Their Industrial Application	http://alexispress.us/sdm_downloads/applied-thermodynamics/
Power Cycles for Vapour in Thermodynamics	http://alexispress.us/sdm_downloads/applied-thermodynamics/
Fundamentals of Work and Heat Transfer	http://alexispress.us/sdm_downloads/applied-thermodynamics/
Factor Affects the Thermodynamics Temperature	http://alexispress.us/sdm_downloads/applied-thermodynamics/
Flow Processes: The First Law in Action	http://alexispress.us/sdm_downloads/applied-thermodynamics/
Chemical Properties of Pure Substances	http://alexispress.us/sdm_downloads/applied-thermodynamics/
Energy Transfer: Work and Heat in Closed System	http://alexispress.us/sdm_downloads/modern-engineering-thermodynamics/
Thermodynamic Relations: Evaluating Energy and Efficiency	http://alexispress.us/sdm_downloads/modern-engineering-thermodynamics/
Refrigeration Cycles: Cooling Systems for Efficient Heat Transfer	http://alexispress.us/sdm_downloads/modern-engineering-thermodynamics/

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Reactive Systems: Dynamics and Control of Chemical Reaction	http://alexispress.us/sdm_downloads/modern-engineering-thermodynamics/
Compressible Fluid Flow: Dynamics of High-Speed Flows	http://alexispress.us/sdm_downloads/modern-engineering-thermodynamics/
Heat Transfer: Exploring the Elements and Mechanisms	http://alexispress.us/sdm_downloads/modern-engineering-thermodynamics/
Statistical Thermodynamics: Applications and Techniques	http://alexispress.us/sdm_downloads/modern-engineering-thermodynamics/
Irreversible Thermodynamics: Processes and Dissipation	http://alexispress.us/sdm_downloads/modern-engineering-thermodynamics/
Gaseous Kinetics: Molecular Velocities and Distribution Analysis	http://alexispress.us/sdm_downloads/modern-engineering-thermodynamics/
Applied Gas Transport Process: Applications and Analysis	http://alexispress.us/sdm_downloads/modern-engineering-thermodynamics/
Fuels and Combustion: Features, Application, and Utilization	http://alexispress.us/sdm_downloads/modern-engineering-thermodynamics/
Dynamic Fluids: Exploring Compressible Flow	http://alexispress.us/sdm_downloads/modern-engineering-thermodynamics/
Exploring the Role of Social Media Marketing	http://alexispress.us/sdm_downloads/examination-of-social-media-marketing/
Blogging in Social Media Marketing and its Necessity	http://alexispress.us/sdm_downloads/examination-of-social-media-marketing/
Exploring the Different Protocols Used in Blogging	http://alexispress.us/sdm_downloads/examination-of-social-media-marketing/
Hosted Vs. Self-Hosted Blogging: A Comparative Analysis of the Benefits and Drawbacks	http://alexispress.us/sdm_downloads/examination-of-social-media-marketing/
An Analysis of Microblogging and Twitter	http://alexispress.us/sdm_downloads/examination-of-social-media-marketing/
Exploring the Features Used in Microblogging Software: An Analysis of Twitter, Tumblr, and Mastodon	http://alexispress.us/sdm_downloads/examination-of-social-media-marketing/
Exploring the Roles of Social Networking	http://alexispress.us/sdm_downloads/examination-of-social-media-marketing/
An Analysis of Social Networking Websites	http://alexispress.us/sdm_downloads/examination-of-social-media-marketing/
Media Sharing in Social Media Marketing: An Assessment of the Challenges and Advantages	http://alexispress.us/sdm_downloads/examination-of-social-media-marketing/
Exploring the Different Media Sharing Platforms	http://alexispress.us/sdm_downloads/examination-of-social-media-marketing/
An Analysis of Social Media History	http://alexispress.us/sdm_downloads/examination-of-social-media-marketing/
Exploring Methodologies and Approaches in Social Media Research	http://alexispress.us/sdm_downloads/examination-of-social-media-marketing/
Ethical Issues in Social Media Marketing	http://alexispress.us/sdm_downloads/examination-of-social-media-marketing/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Exploring Nexus between Social Media Marketing, Education, and Young People: A Review Study	http://alexispress.us/sdm_downloads/competitive-social-media-marketing-strategies/
A Comprehensive Review on the Adoption, Usage, and Impact of Social Media in Work and Business Contexts	http://alexispress.us/sdm_downloads/competitive-social-media-marketing-strategies/
A Brief Introduction of Entrepreneurship and Networking	http://alexispress.us/sdm_downloads/competitive-social-media-marketing-strategies/
Online and Offline Relationships in Social Media	http://alexispress.us/sdm_downloads/competitive-social-media-marketing-strategies/
Exploring the Visual Images in Social Media	http://alexispress.us/sdm_downloads/competitive-social-media-marketing-strategies/
Identities and Networks Impact on Brand Perception and User Engagement	http://alexispress.us/sdm_downloads/competitive-social-media-marketing-strategies/
Exploring the Roles of Social Bookmarking and News	http://alexispress.us/sdm_downloads/competitive-social-media-marketing-strategies/
Essential Elements of Social Media Marketing Plans: Reviews and Ratings	http://alexispress.us/sdm_downloads/competitive-social-media-marketing-strategies/
Investigating the Roles of Forums in Social Media Marketing	http://alexispress.us/sdm_downloads/competitive-social-media-marketing-strategies/
Introduction of Virtual World in Relation to Social Media Marketing	http://alexispress.us/sdm_downloads/competitive-social-media-marketing-strategies/
Plan, Execute, and Practice in Social Media Marketing	http://alexispress.us/sdm_downloads/competitive-social-media-marketing-strategies/
Exploring the Importance of Social Media Marketing Measurement	http://alexispress.us/sdm_downloads/competitive-social-media-marketing-strategies/
The Welfare State and Trust in Government	http://alexispress.us/sdm_downloads/public-finance-and-policy/
The Theory of Public Finance: An Analysis	http://alexispress.us/sdm_downloads/public-finance-and-policy/
Labor Demand: A Fundamental Concept in Economics	http://alexispress.us/sdm_downloads/public-finance-and-policy/
An Analysis of Provision of Welfare State Services	http://alexispress.us/sdm_downloads/public-finance-and-policy/
Exploring the Impact of Trust in Public Finance	http://alexispress.us/sdm_downloads/public-finance-and-policy/
Relationship Among Trust, Government, and Prosperity	http://alexispress.us/sdm_downloads/public-finance-and-policy/
An Analysis of Reforming Budgetary Language	http://alexispress.us/sdm_downloads/public-finance-and-policy/
Distorting Commodity Taxes and Subsidies	http://alexispress.us/sdm_downloads/public-finance-and-policy/
Exploring the Impact of Taxes and Privatization	http://alexispress.us/sdm_downloads/public-finance-and-policy/
Welfare Effects of the Property Tax	http://alexispress.us/sdm_downloads/public-finance-and-policy/
An Analysis of Retrospective Capital Gains Taxation	http://alexispress.us/sdm_downloads/public-finance-and-policy/

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Resolving the Crisis by Partial Capital Funding	http://alexispress.us/sdm_downloads/public-finance-and-policy/
Exploring the Social Insurance and Redistribution	http://alexispress.us/sdm_downloads/public-finance-and-policy/
Exploring Fiscal Federalism: A Systematic Review of Recent Trends and Policies	http://alexispress.us/sdm_downloads/public-finance-in-theory-and-practice/
Exploring the Rules of the Real Game	http://alexispress.us/sdm_downloads/public-finance-in-theory-and-practice/
An Overview of the Global Tax Forum	http://alexispress.us/sdm_downloads/public-finance-in-theory-and-practice/
Fiscal Federalism and Risk Sharing in Germany: The Role of Size Differences	http://alexispress.us/sdm_downloads/public-finance-in-theory-and-practice/
The dynamics of Political Economy: An Analysis	http://alexispress.us/sdm_downloads/public-finance-in-theory-and-practice/
Intergovernmental Transfers: Addressing Vertical and Horizontal Imbalances	http://alexispress.us/sdm_downloads/public-finance-in-theory-and-practice/
Exploring the Role of Public Finance and Planning	http://alexispress.us/sdm_downloads/public-finance-in-theory-and-practice/
Subnational Politics, Accountability and Revenue Generation: An Analysis	http://alexispress.us/sdm_downloads/public-finance-in-theory-and-practice/
A Comprehensive Review of Municipal Finance and Governance	http://alexispress.us/sdm_downloads/public-finance-in-theory-and-practice/
Investigating the Two-Tier Government Model	http://alexispress.us/sdm_downloads/public-finance-in-theory-and-practice/
Structuring Service Delivery in Small Urban Areas	http://alexispress.us/sdm_downloads/public-finance-in-theory-and-practice/
Exploring the Alternative Service Delivery Mechanisms	http://alexispress.us/sdm_downloads/public-finance-in-theory-and-practice/
Introduction of Disaster Management	http://alexispress.us/sdm_downloads/introduction-to-disaster-management/
Earth System Processes and Disaster Event Chains	http://alexispress.us/sdm_downloads/introduction-to-disaster-management/
An Overview of Classification of Disasters	http://alexispress.us/sdm_downloads/introduction-to-disaster-management/
Application of Geomatics Technology for Disaster Vulnerable Area Mapping, Mitigation, Damage Assessment, and Management	http://alexispress.us/sdm_downloads/introduction-to-disaster-management/
An Overview of Disaster Information System	http://alexispress.us/sdm_downloads/introduction-to-disaster-management/
A Fundamental Study of Understanding Natural Disasters	http://alexispress.us/sdm_downloads/introduction-to-disaster-management/
Exploring the Causes of Man-Made Disasters and Pollution	http://alexispress.us/sdm_downloads/introduction-to-disaster-management/
A Fundamental Study of Industrial Pollution	http://alexispress.us/sdm_downloads/introduction-to-disaster-management/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Exploring the Difference Between a Catastrophe Scenario and Emergency Situation	http://alexispress.us/sdm_downloads/introduction-to-disaster-management/
Exploring the Disaster Management Cycle Phase I: Mitigation Challenges and Solutions	http://alexispress.us/sdm_downloads/introduction-to-disaster-management/
Exploring the Disaster Management Cycle Phase II: Preparedness	http://alexispress.us/sdm_downloads/introduction-to-disaster-management/
Disaster Management Cycle: Response and Recovery	http://alexispress.us/sdm_downloads/introduction-to-disaster-management/
Education and Public Awareness Part I: Community-Based Initiatives	http://alexispress.us/sdm_downloads/disaster-administration-and-management/
A Fundamental Study on Education and Public Awareness	http://alexispress.us/sdm_downloads/disaster-administration-and-management/
An Analysis of Public Awareness on Prevention of disaster Management	http://alexispress.us/sdm_downloads/disaster-administration-and-management/
Exploring the Role of Technology in Disaster Management	http://alexispress.us/sdm_downloads/disaster-administration-and-management/
Role of Media in Disaster Management and Control	http://alexispress.us/sdm_downloads/disaster-administration-and-management/
Disaster Associated Health Issues, Emergency Health Services and Communicable Diseases	http://alexispress.us/sdm_downloads/disaster-administration-and-management/
Exploring the Psychological Effects of Disaster on People	http://alexispress.us/sdm_downloads/disaster-administration-and-management/
Physical and Socioeconomic Effects of Disasters	http://alexispress.us/sdm_downloads/disaster-administration-and-management/
Investigating the Emotional Impacts of Disasters on Communities	http://alexispress.us/sdm_downloads/disaster-administration-and-management/
An Overview on Vulnerable Groups in Disasters	http://alexispress.us/sdm_downloads/disaster-administration-and-management/
The Evolution of Disasters Risk: A Comprehenisve Review	http://alexispress.us/sdm_downloads/disaster-administration-and-management/
Fundamental of Budgeting for Operations	http://alexispress.us/sdm_downloads/finance-and-accounting-for-small-business/
Projecting Revenues in Financial Planning	http://alexispress.us/sdm_downloads/finance-and-accounting-for-small-business/
Investing in Long-Term Assets and Capital Budgeting	http://alexispress.us/sdm_downloads/finance-and-accounting-for-small-business/
Major Task in Capital Budgeting: Estimating Future Cash Flows	http://alexispress.us/sdm_downloads/finance-and-accounting-for-small-business/
Comparison of Capital Investment Projections to Actual Results	http://alexispress.us/sdm_downloads/finance-and-accounting-for-small-business/
An Analysis of Cash Flow Concerns	http://alexispress.us/sdm_downloads/finance-and-accounting-for-small-business/
Design and Implementation of Cash Flow System: A Review Study	http://alexispress.us/sdm_downloads/finance-and-accounting-for-small-business/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Schedule of Cash Disbursements: A Review Study	http://alexispress.us/sdm_downloads/finance-and-accounting-for-small-business/
Balances in Key Accounts	http://alexispress.us/sdm_downloads/finance-and-accounting-for-small-business/
Private Placement of Stock: An Analysis	http://alexispress.us/sdm_downloads/finance-and-accounting-for-small-business/
Restrictions on Loans and Regulation	http://alexispress.us/sdm_downloads/finance-and-accounting-for-small-business/
Exploring the Important Tools for Financial Analysis	http://alexispress.us/sdm_downloads/finance-and-accounting-for-small-business/
Strategic Management in the Balanced Scorecard	http://alexispress.us/sdm_downloads/finance-and-accounting-for-small-business/
Financial Management of Tax Planning	http://alexispress.us/sdm_downloads/accounting-for-small-business-owners/
An Assessment of Risk management Report	http://alexispress.us/sdm_downloads/accounting-for-small-business-owners/
An Evaluation of Income Tax Return	http://alexispress.us/sdm_downloads/accounting-for-small-business-owners/
A Role of Equity Holders in Corporate	http://alexispress.us/sdm_downloads/accounting-for-small-business-owners/
A Business Plan for financial projection	http://alexispress.us/sdm_downloads/accounting-for-small-business-owners/
The Corporation form of Ownership	http://alexispress.us/sdm_downloads/accounting-for-small-business-owners/
Registration as Professional Corporations	http://alexispress.us/sdm_downloads/accounting-for-small-business-owners/
An Analysis of Business Partners Relationship	http://alexispress.us/sdm_downloads/accounting-for-small-business-owners/
An Assessment of Marketing Approaches: Artillery for Sales	http://alexispress.us/sdm_downloads/accounting-for-small-business-owners/
Marketing Tool for Company Brochures	http://alexispress.us/sdm_downloads/accounting-for-small-business-owners/
An Analysis of Incredible Website and E-Store	http://alexispress.us/sdm_downloads/accounting-for-small-business-owners/
Distribution of Channel Conflict: A Review Study	http://alexispress.us/sdm_downloads/accounting-for-small-business-owners/
An Overview of Ecological Economics	http://alexispress.us/sdm_downloads/concept-of-ecological-economics/
Sustainability, Markets, and Global change in Ecological Economics	http://alexispress.us/sdm_downloads/concept-of-ecological-economics/
Economic Growth and Sustainable Development	http://alexispress.us/sdm_downloads/concept-of-ecological-economics/
Historical Development of Ecological Economics	http://alexispress.us/sdm_downloads/concept-of-ecological-economics/
Ecological Economics Themes and Focuses	http://alexispress.us/sdm_downloads/concept-of-ecological-economics/
Ecological Economics' Impacts on Policy	http://alexispress.us/sdm_downloads/concept-of-ecological-economics/

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Future Directions and Ecological Economics' Challenges	http://alexispress.us/sdm_downloads/concept-of-ecological-economics/
An Analysis of Present Humanity's Conflict	http://alexispress.us/sdm_downloads/concept-of-ecological-economics/
Analysis of Population and Deprivation	http://alexispress.us/sdm_downloads/concept-of-ecological-economics/
Ecological Economics Separate and Specialize	http://alexispress.us/sdm_downloads/concept-of-ecological-economics/
Analysis of Systems and Energetics	http://alexispress.us/sdm_downloads/concept-of-ecological-economics/
Ecological Economics Separate and Specialize	http://alexispress.us/sdm_downloads/concept-of-ecological-economics/
Analysis of Systems and Energetics	http://alexispress.us/sdm_downloads/concept-of-ecological-economics/
Neoclassical Economics' Function in Ecological Economics	http://alexispress.us/sdm_downloads/ecological-economics-and-sustainable-development/
Fair Distribution, Sustainable Scale and Effective Allocation	http://alexispress.us/sdm_downloads/ecological-economics-and-sustainable-development/
An Assessment of Biodiversity, Ecological Services and Ecosystems	http://alexispress.us/sdm_downloads/ecological-economics-and-sustainable-development/
Social Development and Economic growth: Growing vs Developing	http://alexispress.us/sdm_downloads/ecological-economics-and-sustainable-development/
Analysis of Welfare and Well-Being Metrics	http://alexispress.us/sdm_downloads/ecological-economics-and-sustainable-development/
Estimating the Value of Ecosystems and Preferences	http://alexispress.us/sdm_downloads/ecological-economics-and-sustainable-development/
Exploring the Policy Repercussions: An Analytical Study	http://alexispress.us/sdm_downloads/ecological-economics-and-sustainable-development/
The Need for Creating a Common Vision of a Sustainable Society	http://alexispress.us/sdm_downloads/ecological-economics-and-sustainable-development/
The Non-Governmental Organizations' Policy Role	http://alexispress.us/sdm_downloads/ecological-economics-and-sustainable-development/
Investigating the Role of Economic Efficiency	http://alexispress.us/sdm_downloads/ecological-economics-and-sustainable-development/
The Precautionary Principle of Polluter Responsibility	http://alexispress.us/sdm_downloads/ecological-economics-and-sustainable-development/
The Basics of Ecological Economics: An Analysis	http://alexispress.us/sdm_downloads/ecological-economics-and-sustainable-development/
A Review Study of General Policy Design Principles	http://alexispress.us/sdm_downloads/ecological-economics-and-sustainable-development/
Politics and Rights to Property: A Comprehensive Review	http://alexispress.us/sdm_downloads/economics-research-on-money-banking-and-financial-market/
Interest Rates and the Bond Market: A Comprehensive Overview	http://alexispress.us/sdm_downloads/economics-research-on-money-banking-and-financial-market/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Analysis of Financial System Elements	http://alexispress.us/sdm_downloads/economics-research-on-money-banking-and-financial-market/
An Overview on Instruments of the Capital Market	http://alexispress.us/sdm_downloads/economics-research-on-money-banking-and-financial-market/
A Fundamental Study on Types on Financial Intermediary	http://alexispress.us/sdm_downloads/economics-research-on-money-banking-and-financial-market/
Meaning of Money in Financial Markets	http://alexispress.us/sdm_downloads/economics-research-on-money-banking-and-financial-market/
A Fundamental Study of E-Money in Financial Markets	http://alexispress.us/sdm_downloads/economics-research-on-money-banking-and-financial-market/
Different Credit Market Instrument: A Review Study	http://alexispress.us/sdm_downloads/economics-research-on-money-banking-and-financial-market/
Exploring the Resources for Asset Demand	http://alexispress.us/sdm_downloads/economics-research-on-money-banking-and-financial-market/
Market Equilibrium in Financial Markets: A Review Study	http://alexispress.us/sdm_downloads/economics-research-on-money-banking-and-financial-market/
Estimating the Cost of Common Stock: A Comprehensive Overview	http://alexispress.us/sdm_downloads/economics-research-on-money-banking-and-financial-market/
Hypothesis in Financial Economics: A Comprehensive Review	http://alexispress.us/sdm_downloads/economics-research-on-money-banking-and-financial-market/
An Overview on Lemon in the Bond and Stock Markets	http://alexispress.us/sdm_downloads/economics-research-on-money-banking-and-financial-market/
The Principal Agent Problem: Moral Hazard in Equity Contracts	http://alexispress.us/sdm_downloads/principles-of-money-banking-and-financial-markets/
Corruption of Interests in Financial Market	http://alexispress.us/sdm_downloads/principles-of-money-banking-and-financial-markets/
Effects of Asset Markets on Balance Sheets in Financial Market	http://alexispress.us/sdm_downloads/principles-of-money-banking-and-financial-markets/
Emerging Financial Innovations in the Mortgage Markets	http://alexispress.us/sdm_downloads/principles-of-money-banking-and-financial-markets/
Financial Crises' Dynamics in Emerging Market Economies	http://alexispress.us/sdm_downloads/principles-of-money-banking-and-financial-markets/
Economics of Financial Regulation: A Comprehensive Study	http://alexispress.us/sdm_downloads/principles-of-money-banking-and-financial-markets/
An Overview on Evaluation of Risk Management	http://alexispress.us/sdm_downloads/principles-of-money-banking-and-financial-markets/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Crisis at a Later Stage: Regulatory Forbearance	http://alexispress.us/sdm_downloads/principles-of-money-banking-and-financial-markets/
The Canadian Banking System's Historic Development	http://alexispress.us/sdm_downloads/principles-of-money-banking-and-financial-markets/
Avoidance of Current Regulations: A Review Study	http://alexispress.us/sdm_downloads/principles-of-money-banking-and-financial-markets/
An Analysis of American Branching Restrictions	http://alexispress.us/sdm_downloads/principles-of-money-banking-and-financial-markets/
A Brief Introduction of International Banking	http://alexispress.us/sdm_downloads/principles-of-money-banking-and-financial-markets/
A Fundamental Study on Institutions of Nonbank Finance	http://alexispress.us/sdm_downloads/principles-of-money-banking-and-financial-markets/
Determination of Environmental Studies: Exploring Interdisciplinary Approaches for Environmental Systems	http://alexispress.us/sdm_downloads/environment-studies-and-effects/
Ethics Evaluation in Environmental Science: Assessing Ethical Considerations for Sustainable Environmental Practices	http://alexispress.us/sdm_downloads/environment-studies-and-effects/
Analysis and Evolution of Environmental Assessment and their discrimination in Ecosystem	http://alexispress.us/sdm_downloads/environment-studies-and-effects/
Analysis of Determination of Increases in User Charges	http://alexispress.us/sdm_downloads/environment-studies-and-effects/
Analysis of Expression of Risk of ecological Impact	http://alexispress.us/sdm_downloads/environment-studies-and-effects/
Effect of Pollution on Streams of Environmental Strategies	http://alexispress.us/sdm_downloads/environment-studies-and-effects/
Measurement of Water Quality for Economical Significance	http://alexispress.us/sdm_downloads/environment-studies-and-effects/
Determination of Pathogens: Methods, Implications, and Strategies for Public Health	http://alexispress.us/sdm_downloads/environment-studies-and-effects/
Determination of Analysis of Surface Water Supplies	http://alexispress.us/sdm_downloads/environment-studies-and-effects/
Collection of Wastewater: Methods, Challenges, and Implications for Water Management	http://alexispress.us/sdm_downloads/environment-studies-and-effects/
Determination and Analysis of Sludge Treatment and Disposal	http://alexispress.us/sdm_downloads/environment-studies-and-effects/
A Comprehensive Study of Sludge Dewatering	http://alexispress.us/sdm_downloads/environment-studies-and-effects/
Prevention and Mitigation of Nonpoint Source Pollution	http://alexispress.us/sdm_downloads/environment-studies-and-effects/
Determination of Solid Waste Management and Its Effects	http://alexispress.us/sdm_downloads/environment-and-ecology-development/
Reuse, Recycling, and Resource Recovery: Analysis and Strategies for Sustainable Waste Management	http://alexispress.us/sdm_downloads/environment-and-ecology-development/

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Analysis and Determination of Waste Processing and Handling	http://alexispress.us/sdm_downloads/environment-and-ecology-development/
Analysis And Evaluation of The Process of Incinerators	http://alexispress.us/sdm_downloads/environment-and-ecology-development/
Analysis of Radioactive Waste and Its Effect in Nature	http://alexispress.us/sdm_downloads/environment-and-ecology-development/
Analysis and Determination of the Nuclear Fuel Cycle	http://alexispress.us/sdm_downloads/environment-and-ecology-development/
Analysis of Determination of Radioactive Waste Management System	http://alexispress.us/sdm_downloads/environment-and-ecology-development/
Analysis of Hazardous Waste Management	http://alexispress.us/sdm_downloads/environment-and-ecology-development/
Determination of Measurement of Air Quality In Environmental System	http://alexispress.us/sdm_downloads/environment-and-ecology-development/
Institutions in the Environment: Promoting Sustainability and Addressing Environmental Challenges	http://alexispress.us/sdm_downloads/environment-and-ecology-development/
Human Communities and the Environment: Interactions, Impacts, and Sustainable Practices	http://alexispress.us/sdm_downloads/environment-and-ecology-development/
Environmental Weathering: Processes, Impacts and Significance in Earth Systems	http://alexispress.us/sdm_downloads/environment-and-ecology-development/
Analysis of Fault Detection in Power System	http://alexispress.us/sdm_downloads/overview-on-fault-analysis/
Exploring the Role of Switchgear	http://alexispress.us/sdm_downloads/overview-on-fault-analysis/
Investigating the Symmetrical Fault Calculation	http://alexispress.us/sdm_downloads/overview-on-fault-analysis/
Exploring the Impact of Unsymmetrical Faults	http://alexispress.us/sdm_downloads/overview-on-fault-analysis/
Investigating the Impact of Unsymmetrical Faults	http://alexispress.us/sdm_downloads/overview-on-fault-analysis/
Exploring the Advantages of Circuit Breakers	http://alexispress.us/sdm_downloads/overview-on-fault-analysis/
An Analysis of Oil Circuit Breakers	http://alexispress.us/sdm_downloads/overview-on-fault-analysis/
Air Blast, SF6 and Vacuum Circuit Breaker	http://alexispress.us/sdm_downloads/overview-on-fault-analysis/
Switchgear Components	http://alexispress.us/sdm_downloads/overview-on-fault-analysis/
Exploring the Advantages of Fuses	http://alexispress.us/sdm_downloads/overview-on-fault-analysis/
Fuse Classification based on Current and Voltage Rating	http://alexispress.us/sdm_downloads/overview-on-fault-analysis/
An Analysis of Different Protective Relays	http://alexispress.us/sdm_downloads/overview-on-fault-analysis/
Exploring the Electromagnetic Devices Utilized in Electrical Power Systems	http://alexispress.us/sdm_downloads/power-systems-modelling-and-fault-analysis/

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Investigating the Role of Functional Relay Types	http://alexispress.us/sdm_downloads/power-systems-modelling-and-fault-analysis/
Differential Relay	http://alexispress.us/sdm_downloads/power-systems-modelling-and-fault-analysis/
Exploring the Protection Methods of Alternators	http://alexispress.us/sdm_downloads/power-systems-modelling-and-fault-analysis/
Role of Transformer in Efficient Transmission and Distribution	http://alexispress.us/sdm_downloads/power-systems-modelling-and-fault-analysis/
Protection of Busbars and Lines: An Analysis	http://alexispress.us/sdm_downloads/power-systems-modelling-and-fault-analysis/
Approaches and Strategies for Overvoltage Protection	http://alexispress.us/sdm_downloads/power-systems-modelling-and-fault-analysis/
Examining Lightning Protection Strategies and Efficacy	http://alexispress.us/sdm_downloads/power-systems-modelling-and-fault-analysis/
Essential Components of Electrical Power Distribution System	http://alexispress.us/sdm_downloads/power-systems-modelling-and-fault-analysis/
Busbar Arrangement in Sub-Station	http://alexispress.us/sdm_downloads/power-systems-modelling-and-fault-analysis/
An Analysis of Neutral Grounding in Electrical Power Systems	http://alexispress.us/sdm_downloads/power-systems-modelling-and-fault-analysis/
Safeguarding Electrical Systems from Faults and Ensuring Reliable Power Distribution	http://alexispress.us/sdm_downloads/electrical-system-protection/
Back-Up Protection: Ensuring System Reliability and Fault Resilience	http://alexispress.us/sdm_downloads/electrical-system-protection/
Relay Operating Principles: Understanding the Foundation of Electrical Protection	http://alexispress.us/sdm_downloads/electrical-system-protection/
An Overview on Instrument Transformer	http://alexispress.us/sdm_downloads/electrical-system-protection/
Potential Transformer: Enabling Precise Voltage Measurement and Instrumentation in Electrical Systems	http://alexispress.us/sdm_downloads/electrical-system-protection/
An Overview on Electromagnetic Relay	http://alexispress.us/sdm_downloads/electrical-system-protection/
Induction Type Relays: Ensuring Reliable Fault Detection and Protection in Electrical Systems	http://alexispress.us/sdm_downloads/electrical-system-protection/
Safeguarding Electrical Networks with Precise Fault Detection and Selective Tripping	http://alexispress.us/sdm_downloads/electrical-system-protection/
Safeguarding Electrical Systems with Precise Fault Detection	http://alexispress.us/sdm_downloads/electrical-system-protection/
An Assessment of Busbar Protection	http://alexispress.us/sdm_downloads/electrical-system-protection/
An Overview on Distance Protection	http://alexispress.us/sdm_downloads/electrical-system-protection/
Classification of Distance Relay: A Review Study	http://alexispress.us/sdm_downloads/electrical-system-protection/

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Overview on Generator Protection	http://alexispress.us/sdm_downloads/electrical-system-protection/
Fault Protection of Generator	http://alexispress.us/sdm_downloads/practical-power-system-protection/
An Overview on Transformer Protection	http://alexispress.us/sdm_downloads/practical-power-system-protection/
An Overview on Induction Motor Protection	http://alexispress.us/sdm_downloads/practical-power-system-protection/
Bus, Reactor and Capacitor Protection	http://alexispress.us/sdm_downloads/practical-power-system-protection/
Carrier Aided Protection and Static Relays	http://alexispress.us/sdm_downloads/practical-power-system-protection/
Exploring the Methods of Electrical System Safety and Reliability	http://alexispress.us/sdm_downloads/practical-power-system-protection/
Integration of Circuit Breakers in Power Systems: A Review Study	http://alexispress.us/sdm_downloads/practical-power-system-protection/
An Overview on Power System Earthing	http://alexispress.us/sdm_downloads/practical-power-system-protection/
Investigating the Protection Methods Against Overvoltage	http://alexispress.us/sdm_downloads/practical-power-system-protection/
Power System and Relaying Consideration: A Review Study	http://alexispress.us/sdm_downloads/practical-power-system-protection/
Protecting the Components of the Power System: A Comprehensive Review	http://alexispress.us/sdm_downloads/practical-power-system-protection/
An Overview on Switching Schemes and Procedures	http://alexispress.us/sdm_downloads/practical-power-system-protection/
A Brief Introduction of Finance	http://alexispress.us/sdm_downloads/fundamentals-of-finance-theory/
Information and Technology: Crucial Drivers of Modern Advancement	http://alexispress.us/sdm_downloads/fundamentals-of-finance-theory/
Key Microeconomic and Macroeconomic Issues: Understanding Market Dynamics and Economic Performance	http://alexispress.us/sdm_downloads/fundamentals-of-finance-theory/
Corporate Governance and Structure: Building Effective Organizational Frameworks	http://alexispress.us/sdm_downloads/fundamentals-of-finance-theory/
Shareholders' and Company Management Relations	http://alexispress.us/sdm_downloads/fundamentals-of-finance-theory/
Solutions to Agency Issues: Nurturing Alignment and Accountability	http://alexispress.us/sdm_downloads/fundamentals-of-finance-theory/
Money and Rates: The Foundations of Economics	http://alexispress.us/sdm_downloads/fundamentals-of-finance-theory/
Finance Related Interest Rates: Exploring the Dynamics and Implications	http://alexispress.us/sdm_downloads/fundamentals-of-finance-theory/
Accrual Accounting: Unveiling the Process of Financial Recognition	http://alexispress.us/sdm_downloads/fundamentals-of-finance-theory/
Characteristics of a Fixed Asset: Understanding the Key Elements	http://alexispress.us/sdm_downloads/fundamentals-of-finance-theory/

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Balance Sheet and Income Statement Relationship: Unraveling Financial Performance	http://alexispress.us/sdm_downloads/fundamentals-of-finance-theory/
Calendar Year vs Fiscal Year: Understanding Reporting Periods in Financial Statements	http://alexispress.us/sdm_downloads/fundamentals-of-finance-theory/
Applications of Time Value of Money (TVM) in Finance: Unlocking the Power of Financial Decision-Making	http://alexispress.us/sdm_downloads/theory-and-practice-of-finance-theory/
Perpetuity in Finance: Analyzing the Endless Stream of Cash Flows	http://alexispress.us/sdm_downloads/theory-and-practice-of-finance-theory/
Bond Valuation and Bonds: Unraveling the Pricing and Dynamics of Fixed-Income Securities	http://alexispress.us/sdm_downloads/theory-and-practice-of-finance-theory/
Bond Laddering: Optimizing Returns and Managing Risk through Strategic Fixed-Income Investing	http://alexispress.us/sdm_downloads/theory-and-practice-of-finance-theory/
Comparing DCF Model and DDMs: Unraveling Differences in Valuing Stocks	http://alexispress.us/sdm_downloads/theory-and-practice-of-finance-theory/
Markets for Corporate Bonds: Understanding Dynamics and Investment Opportunities	http://alexispress.us/sdm_downloads/theory-and-practice-of-finance-theory/
Behavior of Federal Government Bonds: A Comprehensive Analysis with Discussion, Graphs and Charts	http://alexispress.us/sdm_downloads/theory-and-practice-of-finance-theory/
A Brief Analysis of Correlation: Understanding Relationships and Interdependencies	http://alexispress.us/sdm_downloads/theory-and-practice-of-finance-theory/
Applications in Performance Measurement: Enhancing Evaluation and Decision-Making	http://alexispress.us/sdm_downloads/theory-and-practice-of-finance-theory/
The Method of Internal Rate of Return (IRR): Unraveling the Power of Investment Evaluation	http://alexispress.us/sdm_downloads/theory-and-practice-of-finance-theory/
Choosing Between Incompatible Initiatives: Decision-Making Strategies for Conflicting Projects	http://alexispress.us/sdm_downloads/theory-and-practice-of-finance-theory/
Making Investment Decisions for the Company Using Excel	http://alexispress.us/sdm_downloads/theory-and-practice-of-finance-theory/
The Features of Ecology: A Comprehensive Review	http://alexispress.us/sdm_downloads/fundamentals-of-ecology/
Science of the Environment and Sustainability	http://alexispress.us/sdm_downloads/fundamentals-of-ecology/
Application of the Importance of Ecology	http://alexispress.us/sdm_downloads/fundamentals-of-ecology/
Features of the Earth Environment	http://alexispress.us/sdm_downloads/fundamentals-of-ecology/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Features of Ecological Abiotic Factors	http://alexispress.us/sdm_downloads/fundamentals-of-ecology/
Biotic and Anthropogenic Factors: An Analysis	http://alexispress.us/sdm_downloads/fundamentals-of-ecology/
The Principles of Aquatic Chemistry	http://alexispress.us/sdm_downloads/fundamentals-of-ecology/
Features of the Ecological Ecosystem	http://alexispress.us/sdm_downloads/fundamentals-of-ecology/
Energy Flow in Ecosystem and Biochemical Cycle	http://alexispress.us/sdm_downloads/fundamentals-of-ecology/
Features of Population and Community Ecology	http://alexispress.us/sdm_downloads/fundamentals-of-ecology/
Impact of Land Degradation on Ecosystem	http://alexispress.us/sdm_downloads/fundamentals-of-ecology/
Exploring the Impact of Pollution Ecology	http://alexispress.us/sdm_downloads/fundamentals-of-ecology/
An Assessment of the Water Pollution	http://alexispress.us/sdm_downloads/emerging-patterns-and-social-ecological-systems/
Impact of Noise Pollution on Human	http://alexispress.us/sdm_downloads/emerging-patterns-and-social-ecological-systems/
Soil Pollution, Radioactive Pollution and Solid Waste Pollution	http://alexispress.us/sdm_downloads/emerging-patterns-and-social-ecological-systems/
Global Environmental Problems and Conservation Strategies	http://alexispress.us/sdm_downloads/emerging-patterns-and-social-ecological-systems/
A Comprehensive Review on Biodiversity Loss	http://alexispress.us/sdm_downloads/emerging-patterns-and-social-ecological-systems/
Management Ecosystems for Sustainable Living	http://alexispress.us/sdm_downloads/emerging-patterns-and-social-ecological-systems/
Advance Sustainable Urban Development: Ecological Urbanization	http://alexispress.us/sdm_downloads/emerging-patterns-and-social-ecological-systems/
Industrial Ecology for Waste Minimization, Utilization, and Treatment	http://alexispress.us/sdm_downloads/emerging-patterns-and-social-ecological-systems/
Chemical Analysis of Water and Wastewater	http://alexispress.us/sdm_downloads/emerging-patterns-and-social-ecological-systems/
Nature, Sources and Ecological Chemistry of Hazardous Wastes	http://alexispress.us/sdm_downloads/emerging-patterns-and-social-ecological-systems/
Applied Ecology and Remote Sensing	http://alexispress.us/sdm_downloads/emerging-patterns-and-social-ecological-systems/
Photographic Sensors and Electro-Optic Radiometers	http://alexispress.us/sdm_downloads/emerging-patterns-and-social-ecological-systems/
Application of the Aerial and Space Platforms	http://alexispress.us/sdm_downloads/emerging-patterns-and-social-ecological-systems/
The Impact of Effective Management Practices on Organizational Performance: A Determination Study	http://alexispress.us/sdm_downloads/strategic-planning-and-management/
A Comprehensive Outline to Strategic Management: Framework, Implementation and Impact	http://alexispress.us/sdm_downloads/strategic-planning-and-management/

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Analysis and Exploration of Corporate Level Strategy	http://alexispress.us/sdm_downloads/strategic-planning-and-management/
Exploring the Business Levels Strategies: A Review Study	http://alexispress.us/sdm_downloads/strategic-planning-and-management/
Formulation of Strategy and Strategic Management	http://alexispress.us/sdm_downloads/strategic-planning-and-management/
Analysis of Environment Scanning and their Goals	http://alexispress.us/sdm_downloads/strategic-planning-and-management/
Analysis of Management of Strategies and Culture	http://alexispress.us/sdm_downloads/strategic-planning-and-management/
Analysis of Emerging strategies in Tele-Communication sector	http://alexispress.us/sdm_downloads/strategic-planning-and-management/
Analysis and Determination of Management Information Systems	http://alexispress.us/sdm_downloads/strategic-planning-and-management/
Analysis and Evolution of Intensive Strategies Management	http://alexispress.us/sdm_downloads/strategic-planning-and-management/
Strategic Management in Nonprofit and Governmental Organizations	http://alexispress.us/sdm_downloads/strategic-planning-and-management/
Strategic Alliances, Corporate Strategy and Corporate Governance	http://alexispress.us/sdm_downloads/strategic-planning-and-management/
Relationship Between International Strategy and Corporate Strategy	http://alexispress.us/sdm_downloads/analysis-of-strategy-planning-process/
Strategies of linking CSR with Profit and Sustainability for Obtaining Business Benefits	http://alexispress.us/sdm_downloads/analysis-of-strategy-planning-process/
Analysis and Determination of Auditing Process	http://alexispress.us/sdm_downloads/analysis-of-strategy-planning-process/
Environmentalism and the Green Revolution: Exploring Sustainable Practices for a Greener Future	http://alexispress.us/sdm_downloads/analysis-of-strategy-planning-process/
Analysis Of Risk and Uncertainty with Respect to Strategic Management	http://alexispress.us/sdm_downloads/analysis-of-strategy-planning-process/
Determination of Strategic, Business and Budgetary Plans	http://alexispress.us/sdm_downloads/analysis-of-strategy-planning-process/
Examining the Significance and Impact of Mission Statements	http://alexispress.us/sdm_downloads/analysis-of-strategy-planning-process/
Evolution of Planning and Organizing	http://alexispress.us/sdm_downloads/analysis-of-strategy-planning-process/
Evolution of Formal and Informal Organization Processes	http://alexispress.us/sdm_downloads/analysis-of-strategy-planning-process/
Determination of Matrix Organization in Strategic Planning	http://alexispress.us/sdm_downloads/analysis-of-strategy-planning-process/
Role of Self-Instructional Material in Distance Learning	http://alexispress.us/sdm_downloads/analysis-of-strategy-planning-process/
Writing the Strategic Plan: Process, Components, and Implementation	http://alexispress.us/sdm_downloads/analysis-of-strategy-planning-process/
Overview And Determination of General Management System	http://alexispress.us/sdm_downloads/theory-and-practice-of-general-management/

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Approaches to Determining General Management: A Comparative Analysis	http://alexispress.us/sdm_downloads/theory-and-practice-of-general-management/
Determination of Management Process: Principles, Components and Implementation	http://alexispress.us/sdm_downloads/theory-and-practice-of-general-management/
Determination of Organization Planning: Design, Structure, and Practical Considerations	http://alexispress.us/sdm_downloads/theory-and-practice-of-general-management/
Exploring Effective Organizational Design: Strategies, Models and Impact on Performance	http://alexispress.us/sdm_downloads/theory-and-practice-of-general-management/
Determination of Recruitment in the Management Process: Strategies, Methods and Impact	http://alexispress.us/sdm_downloads/theory-and-practice-of-general-management/
Promotions, Transfers, and Separations: Managing Career Progression in Organizations	http://alexispress.us/sdm_downloads/theory-and-practice-of-general-management/
Strategic Planning in Management: Process, Components, and Implementation	http://alexispress.us/sdm_downloads/theory-and-practice-of-general-management/
Analysis of Customer Relationship Management: Strategies, Benefits, and Challenges	http://alexispress.us/sdm_downloads/theory-and-practice-of-general-management/
Analysis Of Positioning Strategy: Concepts, Approaches and Impact	http://alexispress.us/sdm_downloads/theory-and-practice-of-general-management/
Motivation, Coordination, and Control: Key Elements of Effective Organizational Management	http://alexispress.us/sdm_downloads/theory-and-practice-of-general-management/
Determination of Financial Management: Principles, Functions and Strategic Decision-Making	http://alexispress.us/sdm_downloads/theory-and-practice-of-general-management/
Analysis Of Product Quality: Dimensions, Measurement, And Implications	http://alexispress.us/sdm_downloads/management-skills-and-competencies-in-business-organizations/
Analysis of Coordination: Importance, Mechanisms and Organizational Implications	http://alexispress.us/sdm_downloads/management-skills-and-competencies-in-business-organizations/
Organizational Forms and Processes: Exploring Structures, Types and their Implications	http://alexispress.us/sdm_downloads/management-skills-and-competencies-in-business-organizations/
Overview of Leadership: The Role, Styles, and Impact on Organizational Success	http://alexispress.us/sdm_downloads/management-skills-and-competencies-in-business-organizations/
Analysis of Model Planning Process: Components, Techniques, and Implementation	http://alexispress.us/sdm_downloads/management-skills-and-competencies-in-business-organizations/
Determination of Communication System: Strategies, Channels and Organizational Impact	http://alexispress.us/sdm_downloads/management-skills-and-competencies-in-business-organizations/

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Managing People with Management: Strategies, Practices, and Organizational Impact	http://alexispress.us/sdm_downloads/management-skills-and-competencies-in-business-organizations/
Analysis of Employees' Private Lives: Impact, Boundaries and Organizational Considerations	http://alexispress.us/sdm_downloads/management-skills-and-competencies-in-business-organizations/
Determination of Knowledge Management: Strategies, Processes and Organizational Impact	http://alexispress.us/sdm_downloads/management-skills-and-competencies-in-business-organizations/
Evolution and Effect of Relating Productivity and Firm Growth	http://alexispress.us/sdm_downloads/management-skills-and-competencies-in-business-organizations/
Productivity and Competitive Analysis: Strategies, Measures and Implications	http://alexispress.us/sdm_downloads/management-skills-and-competencies-in-business-organizations/
Bank Risk Management System	http://alexispress.us/sdm_downloads/service-management-operations-and-information-technology/
Services' Function in an Economy	http://alexispress.us/sdm_downloads/service-management-operations-and-information-technology/
Analysis the Aspects of Services	http://alexispress.us/sdm_downloads/service-management-operations-and-information-technology/
Recognizing the Services Industry's Competitive Environment	http://alexispress.us/sdm_downloads/service-management-operations-and-information-technology/
Analysis of SWOT (Strengths, Weaknesses, Opportunities and Threats)	http://alexispress.us/sdm_downloads/service-management-operations-and-information-technology/
Evaluation of Digital Value Chain	http://alexispress.us/sdm_downloads/service-management-operations-and-information-technology/
Fundamental Characteristics of Service Innovation	http://alexispress.us/sdm_downloads/service-management-operations-and-information-technology/
Generic Methods for Designing Service Systems	http://alexispress.us/sdm_downloads/service-management-operations-and-information-technology/
A Brief Discussion on Services and Technology	http://alexispress.us/sdm_downloads/service-management-operations-and-information-technology/
Characteristics of Service Quality	http://alexispress.us/sdm_downloads/service-management-operations-and-information-technology/
Guidelines for Managing Waiting Lines	http://alexispress.us/sdm_downloads/service-management-operations-and-information-technology/

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Supporting Process and Facility Flows	http://alexispress.us/sdm_downloads/service-management-operations-and-information-technology/
Characteristics of a Facility Supporting a Service	http://alexispress.us/sdm_downloads/concept-of-operations-and-service-management/
Evaluation of Service Experience	http://alexispress.us/sdm_downloads/concept-of-operations-and-service-management/
A Brief Discussion Making an Ethical Environment	http://alexispress.us/sdm_downloads/concept-of-operations-and-service-management/
A Study on Service Centre Address	http://alexispress.us/sdm_downloads/concept-of-operations-and-service-management/
Managing Demand and Capacity	http://alexispress.us/sdm_downloads/concept-of-operations-and-service-management/
Guidelines for Managing Waiting Lines	http://alexispress.us/sdm_downloads/concept-of-operations-and-service-management/
Network of Suppliers of Tangible Products and Services	http://alexispress.us/sdm_downloads/concept-of-operations-and-service-management/
A Study on Professional Services Qualities	http://alexispress.us/sdm_downloads/concept-of-operations-and-service-management/
Strategies for Domestic Expansion and Growth	http://alexispress.us/sdm_downloads/concept-of-operations-and-service-management/
A Brief Discussion on Global Services Globalization	http://alexispress.us/sdm_downloads/concept-of-operations-and-service-management/
A Brief Study on Taking care of Service Projects	http://alexispress.us/sdm_downloads/concept-of-operations-and-service-management/
A Study on Process Optimisation	http://alexispress.us/sdm_downloads/concept-of-operations-and-service-management/
Employment and Labour Economics: Trends, Policies, and Impacts on Labor Markets	http://alexispress.us/sdm_downloads/employment-and-labour-economics/
Analysis of Labour Market Structure and Status in Employment	http://alexispress.us/sdm_downloads/employment-and-labour-economics/
Examining the Interplay Between Human Capital and Investment Capital	http://alexispress.us/sdm_downloads/employment-and-labour-economics/
Exploring the Link between Economic Growth and Poverty	http://alexispress.us/sdm_downloads/employment-and-labour-economics/
Wage Determination and Inequality in Developing Countries	http://alexispress.us/sdm_downloads/employment-and-labour-economics/
Labor Migration and Development: A Critical Review of Controversial Debate	http://alexispress.us/sdm_downloads/employment-and-labour-economics/
The Impact of Labor Migration on Home Economy	http://alexispress.us/sdm_downloads/employment-and-labour-economics/
Empirical Evidence on The Consequences of Labour Migration in Receiving Economies	http://alexispress.us/sdm_downloads/employment-and-labour-economics/
Analysis of Labor Market Institutions: Impacts on Employment Dynamics	http://alexispress.us/sdm_downloads/employment-and-labour-economics/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Determining Minimum Wage Characteristics: Factors and Policy Considerations	http://alexispress.us/sdm_downloads/employment-and-labour-economics/
Analysis and Evolution Labour Productivity and Wage Relationship	http://alexispress.us/sdm_downloads/employment-and-labour-economics/
Trade Unionism in India: Historical Perspectives and Future Prospects	http://alexispress.us/sdm_downloads/employment-and-labour-economics/
Challenges and Issues Faced by Trade Unions: A Comprehensive Analysis	http://alexispress.us/sdm_downloads/employment-and-labour-economics/
Security Measures: Implications, Effectiveness and Policy Considerations	http://alexispress.us/sdm_downloads/labor-economics-and-labor-relations/
Immigration and Wage Structure: An Analysis of Impacts and Mechanism	http://alexispress.us/sdm_downloads/labor-economics-and-labor-relations/
Determination of Poverty: Factors, Measurement, and Policy Implications	http://alexispress.us/sdm_downloads/labor-economics-and-labor-relations/
Human Capital Formation in India: Challenges, Policies, and Impacts	http://alexispress.us/sdm_downloads/labor-economics-and-labor-relations/
An Assessment of Employment Roles: Growth and Informalization	http://alexispress.us/sdm_downloads/labor-economics-and-labor-relations/
Environment and Sustainable Development: Interactions, Challenges, and Policy Pathways	http://alexispress.us/sdm_downloads/labor-economics-and-labor-relations/
Economic and Social Development of India And Its Neighbors	http://alexispress.us/sdm_downloads/labor-economics-and-labor-relations/
Theory of Production, Costs, and Revenue: Analyzing Interactions and Implications	http://alexispress.us/sdm_downloads/labor-economics-and-labor-relations/
Equilibrium of Industry Under Perfect Competition: Analysis of Market Dynamics and Implications	http://alexispress.us/sdm_downloads/labor-economics-and-labor-relations/
An Analysis of Unorganized Labor: Challenges, Vulnerabilities, and Policy Considerations	http://alexispress.us/sdm_downloads/labor-economics-and-labor-relations/
Analysis of Labor Demand and Supply: A Review Study	http://alexispress.us/sdm_downloads/labor-economics-and-labor-relations/
Exploring the Wage Determination: A Comprehensive Review	http://alexispress.us/sdm_downloads/labor-economics-and-labor-relations/
The Type of Service and Service Consumption and Its Implications for Customer Management	http://alexispress.us/sdm_downloads/marketing-and-service-management/
Service Competitive Advantage Sources	http://alexispress.us/sdm_downloads/marketing-and-service-management/
Service Management Principles and Service Profit Logic	http://alexispress.us/sdm_downloads/marketing-and-service-management/
A Strategy Focused On Services	http://alexispress.us/sdm_downloads/marketing-and-service-management/
A Study on Relationship and Service Quality	http://alexispress.us/sdm_downloads/marketing-and-service-management/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Service Quality Determinants and The SERVQUAL Instrument	http://alexispress.us/sdm_downloads/marketing-and-service-management/
An Analysis of Relationship Quality Using a Relationship Framework	http://alexispress.us/sdm_downloads/marketing-and-service-management/
A Brief Study on Service Quality Management	http://alexispress.us/sdm_downloads/marketing-and-service-management/
Quality Management and Service Quality	http://alexispress.us/sdm_downloads/marketing-and-service-management/
Service Recovery in Relation to Complaint Handling	http://alexispress.us/sdm_downloads/marketing-and-service-management/
A Study on Return on Relationships and Service	http://alexispress.us/sdm_downloads/marketing-and-service-management/
Cost of Bad Service: Lost Opportunities for Premium Pricing	http://alexispress.us/sdm_downloads/marketing-and-service-management/
Profitability of Customer Relations	http://alexispress.us/sdm_downloads/marketing-and-service-management/
Taking Charge of the Enhanced Service Offering	http://alexispress.us/sdm_downloads/services-management-and-integrated-marketing/
Managing the Service Offering, Image, And Communication	http://alexispress.us/sdm_downloads/services-management-and-integrated-marketing/
Management of Productivity in Service Organizations	http://alexispress.us/sdm_downloads/services-management-and-integrated-marketing/
Improve the Supportiveness of Systems and Technology to Employee and/or Customer Co-Production	http://alexispress.us/sdm_downloads/services-management-and-integrated-marketing/
Managing Marketing or Management with a Focus on the Customer	http://alexispress.us/sdm_downloads/services-management-and-integrated-marketing/
A Definition of Marketing	http://alexispress.us/sdm_downloads/services-management-and-integrated-marketing/
Marketing Activities and Resources on the Basis of Relationship Definition	http://alexispress.us/sdm_downloads/services-management-and-integrated-marketing/
A Study on Continuum of Marketing Strategies	http://alexispress.us/sdm_downloads/services-management-and-integrated-marketing/
A Brief Study on Managing Relationship Communication	http://alexispress.us/sdm_downloads/services-management-and-integrated-marketing/
Marketing Communication and Relationship Marketing Integrated	http://alexispress.us/sdm_downloads/services-management-and-integrated-marketing/
Maintaining Brand Image and Relationships	http://alexispress.us/sdm_downloads/services-management-and-integrated-marketing/
Social Media for Marketing and Service Management	http://alexispress.us/sdm_downloads/services-management-and-integrated-marketing/
The Allocation Redeployment of Capital Invested Cash	http://alexispress.us/sdm_downloads/product-strategy-and-management/
An Overview of Competition and Product Strategy	http://alexispress.us/sdm_downloads/product-strategy-and-management/
Managing Competition: Role of Effective Product Strategy	http://alexispress.us/sdm_downloads/product-strategy-and-management/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Comprehensive Review of the Process Innovation	http://alexispress.us/sdm_downloads/product-strategy-and-management/
Theoretical Foundations and Practical Considerations of Product Development	http://alexispress.us/sdm_downloads/product-strategy-and-management/
Objective Versus Subjective Selection Criteria of Product	http://alexispress.us/sdm_downloads/product-strategy-and-management/
Strategies of the Classifying New Products	http://alexispress.us/sdm_downloads/product-strategy-and-management/
Exploring the Buyer Behavior: A Review Study	http://alexispress.us/sdm_downloads/product-strategy-and-management/
Adoption and Diffusion of New Products	http://alexispress.us/sdm_downloads/product-strategy-and-management/
An Assessment of the Product Life Cycle Theory	http://alexispress.us/sdm_downloads/product-strategy-and-management/
PLC Concept and Its Relevance for Strategic Decision-Making	http://alexispress.us/sdm_downloads/product-strategy-and-management/
Practical Application of PLC Concept and Its Implications	http://alexispress.us/sdm_downloads/product-strategy-and-management/
Exploring the Importance of Effective Product Portfolio	http://alexispress.us/sdm_downloads/product-strategy-and-management/
A Review Study of Usefulness of the Process Models	http://alexispress.us/sdm_downloads/product-strategy-and-product-roadmap-practices/
Design and Analysis of Organizational Structure	http://alexispress.us/sdm_downloads/product-strategy-and-product-roadmap-practices/
An Analysis of People Management in New Product Development Process	http://alexispress.us/sdm_downloads/product-strategy-and-product-roadmap-practices/
The Components of New Product Strategy: Technologies and Markets	http://alexispress.us/sdm_downloads/product-strategy-and-product-roadmap-practices/
Role of Information Sources for New Product Ideas	http://alexispress.us/sdm_downloads/product-strategy-and-product-roadmap-practices/
Concept of Brainstorming and Its Variations	http://alexispress.us/sdm_downloads/product-strategy-and-product-roadmap-practices/
Techniques for Activating External Sources	http://alexispress.us/sdm_downloads/product-strategy-and-product-roadmap-practices/
Exploring the Benefits of Effective Screening	http://alexispress.us/sdm_downloads/product-strategy-and-product-roadmap-practices/
Relationship Between Needs and Products Development Process	http://alexispress.us/sdm_downloads/product-strategy-and-product-roadmap-practices/
Significance of A Product's Frame of Reference and Product Field	http://alexispress.us/sdm_downloads/product-strategy-and-product-roadmap-practices/
A Comprehensive Review of Business Analysis to Assess Consumer Needs	http://alexispress.us/sdm_downloads/product-strategy-and-product-roadmap-practices/
Exploring the Benefits of Sensitivity Analysis in Decision-Making	http://alexispress.us/sdm_downloads/product-strategy-and-product-roadmap-practices/
Impact of Approaches Used in Product Testing: A Review Study	http://alexispress.us/sdm_downloads/product-strategy-and-product-roadmap-practices/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Determination of Production Planning and Control: Strategies, Techniques, and Performance Optimization	http://alexispress.us/sdm_downloads/production-planning-and-control/
Functions of Production Planning and Control: Enhancing Operational Efficiency	http://alexispress.us/sdm_downloads/production-planning-and-control/
Overview of Aggregate Planning: Concepts, Approaches, and Decision-making Strategies	http://alexispress.us/sdm_downloads/production-planning-and-control/
Process of Capacity Planning: A Review Study	http://alexispress.us/sdm_downloads/production-planning-and-control/
Blueprint of Production System: Design, Components, and Optimization	http://alexispress.us/sdm_downloads/production-planning-and-control/
Analysis of Material Requirements Planning: Strategies, Challenges, and Performance Optimization	http://alexispress.us/sdm_downloads/production-planning-and-control/
Analysis of Just-in-Time Manufacturing System: Principles, Implementation, and Performance Evaluation	http://alexispress.us/sdm_downloads/production-planning-and-control/
Forecasting for Inventory and Production Control: Techniques, Applications, and Performance Optimization	http://alexispress.us/sdm_downloads/production-planning-and-control/
Time Series Analysis: Methods, Applications, And Performance Evaluation	http://alexispress.us/sdm_downloads/production-planning-and-control/
Perpetual Inventory Control System: Design, Implementation, and Performance Evaluation	http://alexispress.us/sdm_downloads/production-planning-and-control/
Evolution of Aggregate Planning Methods and their Techniques	http://alexispress.us/sdm_downloads/production-planning-and-control/
Elements of Operations Control: Strategies, Practices, and Performance Optimization	http://alexispress.us/sdm_downloads/manufacturing-planning-and-control-systems/
Determination of Continuous Improvement: Strategies and Implementation	http://alexispress.us/sdm_downloads/manufacturing-planning-and-control-systems/
Determination of Continuous Improvement: Performance Outcomes	http://alexispress.us/sdm_downloads/manufacturing-planning-and-control-systems/
Planning for High Volume Standardized Products: A Review Study	http://alexispress.us/sdm_downloads/manufacturing-planning-and-control-systems/
Procedure and Documentation in Production Planning and Control (PPC)	http://alexispress.us/sdm_downloads/manufacturing-planning-and-control-systems/
Inventory Management in Planning and Control: Strategies, Optimization, and Performance Implications	http://alexispress.us/sdm_downloads/manufacturing-planning-and-control-systems/
Determination of Business Process Reengineering: Methodologies, Challenges, and Performance Impacts	http://alexispress.us/sdm_downloads/manufacturing-planning-and-control-systems/
A Review Study of Production Environmental Choices	http://alexispress.us/sdm_downloads/manufacturing-planning-and-control-systems/

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Analysis of Appropriate Materials For Production: Enhancing Efficiency and Quality in Manufacturing	http://alexispress.us/sdm_downloads/manufacturing-planning-and-control-systems/
Material Properties and Product Attributes: Enhancing Design and Performance	http://alexispress.us/sdm_downloads/manufacturing-planning-and-control-systems/
Analysis and Evolution of Surface Engineering Process Selection	http://alexispress.us/sdm_downloads/manufacturing-planning-and-control-systems/
Analysis and Evolution of Thermal Surfacing Processes	http://alexispress.us/sdm_downloads/managing-the-digital-firm-using-management-information-system/
Importance of Information Systems in Business	http://alexispress.us/sdm_downloads/managing-the-digital-firm-using-management-information-system/
Exploring the Development of New Product and Business Models	http://alexispress.us/sdm_downloads/managing-the-digital-firm-using-management-information-system/
Complementary Assets: Organizational Capital and the Right Business Model	http://alexispress.us/sdm_downloads/managing-the-digital-firm-using-management-information-system/
Business Processes and Information Systems	http://alexispress.us/sdm_downloads/managing-the-digital-firm-using-management-information-system/
Features of Systems for Linking the Enterprise	http://alexispress.us/sdm_downloads/managing-the-digital-firm-using-management-information-system/
Checklist for Managers: Evaluating and Selecting Collaboration and Social Software Tools	http://alexispress.us/sdm_downloads/managing-the-digital-firm-using-management-information-system/
Exploring the Information Systems and its Organizations	http://alexispress.us/sdm_downloads/managing-the-digital-firm-using-management-information-system/
Understanding Of Information Systems: An Analysis	http://alexispress.us/sdm_downloads/managing-the-digital-firm-using-management-information-system/
Application of the Business Value Chain Model	http://alexispress.us/sdm_downloads/managing-the-digital-firm-using-management-information-system/
Improving Decision Making to Clarify Business Strategy	http://alexispress.us/sdm_downloads/managing-the-digital-firm-using-management-information-system/
Exploring the Role of Internet in Management of Information	http://alexispress.us/sdm_downloads/managing-the-digital-firm-using-management-information-system/
Exploring the Intellectual Property Rights in New Innovations	http://alexispress.us/sdm_downloads/managing-the-digital-firm-using-management-information-system/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Analysis of Information Technology Infrastructure	http://alexispress.us/sdm_downloads/essentials-of-management-information-systems/
An Assessment of Mass Digital Storage	http://alexispress.us/sdm_downloads/essentials-of-management-information-systems/
Application of the Cloud Computing	http://alexispress.us/sdm_downloads/essentials-of-management-information-systems/
Exploring the Software Outsourcing and Cloud Services	http://alexispress.us/sdm_downloads/essentials-of-management-information-systems/
Features of the Database Approach to Data Management	http://alexispress.us/sdm_downloads/essentials-of-management-information-systems/
Application of the Business Intelligence Infrastructure	http://alexispress.us/sdm_downloads/essentials-of-management-information-systems/
A Review Study of Consumer Product Safety Database	http://alexispress.us/sdm_downloads/essentials-of-management-information-systems/
Roles of the Networks in Large Companies Operations	http://alexispress.us/sdm_downloads/essentials-of-management-information-systems/
An Assessment of Battle Over Net Neutrality	http://alexispress.us/sdm_downloads/essentials-of-management-information-systems/
A Comprehensive Review of Wireless Revolution	http://alexispress.us/sdm_downloads/essentials-of-management-information-systems/
An Analysis of Information Systems Security	http://alexispress.us/sdm_downloads/essentials-of-management-information-systems/
Global Threats: Cyberterrorism and Cyberwarfare	http://alexispress.us/sdm_downloads/essentials-of-management-information-systems/
Disaster Recovery Planning and Business Continuity Planning	http://alexispress.us/sdm_downloads/essentials-of-management-information-systems/
Four Irresistible Forces to Increase Labor Mobility: A Comprehensive Analysis	http://alexispress.us/sdm_downloads/labour-dignity-and-mobility/
Analysis of Trends and patterns in Intra-ASEAN Migration	http://alexispress.us/sdm_downloads/labour-dignity-and-mobility/
Managing Labor Mobility: A Missing Pillar of Global Governance	http://alexispress.us/sdm_downloads/labour-dignity-and-mobility/
Analysis and Determination of Non-Binding Mechanisms	http://alexispress.us/sdm_downloads/labour-dignity-and-mobility/
The International Mobility of Students and Its Links with Labor Migration	http://alexispress.us/sdm_downloads/labour-dignity-and-mobility/
Assessing Labor Market Requirements for Foreign Workers	http://alexispress.us/sdm_downloads/labour-dignity-and-mobility/
Protection of Migrant Workers: Challenges, Policies, and Strategies	http://alexispress.us/sdm_downloads/labour-dignity-and-mobility/
Economic Contribution of Migrant Workers in Destination Countries	http://alexispress.us/sdm_downloads/labour-dignity-and-mobility/
Bilateral and Other Agreements for Managing Labor Migration	http://alexispress.us/sdm_downloads/labour-dignity-and-mobility/
Reducing Migration Costs Incurred by the Low-skilled	http://alexispress.us/sdm_downloads/labour-dignity-and-mobility/
Characteristics and Analysis of Asia-Pacific Labor Migration	http://alexispress.us/sdm_downloads/labour-dignity-and-mobility/

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Investigation of Trends in Regional Remittance Flows	http://alexispress.us/sdm_downloads/labour-dignity-and-mobility/
Analysis and Evolution of Labour Migration and Development	http://alexispress.us/sdm_downloads/human-dignity-and-social-autonomy/
Analysis of Recipient Country Labor Markets	http://alexispress.us/sdm_downloads/human-dignity-and-social-autonomy/
Migration in Bilateral Preferential Trade Agreements	http://alexispress.us/sdm_downloads/human-dignity-and-social-autonomy/
Regional and Bilateral Agreements on Labour Mobility	http://alexispress.us/sdm_downloads/human-dignity-and-social-autonomy/
Trade and Migration as Complements: Exploring Synergies for Economic Development	http://alexispress.us/sdm_downloads/human-dignity-and-social-autonomy/
Exploring the Impacts of Remittance Flows	http://alexispress.us/sdm_downloads/human-dignity-and-social-autonomy/
Managing Labour Mobility in the Asia-Pacific Area: An Overview	http://alexispress.us/sdm_downloads/human-dignity-and-social-autonomy/
Maximize the Development Impacts of Labour Mobility for the Sending Country	http://alexispress.us/sdm_downloads/human-dignity-and-social-autonomy/
Analysis of System of Institutionalized Costs and International Migration Patterns	http://alexispress.us/sdm_downloads/human-dignity-and-social-autonomy/
Empirical Mobility Functions: Modeling and Analysis of Human Mobility Patterns	http://alexispress.us/sdm_downloads/human-dignity-and-social-autonomy/
Evolution of Occupational Mobility of Labor	http://alexispress.us/sdm_downloads/human-dignity-and-social-autonomy/
Workers' Awareness about the Labour Laws	http://alexispress.us/sdm_downloads/human-dignity-and-social-autonomy/
Introduction of Flexible AC Transmission System	http://alexispress.us/sdm_downloads/flexible-ac-transmission-system/
Introduction to FACT's Controller	http://alexispress.us/sdm_downloads/flexible-ac-transmission-system/
Application of the Power Semiconductor Devices	http://alexispress.us/sdm_downloads/flexible-ac-transmission-system/
Features of the Power Electronics Facts Controller	http://alexispress.us/sdm_downloads/flexible-ac-transmission-system/
Application of the Voltage Source Converter	http://alexispress.us/sdm_downloads/flexible-ac-transmission-system/
Self and Line-Commutated Current Source Converter	http://alexispress.us/sdm_downloads/flexible-ac-transmission-system/
AC Transmission Line and Reactive Power Compensation	http://alexispress.us/sdm_downloads/flexible-ac-transmission-system/
Features of the Static Shunt Compensators	http://alexispress.us/sdm_downloads/flexible-ac-transmission-system/
Application of The AC Transmission Stator	http://alexispress.us/sdm_downloads/flexible-ac-transmission-system/
Application of the Static Series Compensators	http://alexispress.us/sdm_downloads/flexible-ac-transmission-system/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Series Compensator: TCSC, TCSR, TSSR, SSSC	http://alexispress.us/sdm_downloads/flexible-ac-transmission-system/
Static Voltage and Phase Angle Regulators	http://alexispress.us/sdm_downloads/flexible-ac-transmission-system/
Thyristor controlled Voltage and Phase Angle Regulators	http://alexispress.us/sdm_downloads/flexible-ac-transmission-system/
Application of the Static Phase Shifting Transformer	http://alexispress.us/sdm_downloads/ac-transmission-systems-modelling-and-control/
Application of the Unified Power Flow Controller	http://alexispress.us/sdm_downloads/ac-transmission-systems-modelling-and-control/
Features of the Interline Power Flow Controller (IPFC)	http://alexispress.us/sdm_downloads/ac-transmission-systems-modelling-and-control/
Applications of Special Purpose FACTs Controller	http://alexispress.us/sdm_downloads/ac-transmission-systems-modelling-and-control/
Application of the Interphase Power Controller	http://alexispress.us/sdm_downloads/ac-transmission-systems-modelling-and-control/
Application of the Power Oscillation Damping	http://alexispress.us/sdm_downloads/ac-transmission-systems-modelling-and-control/
An Analysis of Improvement of Transient Stability	http://alexispress.us/sdm_downloads/ac-transmission-systems-modelling-and-control/
Exploring the Features of Power Quality	http://alexispress.us/sdm_downloads/ac-transmission-systems-modelling-and-control/
Load Compensation and Distributed STATCOM	http://alexispress.us/sdm_downloads/ac-transmission-systems-modelling-and-control/
A Review Study on Electronic Ballast Theory	http://alexispress.us/sdm_downloads/ac-transmission-systems-modelling-and-control/
Features of the Power Supplies in Power System	http://alexispress.us/sdm_downloads/ac-transmission-systems-modelling-and-control/
Exploring the Uninterruptible Power Supplies	http://alexispress.us/sdm_downloads/ac-transmission-systems-modelling-and-control/
Essential Component of Setting the scene	http://alexispress.us/sdm_downloads/introduction-to-brand-management/
An Overview of Economic Approach	http://alexispress.us/sdm_downloads/introduction-to-brand-management/
Theoretical Building Blocks of the Economic Approach	http://alexispress.us/sdm_downloads/introduction-to-brand-management/
The Identity Approaches for Various Groups	http://alexispress.us/sdm_downloads/introduction-to-brand-management/
Branding Strategies: Aligning Brand Identity	http://alexispress.us/sdm_downloads/introduction-to-brand-management/
An Overview of Consumer-Based Approach	http://alexispress.us/sdm_downloads/introduction-to-brand-management/
Exploring the Methods of the Consumer-Based Approach	http://alexispress.us/sdm_downloads/introduction-to-brand-management/
The Personality Approach for Human Behaviour	http://alexispress.us/sdm_downloads/introduction-to-brand-management/
Exploring the Impact of Personality Approach	http://alexispress.us/sdm_downloads/introduction-to-brand-management/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Brand Personality and Consumer Brand Relationships	http://alexispress.us/sdm_downloads/introduction-to-brand-management/
The Complexity of a Relationship of Economic Factor	http://alexispress.us/sdm_downloads/introduction-to-brand-management/
Community and Environmental Approach: An Analysis	http://alexispress.us/sdm_downloads/introduction-to-brand-management/
Characterization of Observing Brand Communities	http://alexispress.us/sdm_downloads/introduction-to-brand-management/
Theoretical Building Blocks of the Cultural Approach	http://alexispress.us/sdm_downloads/brand-management-principles-and-practices/
The Management of an Iconic Brand	http://alexispress.us/sdm_downloads/brand-management-principles-and-practices/
Categorizations of Brand Management	http://alexispress.us/sdm_downloads/brand-management-principles-and-practices/
Exploring the Market Share and Leadership	http://alexispress.us/sdm_downloads/brand-management-principles-and-practices/
Brands Create Value for the Customer	http://alexispress.us/sdm_downloads/brand-management-principles-and-practices/
Exploring the Strategic Implications of Branding	http://alexispress.us/sdm_downloads/brand-management-principles-and-practices/
Exploring the Product and Brand	http://alexispress.us/sdm_downloads/brand-management-principles-and-practices/
An Analysis of Brand and Business Building	http://alexispress.us/sdm_downloads/brand-management-principles-and-practices/
Comparing Brand and Business Models: Cola Drinks	http://alexispress.us/sdm_downloads/brand-management-principles-and-practices/
Distributor's Brand Innovates for Supply Chain	http://alexispress.us/sdm_downloads/brand-management-principles-and-practices/
Important Factors for Success of Distributors' Brands	http://alexispress.us/sdm_downloads/brand-management-principles-and-practices/
Exploring the Brand Diversity: An Analysis	http://alexispress.us/sdm_downloads/brand-management-principles-and-practices/
Public Service Media in the Networked Society	http://alexispress.us/sdm_downloads/understanding-public-service-media/
Intellectual Context of the Networked Society	http://alexispress.us/sdm_downloads/understanding-public-service-media/
Several Public Service Broadcasting Successes	http://alexispress.us/sdm_downloads/understanding-public-service-media/
Analysis of Digital Enclosures	http://alexispress.us/sdm_downloads/understanding-public-service-media/
Determination of Destructive Technologies	http://alexispress.us/sdm_downloads/understanding-public-service-media/
Networks of Optimism and Pessimism	http://alexispress.us/sdm_downloads/understanding-public-service-media/
Public Service Obligations for Social Network Media	http://alexispress.us/sdm_downloads/understanding-public-service-media/
A Study on Individual Versus Media; Small Versus Large	http://alexispress.us/sdm_downloads/understanding-public-service-media/

IQAC
Bangalore
Regional College of Management Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Mediatization: Networks of Social Change	http://alexispress.us/sdm_downloads/understanding-public-service-media/
Digital Media Culture and Public Service Media in the Platform Era	http://alexispress.us/sdm_downloads/understanding-public-service-media/
Determination of Digital media culture	http://alexispress.us/sdm_downloads/understanding-public-service-media/
A Brief Study on EBU Members Recommender Systems	http://alexispress.us/sdm_downloads/understanding-public-service-media/
Feasibility of a Public Service Orientation in the Western Balkans	http://alexispress.us/sdm_downloads/public-service-broadcasting-in-the-age-of-globalization/
A Study on Problems in Three Levels Of Public Service Broadcasting Operation	http://alexispress.us/sdm_downloads/public-service-broadcasting-in-the-age-of-globalization/
Public Service Media's Roles and Obligations in A Networked Society	http://alexispress.us/sdm_downloads/public-service-broadcasting-in-the-age-of-globalization/
Public Service Media and Digital Innovation	http://alexispress.us/sdm_downloads/public-service-broadcasting-in-the-age-of-globalization/
Public Value and Digital Innovation: The Regulatory Response	http://alexispress.us/sdm_downloads/public-service-broadcasting-in-the-age-of-globalization/
Distribution Dilemmas for Public Service Media	http://alexispress.us/sdm_downloads/public-service-broadcasting-in-the-age-of-globalization/
Prominence, Findability and Relations with Audiences	http://alexispress.us/sdm_downloads/public-service-broadcasting-in-the-age-of-globalization/
Networking Citizens Public Service Media and Audience Activism in Europe	http://alexispress.us/sdm_downloads/public-service-broadcasting-in-the-age-of-globalization/
Boycotting Public Service Media Institutions and Financing Schemes	http://alexispress.us/sdm_downloads/public-service-broadcasting-in-the-age-of-globalization/
Legacy Public Service Broadcasters in the Digital Age	http://alexispress.us/sdm_downloads/public-service-broadcasting-in-the-age-of-globalization/
Public Service Era of Social Network Media and Its Disputes	http://alexispress.us/sdm_downloads/public-service-broadcasting-in-the-age-of-globalization/
Foreign Currency Exposure Measurement	http://alexispress.us/sdm_downloads/a-fundamental-study-of-risk-management-of-commercial-bank/
Equity Exposure Risk Management	http://alexispress.us/sdm_downloads/a-fundamental-study-of-risk-management-of-commercial-bank/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Asset Liability Management Review Process	http://alexispress.us/sdm_downloads/a-fundamental-study-of-risk-management-of-commercial-bank/
Operational Risk Management Framework	http://alexispress.us/sdm_downloads/a-fundamental-study-of-risk-management-of-commercial-bank/
Operational Risk Identification, Measurement, and Control	http://alexispress.us/sdm_downloads/a-fundamental-study-of-risk-management-of-commercial-bank/
Operational Risk Measurement Process	http://alexispress.us/sdm_downloads/a-fundamental-study-of-risk-management-of-commercial-bank/
Risk-Based Internal Audit Scope, Rationale, and Function	http://alexispress.us/sdm_downloads/a-fundamental-study-of-risk-management-of-commercial-bank/
Risk-Based Internal Audit Methodology and Procedure	http://alexispress.us/sdm_downloads/a-fundamental-study-of-risk-management-of-commercial-bank/
A Summary of Corporate Governance: A Few Fundamentals	http://alexispress.us/sdm_downloads/a-fundamental-study-of-risk-management-of-commercial-bank/
An Overview on Corporate Governance	http://alexispress.us/sdm_downloads/a-fundamental-study-of-risk-management-of-commercial-bank/
A Brief Study on Independence of the Audit System	http://alexispress.us/sdm_downloads/a-fundamental-study-of-risk-management-of-commercial-bank/
Role of Board of Directors and Senior Executives in Risk Management	http://alexispress.us/sdm_downloads/a-fundamental-study-of-risk-management-of-commercial-bank/
Reasons for and Effects of the Financial Crises in Asia and the United States	http://alexispress.us/sdm_downloads/a-fundamental-study-of-risk-management-of-commercial-bank/
Development of Credit Boom Increased Volume of Credit Risk	http://alexispress.us/sdm_downloads/advanced-credit-risk-analysis-and-management/
An Overview on Risk-Based Audit Process	http://alexispress.us/sdm_downloads/advanced-credit-risk-analysis-and-management/
Management of Credit Risk in Commercial Banks	http://alexispress.us/sdm_downloads/advanced-credit-risk-analysis-and-management/
Risk Management Process in Banking Industry	http://alexispress.us/sdm_downloads/advanced-credit-risk-analysis-and-management/
A Study on Economic Concepts in Banking	http://alexispress.us/sdm_downloads/advanced-credit-risk-analysis-and-management/
Banking Insolvency and Crises	http://alexispress.us/sdm_downloads/advanced-credit-risk-analysis-and-management/
Risk Management Analysis of Modern Commercial Banks	http://alexispress.us/sdm_downloads/advanced-credit-risk-analysis-and-management/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Risk Management in Banks: Causes, Consequences and Remedies	http://alexispress.us/sdm_downloads/advanced-credit-risk-analysis-and-management/
Risks and Risk Control in the Banking Industry	http://alexispress.us/sdm_downloads/advanced-credit-risk-analysis-and-management/
Understanding Risk Management Practices in Commercial Banks	http://alexispress.us/sdm_downloads/advanced-credit-risk-analysis-and-management/
Managing Risk in Commercial Banks	http://alexispress.us/sdm_downloads/advanced-credit-risk-analysis-and-management/
Living In the World Risk Society	http://alexispress.us/sdm_downloads/factors-of-risk-society/
Wealth Distribution and Risk Distribution	http://alexispress.us/sdm_downloads/factors-of-risk-society/
A Brief Study on Problem of Risk	http://alexispress.us/sdm_downloads/factors-of-risk-society/
Scientific Definition and Distributions of Pollutants	http://alexispress.us/sdm_downloads/factors-of-risk-society/
A Study on Legitimation: 'Latent Side Effects	http://alexispress.us/sdm_downloads/factors-of-risk-society/
A Brief Study on Utopia of a World Society	http://alexispress.us/sdm_downloads/factors-of-risk-society/
A Brief Study on Voices of the 'Side Effects	http://alexispress.us/sdm_downloads/factors-of-risk-society/
A Brief Study on Scientific Rationality in Rupture	http://alexispress.us/sdm_downloads/factors-of-risk-society/
Nature and Society at the End of the Twentieth Century	http://alexispress.us/sdm_downloads/factors-of-risk-society/
A Brief Study on Labor Market as Motor of Individualization	http://alexispress.us/sdm_downloads/factors-of-risk-society/
Individualized Society of Employees	http://alexispress.us/sdm_downloads/factors-of-risk-society/
Conscious of Inequalities: Chances for andConstraints on Choice	http://alexispress.us/sdm_downloads/factors-of-risk-society/
Individualization, Institutionalization and Standardization: Life Situations and Biographical Patterns	http://alexispress.us/sdm_downloads/policing-the-risk-society/
A Brief Study on DE-standardization of Labor	http://alexispress.us/sdm_downloads/policing-the-risk-society/
Reflexive Modernization: on the Generalization of Science and Politics	http://alexispress.us/sdm_downloads/policing-the-risk-society/
A Brief Study on Demonopolization of Science	http://alexispress.us/sdm_downloads/policing-the-risk-society/
Plea for a Pedagogy of Scientific Rationality	http://alexispress.us/sdm_downloads/policing-the-risk-society/
Political System's Loss of Function	http://alexispress.us/sdm_downloads/policing-the-risk-society/
Observance of Civil Rights and the Differentiation of Cultural Sub-Politics	http://alexispress.us/sdm_downloads/policing-the-risk-society/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Political Culture and Technical Development	http://alexispress.us/sdm_downloads/policing-the-risk-society/
A Brief Study on Dilemma of Technology Policy	http://alexispress.us/sdm_downloads/policing-the-risk-society/
Scenarios of a Possible Future	http://alexispress.us/sdm_downloads/policing-the-risk-society/
Diverse Logics of Risk: Young People Negotiations of The Risk Society Including Social Media	http://alexispress.us/sdm_downloads/policing-the-risk-society/
Analysis of Markets in Economics: Structure, Behavior, and Performance	http://alexispress.us/sdm_downloads/applied-intermediate-macroeconomics/
Determinants of Demand and Supply	http://alexispress.us/sdm_downloads/applied-intermediate-macroeconomics/
Investigation of Taxes, Subsidies, and Rationing in Field of Macroeconomics	http://alexispress.us/sdm_downloads/applied-intermediate-macroeconomics/
Determination of Utility: Analyzing Consumer Preferences and Decision-Making	http://alexispress.us/sdm_downloads/applied-intermediate-macroeconomics/
Analysis of Demand Analysis in Modern Economics	http://alexispress.us/sdm_downloads/applied-intermediate-macroeconomics/
Analysis of the Substitution Effect: Understanding Consumer Behavior and Market Dynamics	http://alexispress.us/sdm_downloads/applied-intermediate-macroeconomics/
Analysis of Intertemporal Choice: Understanding Decision-Making over Time	http://alexispress.us/sdm_downloads/applied-intermediate-macroeconomics/
Public Policy Design: Fuel Efficiency Standards for the Twenty-First Century	http://alexispress.us/sdm_downloads/applied-intermediate-macroeconomics/
Determination of Bubbles in Economics: Understanding Formation, Detection, and Implications	http://alexispress.us/sdm_downloads/applied-intermediate-macroeconomics/
Understanding Production, Profitability, and Efficiency	http://alexispress.us/sdm_downloads/applied-intermediate-macroeconomics/
Determination of Labor Productivity	http://alexispress.us/sdm_downloads/applied-intermediate-macroeconomics/
Analysis of Fixed Costs and Variable Costs	http://alexispress.us/sdm_downloads/applied-intermediate-macroeconomics/
Determination of Long-Run Average Cost	http://alexispress.us/sdm_downloads/applied-intermediate-macroeconomics/
A Brief Study on Alternative Forms of Organization	http://alexispress.us/sdm_downloads/intermediate-macroeconomics-a-statistical-approach/
Consumer and Producer Surplus: Analysis, Measurement, and Implications for Welfare	http://alexispress.us/sdm_downloads/intermediate-macroeconomics-a-statistical-approach/
Analysis of Shifts in Demand: Understanding Factors, Implications, and Responses	http://alexispress.us/sdm_downloads/intermediate-macroeconomics-a-statistical-approach/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Analysis of Changes in Demand: Mechanisms, Impacts, and Adaptive Strategies	http://alexispress.us/sdm_downloads/intermediate-macroeconomics-a-statistical-approach/
Intertemporal Price Discrimination and Peak-Load Pricing	http://alexispress.us/sdm_downloads/intermediate-macroeconomics-a-statistical-approach/
Intertemporal Production Decision Depletable Resources	http://alexispress.us/sdm_downloads/intermediate-macroeconomics-a-statistical-approach/
Production Possibilities Frontier: Analysis, Applications, and Trade-offs	http://alexispress.us/sdm_downloads/intermediate-macroeconomics-a-statistical-approach/
Implications of the Prisoners' Dilemma for Oligopolistic Pricing Does the prisoners' dilemma doom	http://alexispress.us/sdm_downloads/intermediate-macroeconomics-a-statistical-approach/
Analysis of Mixed Strategies	http://alexispress.us/sdm_downloads/intermediate-macroeconomics-a-statistical-approach/
Evolution of Profit Maximization	http://alexispress.us/sdm_downloads/intermediate-macroeconomics-a-statistical-approach/
A Brief Study on Diversification	http://alexispress.us/sdm_downloads/intermediate-macroeconomics-a-statistical-approach/
Determination of Diversification in Intermediate Macroeconomics	http://alexispress.us/sdm_downloads/intermediate-macroeconomics-a-statistical-approach/
Introduction to Economic Strategies	http://alexispress.us/sdm_downloads/economics-of-producer-behaviours-and-supply/
Economic Theory and its impact	http://alexispress.us/sdm_downloads/economics-of-producer-behaviours-and-supply/
A Brief Study on Assumptions of Pure Competition	http://alexispress.us/sdm_downloads/economics-of-producer-behaviours-and-supply/
A Brief Study on Demand and Supply Analysis	http://alexispress.us/sdm_downloads/economics-of-producer-behaviours-and-supply/
Markets Maximize Society's Total Surplus	http://alexispress.us/sdm_downloads/economics-of-producer-behaviours-and-supply/
Income Elasticity of Demand	http://alexispress.us/sdm_downloads/economics-of-producer-behaviours-and-supply/
An Introduction to PPI Methodology	http://alexispress.us/sdm_downloads/economics-of-producer-behaviours-and-supply/
Random Sampling and Purposive Sampling	http://alexispress.us/sdm_downloads/economics-of-producer-behaviours-and-supply/
Obstacles to Economic Development	http://alexispress.us/sdm_downloads/economics-of-producer-behaviours-and-supply/
Social and Institutional Aspects of Development	http://alexispress.us/sdm_downloads/economics-of-producer-behaviours-and-supply/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Brief Study on Population and Development	http://alexispress.us/sdm_downloads/economics-of-producer-behaviours-and-supply/
A Brief Study on Economic Development and Institutions	http://alexispress.us/sdm_downloads/econometric-modeling-of-producer-behaviour/
A Study on Unlimited Supply of Labour	http://alexispress.us/sdm_downloads/econometric-modeling-of-producer-behaviour/
Determination of Capital Accumulation	http://alexispress.us/sdm_downloads/econometric-modeling-of-producer-behaviour/
A Brief Study on Indispensability of Labor Reallocation	http://alexispress.us/sdm_downloads/econometric-modeling-of-producer-behaviour/
A Study on Balanced Growth and Unbalanced Growth	http://alexispress.us/sdm_downloads/econometric-modeling-of-producer-behaviour/
Investigation of Unbalanced Growth	http://alexispress.us/sdm_downloads/econometric-modeling-of-producer-behaviour/
Analysis of Critical Minimum Efforts	http://alexispress.us/sdm_downloads/econometric-modeling-of-producer-behaviour/
Nature and Magnitude of the Minimum Effort	http://alexispress.us/sdm_downloads/econometric-modeling-of-producer-behaviour/
A Study on Low - Level Equilibrium Trap	http://alexispress.us/sdm_downloads/econometric-modeling-of-producer-behaviour/
Marxian Theory of Dependency Theory	http://alexispress.us/sdm_downloads/econometric-modeling-of-producer-behaviour/
A Brief Study on Theories of Underdevelopment	http://alexispress.us/sdm_downloads/econometric-modeling-of-producer-behaviour/
Determination of Economic Development	http://alexispress.us/sdm_downloads/introduction-to-economics-of-development/
Theory of Two Sector Models and Determination	http://alexispress.us/sdm_downloads/introduction-to-economics-of-development/
Determination of Intergenerational Transfers	http://alexispress.us/sdm_downloads/introduction-to-economics-of-development/
Extensions to Neoclassical Growth Theory	http://alexispress.us/sdm_downloads/introduction-to-economics-of-development/
A Brief Introduction on Fiscal Policy Reform	http://alexispress.us/sdm_downloads/introduction-to-economics-of-development/
Wage and Fertility Gaps in Dual Economies	http://alexispress.us/sdm_downloads/introduction-to-economics-of-development/
A Brief Discussion on Traditional Sector in Economics	http://alexispress.us/sdm_downloads/introduction-to-economics-of-development/
A Brief Study on Physical Capital in Dual Economies	http://alexispress.us/sdm_downloads/introduction-to-economics-of-development/
Reduced Incentives for Human Capital Investment	http://alexispress.us/sdm_downloads/introduction-to-economics-of-development/
Determination of Urbanization in Modern World	http://alexispress.us/sdm_downloads/introduction-to-economics-of-development/
Rural Industry Impact on Economic Growth	http://alexispress.us/sdm_downloads/introduction-to-economics-of-development/
Urbanization Today: New Mechanisms and Consequences	http://alexispress.us/sdm_downloads/economics-and-development-studies/

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Introduction on Nature of Modern Growth	http://alexispress.us/sdm_downloads/economics-and-development-studies/
Income Inequality in Developed and Developing Countries	http://alexispress.us/sdm_downloads/economics-and-development-studies/
Rural Poverty and Agricultural Transformation	http://alexispress.us/sdm_downloads/economics-and-development-studies/
Multinational Corporations and Contract Farming	http://alexispress.us/sdm_downloads/economics-and-development-studies/
A Brief Introduction on Strategies for Reducing Fertility	http://alexispress.us/sdm_downloads/economics-and-development-studies/
Dimensions of Unemployment and Underemployment	http://alexispress.us/sdm_downloads/economics-and-development-studies/
A Study on Non-economic Benefits of Education	http://alexispress.us/sdm_downloads/economics-and-development-studies/
A Study on Determination of Sourcing and Pricing	http://alexispress.us/sdm_downloads/economics-and-development-studies/
Analysis of Procurement	http://alexispress.us/sdm_downloads/economics-and-development-studies/
Analysis of Supply Chain Synchronization	http://alexispress.us/sdm_downloads/economics-and-development-studies/
A Discussion on Production and Operation Management	http://alexispress.us/sdm_downloads/modern-production-and-operation-management/
Industrial Engineering, Manufacturing Engineering and Operations Research	http://alexispress.us/sdm_downloads/modern-production-and-operation-management/
Various Technologies of Automation	http://alexispress.us/sdm_downloads/modern-production-and-operation-management/
Facility Planning: Location of Facilities	http://alexispress.us/sdm_downloads/modern-production-and-operation-management/
A Study on Production Process Planning	http://alexispress.us/sdm_downloads/modern-production-and-operation-management/
A Brief Discussion on Product-process matrix	http://alexispress.us/sdm_downloads/modern-production-and-operation-management/
A Brief Introduction on Job Design and Rating	http://alexispress.us/sdm_downloads/modern-production-and-operation-management/
Procedure of Layout Planning	http://alexispress.us/sdm_downloads/modern-production-and-operation-management/
Benefits of Production Planning and Control	http://alexispress.us/sdm_downloads/modern-production-and-operation-management/
A Brief Introduction about the Types of Forecasting	http://alexispress.us/sdm_downloads/modern-production-and-operation-management/
Causal Relationships using Cause–Effect Models	http://alexispress.us/sdm_downloads/modern-production-and-operation-management/
Just-in-time for Manufacturing and Inventory	http://alexispress.us/sdm_downloads/modern-production-and-operation-management/
An Overview of Critical Path Method	http://alexispress.us/sdm_downloads/modern-production-and-operation-management/
Implementation of Total Quality Control	http://alexispress.us/sdm_downloads/production-and-operations-management-systems/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Brief Study on Lot Acceptance Sampling Plan	http://alexispress.us/sdm_downloads/production-and-operations-management-systems/
A Discussion on Taguchi's Quality Loss Function	http://alexispress.us/sdm_downloads/production-and-operations-management-systems/
New Management Tools for Businesses	http://alexispress.us/sdm_downloads/production-and-operations-management-systems/
Implementation of JIT-manufacturing	http://alexispress.us/sdm_downloads/production-and-operations-management-systems/
A Study on Importance of productivity	http://alexispress.us/sdm_downloads/production-and-operations-management-systems/
Frame work for Managing Operations	http://alexispress.us/sdm_downloads/production-and-operations-management-systems/
Brief Introduction on Forecasting in Business	http://alexispress.us/sdm_downloads/production-and-operations-management-systems/
Role of Product and Process Design	http://alexispress.us/sdm_downloads/production-and-operations-management-systems/
An Overview of Product Design Tools	http://alexispress.us/sdm_downloads/production-and-operations-management-systems/
Capacity Design for Operation Management	http://alexispress.us/sdm_downloads/production-and-operations-management-systems/
Economies and Diseconomies of Scale Learning Curve	http://alexispress.us/sdm_downloads/production-and-operations-management-systems/
Operations Management for Supply Chain	http://alexispress.us/sdm_downloads/basics-of-operations-management-and-strategies/
Forecasting in Operations Planning	http://alexispress.us/sdm_downloads/basics-of-operations-management-and-strategies/
Factors Encouraging Excess and Insufficient Capacity	http://alexispress.us/sdm_downloads/basics-of-operations-management-and-strategies/
Flow of Components in A Composite Layout	http://alexispress.us/sdm_downloads/basics-of-operations-management-and-strategies/
Importance of Product Design	http://alexispress.us/sdm_downloads/basics-of-operations-management-and-strategies/
Planning and Control of Production	http://alexispress.us/sdm_downloads/basics-of-operations-management-and-strategies/
Fundamentals of Scheduling	http://alexispress.us/sdm_downloads/basics-of-operations-management-and-strategies/
Operation Management uses Project Management	http://alexispress.us/sdm_downloads/basics-of-operations-management-and-strategies/
Review on the Economics of Maintenance and Spares Management	http://alexispress.us/sdm_downloads/basics-of-operations-management-and-strategies/
Organizational Structuring for The Implementation of a Strategy	http://alexispress.us/sdm_downloads/basics-of-operations-management-and-strategies/
Introduction to Operations Management	http://alexispress.us/sdm_downloads/basics-of-operations-management-and-strategies/
A Breif Study on Strategic Environment Management	http://alexispress.us/sdm_downloads/basics-of-operations-management-and-strategies/
A Discussion on Organizational-Level Strategy	http://alexispress.us/sdm_downloads/basics-of-operations-management-and-strategies/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Functional-Level Planning and Organization	http://alexispress.us/sdm_downloads/essential-guide-to-strategic-operations-management/
Organizational Effectiveness and Technology	http://alexispress.us/sdm_downloads/essential-guide-to-strategic-operations-management/
Complexity of the Technology and Organizational Structure	http://alexispress.us/sdm_downloads/essential-guide-to-strategic-operations-management/
Technology with Long Linkages and Sequential Interdependence	http://alexispress.us/sdm_downloads/essential-guide-to-strategic-operations-management/
Recognize the Connections Between Organizational Redesign, Change and Effectiveness	http://alexispress.us/sdm_downloads/essential-guide-to-strategic-operations-management/
Analysis of The Quality Management System in Organizational Management	http://alexispress.us/sdm_downloads/essential-guide-to-strategic-operations-management/
Assessment of the Organization Management	http://alexispress.us/sdm_downloads/essential-guide-to-strategic-operations-management/
Overview of Strategic Management	http://alexispress.us/sdm_downloads/essential-guide-to-strategic-operations-management/
Development of an Operations Strategy Taxonomy	http://alexispress.us/sdm_downloads/essential-guide-to-strategic-operations-management/
Essence of an Operations Strategy	http://alexispress.us/sdm_downloads/essential-guide-to-strategic-operations-management/
Implementing A Business Plan	http://alexispress.us/sdm_downloads/essential-guide-to-strategic-operations-management/
Operational Strategy is Shaped by Tactical Considerations	http://alexispress.us/sdm_downloads/essential-guide-to-strategic-operations-management/
A Brief Overview about Environmental Science	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=January&issue=1&vol=10&year=2022&key=Mw==
Natural Resources in the Environment: Utilizing Earth's Gifts	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=January&issue=1&vol=10&year=2022&key=Mw==

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Water Resources: Use and Over-Utilization of Surface and Ground Water	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=January&issue=1&vol=10&year=2022&key=Mw==
Ecosystem: Exploring the Interconnected Web of Environment	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=January&issue=1&vol=10&year=2022&key=Mw==
Ecological Pyramids and Decomposers: Nature's Hierarchy	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=January&issue=1&vol=10&year=2022&key=Mw==
Ecological Succession and Its Types: Dynamics of Eco-system	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=January&issue=1&vol=10&year=2022&key=Mw==
Biodiversity: The Network of Life and Conservation	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=January&issue=1&vol=10&year=2022&key=Mw==
Conservation of Biodiversity: Preserving Earth's Ecology	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=January&issue=1&vol=10&year=2022&key=Mw==
Pollution and Its Factors: Understanding Environmental Contamination	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=January&issue=1&vol=10&year=2022&key=Mw==
Disaster Management: Preparedness, Response and Recovery	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=January&issue=1&vol=10&year=2022&key=Mw==
Climate Change: Impacts, and Adaptation Strategies	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=January&issue=1&vol=10&year=2022&key=Mw==

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Environmental Acts: Protecting Nature and Promoting Sustainability	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=January&issue=1&vol=10&year=2022&key=Mw==
Causes of Population Growth: Examining Factors and Trends	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=January&issue=1&vol=10&year=2022&key=Mw==
Diseases and Its Prevention: Safeguarding Health and Well-being	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=January&issue=1&vol=10&year=2022&key=Mw==
Understanding the Basics Features of Environmental Science: Field Trip	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=January&issue=1&vol=10&year=2022&key=Mw==
Modern Methods in Environmental Science	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=January&issue=1&vol=10&year=2022&key=Mw==
Forms of Discussion: Sharing and Communication	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=January&issue=1&vol=10&year=2022&key=Mw==
Environmental Science: Exploring the Modern Library of Knowledge and Solutions	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=January&issue=1&vol=10&year=2022&key=Mw==
Environmental Science: Modern and Effective Teacher	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=January&issue=1&vol=10&year=2022&key=Mw==
Environmental Science and Natural Resources	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=January&issue=1&vol=10&year=2022&key=Mw==

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Water Conservation: Resource for Future	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=January&issue=1&vol=10&year=2022&key=Mw==
A Brief Overview to Green Environmental Issues	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=January&issue=1&vol=10&year=2022&key=Mw==
Environmental Ethics, Environmental Impact Assessment and Role of NGOs	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=January&issue=1&vol=10&year=2022&key=Mw==
Basic Introduction of Applied Ecology System	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=February&issue=2&vol=10&year=2022&key=NA==
Introduction to Conservation Management	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=February&issue=2&vol=10&year=2022&key=NA==
Understanding the Development of Habitats in Ecosystems	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=February&issue=2&vol=10&year=2022&key=NA==
Agro-Ecological System and Its Application	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=February&issue=2&vol=10&year=2022&key=NA==
An Overview on Wetland Engineering and Its Significance	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=February&issue=2&vol=10&year=2022&key=NA==
Analysis of the Disease Transmission	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=February&issue=2&vol=10&year=2022&key=NA==

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Rare Species Breeding and Reintroduction	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=February&issue=2&vol=10&year=2022&key=NA==
Understanding Environmental Valuation of Ecology	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=February&issue=2&vol=10&year=2022&key=NA==
Applications and Impact of Nature Tourism	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=February&issue=2&vol=10&year=2022&key=NA==
An Overview on Endangered Resources and Its Application	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=February&issue=2&vol=10&year=2022&key=NA==
A Brief Introduction on New Societies and Cultures	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=February&issue=2&vol=10&year=2022&key=NA==
Case Studies and Educating Through Case Studies	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=February&issue=2&vol=10&year=2022&key=NA==
Asian Rainforest Politics, Case Studies and Applied Ecology	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=February&issue=2&vol=10&year=2022&key=NA==
Introduction about British Limestone Grasslands	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=February&issue=2&vol=10&year=2022&key=NA==
Introduction to Case Studies of Ecosystem Services	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=February&issue=2&vol=10&year=2022&key=NA==

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Evaluation of the Effects on Ecosystem Services in the Tamar Catchment	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=February&issue=2&vol=10&year=2022&key=NA==
Evaluation of the Effects on Ecosystem Services in Alkborough Flats	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=February&issue=2&vol=10&year=2022&key=NA==
The Cornwall Rivers Project and Tamar 2000	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=February&issue=2&vol=10&year=2022&key=NA==
Sustainable Sugarcane Trash Management in Tropical Soil	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=February&issue=2&vol=10&year=2022&key=NA==
Heavy Metal Uptake in Cauliflower: Health Risks	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=February&issue=2&vol=10&year=2022&key=NA==
Enhancing Urban Green Space in Xuzhou Quanta District	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=February&issue=2&vol=10&year=2022&key=NA==
Introduction to Conservation Management and Application	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=February&issue=2&vol=10&year=2022&key=NA==
Basic Approach on Ecology System in Environment	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=February&issue=2&vol=10&year=2022&key=NA==
Application and Classification of Ecology	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=February&issue=2&vol=10&year=2022&key=NA==

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Climate Change's Impact on Biodiversity in Forest Ecosystems	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=February&issue=2&vol=10&year=2022&key=NA==
Principle Properties of Building Materials	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=March&issue=3&vol=10&year=2022&key=NQ==
Structural Clay Products: Applications, Production and Benefits	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=March&issue=3&vol=10&year=2022&key=NQ==
Manufacturing and Classification of Bricks	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=March&issue=3&vol=10&year=2022&key=NQ==
Rocks: Properties, Classification and Used	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=March&issue=3&vol=10&year=2022&key=NQ==
Importance of Stone in Building Construction	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=March&issue=3&vol=10&year=2022&key=NQ==
Classification of Woods: Types and Applications	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=March&issue=3&vol=10&year=2022&key=NQ==
Structure, Classification and Use of Timber	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=March&issue=3&vol=10&year=2022&key=NQ==
Cement: Composition, Production and Applications	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=March&issue=3&vol=10&year=2022&key=NQ==

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Introduction and Characteristics of Aggregates	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=March&issue=3&vol=10&year=2022&key=NQ==
Water in Concrete Mixture: Role, Proportioning and Effects	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=March&issue=3&vol=10&year=2022&key=NQ==
Importance of Lime in Construction: Properties and Applications	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=March&issue=3&vol=10&year=2022&key=NQ==
Pozzolana : Active Ingredient in Construction	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=March&issue=3&vol=10&year=2022&key=NQ==
Study of Concrete Technology: Principles and Applications	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=March&issue=3&vol=10&year=2022&key=NQ==
Study of Concrete Mix Design: Optimizing Strength and Durability	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=March&issue=3&vol=10&year=2022&key=NQ==
Overview of Building Mortar: Composition, Types and Applications	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=March&issue=3&vol=10&year=2022&key=NQ==
Structure of Ferrous Metals: Exploring Iron-Based Alloys	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=March&issue=3&vol=10&year=2022&key=NQ==
Importance of Steel in Construction: Strength, Versatility and Sustainability	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=March&issue=3&vol=10&year=2022&key=NQ==

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Exploring the Versatility of Non-Ferrous Metals	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=March&issue=3&vol=10&year=2022&key=NQ==
Overview of Ceramic Materials: Composition, Types and Applications	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=March&issue=3&vol=10&year=2022&key=NQ==
Overview of Polymeric Materials: Properties, Applications and Advancements	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=March&issue=3&vol=10&year=2022&key=NQ==
Paints and Varnishes: Enhancing Protection Efficiency	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=March&issue=3&vol=10&year=2022&key=NQ==
Tar, Bitumen and Asphalt: Applications in Construction and Infrastructure	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=March&issue=3&vol=10&year=2022&key=NQ==
Study of Gypsum: Properties, Applications and Benefits	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=March&issue=3&vol=10&year=2022&key=NQ==
Special Cements and Cement Concrete: Innovations and Applications	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=March&issue=3&vol=10&year=2022&key=NQ==
Standard Cement Concrete: Composition, Properties and Applications	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=March&issue=3&vol=10&year=2022&key=NQ==
A Brief Introduction about Welding Process	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=April&issue=4&vol=10&year=2022&key=Ng==

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Exploring Non-Metallic Materials: Properties and Applications	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=April&issue=4&vol=10&year=2022&key=Ng==
Features of Carpentry: Basic Building Constraction Material	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=April&issue=4&vol=10&year=2022&key=Ng==
Applications of Press Work and Die-Punch Assembly	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=April&issue=4&vol=10&year=2022&key=Ng==
Casting Process: Characterstics, Applications and Significance	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=April&issue=4&vol=10&year=2022&key=Ng==
Influences Productivity:Location and Layout of Plants	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=April&issue=4&vol=10&year=2022&key=Ng==
Forging: Methods for Shaping the Metal	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=April&issue=4&vol=10&year=2022&key=Ng==
Material: Characteristics, Properties, and Application	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=April&issue=4&vol=10&year=2022&key=Ng==
Pattern of Core Making: Techniques for Casting Processes	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=April&issue=4&vol=10&year=2022&key=Ng==
Inspection and Quality Control: Characteristics and Applications	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=April&issue=4&vol=10&year=2022&key=Ng==

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Brief Overview to Manufacture Tools: Shaper and Planners	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=April&issue=4&vol=10&year=2022&key=Ng==
A Brief Overview to Machine Operations and Tools	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=April&issue=4&vol=10&year=2022&key=Ng==
Cutting-Tool Technology:Advanced Manufacturing Methods	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=April&issue=4&vol=10&year=2022&key=Ng==
Economic and Product Design Considerations in Machining	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=April&issue=4&vol=10&year=2022&key=Ng==
Grinding Abrasive Processes: Characteristics and Applications	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=April&issue=4&vol=10&year=2022&key=Ng==
Heat Treatment of Metals: Change Metal Characterstics	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=April&issue=4&vol=10&year=2022&key=Ng==
Surface Processing Operations: Enhance Material's Surface Qualities	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=April&issue=4&vol=10&year=2022&key=Ng==
Vapor Deposition Processes: Protecting Metal Surface	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=April&issue=4&vol=10&year=2022&key=Ng==
Fundamentals Features of Welding: Manufacturing and Construction	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=April&issue=4&vol=10&year=2022&key=Ng==

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Welding Processes: Techniques, Characteristics and Applications	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=April&issue=4&vol=10&year=2022&key=Ng==
A Comprehensive Overview: Brazing, Soldering, and Adhesive Bonding	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=April&issue=4&vol=10&year=2022&key=Ng==
Fusion-Welded Joint: Process of Metal Junction Formation	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=April&issue=4&vol=10&year=2022&key=Ng==
An Overview of Globalization of Markets	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=May&issue=5&vol=10&year=2022&key=Nw==
International Trade: Theories and Significance	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=May&issue=5&vol=10&year=2022&key=Nw==
Role of Economic Institutions & WTO in International Marketing	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=May&issue=5&vol=10&year=2022&key=Nw==
Scanning the International: Bringing Nations Together Through Efforts	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=May&issue=5&vol=10&year=2022&key=Nw==
Understanding the Legal Environment: An In-Depth Examination	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=May&issue=5&vol=10&year=2022&key=Nw==
Unveiling the World: Exploring International Secondary Data	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=May&issue=5&vol=10&year=2022&key=Nw==

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Challenges in International Primary Data Collection	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=May&issue=5&vol=10&year=2022&key=Nw==
An Analysis of International Market Segmentation	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=May&issue=5&vol=10&year=2022&key=Nw==
Supply Chain Mapping: From Production to Distribution	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=May&issue=5&vol=10&year=2022&key=Nw==
Factors Affecting the Selection of International Market Entry Mode	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=May&issue=5&vol=10&year=2022&key=Nw==
Globalizing Success: Crafting a Winning Product Strategy	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=May&issue=5&vol=10&year=2022&key=Nw==
Exploring Global: Mastering the Product Launch Abroad	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=May&issue=5&vol=10&year=2022&key=Nw==
Navigating the Price: Overcoming International Pricing Challenges	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=May&issue=5&vol=10&year=2022&key=Nw==
Approaches to International Pricing: Global Strategy	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=May&issue=5&vol=10&year=2022&key=Nw==
Countertrade: Companies Diversify International Transactions	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=May&issue=5&vol=10&year=2022&key=Nw==

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Understanding Terms of Trade and Incoterms	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=May&issue=5&vol=10&year=2022&key=Nw==
Simplifying Export and Import Procedure: Documentation Essentials	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=May&issue=5&vol=10&year=2022&key=Nw==
Navigating Import License and Quota Procurement	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=May&issue=5&vol=10&year=2022&key=Nw==
A Brief Overview About Foreign Trade Policies of India	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=May&issue=5&vol=10&year=2022&key=Nw==
Empowering Job Creation: Employment-Oriented Measures	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=May&issue=5&vol=10&year=2022&key=Nw==
Tackling Emerging Issues in International Marketing	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=May&issue=5&vol=10&year=2022&key=Nw==
Current Trends in International Trade: A Brief Overview	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=May&issue=5&vol=10&year=2022&key=Nw==
A Global Markets: International Marketing Environment	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=May&issue=5&vol=10&year=2022&key=Nw==
Special Provisions: Enhancing Agreements for Specific Needs	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=May&issue=5&vol=10&year=2022&key=Nw==

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Overview International Finance Corporation and Its Significance	https://ijircst.org/conference_paper.php?title=YOUNG%20RESEARCHERS%E2%80%99%20CONFERENCE%20ON%20INDIAN%20LITERATURES&confkey=MTI=&month=May&issue=5&vol=10&year=2022&key=Nw==
Basic Introduction to Microeconomics and It's Application	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=June&issue=6&vol=10&year=2022&key=OA==
A Basic Introduction on Challenges of an Economy	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=June&issue=6&vol=10&year=2022&key=OA==
Introduction to Consumer Behaviour in Economics	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=June&issue=6&vol=10&year=2022&key=OA==
Basic Approach on Demand and Law of Demand for Economics	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=June&issue=6&vol=10&year=2022&key=OA==
A Brief Overview about Price Elasticity of Demand	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=June&issue=6&vol=10&year=2022&key=OA==
Application of Production Theory and Its Scope	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=June&issue=6&vol=10&year=2022&key=OA==
ntroduction to Supply and Its Determinants	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=June&issue=6&vol=10&year=2022&key=OA==
A comprehensive Overview: Concepts of Cost and Its Functions	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=June&issue=6&vol=10&year=2022&key=OA==
Introduction to Forms of Market and Price Determination	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=June&issue=6&vol=10&year=2022&key=OA==
A Basic Approach on Factor Price Determination	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=June&issue=6&vol=10&year=2022&key=OA==

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Factor Prices, Comparative Advantage and International Trade	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=June&issue=6&vol=10&year=2022&key=OA==
A Brief Introduction to Macroeconomics and Its Application	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=June&issue=6&vol=10&year=2022&key=OA==
A Brief Introduction on National Income and Related Aggregates	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=June&issue=6&vol=10&year=2022&key=OA==
Value of Xappendixa: Documentation and Supporting Evidence	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=June&issue=6&vol=10&year=2022&key=OA==
Measurement of National Income Value Added Method	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=June&issue=6&vol=10&year=2022&key=OA==
Introduction to Measurement of National Income Method	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=June&issue=6&vol=10&year=2022&key=OA==
Measurement of National Income Expenditure Method	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=June&issue=6&vol=10&year=2022&key=OA==
Introduction to Aggregate Demand and Aggregate Supply	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=June&issue=6&vol=10&year=2022&key=OA==
Introduction to Determination of Income and Employment Income	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=June&issue=6&vol=10&year=2022&key=OA==
A Comprehensive Overview: Keynesian Theory of Income	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=June&issue=6&vol=10&year=2022&key=OA==
A Comprehensive Overview: Excess Deficient Demand and Its Scope	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=June&issue=6&vol=10&year=2022&key=OA==
An Approach on the Money Meaning and Functions	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=June&issue=6&vol=10&year=2022&key=OA==

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Application and Classification of Banking	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=June&issue=6&vol=10&year=2022&key=OA==
An Overview on Government Budget Meaning and Components	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=June&issue=6&vol=10&year=2022&key=OA==
Academic-Practitioner Collaboration and Knowledge Sharing	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=July&issue=7&vol=10&year=2022&key=OQ==
A Brief Overview of Acculturation Theory	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=July&issue=7&vol=10&year=2022&key=OQ==
Describe an Achievement Motivation Theory	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=July&issue=7&vol=10&year=2022&key=OQ==
Explanation Action Learning	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=July&issue=7&vol=10&year=2022&key=OQ==
Knowledge of Action Research	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=July&issue=7&vol=10&year=2022&key=OQ==
Investigating The Actor-Network Theory	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=July&issue=7&vol=10&year=2022&key=OQ==
Analysing a Theory of Adaptive Structure	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=July&issue=7&vol=10&year=2022&key=OQ==
A Brief Study on Gaining Knowledge about Affect Theory	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=July&issue=7&vol=10&year=2022&key=OQ==
Explaining "Affective Events Theory"	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=July&issue=7&vol=10&year=2022&key=OQ==
A Brief Study on Evaluating Agency Theory	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=July&issue=7&vol=10&year=2022&key=OQ==

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Analytic Hierarchy Process Model	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=July&issue=7&vol=10&year=2022&key=OQ==
A Brief Study on Appreciative Inquiry Model	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=July&issue=7&vol=10&year=2022&key=OQ==
Understanding Architectural Innovation	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=July&issue=7&vol=10&year=2022&key=OQ==
Analysing Attraction-Selection Attrition Model	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=July&issue=7&vol=10&year=2022&key=OQ==
Attribution Model of Leadership	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=July&issue=7&vol=10&year=2022&key=OQ==
Describe the Bad Theories in Management	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=July&issue=7&vol=10&year=2022&key=OQ==
A Study on Analysing Balanced Scorecard	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=July&issue=7&vol=10&year=2022&key=OQ==
A Brief Overview of BCG Growth-Share Matrix	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=July&issue=7&vol=10&year=2022&key=OQ==
Behavioural Perspective of Strategic Human Resource Management	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=July&issue=7&vol=10&year=2022&key=OQ==
Behavioural Theory of the Firm	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=July&issue=7&vol=10&year=2022&key=OQ==
Describe about Big Five Personality Dimensions	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=July&issue=7&vol=10&year=2022&key=OQ==
Bounded Rationality and Satisficing (Behavioural Decision-Making Model)	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=July&issue=7&vol=10&year=2022&key=OQ==

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Overview of the Bureaucratic Theory	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=July&issue=7&vol=10&year=2022&key=OQ==
Business Policy and Corporate Strategy	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=July&issue=7&vol=10&year=2022&key=OQ==
A Study on Business Process Reengineering	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=July&issue=7&vol=10&year=2022&key=OQ==
A Brief Overview of Schemas Theory	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=August&issue=8&vol=10&year=2022&key=MTA=
Describe about Scientific Management	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=August&issue=8&vol=10&year=2022&key=MTA=
Self-Concept and the Theory of Self	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=August&issue=8&vol=10&year=2022&key=MTA=
Analysing Self-Determination Theory	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=August&issue=8&vol=10&year=2022&key=MTA=
Self-Fulfilling Prophecy Analysis	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=August&issue=8&vol=10&year=2022&key=MTA=
A Brief Discussion on Recognising a Sense Making	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=August&issue=8&vol=10&year=2022&key=MTA=
A Study on Putting Servant Leadership to Use	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=August&issue=8&vol=10&year=2022&key=MTA=
A Brief Discussion on Understanding a Seven-S Framework	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=August&issue=8&vol=10&year=2022&key=MTA=
A Brief Discussion on Situational Theory of Leadership	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=August&issue=8&vol=10&year=2022&key=MTA=

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Study on Classification a Six Sigma	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=August&issue=8&vol=10&year=2022&key=MTA=
A Brief Study on Social Cognitive Theory	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=August&issue=8&vol=10&year=2022&key=MTA=
Define a Social Construction Theory	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=August&issue=8&vol=10&year=2022&key=MTA=
Analysing Social Entrepreneurship	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=August&issue=8&vol=10&year=2022&key=MTA=
Describe Social Exchange Theory	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=August&issue=8&vol=10&year=2022&key=MTA=
A Brief Study on Social Facilitation Management	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=August&issue=8&vol=10&year=2022&key=MTA=
Understanding a Social Identity Theory	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=August&issue=8&vol=10&year=2022&key=MTA=
Social Impact Theory and Social Loafing	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=August&issue=8&vol=10&year=2022&key=MTA=
A Brief Study on Social Information Processing Model	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=August&issue=8&vol=10&year=2022&key=MTA=
Understanding a Social Movement	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=August&issue=8&vol=10&year=2022&key=MTA=
Classification Social Network Theory	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=August&issue=8&vol=10&year=2022&key=MTA=
A Brief Study on Remembering, Social Power, Bases	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=August&issue=8&vol=10&year=2022&key=MTA=

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Define a Sociotechnical Theory	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=August&issue=8&vol=10&year=2022&key=MTA=
Understating a Stages of Creativity	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=August&issue=8&vol=10&year=2022&key=MTA=
Describe Strategy and Structure	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=August&issue=8&vol=10&year=2022&key=MTA=
A Study on Applying Stages of Innovation	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=August&issue=8&vol=10&year=2022&key=MTA=
A Study on Analysing Stakeholder Theory	https://ijircst.org/conference_paper.php?title=Innovative%20Projects%202022&confkey=MTM=&month=August&issue=8&vol=10&year=2022&key=MTA=
Application of the Health and Safety in Welding	https://ijermce.com/downloads/vol9-si-2s.pdf
Monitoring Control of Welding and Joining Processes Applications	https://ijermce.com/downloads/vol9-si-2s.pdf
Design Considerations for Welding: A Review Study	https://ijermce.com/downloads/vol9-si-2s.pdf
Application of the Advanced Gas Welding Technology	https://ijermce.com/downloads/vol9-si-2s.pdf
A Review of Advanced Process Development Trends	https://ijermce.com/downloads/vol9-si-2s.pdf
Welding Automation and Robotics: A Review	https://ijermce.com/downloads/vol9-si-2s.pdf
Application of the Narrow-Gap Welding Techniques	https://ijermce.com/downloads/vol9-si-2s.pdf
Application of the Gas Metal Arc Welding	https://ijermce.com/downloads/vol9-si-2s.pdf
Application of the Plasma Arc Welding Process	https://ijermce.com/downloads/vol9-si-2s.pdf
Application of the Welding Metalworking's Metallurgy	https://ijermce.com/downloads/vol9-si-2s.pdf
Applications of Basics Features of the Safe Practices	https://ijermce.com/downloads/vol9-si-2s.pdf
Impact of Personal Development Towards Work Progress in Engineering Fabrication and Welding Work	https://ijermce.com/downloads/vol9-si-2s.pdf
Application of the Welding Metallurgy and Nonferrous Alloys	https://ijermce.com/downloads/vol9-si-2s.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Applications of Welding Metallurgy of Carbon Steels	https://ijermce.com/downloads/vol9-si-2s.pdf
Exploring the Role of the Solid-State Welding Processes	https://ijermce.com/downloads/vol9-si-2s.pdf
The Features of Welding Metallurgy and Stainless Steels	https://ijermce.com/downloads/vol9-si-2s.pdf
Application of the Filler Materials for Arc Welding	https://ijermce.com/downloads/vol9-si-2s.pdf
A Review of Test Methods for Evaluating Welded Joints	https://ijermce.com/downloads/vol9-si-2s.pdf
Exploring the Mechanized, Automated, Robotic Welding	https://ijermce.com/downloads/vol9-si-2s.pdf
Overview of the Electric Welding Processes	https://ijermce.com/downloads/vol9-si-2s.pdf
Analysis of the Welding Power Source Technology	https://ijermce.com/downloads/vol9-si-2s.pdf
The Features of Engineering Materials and Heat Treatment	https://ijermce.com/downloads/vol9-si-2s.pdf
Review of Structural Steelwork and Pipework	https://ijermce.com/downloads/vol9-si-2s.pdf
Applications of the Joining Processes and Mechanical Connections	https://ijermce.com/downloads/vol9-si-2s.pdf
Joining Processes: Soldering, Brazing, and Braze-Welding	https://ijermce.com/downloads/vol9-si-2s.pdf
Basics Features of Voltage, Current, and Resistance	https://ijerece.com/downloads/vol9-si-5s.pdf
Electrical System: Ohm's Law, Energy, and Power	https://ijerece.com/downloads/vol9-si-5s.pdf
Series Circuits: Understanding Electrical Connections and Properties	https://ijerece.com/downloads/vol9-si-5s.pdf
Direct and Transient Circuit: Analysis and Applications	https://ijerece.com/downloads/vol9-si-5s.pdf
Laplace Transforms: Analyzing Signals and Systems	https://ijerece.com/downloads/vol9-si-5s.pdf
A Comprehensive Overview: Frequency Response and Bode Diagrams	https://ijerece.com/downloads/vol9-si-5s.pdf
Semiconductor Diode: Properties, Characteristics, and Applications	https://ijerece.com/downloads/vol9-si-5s.pdf
Bipolar Junction Transistor: Theory, Operation, and Applications	https://ijerece.com/downloads/vol9-si-5s.pdf
Noise Semiconductor Devices: Analysis and Mitigation Strategies	https://ijerece.com/downloads/vol9-si-5s.pdf
Exploring the World of MEMS Technology	https://ijerece.com/downloads/vol9-si-5s.pdf
The Application Of Transistors Switching Circuits	https://ijerece.com/downloads/vol9-si-5s.pdf
Transistors Amplifier Circuits: Principle and Applications	https://ijerece.com/downloads/vol9-si-5s.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Transistor Amplifiers: Unleashing the Power of Active Devices	https://ijerece.com/downloads/vol9-si-5s.pdf
Analog and Digital VLSI Design: Integrating the Best of Both Worlds	https://ijerece.com/downloads/vol9-si-5s.pdf
A Comprehensive Overview: Digital Design Combinational Logic	https://ijerece.com/downloads/vol9-si-5s.pdf
Signal Processing: Unraveling the Secrets of Information Manipulation	https://ijerece.com/downloads/vol9-si-5s.pdf
Analog Filter Synthesis: Designing a World of Signal Precision	https://ijerece.com/downloads/vol9-si-5s.pdf
Electromagnetic Fields: Exploring the Fundamental Forces of Nature	https://ijerece.com/downloads/vol9-si-5s.pdf
Quantities And Units: Building a Foundation for Precise Measurements	https://ijerece.com/downloads/vol9-si-5s.pdf
Phenomena Sensors: Understanding the Measurement World	https://ijerece.com/downloads/vol9-si-5s.pdf
Analyzing Circuits: Mesh and Nodal Techniques	https://ijerece.com/downloads/vol9-si-5s.pdf
Alternating and Series Circuits: Exploring the Power of Alternating Current	https://ijerece.com/downloads/vol9-si-5s.pdf
Magnetic Circuits: Exploring the Pathways of Magnetic Fields	https://ijerece.com/downloads/vol9-si-5s.pdf
Three-Phase Circuits: Balancing Power in Polyphase Systems	https://ijerece.com/downloads/vol9-si-5s.pdf
Importance of Non-Destructive Testing and Its Application	https://ijerece.com/downloads/vol9-si-3s.pdf
Some NDT Testing Methods and Applications	https://ijerece.com/downloads/vol9-si-3s.pdf
Application and Advantages of Visual Inspection	https://ijerece.com/downloads/vol9-si-3s.pdf
Defects and Basic Metallurgical Processes in NDT	https://ijerece.com/downloads/vol9-si-3s.pdf
State-of-the-Art Nondestructive Inspection Reliability	https://ijerece.com/downloads/vol9-si-3s.pdf
Introduction to Nondestructive Squid Based Evaluation	https://ijerece.com/downloads/vol9-si-3s.pdf
Modern Technologies: Dental Biomaterials Nondestructive Testing	https://ijerece.com/downloads/vol9-si-3s.pdf
A Basic Approach On Welding Technology	https://ijerece.com/downloads/vol9-si-3s.pdf
Ultrasonic Testing: Non-Destructive Evaluation for Quality Assurance	https://ijerece.com/downloads/vol9-si-3s.pdf
Scope of Non Distractive Testing for Manufacturing	https://ijerece.com/downloads/vol9-si-3s.pdf
Application of Non-Destructive Testing: Ensuring Quality and Safety	https://ijerece.com/downloads/vol9-si-3s.pdf
Introduction to Impact of NDT in Disaster Prevention	https://ijerece.com/downloads/vol9-si-3s.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Introduction To Basic Metallurgical Processes And Defects	https://ijerece.com/downloads/vol9-si-3s.pdf
Introduction to Physical and Mechanical Properties of Metallic Materials	https://ijerece.com/downloads/vol9-si-3s.pdf
An Approach On Materials In Service For Non-Destructive Testing	https://ijerece.com/downloads/vol9-si-3s.pdf
Non Metallic Metals Used in NDT and Non-Metallic Materials	https://ijerece.com/downloads/vol9-si-3s.pdf
Introduction to Technology of NDT Methods	https://ijerece.com/downloads/vol9-si-3s.pdf
Magnetic Adaptive: Testing in Non Distractive Testing	https://ijerece.com/downloads/vol9-si-3s.pdf
Introduction to Concrete Non-Destructive Testing Methods	https://ijerece.com/downloads/vol9-si-3s.pdf
Introduction to Magnetic Pchapter Inspection and Its Advantages	https://ijerece.com/downloads/vol9-si-3s.pdf
Application of Eddy Current Testing and Its Advantages	https://ijerece.com/downloads/vol9-si-3s.pdf
Thermo Graphic Testing: Advantage and Application	https://ijerece.com/downloads/vol9-si-3s.pdf
A Brief Introduction on Acoustic Emission Testing	https://ijerece.com/downloads/vol9-si-3s.pdf
Basic Approach On Non Distractive Testing and Other Application	https://ijerece.com/downloads/vol9-si-3s.pdf
Introduction to Theory behind Acoustic Emission Sources	https://ijerece.com/downloads/vol9-si-3s.pdf
Application of The Transportation Planning Process	https://ijermce.com/downloads/vol9-si-4s.pdf
A Brief Overview about Highway and Transport Planning	https://ijermce.com/downloads/vol9-si-4s.pdf
A Brief Overview to Forecasting Future Traffic Flows	https://ijermce.com/downloads/vol9-si-4s.pdf
Features of Scheme Appraisal: Highway Projects	https://ijermce.com/downloads/vol9-si-4s.pdf
Features of Economic Indicators: Assess Basic Economic Viability	https://ijermce.com/downloads/vol9-si-4s.pdf
Highway Traffic Analysis: Application of Basic Elements	https://ijermce.com/downloads/vol9-si-4s.pdf
Assessing Transportation Quality: The Level of Service Approach	https://ijermce.com/downloads/vol9-si-4s.pdf
Urban Road Management: UK's Key Features	https://ijermce.com/downloads/vol9-si-4s.pdf
A Comprehensive Overview: Design Principles of Highway Intersections	https://ijermce.com/downloads/vol9-si-4s.pdf
Optimisation and Delays: Applications of Basics Traffic Signal Control	https://ijermce.com/downloads/vol9-si-4s.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Comprehensive Overview:Geometric Alignment and Design	https://ijermce.com/downloads/vol9-si-4s.pdf
Highway Pavement Materials and Design: A Comprehensive Overview	https://ijermce.com/downloads/vol9-si-4s.pdf
Traffic Loading: Assessing Highway Capacity and Stress	https://ijermce.com/downloads/vol9-si-4s.pdf
Application of Surface Dressing and Modified Binders	https://ijermce.com/downloads/vol9-si-4s.pdf
A Comprehensive Overview: Concrete Slab and Joint	https://ijermce.com/downloads/vol9-si-4s.pdf
Structural Design of Pavement Thickness: A Comprehensive Overview	https://ijermce.com/downloads/vol9-si-4s.pdf
Pavement Maintenance: Ensuring Longevity and Performance	https://ijermce.com/downloads/vol9-si-4s.pdf
A Comprehensive Overview: Overlay Design for Bituminous Roads	https://ijermce.com/downloads/vol9-si-4s.pdf
Concrete Overlays: Enhancing Pavement Durability and Functionality	https://ijermce.com/downloads/vol9-si-4s.pdf
Highway Tunnel Engineering: Design, Construction, and Maintenance	https://ijermce.com/downloads/vol9-si-4s.pdf
A Comprehensive Overview: Engineering Case Studies for Highways	https://ijermce.com/downloads/vol9-si-4s.pdf
A Comprehensive Overview: Basics Traffic Signal Control	https://ijermce.com/downloads/vol9-si-4s.pdf
Geometric Alignment: Optimal Road Design for Safety	https://ijermce.com/downloads/vol9-si-4s.pdf
Concrete Slab: Strength, Durability, and Applications	https://ijermce.com/downloads/vol9-si-4s.pdf
Features of the Force Method of Analysis	https://ijermce.com/downloads/vol9-si-5s.pdf
General Introduction of the Structural Analysis	https://ijermce.com/downloads/vol9-si-5s.pdf
Application of the Kinematic Indeterminacy Structural Analysis	https://ijermce.com/downloads/vol9-si-5s.pdf
Principle of the Superposition, Strain Energy	https://ijermce.com/downloads/vol9-si-5s.pdf
Application of the Strain Energy Due to Transverse Shear	https://ijermce.com/downloads/vol9-si-5s.pdf
Application of the Castiglioni's Theorems	https://ijermce.com/downloads/vol9-si-5s.pdf
Application of the Theorem of Least Work	https://ijermce.com/downloads/vol9-si-5s.pdf
A Study on Features of the Virtual Work	https://ijermce.com/downloads/vol9-si-5s.pdf
Engesser's Theorem and Truss Deflections by Virtual Work Principles	https://ijermce.com/downloads/vol9-si-5s.pdf
A Brief Study on Force Method of Analysis: An Introduction	https://ijermce.com/downloads/vol9-si-5s.pdf
A Brief Discussion on Force Method of Analysis: Beams	https://ijermce.com/downloads/vol9-si-5s.pdf
A Study on Force Method of Analysis: Beams (Continued)	https://ijermce.com/downloads/vol9-si-5s.pdf

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Study on Force Method of Analysis: Frames	https://ijermce.com/downloads/vol9-si-5s.pdf
Application of the Three-Moment Equations-I	https://ijermce.com/downloads/vol9-si-5s.pdf
A Study on Slope-Deflection Method: An Introduction	https://ijermce.com/downloads/vol9-si-5s.pdf
Application of the Slope-Deflection Method: Frames with Sideway	https://ijermce.com/downloads/vol9-si-5s.pdf
Features of the Moment Distribution Method: Introduction	https://ijermce.com/downloads/vol9-si-5s.pdf
Application of the Multistore Frames with Sideway	https://ijermce.com/downloads/vol9-si-5s.pdf
Application of the Direct Stiffness Method: Truss Analysis	https://ijermce.com/downloads/vol9-si-5s.pdf
A Study on Strain Energy Due to Transverse Shear	https://ijermce.com/downloads/vol9-si-5s.pdf
Features of the Direct Stiffness Method: An Introduction	https://ijermce.com/downloads/vol9-si-5s.pdf
A Study on Slope-Deflection Method: Frames with Sideway	https://ijermce.com/downloads/vol9-si-5s.pdf
A Brief Discussion on Direct Stiffness Method: Truss Analysis (Continued)	https://ijermce.com/downloads/vol9-si-5s.pdf
Markets, Partnerships and Sustainable Development in Solid Waste Management	https://ijermce.com/downloads/vol9-si-6s.pdf
Introduction of Arrangement in Solid Waste Management	https://ijermce.com/downloads/vol9-si-6s.pdf
Evolving Partnerships in the Collection of Urban Solid Waste in the Developing World	https://ijermce.com/downloads/vol9-si-6s.pdf
Decentralisation and Its Limits	https://ijermce.com/downloads/vol9-si-6s.pdf
Collection, Transportation and Disposal of Urban Solid Waste in Hyderabad	https://ijermce.com/downloads/vol9-si-6s.pdf
Sustainable Development in the Basic State Warehousing Corporation (SWC) System	https://ijermce.com/downloads/vol9-si-6s.pdf
Collection, Transportation and Disposal of Urban Solid Waste in Nairobi	https://ijermce.com/downloads/vol9-si-6s.pdf
Assessing Sustainable Development in Solid Waste Collection in Nairobi	https://ijermce.com/downloads/vol9-si-6s.pdf
Trial and Error in Privatisation; The Case of Hyderabad's Solid Waste Management	https://ijermce.com/downloads/vol9-si-6s.pdf
Assessment of the Privatisation of Solid Waste Collection	https://ijermce.com/downloads/vol9-si-6s.pdf
Modalities, Commodity Chains and Sustainable Development	https://ijermce.com/downloads/vol9-si-6s.pdf
Reuse, Recovery and Recycling Of Urban Inorganic Solid Waste	https://ijermce.com/downloads/vol9-si-6s.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Reuse, Recovery and Recycling of Urban Inorganic Solid Waste in Hyderabad	https://ijermce.com/downloads/vol9-si-6s.pdf
Street and Dump Site Waste Pickers in Hyderabad	https://ijermce.com/downloads/vol9-si-6s.pdf
Reuse, Recovery and Recycling of Urban Inorganic Solid Waste in Nairobi	https://ijermce.com/downloads/vol9-si-6s.pdf
Discussion on the Contributions to Sustainable Development	https://ijermce.com/downloads/vol9-si-6s.pdf
Reuse Practices and Issues for Solid Waste Management in Developing Countries	https://ijermce.com/downloads/vol9-si-6s.pdf
Health Issues in Organic Waste Reuse	https://ijermce.com/downloads/vol9-si-6s.pdf
Urban Organic Solid Waste: Practices in Hyderabad	https://ijermce.com/downloads/vol9-si-6s.pdf
An Overview on the Reuse of Dump Solid Waste by Farmers in Hyderabad	https://ijermce.com/downloads/vol9-si-6s.pdf
Demand for Compost from Urban Organic Solid Wastes in Hyderabad	https://ijermce.com/downloads/vol9-si-6s.pdf
Urban Organic Solid Waste: Practices in Nairobi	https://ijermce.com/downloads/vol9-si-6s.pdf
A brief introduction of Urban Agriculture	https://ijermce.com/downloads/vol9-si-6s.pdf
Market and Community in Urban Solid Waste Management	https://ijermce.com/downloads/vol9-si-6s.pdf
Determine the Effect of Reuse and Diversion of Organic Waste	https://ijermce.com/downloads/vol9-si-6s.pdf
A Brief Overview to Soil Mechanics and Foundation	https://ijermce.com/downloads/vol9-si-7s.pdf
Classification of the Soil Mechanics and Foundation	https://ijermce.com/downloads/vol9-si-7s.pdf
Pchapters, Water, and Air: Understanding Fluid Mechanics	https://ijermce.com/downloads/vol9-si-7s.pdf
Stresses in Soils: Analyzing Load Distribution and Settlement	https://ijermce.com/downloads/vol9-si-7s.pdf
Features of Stresses in a Layer: Understanding Soil Mechanics	https://ijermce.com/downloads/vol9-si-7s.pdf
Darcy's Law: Modeling Flow in Porous Media	https://ijermce.com/downloads/vol9-si-7s.pdf
Permeability: Assessing Fluid Flow in Porous Materials	https://ijermce.com/downloads/vol9-si-7s.pdf
Groundwater Flow: Dynamics and Hydrological Processes	https://ijermce.com/downloads/vol9-si-7s.pdf
Floatation: Principles and Applications in Fluid Mechanics	https://ijermce.com/downloads/vol9-si-7s.pdf
Flow Net Analysis: Visualizing Groundwater Flow Patterns	https://ijermce.com/downloads/vol9-si-7s.pdf
Flow towards Wells: Understanding Groundwater Extraction and Recharge	https://ijermce.com/downloads/vol9-si-7s.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Stress Strain Relations: Characterizing Material Behavior under Load	https://ijermce.com/downloads/vol9-si-7s.pdf
Tangent-Moduli: Understanding Material Deformation and Stiffness	https://ijermce.com/downloads/vol9-si-7s.pdf
One-Dimensional Compression: Consolidation Behavior of Soils	https://ijermce.com/downloads/vol9-si-7s.pdf
Numerical Solution Methods: Solving Complex Engineering Problems	https://ijermce.com/downloads/vol9-si-7s.pdf
Consolidation Coefficient: Assessing Soil Consolidation Characteristics	https://ijermce.com/downloads/vol9-si-7s.pdf
Secular Effect: Long-Term Trends and Impacts on Engineering Systems	https://ijermce.com/downloads/vol9-si-7s.pdf
Stress Relations: Interactions and Dependencies in Engineering Analysis	https://ijermce.com/downloads/vol9-si-7s.pdf
Shear Strength: Assessing Stability and Failure in Engineering	https://ijermce.com/downloads/vol9-si-7s.pdf
Pore Pressures: Understanding their Effects on Soil Behavior	https://ijermce.com/downloads/vol9-si-7s.pdf
A Brief Overview: Numerical Solution Soil Mechanics	https://ijermce.com/downloads/vol9-si-7s.pdf
Undrained Behaviour of Soils: Unveiling Fluid-Induced Responses	https://ijermce.com/downloads/vol9-si-7s.pdf
Stress Paths: Tracing the Deformation Trajectories in Soils	https://ijermce.com/downloads/vol9-si-7s.pdf
Concrete as A Structural Material: Strength and Versatility	https://ijermce.com/downloads/vol9-si-8s.pdf
Concrete Technology: Exploring Properties and Applications	https://ijermce.com/downloads/vol9-si-8s.pdf
Cement: Manufacturing, Properties, and Applications	https://ijermce.com/downloads/vol9-si-8s.pdf
Aggregates: Understanding Key Characteristics and Uses	https://ijermce.com/downloads/vol9-si-8s.pdf
Water in Concrete Mixture: Vital Role and Importance	https://ijermce.com/downloads/vol9-si-8s.pdf
Concrete Admixtures: Properties, Types, and Applications	https://ijermce.com/downloads/vol9-si-8s.pdf
Concrete Mix Design: Optimal Proportions and Performance	https://ijermce.com/downloads/vol9-si-8s.pdf
Fresh Concrete: Properties and Handling Considerations	https://ijermce.com/downloads/vol9-si-8s.pdf
Structure of Concrete: Composition and Microstructure	https://ijermce.com/downloads/vol9-si-8s.pdf
Hardened Concrete: Strength, Durability, and Testing	https://ijermce.com/downloads/vol9-si-8s.pdf
Advanced Cementitious Composite: Innovations and Applications	https://ijermce.com/downloads/vol9-si-8s.pdf
Strength Properties Analysis of Concrete: Testing and Evaluation	https://ijermce.com/downloads/vol9-si-8s.pdf

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Concrete Fracture Mechanics: Understanding Failure Behavior	https://ijermce.com/downloads/vol9-si-8s.pdf
Nondestructive Testing in Concrete Engineering: Assessment and Applications	https://ijermce.com/downloads/vol9-si-8s.pdf
Special Purpose Concrete: Applications and Advantages	https://ijermce.com/downloads/vol9-si-8s.pdf
Standard Cement Concrete: Composition and Uses	https://ijermce.com/downloads/vol9-si-8s.pdf
Development Trends of Concrete: Innovations and Future Prospects	https://ijermce.com/downloads/vol9-si-8s.pdf
Properties of Construction Materials: Key Characteristics and Applications	https://ijermce.com/downloads/vol9-si-8s.pdf
Temperature Problems in Concreting: Challenges and Mitigation	https://ijermce.com/downloads/vol9-si-8s.pdf
Steel in Construction: Advantages, and Applications	https://ijermce.com/downloads/vol9-si-8s.pdf
Elasticity and Shrinkage of Concrete: Behavior and Control	https://ijermce.com/downloads/vol9-si-8s.pdf
Permeability and Durability of Concrete: Ensuring Longevity	https://ijermce.com/downloads/vol9-si-8s.pdf
Light Weight Concrete: Properties, Applications, and Benefits	https://ijermce.com/downloads/vol9-si-8s.pdf
Testing of Concrete: Assessing Quality and Performance	https://ijermce.com/downloads/vol9-si-8s.pdf
Tar, Bitumen, and Asphalt in Concrete Technology: Roles and Significance	https://ijermce.com/downloads/vol9-si-8s.pdf
An Overview of the Lithium-Ion Batteries	https://ijerece.com/downloads/vol9-si-6s.pdf
An Overview of the Methods of Fabricating Thin Films for Energy Materials and Devices	https://ijerece.com/downloads/vol9-si-6s.pdf
An Overview of the Liquid Phase Processes	https://ijerece.com/downloads/vol9-si-6s.pdf
An Overview of the Cathode for Thin-Film Lithium-Ion Batteries	https://ijerece.com/downloads/vol9-si-6s.pdf
Cathode Electronic Structure Impact on Lithium and Sodium Batteries Parameters	https://ijerece.com/downloads/vol9-si-6s.pdf
An Overview of the Polyanion-based Cathode	https://ijerece.com/downloads/vol9-si-6s.pdf
Flexible Carbon Nanotube Film for Lithium-ion Batteries with Active Materials	https://ijerece.com/downloads/vol9-si-6s.pdf
Synthesis of TiO2 Nanoppapers via Sol-Gel Technique for Implementing as Anode Material in Lithium-Ion Batteries	https://ijerece.com/downloads/vol9-si-6s.pdf
Surface Chemical Analysis of Germanium Thin Film's Interphase Layer and Vinylene Carbonate Electrolyte Additive Effect	https://ijerece.com/downloads/vol9-si-6s.pdf
An Overview of the Energy Storage Technologies	https://ijerece.com/downloads/vol9-si-6s.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Overview of the Business Models for Energy Storage Services	https://ijerece.com/downloads/vol9-si-6s.pdf
An Overview of the Grid Applications of Battery Energy Storage Systems	https://ijerece.com/downloads/vol9-si-6s.pdf
Value of Batteries Change with Renewable Energy Deployment and Increased VRE Penetration	https://ijerece.com/downloads/vol9-si-6s.pdf
An Overview of the General Grid Applications of Bess	https://ijerece.com/downloads/vol9-si-6s.pdf
Challenges and Risks in Battery Energy Storage System	https://ijerece.com/downloads/vol9-si-6s.pdf
An Exploration of the Concerns about Lithium Extraction	https://ijerece.com/downloads/vol9-si-6s.pdf
An Overview of the Lithium-ion Battery Market Growing Demand	https://ijerece.com/downloads/vol9-si-6s.pdf
An Overview of the Conversion of the Lithium Spodumene to Battery Packs	https://ijerece.com/downloads/vol9-si-6s.pdf
An Overview of the Case for Lithium-Ion Battery Production in Australia	https://ijerece.com/downloads/vol9-si-6s.pdf
An Overview of the Pall Filtration and Separation Technologies for EV Battery Production	https://ijerece.com/downloads/vol9-si-6s.pdf
An Overview of the Global Lithium Supply and Australia's Role	https://ijerece.com/downloads/vol9-si-6s.pdf
An Elaboration of the Manufacturing of Lithium-ion Batteries now and in the Future	https://ijerece.com/downloads/vol9-si-6s.pdf
India Needs Technology Transfers to Mine its New Lithium Reserves	https://ijerece.com/downloads/vol9-si-6s.pdf
An Overview of the Opportunities in Recycling Lithium-ion Batteries	https://ijerece.com/downloads/vol9-si-6s.pdf
An Overview of the Effects of used Lithium-ion batteries on the environment and Sources of Pollution	https://ijerece.com/downloads/vol9-si-6s.pdf
A Brief Overview to Construction Management	https://ijermce.com/downloads/vol9-si-9s.pdf
Project Management: Planning, Executing, and Delivering Success	https://ijermce.com/downloads/vol9-si-9s.pdf
Project Life Cycle: Phases and Key Milestones	https://ijermce.com/downloads/vol9-si-9s.pdf
Economic Risk Analysis: Assessing Vulnerabilities and Mitigating Uncertainties	https://ijermce.com/downloads/vol9-si-9s.pdf
Pay-out Method: Determining Distribution and Compensation	https://ijermce.com/downloads/vol9-si-9s.pdf
A Brief Overview to Distribution for Uncertainty Parameters	https://ijermce.com/downloads/vol9-si-9s.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Monte-Carlo Simulation Technique: Analyzing Uncertainty and Probabilistic Outcomes	https://ijermce.com/downloads/vol9-si-9s.pdf
Time Planning: Efficient Resource Allocation and Task Scheduling	https://ijermce.com/downloads/vol9-si-9s.pdf
Expected Activity Time Period: Estimating Durations for Project Activities	https://ijermce.com/downloads/vol9-si-9s.pdf
Resource Management: Optimizing Allocation and Utilization	https://ijermce.com/downloads/vol9-si-9s.pdf
Basics Features of Selecting the Best Organization	https://ijermce.com/downloads/vol9-si-9s.pdf
Quality Control in the Design Phase: Ensuring Excellence from the Start	https://ijermce.com/downloads/vol9-si-9s.pdf
Cost Management: Controlling Expenses and Maximizing Value	https://ijermce.com/downloads/vol9-si-9s.pdf
Team Member Selection: Building the Right Project Team	https://ijermce.com/downloads/vol9-si-9s.pdf
Steel Structure Cost Estimate: Assessing the Financial Investment	https://ijermce.com/downloads/vol9-si-9s.pdf
A Brief Overview about Bidding, Tenders, and Contracts	https://ijermce.com/downloads/vol9-si-9s.pdf
Owner-Consultancy Contracts: Roles, Responsibilities, and Collaboration	https://ijermce.com/downloads/vol9-si-9s.pdf
Arbitration and the Arbitrator: Resolving Disputes Outside the Courtroom	https://ijermce.com/downloads/vol9-si-9s.pdf
Tender Technical Evaluation: Assessing Proposals for Project Suitability	https://ijermce.com/downloads/vol9-si-9s.pdf
Quality: Bridging the Gap from Theory to Reality	https://ijermce.com/downloads/vol9-si-9s.pdf
Equipment Compliance Tests: Ensuring Quality and Safety Standards	https://ijermce.com/downloads/vol9-si-9s.pdf
Determination of Nuclear Waste Management: Challenges, Strategies and Implications for Sustainable Solutions	http://alexispress.us/sdm_downloads/nuclear-waste-management/
Analysis of Spent Nuclear Fuel: Characteristics, Management, and Implications	http://alexispress.us/sdm_downloads/nuclear-waste-management/
Nuclear Waste Management and Fuel Cycle	http://alexispress.us/sdm_downloads/nuclear-waste-management/
High-Level Waste: Analysis, Characteristics, and Management Strategies	http://alexispress.us/sdm_downloads/nuclear-waste-management/
Nuclear Waste: Challenges in Management and Disposal	http://alexispress.us/sdm_downloads/nuclear-waste-management/
Spent Fuel Storage: Challenges, Strategies, and Safety Considerations	http://alexispress.us/sdm_downloads/nuclear-waste-management/
Evolution of Routine Emissions from Nuclear Power Plants	http://alexispress.us/sdm_downloads/nuclear-waste-management/

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Exploration of Treatment of High-Level Nuclear Waste	http://alexispress.us/sdm_downloads/nuclear-waste-management/
Permanent Disposal of High-Level Nuclear Waste	http://alexispress.us/sdm_downloads/nuclear-waste-management/
Developing a Responsible Radioactive Waste Management Program	http://alexispress.us/sdm_downloads/nuclear-waste-management/
Chemicals and Hazardous Waste: Management, Risks, and Sustainable Solutions	http://alexispress.us/sdm_downloads/nuclear-waste-management/
Globally Harmonized System: Chemicals Classification and Labelling	http://alexispress.us/sdm_downloads/nuclear-waste-management/
Global Environment Facility: Addressing Global Environmental Challenges	http://alexispress.us/sdm_downloads/nuclear-waste-management/
Organizations Working: Chemicals and Hazardous Waste Management	http://alexispress.us/sdm_downloads/nuclear-waste-management/
Organic Pollutants: Analysis of Stockholm Convention	http://alexispress.us/sdm_downloads/nuclear-waste-management/
Determination of Monetary Economics: Exploring Factors Shaping Money Supply	http://alexispress.us/sdm_downloads/policy-of-monetary-economics/
The Evolution of Money and Near-Monies since 1945: A Comprehensive Analysis	http://alexispress.us/sdm_downloads/policy-of-monetary-economics/
Multiple Creation of Financial Assets: Exploring the Complex Dynamics and Implications	http://alexispress.us/sdm_downloads/policy-of-monetary-economics/
A Comparative Analysis of the Neoclassical Model and Modern Classical Model	http://alexispress.us/sdm_downloads/policy-of-monetary-economics/
Exploring the Roles of Monetary Policy	http://alexispress.us/sdm_downloads/policy-of-monetary-economics/
Investigation of Wicksell's Pure Credit Economy	http://alexispress.us/sdm_downloads/policy-of-monetary-economics/
Refoundation of Friedman's Contributions in Monetary Economics	http://alexispress.us/sdm_downloads/policy-of-monetary-economics/
Investigation of Available Money in The Economy	http://alexispress.us/sdm_downloads/policy-of-monetary-economics/
Neutrality and Super-Neutrality of Money	http://alexispress.us/sdm_downloads/policy-of-monetary-economics/
Impact of Efficient Funds Management by Firm	http://alexispress.us/sdm_downloads/policy-of-monetary-economics/
Precautionary and Buffer Stock Demand for money	http://alexispress.us/sdm_downloads/policy-of-monetary-economics/
Index Number Theory and Divisia Aggregates: Analysis of Economic Variables	http://alexispress.us/sdm_downloads/policy-of-monetary-economics/
Investigating the Goals of Central Banks: A Comprehensive Analysis	http://alexispress.us/sdm_downloads/policy-of-monetary-economics/
A Comprehensive Review of Money Supply	http://alexispress.us/sdm_downloads/policy-of-monetary-economics/

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Monetary Policy and Central Banking: Interplay, Strategies and Implications for Macroeconomic Stability	http://alexispress.us/sdm_downloads/policy-of-monetary-economics/
Exploring the Nature of Managerial Economics	http://alexispress.us/sdm_downloads/basics-of-managerial-economics/
Moral Hazard: A Concept in Economics and Finance	http://alexispress.us/sdm_downloads/basics-of-managerial-economics/
Law of Demand: A Fundamental Principle in Economics	http://alexispress.us/sdm_downloads/basics-of-managerial-economics/
An Analysis of Demand Forecasting	http://alexispress.us/sdm_downloads/basics-of-managerial-economics/
Fundamental Aspect of Managerial Economics: Cost and Production Analysis	http://alexispress.us/sdm_downloads/basics-of-managerial-economics/
Managerial Decision Analysis Structure: A Systematic Framework	http://alexispress.us/sdm_downloads/basics-of-managerial-economics/
Managerial Economics: A Positive or Normative Science Structure	http://alexispress.us/sdm_downloads/basics-of-managerial-economics/
Approaches To Managerial Decisions Structure	http://alexispress.us/sdm_downloads/basics-of-managerial-economics/
An Economic Demand Analysis	http://alexispress.us/sdm_downloads/basics-of-managerial-economics/
An overview on Market Demand Schedule	http://alexispress.us/sdm_downloads/basics-of-managerial-economics/
Impact of Economic Slowdown: A Comprehensive Review	http://alexispress.us/sdm_downloads/basics-of-managerial-economics/
Techniques of Pricing Methods for Business Strategy	http://alexispress.us/sdm_downloads/basics-of-managerial-economics/
Pricing over the Life Cycle of a Product	http://alexispress.us/sdm_downloads/basics-of-managerial-economics/
Factors Determining Distributor's Discounts: An Analysis	http://alexispress.us/sdm_downloads/basics-of-managerial-economics/
An Overview of Lesson Profit Policy	http://alexispress.us/sdm_downloads/basics-of-managerial-economics/
Analysis of Money and Banking: Exploring the Interplay Between Monetary Systems and Financial Institutions	http://alexispress.us/sdm_downloads/economics-of-money-and-banking/
Analyzing the Dynamics of Money and Banking: Exploring the Intersection of Monetary Systems and Financial Institutions	http://alexispress.us/sdm_downloads/economics-of-money-and-banking/
Analyzing the Interplay Between Aggregate Output, Income, the Price Level, and the Inflation Rate: A Comprehensive Study	http://alexispress.us/sdm_downloads/economics-of-money-and-banking/
Instruments: Examining Factors Influencing the Pricing, Structure and Functionality of Financial Instruments	http://alexispress.us/sdm_downloads/economics-of-money-and-banking/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The Evolution of the Payments System: Tracing the Transformative Journey from Traditional Cash Transactions to Digital Payment Innovations	http://alexispress.us/sdm_downloads/economics-of-money-and-banking/
Structure of Financial Markets: Analyzing Market Segments, Participants, and Regulatory Frameworks	http://alexispress.us/sdm_downloads/economics-of-money-and-banking/
Establishment of the Capital Asset Pricing Model	http://alexispress.us/sdm_downloads/economics-of-money-and-banking/
Determination of the Reserve Requirements and Currency Regulation	http://alexispress.us/sdm_downloads/economics-of-money-and-banking/
Exploring the Evolution of Money: From Barter to Digital Currencies	http://alexispress.us/sdm_downloads/economics-of-money-and-banking/
Unveiling the Functions of Money: Exploring its Role as a Medium of Exchange	http://alexispress.us/sdm_downloads/economics-of-money-and-banking/
Monetary Standards: Examining Historical Perspectives and Contemporary Practices	http://alexispress.us/sdm_downloads/economics-of-money-and-banking/
The Role of Money: Examining its Significance in Economic Transactions	http://alexispress.us/sdm_downloads/economics-of-money-and-banking/
Assessing Limitations and Alternative Approaches in Understanding the Quantity Theory of Money	http://alexispress.us/sdm_downloads/economics-of-money-and-banking/
The Neutrality of Money: Exploring its Validity, Empirical Evidence and Implications for Macroeconomic Analysis	http://alexispress.us/sdm_downloads/economics-of-money-and-banking/
Unveiling The Essential Characteristics of Money	http://alexispress.us/sdm_downloads/economics-of-money-and-banking/
An Overview Communication as Skilled Performance	http://alexispress.us/sdm_downloads/perspective-of-communication-skill/
An Elaboration of the Interrelated Behavior	http://alexispress.us/sdm_downloads/perspective-of-communication-skill/
An Elaboration of the Cognitive Control in Communication Skill	http://alexispress.us/sdm_downloads/perspective-of-communication-skill/
An Overview of the Operational Model of Communicative Performance	http://alexispress.us/sdm_downloads/perspective-of-communication-skill/
An Elaboration of Mediating Factors in Communication	http://alexispress.us/sdm_downloads/perspective-of-communication-skill/
An Analysis of the Person as Situation Context Communication Skill	http://alexispress.us/sdm_downloads/perspective-of-communication-skill/
An Overview of the Nonverbal Behavior as Communication and its Approaches, Issues	http://alexispress.us/sdm_downloads/perspective-of-communication-skill/
An Elaboration of the Role Influences on Nonverbal Behavior	http://alexispress.us/sdm_downloads/perspective-of-communication-skill/
An Elaboration of the Nonverbal Communication in Context	http://alexispress.us/sdm_downloads/perspective-of-communication-skill/
An Overview of the Nonverbal Behavior in Professional Settings	http://alexispress.us/sdm_downloads/perspective-of-communication-skill/

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Overview of the Interrogatives, Knowledge and Interaction	http://alexispress.us/sdm_downloads/perspective-of-communication-skill/
An Overview of the Professional Contexts of Questioning in Education and Medicine	http://alexispress.us/sdm_downloads/perspective-of-communication-skill/
An Overview of the Reinforcement and its Impact in Communication Skill	http://alexispress.us/sdm_downloads/perspective-of-communication-skill/
An Elaboration of Reinforcement in Educational Communication and Learning	http://alexispress.us/sdm_downloads/perspective-of-communication-skill/
An Overview of Strategic Revelation of Information in Personal and Professional Relationships	http://alexispress.us/sdm_downloads/perspective-of-communication-skill/
The Fundamentals of Renewable Energy	http://alexispress.us/sdm_downloads/renewable-energy-resource-challenges-and-application/
Sustainable Development: Future Trends in Renewable Energy	http://alexispress.us/sdm_downloads/renewable-energy-resource-challenges-and-application/
Sound Finance Policies for Energy Efficiency and Renewable Energy	http://alexispress.us/sdm_downloads/renewable-energy-resource-challenges-and-application/
State and Federal Policies for Renewable Energy	http://alexispress.us/sdm_downloads/renewable-energy-resource-challenges-and-application/
Energy Conservation and Renewable Energy Policies in China	http://alexispress.us/sdm_downloads/renewable-energy-resource-challenges-and-application/
Renewable Energy and Energy Efficiency in India	http://alexispress.us/sdm_downloads/renewable-energy-resource-challenges-and-application/
Renewable Energy Policies in Brazil: Bioenergy, Photovoltaic Generation and Transportation	http://alexispress.us/sdm_downloads/renewable-energy-resource-challenges-and-application/
Energy in Israel: A Case for Renewables	http://alexispress.us/sdm_downloads/renewable-energy-resource-challenges-and-application/
A Brief Overview about Renewable Energy in Australia	http://alexispress.us/sdm_downloads/renewable-energy-resource-challenges-and-application/
Japan's Post-Fukushima Energy Policy	http://alexispress.us/sdm_downloads/renewable-energy-resource-challenges-and-application/
Policies for Distributed Energy Generation	http://alexispress.us/sdm_downloads/renewable-energy-resource-challenges-and-application/
Significance of Distributed Generation Technologies	http://alexispress.us/sdm_downloads/renewable-energy-resource-challenges-and-application/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Integration of Distributed Generation and Smart Grids	http://alexispress.us/sdm_downloads/renewable-energy-resource-challenges-and-application/
A Brief Overview About Demand-Side Management	http://alexispress.us/sdm_downloads/renewable-energy-resource-challenges-and-application/
Targeted End-Use Sectors and Building Types	http://alexispress.us/sdm_downloads/renewable-energy-resource-challenges-and-application/
Prevention through Design: A Concept Note for Preventing Accidents	http://alexispress.us/sdm_downloads/industrial-safety-and-management/
EOT Crane Virtual Prototype Based Simulator	http://alexispress.us/sdm_downloads/industrial-safety-and-management/
Water Mist System for Reducing Coal Dust Exposure	http://alexispress.us/sdm_downloads/industrial-safety-and-management/
Antilock Braking System's Efficiency on Rough Roads	http://alexispress.us/sdm_downloads/industrial-safety-and-management/
Occupational Safety Performance: Data-Driven Mapping	http://alexispress.us/sdm_downloads/industrial-safety-and-management/
Data Mining: Prediction of Occupational Incidents	http://alexispress.us/sdm_downloads/industrial-safety-and-management/
Log linear Model: Determinants of Hard Rock Mine Risk Indices	http://alexispress.us/sdm_downloads/industrial-safety-and-management/
An Overview to Vehicle Distracted Driving in Kerala	http://alexispress.us/sdm_downloads/industrial-safety-and-management/
Pump Manufacturing Industry: Evaluation of Safety Life Cycle Management	http://alexispress.us/sdm_downloads/industrial-safety-and-management/
Understanding the Behavior of Electrical and Power Systems	http://alexispress.us/sdm_downloads/industrial-safety-and-management/
ILO Response: Occupational Risks and Hazards	http://alexispress.us/sdm_downloads/industrial-safety-and-management/
Essential Principles of Workplace Safety and Health	http://alexispress.us/sdm_downloads/industrial-safety-and-management/
General Framework: Safety and Health of Workplaces	http://alexispress.us/sdm_downloads/industrial-safety-and-management/
National Policy on Occupational Safety and Health	http://alexispress.us/sdm_downloads/industrial-safety-and-management/
Control of Chemical and Biological Health Risks	http://alexispress.us/sdm_downloads/industrial-safety-and-management/
A Brief Introduction about Environment and Sustainability Science	http://alexispress.us/sdm_downloads/engineering-environmental-chemistry/
Environmental Chemistry and Green Chemistry: Anthrosphere	http://alexispress.us/sdm_downloads/engineering-environmental-chemistry/
Exploring Aquatic Chemistry: Fundamentals and Applications	http://alexispress.us/sdm_downloads/engineering-environmental-chemistry/
Sustainable Materials: Resources and Conservation	http://alexispress.us/sdm_downloads/engineering-environmental-chemistry/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Green Chemistry and Industrial Ecology: Synergizing Sustainability	http://alexispress.us/sdm_downloads/engineering-environmental-chemistry/
Soil and Agricultural Environmental Chemistry	http://alexispress.us/sdm_downloads/engineering-environmental-chemistry/
Geosphere and Geochemistry: Exploring Earth's Elemental Secrets	http://alexispress.us/sdm_downloads/engineering-environmental-chemistry/
A Brief Overview about Endangered Global Atmosphere	http://alexispress.us/sdm_downloads/engineering-environmental-chemistry/
Effects of Photochemical Smog and Management Strategies	http://alexispress.us/sdm_downloads/engineering-environmental-chemistry/
Toxicological Chemistry: Harmful Substance and Their Impact	http://alexispress.us/sdm_downloads/engineering-environmental-chemistry/
Industrial Ecology: Waste Minimization, Utilization, and Treatment	http://alexispress.us/sdm_downloads/engineering-environmental-chemistry/
A Brief Overview about Organic Air Pollutants	http://alexispress.us/sdm_downloads/engineering-environmental-chemistry/
Application of Sustainable Energy: Key to Everything	http://alexispress.us/sdm_downloads/engineering-environmental-chemistry/
Chemical Analysis of Water and Wastewater	http://alexispress.us/sdm_downloads/engineering-environmental-chemistry/
Gaseous Inorganic Air Pollutants: Sources, Effects, and Treatment	http://alexispress.us/sdm_downloads/engineering-environmental-chemistry/
Organizations and Organizational Effectiveness	http://alexispress.us/sdm_downloads/organization-change-and-effectiveness/
Designing Organizations and Change	http://alexispress.us/sdm_downloads/organization-change-and-effectiveness/
Determine the Different Stakeholder Groups, Interests, and their Claims Against an Organization	http://alexispress.us/sdm_downloads/organization-change-and-effectiveness/
Top Executives and Organizational Power	http://alexispress.us/sdm_downloads/organization-change-and-effectiveness/
Leading Executives and Organizational Ethics	http://alexispress.us/sdm_downloads/organization-change-and-effectiveness/
Organizing in a Changing Global Environment	http://alexispress.us/sdm_downloads/organization-change-and-effectiveness/
Strategies for Managing Resource Dependencies among Organizations	http://alexispress.us/sdm_downloads/organization-change-and-effectiveness/
Techniques for Managing the Interdependence of Competitive Resources	http://alexispress.us/sdm_downloads/organization-change-and-effectiveness/
Basic Challenges of Organizational Design	http://alexispress.us/sdm_downloads/organization-change-and-effectiveness/
Integration versus Differentiation in Organizational Design	http://alexispress.us/sdm_downloads/organization-change-and-effectiveness/
Management of Organizational Culture	http://alexispress.us/sdm_downloads/organization-change-and-effectiveness/
Organic vs Mechanistic Organizational Structures	http://alexispress.us/sdm_downloads/organization-change-and-effectiveness/

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Authority in Organizational Structure Design	http://alexispress.us/sdm_downloads/organization-change-and-effectiveness/
Fundamentals of Bureaucracy in Designing Organizational Structure	http://alexispress.us/sdm_downloads/organization-change-and-effectiveness/
Organizational Change & Development	http://alexispress.us/sdm_downloads/organization-change-and-effectiveness/
An Analysis of Globalization of Financial Markets	http://alexispress.us/sdm_downloads/global-financial-markets-and-instrument/
Exploring the Effectiveness of Governmental Intervention	http://alexispress.us/sdm_downloads/global-financial-markets-and-instrument/
The Late Bretton Woods System	http://alexispress.us/sdm_downloads/global-financial-markets-and-instrument/
Exploring the European Monetary System	http://alexispress.us/sdm_downloads/global-financial-markets-and-instrument/
An Analysis of Exchange Rate Risk	http://alexispress.us/sdm_downloads/global-financial-markets-and-instrument/
A Comprehensive Review on Trade Negotiations	http://alexispress.us/sdm_downloads/global-financial-markets-and-instrument/
Composition of the Euro: Currency Markets	http://alexispress.us/sdm_downloads/global-financial-markets-and-instrument/
Exploring the Euro Dollar Markets: An Analysis	http://alexispress.us/sdm_downloads/global-financial-markets-and-instrument/
The Size and Structure of European Markets	http://alexispress.us/sdm_downloads/global-financial-markets-and-instrument/
Regulatory Systems of Foreign Exchange	http://alexispress.us/sdm_downloads/global-financial-markets-and-instrument/
Returns on Money Market Instruments: An Assessment	http://alexispress.us/sdm_downloads/global-financial-markets-and-instrument/
A Comprehensive Review of Secondary Market Operation	http://alexispress.us/sdm_downloads/global-financial-markets-and-instrument/
Impact of Structural Change in Funding Sources	http://alexispress.us/sdm_downloads/global-financial-markets-and-instrument/
An Analysis of Diverse Selling Group	http://alexispress.us/sdm_downloads/global-financial-markets-and-instrument/
An Assessment of Bond Issue Structures	http://alexispress.us/sdm_downloads/global-financial-markets-and-instrument/
Origins and Scope of Environmental Economics	http://alexispress.us/sdm_downloads/environmental-economics-principles/
Overview of Environmental and Resource Economics as a Sub discipline in Economics	http://alexispress.us/sdm_downloads/environmental-economics-principles/
Concept of Resources and Resource Scarcity: An Economic Perspective	http://alexispress.us/sdm_downloads/environmental-economics-principles/
Resource Scarcity, Economic Efficiency and Markets	http://alexispress.us/sdm_downloads/environmental-economics-principles/
Concept of Natural Resources: An Ecological Perspective	http://alexispress.us/sdm_downloads/environmental-economics-principles/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Natural Environment and the Human Economy	http://alexispress.us/sdm_downloads/environmental-economics-principles/
Changes in Production Technology and Its Implications for Resource Conservation	http://alexispress.us/sdm_downloads/environmental-economics-principles/
Natural Environment and the Human Economy: An Ecological Perspective	http://alexispress.us/sdm_downloads/environmental-economics-principles/
Fundamentals of the Economics of Environmental Resources	http://alexispress.us/sdm_downloads/environmental-economics-principles/
Economic Theory of Pollution Control: The Optimal Level of Pollution	http://alexispress.us/sdm_downloads/environmental-economics-principles/
Economics of Environmental Regulations: Regulating the Environment through Judicial Procedures	http://alexispress.us/sdm_downloads/environmental-economics-principles/
Global Environmental Pollution: Acid Rain, Ozone Depletion and Global Warming	http://alexispress.us/sdm_downloads/environmental-economics-principles/
Economic Valuation of Environmental Services	http://alexispress.us/sdm_downloads/environmental-economics-principles/
Biophysical Limits to Economic Growth	http://alexispress.us/sdm_downloads/environmental-economics-principles/
Economics of Environmental Regulations	http://alexispress.us/sdm_downloads/environmental-economics-principles/
Analysis of DDoS Attack and Countermeasures	http://alexispress.us/sdm_downloads/networks-and-cyber-security/
Analysis of Distributed System and Security Monitoring	http://alexispress.us/sdm_downloads/networks-and-cyber-security/
An Analysis of Different Cyberattacks in Real-Time	http://alexispress.us/sdm_downloads/networks-and-cyber-security/
Biometric Fingerprint Secure Communication Setup Protocol	http://alexispress.us/sdm_downloads/networks-and-cyber-security/
Cloud Computing Security Frameworks for Mobile Devices	http://alexispress.us/sdm_downloads/networks-and-cyber-security/
Role of Cloud Platforms in Data Management	http://alexispress.us/sdm_downloads/networks-and-cyber-security/
Security Challenges in Cognitive Radio Ad-Hoc Networks	http://alexispress.us/sdm_downloads/networks-and-cyber-security/
Coordinated Defenses Against Distributed Denial of Service (DDoS) Attacks	http://alexispress.us/sdm_downloads/networks-and-cyber-security/
DDoS Attack-Induced Bot Expansion in the E-Commerce Network	http://alexispress.us/sdm_downloads/networks-and-cyber-security/
Defending WBANs Against Security and Privacy Threats	http://alexispress.us/sdm_downloads/networks-and-cyber-security/
Fog Computing Environment: Distributed Denial of Service (DDoS) Attacks	http://alexispress.us/sdm_downloads/networks-and-cyber-security/
Information System Models for Cybersecurity Risk Analysis	http://alexispress.us/sdm_downloads/networks-and-cyber-security/
Internet of Things (IoT) Security Using Physical Unclonable Function	http://alexispress.us/sdm_downloads/networks-and-cyber-security/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Malware Classification Using Feature Selection and Machine Learning	http://alexispress.us/sdm_downloads/networks-and-cyber-security/
Security Analysis of Software-Defined Networks (SDN)	http://alexispress.us/sdm_downloads/networks-and-cyber-security/
Introduction of Technical Communication: An Assessment	http://alexispress.us/sdm_downloads/developments-of-technical-communication/
An Investigation on Basics of Technical Communication	http://alexispress.us/sdm_downloads/developments-of-technical-communication/
Exploring the Key Barriers to Communication	http://alexispress.us/sdm_downloads/developments-of-technical-communication/
An Analysis of Different Communication Skills	http://alexispress.us/sdm_downloads/developments-of-technical-communication/
A Comprehensive Review on Levels of Communication	http://alexispress.us/sdm_downloads/developments-of-technical-communication/
Role of the Interpersonal Communication	http://alexispress.us/sdm_downloads/developments-of-technical-communication/
An Analysis of Verbal Communication	http://alexispress.us/sdm_downloads/developments-of-technical-communication/
An Assessment of Non-Verbal Communication	http://alexispress.us/sdm_downloads/developments-of-technical-communication/
Exploring the Importance of Written Communication	http://alexispress.us/sdm_downloads/developments-of-technical-communication/
An Assessment of Oral Communication	http://alexispress.us/sdm_downloads/developments-of-technical-communication/
An Evaluation of Group Communication Benefits	http://alexispress.us/sdm_downloads/developments-of-technical-communication/
A Comprehensive Review of Organizational Communication	http://alexispress.us/sdm_downloads/developments-of-technical-communication/
Exploring Major Deliverables for Technical Communication	http://alexispress.us/sdm_downloads/developments-of-technical-communication/
Investigating the Technical Presentation: Strategies and Techniques	http://alexispress.us/sdm_downloads/developments-of-technical-communication/
Effective Presentation Strategies: An Analysis	http://alexispress.us/sdm_downloads/developments-of-technical-communication/
DETERMINATION OF TOTAL QUALITY MANAGEMENT	http://alexispress.us/sdm_downloads/total-quality-management/
ANALYSIS OF STRATEGIC QUALITY MANAGEMENT	http://alexispress.us/sdm_downloads/total-quality-management/
GOAL AND ANALYSIS OF EFFECTIVE LEADERSHIP	http://alexispress.us/sdm_downloads/total-quality-management/
THE TOTAL QUALITY MANAGEMENT MODEL	http://alexispress.us/sdm_downloads/total-quality-management/
DETERMINATION OF LEADERSHIP CONCEPTS	http://alexispress.us/sdm_downloads/total-quality-management/
EXPLORING THE CORE VALUES, CONCEPTS AND FRAMEWORK	http://alexispress.us/sdm_downloads/total-quality-management/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

EXPLORING THE IMPACT OF DETERMINATION OF CUSTOMER SATISFACTION	http://alexispress.us/sdm_downloads/total-quality-management/
DETERMINATION OF MASS CUSTOMIZATION: AN ANALYSIS	http://alexispress.us/sdm_downloads/total-quality-management/
EXPLORING THE DETERMINATION OF EMPLOYEE INVOLVEMENT	http://alexispress.us/sdm_downloads/total-quality-management/
ANALYSIS OF CONTINUOUS PROCESS IMPROVEMENT	http://alexispress.us/sdm_downloads/total-quality-management/
A COMPREHENSIVE REVIEW OF COST OF QUALITY	http://alexispress.us/sdm_downloads/total-quality-management/
ANALYSIS OF BENCHMARKING	http://alexispress.us/sdm_downloads/total-quality-management/
AN ANALYSIS OF QUALITY MANAGEMENT SYSTEMS	http://alexispress.us/sdm_downloads/total-quality-management/
AN ANALYSIS OF ENVIRONMENTAL MANAGEMENT SYSTEM	http://alexispress.us/sdm_downloads/total-quality-management/
ANALSIS OF QUALITY BY DESIGN	http://alexispress.us/sdm_downloads/total-quality-management/
An Elaboration of the Entrepreneurship	http://alexispress.us/sdm_downloads/entrepreneurship-development/
An Overview of the Social Factors in Entrepreneurship Development	http://alexispress.us/sdm_downloads/entrepreneurship-development/
An Overview of the Key Traits of a Successful Entrepreneur	http://alexispress.us/sdm_downloads/entrepreneurship-development/
An Overview of the Exploring Entrepreneurship	http://alexispress.us/sdm_downloads/entrepreneurship-development/
An Overview of the Holistic Approach of Successful Entrepreneurs	http://alexispress.us/sdm_downloads/entrepreneurship-development/
An Elaboration of the Social Entrepreneurship	http://alexispress.us/sdm_downloads/entrepreneurship-development/
An Analysis of the Determinants of Entrepreneurial Growth and Exploring the Economic and Non-Economic Factors	http://alexispress.us/sdm_downloads/entrepreneurship-development/
An Overview of the Managerial Issue in a New Venture	http://alexispress.us/sdm_downloads/entrepreneurship-development/
An Overview of Evolution of Entrepreneurship Thoughts and Theories	http://alexispress.us/sdm_downloads/entrepreneurship-development/
An overview of the Exploring Intrapreneurship and Global Entrepreneurship	http://alexispress.us/sdm_downloads/entrepreneurship-development/
An Overview of the Legal Compliance in India for Entrepreneurs	http://alexispress.us/sdm_downloads/entrepreneurship-development/
An Elaboration Measures Taken for MSME Growth	http://alexispress.us/sdm_downloads/entrepreneurship-development/
An Overview of the Importance and Perspectives of Planning in Various Contexts	http://alexispress.us/sdm_downloads/entrepreneurship-development/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Overview of the Understanding Enterprise Resource Planning (ERP) Systems	http://alexispress.us/sdm_downloads/entrepreneurship-development/
An Elaboration of the Strategic Planning in Family Businesses	http://alexispress.us/sdm_downloads/entrepreneurship-development/
An Overview of the Management and its Concept and Meaning	http://alexispress.us/sdm_downloads/evolution-of-the-process-of-management-and-its-present-status/
An Overview of Criticism of Scientific Management or Opposition to Scientific Management	http://alexispress.us/sdm_downloads/evolution-of-the-process-of-management-and-its-present-status/
An Elaboration of the Merits of Systems Approach	http://alexispress.us/sdm_downloads/evolution-of-the-process-of-management-and-its-present-status/
An Overview of Evolution from Classical to Neo-Classical Theory in Organizational Management	http://alexispress.us/sdm_downloads/evolution-of-the-process-of-management-and-its-present-status/
The Social Systems Approach for Understanding Human Behavior and Organizational Harmony	http://alexispress.us/sdm_downloads/evolution-of-the-process-of-management-and-its-present-status/
An Overview of Drucker's Contributions and Its Management Science Approach	http://alexispress.us/sdm_downloads/evolution-of-the-process-of-management-and-its-present-status/
An Elaboration of Management as an Open System with Integrated Approach	http://alexispress.us/sdm_downloads/evolution-of-the-process-of-management-and-its-present-status/
An Overview of the Characteristics of Modern Management Thought	http://alexispress.us/sdm_downloads/evolution-of-the-process-of-management-and-its-present-status/
An Overview of Driving Efficiency, Profits and Innovation	http://alexispress.us/sdm_downloads/evolution-of-the-process-of-management-and-its-present-status/
An Overview of the Evolving Role of Managers in the Modern Business Landscape	http://alexispress.us/sdm_downloads/evolution-of-the-process-of-management-and-its-present-status/
An Overview of the Responsibility towards the Employees	http://alexispress.us/sdm_downloads/evolution-of-the-process-of-management-and-its-present-status/
An Overview of the Importance and Benefits of Planning in Business Management	http://alexispress.us/sdm_downloads/evolution-of-the-process-of-management-and-its-present-status/
An Overview of the Management Empowering Performance and Collaboration	http://alexispress.us/sdm_downloads/evolution-of-the-process-of-management-and-its-present-status/
Principles and Functions of Organizational Structure for Effective Management	http://alexispress.us/sdm_downloads/evolution-of-the-process-of-management-and-its-present-status/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Elaboration of the Formal and Informal Organizational Structures	http://alexispress.us/sdm_downloads/evolution-of-the-process-of-management-and-its-present-status/
Occupational Hazards and Their Risks	http://alexispress.us/sdm_downloads/occupational-health-and-risk/
Key Principles of Occupational Safety and Health	http://alexispress.us/sdm_downloads/occupational-health-and-risk/
Role and Obligations of Competent Authorities	http://alexispress.us/sdm_downloads/occupational-health-and-risk/
Employers Responsibilities in Health Care System	http://alexispress.us/sdm_downloads/occupational-health-and-risk/
Significance of Occupational Health Surveillance	http://alexispress.us/sdm_downloads/occupational-health-and-risk/
Reporting of Occupational Accidents, Injuries And Diseases	http://alexispress.us/sdm_downloads/occupational-health-and-risk/
HIV/AIDS: Impact on the World of Work	http://alexispress.us/sdm_downloads/occupational-health-and-risk/
Preventive and Protective Measures in Work Environment	http://alexispress.us/sdm_downloads/occupational-health-and-risk/
International Chemical Hazard Communication Tools	http://alexispress.us/sdm_downloads/occupational-health-and-risk/
Application of Occupational Health and Safety	http://alexispress.us/sdm_downloads/occupational-health-and-risk/
Recognition of Occupational Health and Safety Hazards	http://alexispress.us/sdm_downloads/occupational-health-and-risk/
Understanding the General Class of Noise Exposure	http://alexispress.us/sdm_downloads/occupational-health-and-risk/
Understanding Occupational Anatomy and Physiology	http://alexispress.us/sdm_downloads/occupational-health-and-risk/
Factors Influencing Age and Work Aptitude	http://alexispress.us/sdm_downloads/occupational-health-and-risk/
Systemic Toxic Effects on Human Health	http://alexispress.us/sdm_downloads/occupational-health-and-risk/
Joining, Cutting, and Allied Processes	http://alexispress.us/sdm_downloads/basics-of-welding-process/
Essential Elements of Electric Arc	http://alexispress.us/sdm_downloads/basics-of-welding-process/
Filler Metals and Electrodes: Types, Methods and Applications	http://alexispress.us/sdm_downloads/basics-of-welding-process/
Common Arc Welding Defects and Discontinuities	http://alexispress.us/sdm_downloads/basics-of-welding-process/
Analysis of Duty Cycle in Welding Processes	http://alexispress.us/sdm_downloads/basics-of-welding-process/
Analysis of Plasma Arc Welding: Process, Methods and Applications	http://alexispress.us/sdm_downloads/basics-of-welding-process/
A Brief Introduction about Flux Cored Arc Welding	http://alexispress.us/sdm_downloads/basics-of-welding-process/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Importance of Resistance Welding Processes	http://alexispress.us/sdm_downloads/basics-of-welding-process/
Solid-State Welding Processes and Its Significance	http://alexispress.us/sdm_downloads/basics-of-welding-process/
High Energy Density Welding Processes	http://alexispress.us/sdm_downloads/basics-of-welding-process/
Understanding the Determination of Adhesive Bonding	http://alexispress.us/sdm_downloads/basics-of-welding-process/
Analysis of Weld Joint Nomenclature	http://alexispress.us/sdm_downloads/basics-of-welding-process/
Determination of Welding Metallurgy in Welding Process	http://alexispress.us/sdm_downloads/basics-of-welding-process/
Welding Metallurgy of Carbon Steels	http://alexispress.us/sdm_downloads/basics-of-welding-process/
Welding Metallurgy of Stainless Steels	http://alexispress.us/sdm_downloads/basics-of-welding-process/
A Brief Overview on the History of Management	http://alexispress.us/sdm_downloads/introduction-of-management-technology/
A Brief Introduction to the Management	http://alexispress.us/sdm_downloads/introduction-of-management-technology/
Concept of Management Principle and Their Importance	http://alexispress.us/sdm_downloads/introduction-of-management-technology/
Nature and Functions of Management	http://alexispress.us/sdm_downloads/introduction-of-management-technology/
A Brief Overview on Evolution of Management Thought	http://alexispress.us/sdm_downloads/introduction-of-management-technology/
Corporate Sustainability and Corporate Environment Responsibility	http://alexispress.us/sdm_downloads/introduction-of-management-technology/
Socially Responsible Business and Their Importance	http://alexispress.us/sdm_downloads/introduction-of-management-technology/
A Brief Overview of the International Business	http://alexispress.us/sdm_downloads/introduction-of-management-technology/
Brief Overview of Entrepreneurship and Their Responsibilities	http://alexispress.us/sdm_downloads/introduction-of-management-technology/
Social Entrepreneurship; Definition, Types, and their Responsivity	http://alexispress.us/sdm_downloads/introduction-of-management-technology/
Strategic Management Process; Achieving and Sustaining Competitive Advantages	http://alexispress.us/sdm_downloads/introduction-of-management-technology/
Strategic Planning and Decision-Making Methods in Management	http://alexispress.us/sdm_downloads/introduction-of-management-technology/
A Brief Overview of the Human Resource Management	http://alexispress.us/sdm_downloads/introduction-of-management-technology/
Organizing and Organisation Structure of the Management	http://alexispress.us/sdm_downloads/introduction-of-management-technology/
A Brief Overview of Diversity in Business	http://alexispress.us/sdm_downloads/introduction-of-management-technology/
Science and Human Behavior	http://alexispress.us/sdm_downloads/science-and-human-behavior/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Fundamental Study of Behavioral Science	http://alexispress.us/sdm_downloads/science-and-human-behavior/
An Overview of Popular Causes of Organisms Behavior	http://alexispress.us/sdm_downloads/science-and-human-behavior/
The Analysis of Behavior: Reflexes and Conditioned Reflexes	http://alexispress.us/sdm_downloads/science-and-human-behavior/
A Fundamental Study of Operant Behavior	http://alexispress.us/sdm_downloads/science-and-human-behavior/
The Continuity of Behavior: Shaping and Maintaining Operant Behavior	http://alexispress.us/sdm_downloads/science-and-human-behavior/
A Fundamental Study of Stimulus Discrimination in Psychology	http://alexispress.us/sdm_downloads/science-and-human-behavior/
Environment's Importance in Controlling Behavior	http://alexispress.us/sdm_downloads/science-and-human-behavior/
An Overview of Deprivation and Satiation	http://alexispress.us/sdm_downloads/science-and-human-behavior/
An Overview of Human Emotion	http://alexispress.us/sdm_downloads/science-and-human-behavior/
An Analysis of Aversive Behavior, Avoidance, and Anxiety	http://alexispress.us/sdm_downloads/science-and-human-behavior/
A Fundamental Study on Punishment	http://alexispress.us/sdm_downloads/science-and-human-behavior/
An Overview of Function Versus Aspect of Human Behavior	http://alexispress.us/sdm_downloads/science-and-human-behavior/
The Analysis of Complex Cases over Simplification	http://alexispress.us/sdm_downloads/science-and-human-behavior/
Exploring the Impact of Self-Control	http://alexispress.us/sdm_downloads/science-and-human-behavior/
Specification of the Advance Welding Technology	http://alexispress.us/sdm_downloads/recent-advances-in-welding-technology/
Importance Of Oxy-Acetylene Gas Cutting	http://alexispress.us/sdm_downloads/recent-advances-in-welding-technology/
A Brief Overview About The Tig Welding	http://alexispress.us/sdm_downloads/recent-advances-in-welding-technology/
Unlocking The Power Of Efficient Mig Welding	http://alexispress.us/sdm_downloads/recent-advances-in-welding-technology/
Identifying and Preventing Common Welding Defects	http://alexispress.us/sdm_downloads/recent-advances-in-welding-technology/
Understanding the Under Water Welding Technology	http://alexispress.us/sdm_downloads/recent-advances-in-welding-technology/
Welding Safety For Joining To Metallic Pieces	http://alexispress.us/sdm_downloads/recent-advances-in-welding-technology/
A Brief Overview about Pipe Welding Technology	http://alexispress.us/sdm_downloads/recent-advances-in-welding-technology/
An Overview about Plasma Arc Welding Process	http://alexispress.us/sdm_downloads/recent-advances-in-welding-technology/
Filler Rods For Gas Welding and Its Significance	http://alexispress.us/sdm_downloads/recent-advances-in-welding-technology/

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Basic Introduction of Friction Welding	http://alexispress.us/sdm_downloads/recent-advances-in-welding-technology/
Welding Machine and Welding Power Sources	http://alexispress.us/sdm_downloads/recent-advances-in-welding-technology/
Application of the Welding Metallurgy	http://alexispress.us/sdm_downloads/recent-advances-in-welding-technology/
Introduction of The Oxy-Acetylene Flames	http://alexispress.us/sdm_downloads/recent-advances-in-welding-technology/
Welding of Low Carbon Steel and Medium Carbon Steel	http://alexispress.us/sdm_downloads/recent-advances-in-welding-technology/
An Evaluation of Media and Culture in Modern World	http://alexispress.us/sdm_downloads/media-and-mass-communication/
Exploring Social Values and Communication Function	http://alexispress.us/sdm_downloads/media-and-mass-communication/
The Media and Popular Culture	http://alexispress.us/sdm_downloads/media-and-mass-communication/
An Assessment on Messages of Mass Media	http://alexispress.us/sdm_downloads/media-and-mass-communication/
Exploring Roles of Technology in Media Sector	http://alexispress.us/sdm_downloads/media-and-mass-communication/
The Role of Books in Mass Communication	http://alexispress.us/sdm_downloads/media-and-mass-communication/
Impact of Modern Technology on Society	http://alexispress.us/sdm_downloads/media-and-mass-communication/
Role of Newspapers in Media and Mass Communication	http://alexispress.us/sdm_downloads/media-and-mass-communication/
Importance of Magazines in Mass Communication	http://alexispress.us/sdm_downloads/media-and-mass-communication/
Exploring Important Magazine Industry Publications	http://alexispress.us/sdm_downloads/media-and-mass-communication/
Impact of Magazines on Public Information Access	http://alexispress.us/sdm_downloads/media-and-mass-communication/
Investigating Internet and Social Media Sites	http://alexispress.us/sdm_downloads/media-and-mass-communication/
An Analysis of Social Media and Web 2.0	http://alexispress.us/sdm_downloads/media-and-mass-communication/
Popular Culture and Interpersonal Communication Impacted by Internet and Globalization	http://alexispress.us/sdm_downloads/media-and-mass-communication/
Advertisement Impact on Media and Mass Communication	http://alexispress.us/sdm_downloads/media-and-mass-communication/
Introduction about Micro Technology and Its Applications	http://alexispress.us/sdm_downloads/waste-water-engineering/
Polymers Determination: Analysis and Characterization Methods	http://alexispress.us/sdm_downloads/waste-water-engineering/
Determination of Near-Surface Micromachining	http://alexispress.us/sdm_downloads/waste-water-engineering/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Analyzing Polysilicon Layers: Characterization and Evaluation	http://alexispress.us/sdm_downloads/waste-water-engineering/
Determination Sputtering: Techniques, Analysis, and Applications	http://alexispress.us/sdm_downloads/waste-water-engineering/
Analysis of Bonding Techniques: Methods, Evaluation, and Applications	http://alexispress.us/sdm_downloads/waste-water-engineering/
Determination of Micro Injection Molding	http://alexispress.us/sdm_downloads/waste-water-engineering/
Determination of Encapsulation and Packaging in Micro technology	http://alexispress.us/sdm_downloads/waste-water-engineering/
Exploring the Applications of Fluidic Interfaces	http://alexispress.us/sdm_downloads/waste-water-engineering/
Determination of Piezoelectric Transducers	http://alexispress.us/sdm_downloads/waste-water-engineering/
Understanding the Design Tools and Methods	http://alexispress.us/sdm_downloads/waste-water-engineering/
Transient Analysis of Electromechanical Systems	http://alexispress.us/sdm_downloads/waste-water-engineering/
Determination of Micro-optical Applications	http://alexispress.us/sdm_downloads/waste-water-engineering/
Analysis of Microfluidic Systems: Design and Application	http://alexispress.us/sdm_downloads/waste-water-engineering/
A Brief Introduction about Microstructure Technology	http://alexispress.us/sdm_downloads/waste-water-engineering/
Introduction about Database Management System	http://alexispress.us/sdm_downloads/database-management-system-dbms/
Purpose and Applications of Database System	http://alexispress.us/sdm_downloads/database-management-system-dbms/
Relational Database Management System	http://alexispress.us/sdm_downloads/database-management-system-dbms/
Architecture and Model OF DBMS	http://alexispress.us/sdm_downloads/database-management-system-dbms/
A Brief Overview about DBMS Language and Models	http://alexispress.us/sdm_downloads/database-management-system-dbms/
DBMS Data Modelling: Efficient Information Structuring	http://alexispress.us/sdm_downloads/database-management-system-dbms/
DBMS Keys: Understanding Data Integrity and Relationships	http://alexispress.us/sdm_downloads/database-management-system-dbms/
Exploring Relational Data Model of DBMS	http://alexispress.us/sdm_downloads/database-management-system-dbms/
Join Operations and Integrity Constraints in DBMS	http://alexispress.us/sdm_downloads/database-management-system-dbms/
DBMS Multivalued Dependency: Concept and Applications	http://alexispress.us/sdm_downloads/database-management-system-dbms/
Transaction Processing in DBMS: Principles and Techniques	http://alexispress.us/sdm_downloads/database-management-system-dbms/
A Brief Overview about Concurrency Control in DBMS	http://alexispress.us/sdm_downloads/database-management-system-dbms/

Regional College of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Data Storage: Disks and Files in DBMS	http://alexispress.us/sdm_downloads/database-management-system-dbms/
File Organization and Indexes in DBMS	http://alexispress.us/sdm_downloads/database-management-system-dbms/
Physical Database Design and Tuning	http://alexispress.us/sdm_downloads/database-management-system-dbms/
Material Properties: Understanding Manufacturing Science's Potential	http://alexispress.us/sdm_downloads/theory-of-manufacturing-science/
Steel and Iron: Ferrous Materials Applications	http://alexispress.us/sdm_downloads/theory-of-manufacturing-science/
A Brief Overview about Non-Ferrous Metals	http://alexispress.us/sdm_downloads/theory-of-manufacturing-science/
Metal Forming: Essential Processes and Practical Applications	http://alexispress.us/sdm_downloads/theory-of-manufacturing-science/
Exploring Forging Techniques in Metal Shaping	http://alexispress.us/sdm_downloads/theory-of-manufacturing-science/
Understanding the Diverse Application of Rolling Technique	http://alexispress.us/sdm_downloads/theory-of-manufacturing-science/
Extrusion, Wire Drawing, Tube, Making and their Significance	http://alexispress.us/sdm_downloads/theory-of-manufacturing-science/
Understanding Press Work and Die-Punch Assembly	http://alexispress.us/sdm_downloads/theory-of-manufacturing-science/
Casting: From Molten Metal to Solid Form	http://alexispress.us/sdm_downloads/theory-of-manufacturing-science/
Understanding the Versatile Lathe Machine	http://alexispress.us/sdm_downloads/theory-of-manufacturing-science/
Applications of the Shaper and Planners	http://alexispress.us/sdm_downloads/theory-of-manufacturing-science/
Analysis of the Drilling Machines	http://alexispress.us/sdm_downloads/theory-of-manufacturing-science/
Milling Process and Its Application	http://alexispress.us/sdm_downloads/theory-of-manufacturing-science/
A Brief Overview about Grinding Process	http://alexispress.us/sdm_downloads/theory-of-manufacturing-science/
Welding Process and Its Significance	http://alexispress.us/sdm_downloads/theory-of-manufacturing-science/
Rajatangaini of Kalhana is a Chronicle from Ancient India	http://alexispress.us/sdm_downloads/introduction-to-historiography/
Islam's Arrival and Its Impact on India's Historical Tradition	http://alexispress.us/sdm_downloads/introduction-to-historiography/
Historical Writing in India during the Sultanate Period: Trends and Nature	http://alexispress.us/sdm_downloads/introduction-to-historiography/
Historical Texts that had an Impact on Colonial India	http://alexispress.us/sdm_downloads/introduction-to-historiography/
Colonial versus Nationalist Historiography	http://alexispress.us/sdm_downloads/introduction-to-historiography/
A Brief Discussion on Indian Nationalism	http://alexispress.us/sdm_downloads/introduction-to-historiography/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Important concepts in Marxist History	http://alexispress.us/sdm_downloads/introduction-to-historiography/
Definitions of History and Historiography	http://alexispress.us/sdm_downloads/introduction-to-historiography/
Knowing the Past is Necessary to be a Good Citizen	http://alexispress.us/sdm_downloads/introduction-to-historiography/
Relationship Between Geography and History	http://alexispress.us/sdm_downloads/introduction-to-historiography/
History and Natural Science Relationship	http://alexispress.us/sdm_downloads/introduction-to-historiography/
History as an Art or Science	http://alexispress.us/sdm_downloads/introduction-to-historiography/
Uses and Abuses of History	http://alexispress.us/sdm_downloads/introduction-to-historiography/
History of Ancient India	http://alexispress.us/sdm_downloads/introduction-to-historiography/
Generation of Electrical Energy	http://alexispress.us/sdm_downloads/power-system-analysis/
A Brief Discussion on Generating Station	http://alexispress.us/sdm_downloads/power-system-analysis/
Hydro-Electric Power Station	http://alexispress.us/sdm_downloads/power-system-analysis/
Diesel Power Station and Gas Turbine Power Station	http://alexispress.us/sdm_downloads/power-system-analysis/
Nuclear Power Station	http://alexispress.us/sdm_downloads/power-system-analysis/
Variable Load on Power Station	http://alexispress.us/sdm_downloads/power-system-analysis/
Economics of Power Generation	http://alexispress.us/sdm_downloads/power-system-analysis/
A Study on Tariff	http://alexispress.us/sdm_downloads/power-system-analysis/
Power Factor Improvement	http://alexispress.us/sdm_downloads/power-system-analysis/
A Brief Discussion on Electric Supply	http://alexispress.us/sdm_downloads/power-system-analysis/
Power Transmission System	http://alexispress.us/sdm_downloads/power-system-analysis/
Economics of Power Transmission	http://alexispress.us/sdm_downloads/power-system-analysis/
Mechanical Design of Overhead Transmission Line	http://alexispress.us/sdm_downloads/power-system-analysis/
A Discussion on Sag and Corona	http://alexispress.us/sdm_downloads/power-system-analysis/
Electrical Design of Overhead Transmission Line	http://alexispress.us/sdm_downloads/power-system-analysis/
Evolution of Economic Thought: A Comprehensive Overview	http://alexispress.us/sdm_downloads/concept-of-economic-thought/

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Aristotle's Ideal State: Contrast and Compare Plato's	http://alexispress.us/sdm_downloads/concept-of-economic-thought/
Origin of Mercantilism: Exploring Its Underlying Causes	http://alexispress.us/sdm_downloads/concept-of-economic-thought/
Economic Theories: Diverse Perspectives on Economic Systems	http://alexispress.us/sdm_downloads/concept-of-economic-thought/
Causes of the Rise of the Physiocracy	http://alexispress.us/sdm_downloads/concept-of-economic-thought/
A Brief Overview about Naturalism and Optimism	http://alexispress.us/sdm_downloads/concept-of-economic-thought/
Economic Contribution: Significance and Multi Dimensions Overview	http://alexispress.us/sdm_downloads/concept-of-economic-thought/
Contribution and Utilitarianism: Enhancing Social Welfare	http://alexispress.us/sdm_downloads/concept-of-economic-thought/
Analysis of Socialists and Its Impact	http://alexispress.us/sdm_downloads/concept-of-economic-thought/
Exploring the Analysis of Political Economy	http://alexispress.us/sdm_downloads/concept-of-economic-thought/
Capitalist Crisis Hypothesis in Marxian Political Economy	http://alexispress.us/sdm_downloads/concept-of-economic-thought/
Understanding the Economic Theory and Its Significance	http://alexispress.us/sdm_downloads/concept-of-economic-thought/
Importance of Economic Thought's History	http://alexispress.us/sdm_downloads/concept-of-economic-thought/
Analysis of Mercantilism: Understanding Economic Power and Policies	http://alexispress.us/sdm_downloads/concept-of-economic-thought/
Characteristics of Mercantilist Economic Ideology	http://alexispress.us/sdm_downloads/concept-of-economic-thought/
Introduction about Entrepreneurial Finance Challenges	http://alexispress.us/sdm_downloads/principle-of-entrepreneurial-finance/
A Brief Introduction to Evaluating Venture Opportunities	http://alexispress.us/sdm_downloads/principle-of-entrepreneurial-finance/
Market Timing: Understanding Entrepreneurial Challenges	http://alexispress.us/sdm_downloads/principle-of-entrepreneurial-finance/
Significance of Production Strategy in Company	http://alexispress.us/sdm_downloads/principle-of-entrepreneurial-finance/
Understanding the Business Plan of an Entrepreneur	http://alexispress.us/sdm_downloads/principle-of-entrepreneurial-finance/
Strategic Financial Planning for Entrepreneurs	http://alexispress.us/sdm_downloads/principle-of-entrepreneurial-finance/
The Bottom-Up Approach: Understanding Entrepreneurial Potential	http://alexispress.us/sdm_downloads/principle-of-entrepreneurial-finance/
Formulating the Financial Plan: Unlocking Business Success	http://alexispress.us/sdm_downloads/principle-of-entrepreneurial-finance/
Determinants of Valuation and Returns	http://alexispress.us/sdm_downloads/principle-of-entrepreneurial-finance/
Venture Capital Method: Unlocking Funding Opportunities	http://alexispress.us/sdm_downloads/principle-of-entrepreneurial-finance/

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Exit Comparable Method: A Valuation Approach	http://alexispress.us/sdm_downloads/principle-of-entrepreneurial-finance/
A Financial Instrument: Convertible Preferred Stock	http://alexispress.us/sdm_downloads/principle-of-entrepreneurial-finance/
Governance and Leadership: The Board of Directors	http://alexispress.us/sdm_downloads/principle-of-entrepreneurial-finance/
Deal Structuring: Maximizing Opportunities for Success	http://alexispress.us/sdm_downloads/principle-of-entrepreneurial-finance/
Understanding Syndication and Investment Performance	http://alexispress.us/sdm_downloads/principle-of-entrepreneurial-finance/
A Brief Introduction of Chemistry	http://alexispress.us/sdm_downloads/introduction-to-chemistry/
A Brief History of the Chemistry	http://alexispress.us/sdm_downloads/introduction-to-chemistry/
Basics Nature of the Matter	http://alexispress.us/sdm_downloads/introduction-to-chemistry/
Atom; Nucleus of Protons and Neutrons Surrounded by an Electron Cloud	http://alexispress.us/sdm_downloads/introduction-to-chemistry/
Structure and Function of the Chemical Compound	http://alexispress.us/sdm_downloads/introduction-to-chemistry/
A Brief Discussion of the Molecule	http://alexispress.us/sdm_downloads/introduction-to-chemistry/
Mole Used as a Measuring Unit	http://alexispress.us/sdm_downloads/introduction-to-chemistry/
Chemical Element; A Chemical Compound that Cannot Be Broken Down into Other Compounds	http://alexispress.us/sdm_downloads/introduction-to-chemistry/
Phase, Types, Equilibrium and Stages	http://alexispress.us/sdm_downloads/introduction-to-chemistry/
Energy and their Types in the Biological System	http://alexispress.us/sdm_downloads/introduction-to-chemistry/
Chemical Bond and their Function in the Chemical Reaction	http://alexispress.us/sdm_downloads/introduction-to-chemistry/
Chemical Reaction and Their Types	http://alexispress.us/sdm_downloads/introduction-to-chemistry/
A Brief Overview of the Ion and their Characteristics	http://alexispress.us/sdm_downloads/introduction-to-chemistry/
Basic Concept and Mechanism of the Redox Reactions	http://alexispress.us/sdm_downloads/introduction-to-chemistry/
Analytical Chemistry; Used for the Separation, Identification and Quantification of Matter	http://alexispress.us/sdm_downloads/introduction-to-chemistry/
A Brief Introduction about Material Requirements Planning	http://alexispress.us/sdm_downloads/material-requirements-planning/
Managing Stock Inventory in Production Environment	http://alexispress.us/sdm_downloads/material-requirements-planning/
Fundamental of Materials Requirements Planning	http://alexispress.us/sdm_downloads/material-requirements-planning/

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Understanding the BOMS Software Significance	http://alexispress.us/sdm_downloads/material-requirements-planning/
Efficient Production: Unveiling the Material Requirements System	http://alexispress.us/sdm_downloads/material-requirements-planning/
Analyzing Logic in Material Requirement Planning	http://alexispress.us/sdm_downloads/material-requirements-planning/
Optimal Quantities: Mastering Lot Sizing Techniques	http://alexispress.us/sdm_downloads/material-requirements-planning/
A Brief Introduction about System Files and Records	http://alexispress.us/sdm_downloads/material-requirements-planning/
A New Way of Looking at Things	http://alexispress.us/sdm_downloads/material-requirements-planning/
A Brief Overview about Product in Material Requirement Product	http://alexispress.us/sdm_downloads/material-requirements-planning/
A Brief Introduction about Master Production Schedule	http://alexispress.us/sdm_downloads/material-requirements-planning/
Plan and Reality Master Production Schedule	http://alexispress.us/sdm_downloads/material-requirements-planning/
Elevating Efficiency: Enhancing Inventory Control Systems	http://alexispress.us/sdm_downloads/material-requirements-planning/
Effectiveness of a System: A Function of Design and Use	http://alexispress.us/sdm_downloads/material-requirements-planning/
Material Requirements Planning Impact on Industry	http://alexispress.us/sdm_downloads/material-requirements-planning/
Applications of the Diffusion in Solids	http://alexispress.us/sdm_downloads/fundamentals-of-material-science/
Classification and Selection of Materials	http://alexispress.us/sdm_downloads/fundamentals-of-material-science/
A Brief Classification of Materials Selection	http://alexispress.us/sdm_downloads/fundamentals-of-material-science/
Innovative Cement Blocks for Advanced Atomic Industry Applications	http://alexispress.us/sdm_downloads/fundamentals-of-material-science/
Atomic Structure and Electronic Configuration	http://alexispress.us/sdm_downloads/fundamentals-of-material-science/
A Brief Overview about Crystal Geometry, Structure and Defect	http://alexispress.us/sdm_downloads/fundamentals-of-material-science/
Crystal Defects: Exploring Imperfections in Crystalline Structures	http://alexispress.us/sdm_downloads/fundamentals-of-material-science/
Importance of Bonds in Solid Molecules	http://alexispress.us/sdm_downloads/fundamentals-of-material-science/
Electron Theory and Its Application in Metals Materials	http://alexispress.us/sdm_downloads/fundamentals-of-material-science/
Application of the Photoelectric Effect	http://alexispress.us/sdm_downloads/fundamentals-of-material-science/
Mechanical Properties of Materials and Mechanical Tests	http://alexispress.us/sdm_downloads/fundamentals-of-material-science/
Alloy System Phase and Phase Transformation	http://alexispress.us/sdm_downloads/fundamentals-of-material-science/

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Application of the Heat Treatment in Material Science	http://alexispress.us/sdm_downloads/fundamentals-of-material-science/
Understanding the Deformation Behavior of Materials	http://alexispress.us/sdm_downloads/fundamentals-of-material-science/
Collagen-Silicate Biomaterials: Regenerating Bone Tissue Naturally	http://alexispress.us/sdm_downloads/fundamentals-of-material-science/
Different Viewpoints on Consumer Behaviour	http://alexispress.us/sdm_downloads/promotion-and-advertising/
Understanding Consumer Interpretations and Their Effect on Communication Strategies	http://alexispress.us/sdm_downloads/promotion-and-advertising/
Consumer Decision-Making Variations	http://alexispress.us/sdm_downloads/promotion-and-advertising/
Exploring The Process of Communication	http://alexispress.us/sdm_downloads/promotion-and-advertising/
Role of Response Hierarchy Models in Consumer Behaviour Understanding	http://alexispress.us/sdm_downloads/promotion-and-advertising/
Investigating the Communication Process in Brain	http://alexispress.us/sdm_downloads/promotion-and-advertising/
Planning Promotions Using the Persuasion Matrix	http://alexispress.us/sdm_downloads/promotion-and-advertising/
Exploring the Role of Source Message in Persuasive Communication	http://alexispress.us/sdm_downloads/promotion-and-advertising/
Comparing Personal and Non-Personal Communication Channels	http://alexispress.us/sdm_downloads/promotion-and-advertising/
Setting Goals and Setting a Budget for the Promotional Program	http://alexispress.us/sdm_downloads/promotion-and-advertising/
Exploring the Role of Communication Goals in Organizations	http://alexispress.us/sdm_downloads/promotion-and-advertising/
Budgeting for Promotions: Setting and Budget Allocation	http://alexispress.us/sdm_downloads/promotion-and-advertising/
Overview of Top-Down Budgeting Techniques	http://alexispress.us/sdm_downloads/promotion-and-advertising/
Creative Strategy: Development and Planning	http://alexispress.us/sdm_downloads/promotion-and-advertising/
Importance of New Strategies Development	http://alexispress.us/sdm_downloads/promotion-and-advertising/
Basic Approach on Power Plant Engineering	http://alexispress.us/sdm_downloads/power-plant-engineering/
Non-Conventional Energy Resource and Utilisation	http://alexispress.us/sdm_downloads/power-plant-engineering/
An Introduction about Fuel Technology and Its Types	http://alexispress.us/sdm_downloads/power-plant-engineering/
Analysis of Energy Exploited, Demand and Planning	http://alexispress.us/sdm_downloads/power-plant-engineering/
An Overview on Bio Gas and Raw Materials	http://alexispress.us/sdm_downloads/power-plant-engineering/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Introduction about Fuels and Combustion	http://alexispress.us/sdm_downloads/power-plant-engineering/
An Analysis of Wind Energy and Its Features	http://alexispress.us/sdm_downloads/power-plant-engineering/
From Sunlight to Solutions: Examining Solar Energy's Benefits	http://alexispress.us/sdm_downloads/power-plant-engineering/
Power Plant Fuel Technology: Exploring Applications and Advancements	http://alexispress.us/sdm_downloads/power-plant-engineering/
Biofuel: Objectives and Types in Liquid, Gas, and Solid Forms	http://alexispress.us/sdm_downloads/power-plant-engineering/
Power Plant Economics and Variable Load Problem	http://alexispress.us/sdm_downloads/power-plant-engineering/
Economic Plant Selection: Optimizing Applications for Cost Efficiency	http://alexispress.us/sdm_downloads/power-plant-engineering/
A Brief Introduction about Steam Power Plant	http://alexispress.us/sdm_downloads/power-plant-engineering/
Methods for Furnace Fuel Firing in Steam Power Plants	http://alexispress.us/sdm_downloads/power-plant-engineering/
Introduction to Boilers: Characteristics and Key Features	http://alexispress.us/sdm_downloads/power-plant-engineering/
Introduction of Intellectual Property Rights (IPR)	http://alexispress.us/sdm_downloads/concept-of-intellectual-property/
Exploring the Types of Intellectual Property	http://alexispress.us/sdm_downloads/concept-of-intellectual-property/
Biodiversity and Protection of Intellectual Property Rights	http://alexispress.us/sdm_downloads/concept-of-intellectual-property/
An Evaluation of Berne and Paris Convention	http://alexispress.us/sdm_downloads/concept-of-intellectual-property/
Rules of Patent Cooperation Treaty (PCT)	http://alexispress.us/sdm_downloads/concept-of-intellectual-property/
Trade-Related Aspects of Intellectual Property Rights (TRIPS) Agreement	http://alexispress.us/sdm_downloads/concept-of-intellectual-property/
Describing the Concept of Patents	http://alexispress.us/sdm_downloads/concept-of-intellectual-property/
Patentable and Non-Patentable Subject Matter	http://alexispress.us/sdm_downloads/concept-of-intellectual-property/
An Analysis of Patent Specification Types	http://alexispress.us/sdm_downloads/concept-of-intellectual-property/
An Assessment of Patent Application Preparation	http://alexispress.us/sdm_downloads/concept-of-intellectual-property/
Determining the Typical Parts of Patent Application	http://alexispress.us/sdm_downloads/concept-of-intellectual-property/
Surrender and Revocation of Patents	http://alexispress.us/sdm_downloads/concept-of-intellectual-property/
Powers of Controller in Granting Compulsory Licenses	http://alexispress.us/sdm_downloads/concept-of-intellectual-property/
Role of Patent Agents in Grant of Inventions	http://alexispress.us/sdm_downloads/concept-of-intellectual-property/

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Comprehensive Overview of Patent Information	http://alexispress.us/sdm_downloads/concept-of-intellectual-property/
Basics Features of the Nano metrology	http://alexispress.us/sdm_downloads/theory-of-measurement-metrology/
Basic Principles of Engineering Metrology	http://alexispress.us/sdm_downloads/theory-of-measurement-metrology/
A Comprehensive Introduction to Measurement Standards	http://alexispress.us/sdm_downloads/theory-of-measurement-metrology/
Limits, Fits and Tolerances in Industrial Application	http://alexispress.us/sdm_downloads/theory-of-measurement-metrology/
Applications of the Linear Measurement	http://alexispress.us/sdm_downloads/theory-of-measurement-metrology/
Applications of Angular Measurement	http://alexispress.us/sdm_downloads/theory-of-measurement-metrology/
Unveiling the Diverse Applications of Comparators	http://alexispress.us/sdm_downloads/theory-of-measurement-metrology/
Optical Measurement and Interferometry	http://alexispress.us/sdm_downloads/theory-of-measurement-metrology/
Metrology of Gears and Screw Threads	http://alexispress.us/sdm_downloads/theory-of-measurement-metrology/
Exploring the Diverse Applications of Surface Finish Metrology	http://alexispress.us/sdm_downloads/theory-of-measurement-metrology/
Discovering the Diverse Application of Miscellaneous Metrology	http://alexispress.us/sdm_downloads/theory-of-measurement-metrology/
Applications of Inspection and Quality Control Methods	http://alexispress.us/sdm_downloads/theory-of-measurement-metrology/
Unveiling the Versatile Applications of Measurement Systems	http://alexispress.us/sdm_downloads/theory-of-measurement-metrology/
Exploring the Analysis of Transducers	http://alexispress.us/sdm_downloads/theory-of-measurement-metrology/
Measurement of Force, Torque, and Strain	http://alexispress.us/sdm_downloads/theory-of-measurement-metrology/
Examining the evaluation of industrial refrigeration	http://alexispress.us/sdm_downloads/an-archive-of-refrigeration-technology/
Investigate the Superheat in the Evaporator	http://alexispress.us/sdm_downloads/an-archive-of-refrigeration-technology/
Analyzing the concept of Single-Stage Refrigeration Cycle	http://alexispress.us/sdm_downloads/an-archive-of-refrigeration-technology/
Examining the evaluation of Thermal Expansion Valve	http://alexispress.us/sdm_downloads/an-archive-of-refrigeration-technology/
Examining the CO2 refrigeration and air conditioning technologies	http://alexispress.us/sdm_downloads/an-archive-of-refrigeration-technology/
A Comprehensive Study on the Turbo machinery	http://alexispress.us/sdm_downloads/an-archive-of-refrigeration-technology/
Overview on Properties of moist air	http://alexispress.us/sdm_downloads/an-archive-of-refrigeration-technology/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Elaboration of the Architecture of the Internet of Things	http://alexispress.us/sdm_downloads/advances-of-iot/
Modern Approaches of IoT for Cyber Security	http://alexispress.us/sdm_downloads/advances-of-iot/
An Evolution of Internet of Things Security for Cyber-Entities	http://alexispress.us/sdm_downloads/advances-of-iot/
An Analysis of Privacy and Cybersecurity Concerns with the Industrial Internet of Things	http://alexispress.us/sdm_downloads/advances-of-iot/
An Introduction to Cyber Security with Internet of Things	http://alexispress.us/sdm_downloads/advances-of-iot/
A Development of Privacy, Security properties in Internet of Things	http://alexispress.us/sdm_downloads/advances-of-iot/
An Evolution of Security Layers in IoT against Cyber Security	http://alexispress.us/sdm_downloads/advances-of-iot/
An Evolution of Data Aggregation for the Internet of Things in Smart Cities	http://alexispress.us/sdm_downloads/advances-of-iot/
An Evolution of Internet of Things Protocols in Cyber Security	http://alexispress.us/sdm_downloads/advances-of-iot/
An Elaboration of Internet of Things Architecture for Cyber Security	http://alexispress.us/sdm_downloads/advances-of-iot/
Customer Service Strategy in Supply Chain Management	http://alexispress.us/sdm_downloads/recent-advances-in-supply-chain-management/
Designing the Supply Chain Management Network	http://alexispress.us/sdm_downloads/recent-advances-in-supply-chain-management/
Network Model in Supply Chain Management	http://alexispress.us/sdm_downloads/recent-advances-in-supply-chain-management/
Role of IT in Supply Chain Management	http://alexispress.us/sdm_downloads/recent-advances-in-supply-chain-management/
Block chain's roles in Supply Chain Management	http://alexispress.us/sdm_downloads/recent-advances-in-supply-chain-management/
Logistics in Food Supply Chains in a Circular Economy	http://alexispress.us/sdm_downloads/recent-advances-in-supply-chain-management/
Dynamic Pricing in Supply Chain Management	http://alexispress.us/sdm_downloads/recent-advances-in-supply-chain-management/
IoT on Supply Chain Management	http://alexispress.us/sdm_downloads/recent-advances-in-supply-chain-management/
Agile Supply Chains in Supply Chain Coordination	http://alexispress.us/sdm_downloads/recent-advances-in-supply-chain-management/
Role of the Stress in Organization	http://alexispress.us/sdm_downloads/organizational-behaviour/
Role of the Group and Team in Organization with Organizational Behaviour	http://alexispress.us/sdm_downloads/organizational-behaviour/
Role of Leadership in Organizations	http://alexispress.us/sdm_downloads/organizational-behaviour/
Organization Structure and Design with organizational Behaviour	http://alexispress.us/sdm_downloads/organizational-behaviour/

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Foundations of Individual Behaviour in Any Organization	http://alexispress.us/sdm_downloads/organizational-behaviour/
Role of the Conflict Management with Organizational Behaviors	http://alexispress.us/sdm_downloads/organizational-behaviour/
Work Related Attitudes, Values and Perception in Organization	http://alexispress.us/sdm_downloads/organizational-behaviour/
Role of the Power and Politics in Organization	http://alexispress.us/sdm_downloads/organizational-behaviour/
Introduction to VLSI Technology	http://alexispress.us/sdm_downloads/archives-of-vlsi-technology/
Hardware Development of VLSI	http://alexispress.us/sdm_downloads/archives-of-vlsi-technology/
Advancements in Physics-Based EM Modeling: Techniques and Applications for Characterizing Electromagnetic Phenomena	http://alexispress.us/sdm_downloads/archives-of-vlsi-technology/
MEMS-Based IMU for Pose Estimation	http://alexispress.us/sdm_downloads/archives-of-vlsi-technology/
Data Flow Verification in SOC Using Formal Techniques	http://alexispress.us/sdm_downloads/archives-of-vlsi-technology/
Mitigating Cyber security Risks with Intrusion Prevention Systems and Intellectual Property Protection	http://alexispress.us/sdm_downloads/archives-of-vlsi-technology/
Very Large-Scale Integration VLSI System	http://alexispress.us/sdm_downloads/archives-of-vlsi-technology/
Metal–Oxide–Semiconductor Field-Effect Transistor with a Vacuum Channel	http://alexispress.us/sdm_downloads/archives-of-vlsi-technology/
Microneedles Platforms	http://alexispress.us/sdm_downloads/bio-sensor-technology/
Features and Application of Wearable Biosensors	http://alexispress.us/sdm_downloads/bio-sensor-technology/
Wearable Trend and Monitoring Disease	http://alexispress.us/sdm_downloads/bio-sensor-technology/
Wearables in Clinical Trials	http://alexispress.us/sdm_downloads/bio-sensor-technology/
Use of Bio Sensor in Health Care System	http://alexispress.us/sdm_downloads/bio-sensor-technology/
Field-Effect Transistor Technology Improvements in Recent Years for Infectious Diseases	http://alexispress.us/sdm_downloads/bio-sensor-technology/
Modern and Innovative Bio sensing Methods	http://alexispress.us/sdm_downloads/bio-sensor-technology/
Future Predictions for Bio-Information Engineering	http://alexispress.us/sdm_downloads/bio-sensor-technology/
Role of Genomic Crop in the Climate Change	http://alexispress.us/sdm_downloads/plant-biotechnology/
Various Techniques used in Plant Biotechnology	http://alexispress.us/sdm_downloads/plant-biotechnology/

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Post-Harvest Physiology's Contribution to Transgenic Crop Evolution	http://alexispress.us/sdm_downloads/plant-biotechnology/
Conservation Plant Biodiversity and Plant Biotechnology	http://alexispress.us/sdm_downloads/plant-biotechnology/
Plant Tissue culture	http://alexispress.us/sdm_downloads/plant-biotechnology/
Future Scope of Plant Biotechnology	http://alexispress.us/sdm_downloads/plant-biotechnology/
Agriculture Biotechnology Advances	http://alexispress.us/sdm_downloads/plant-biotechnology/
Challenges Faced By Plant Biotechnology in Current Scenario	http://alexispress.us/sdm_downloads/plant-biotechnology/
A Hybrid Soft Computing Approach for Technical Study	http://alexispress.us/sdm_downloads/methods-in-soft-computing/
Life History of Brain and Its Ontogeny	http://alexispress.us/sdm_downloads/methods-in-soft-computing/
Pattern Recognition of Artificial Neural Network and Supervised Learning Techniques	http://alexispress.us/sdm_downloads/methods-in-soft-computing/
Factors Affecting the Performance of Artificial Neural Network Models	http://alexispress.us/sdm_downloads/methods-in-soft-computing/
Advance Process of Generalized Neuron and Its Authentication for Quantitative Purpose	http://alexispress.us/sdm_downloads/methods-in-soft-computing/
Introduction to Fuzzy Set Theoretic Approach for Decision Making	http://alexispress.us/sdm_downloads/methods-in-soft-computing/
The Convergence Dynamic Guidance using Genetic Algorithms	http://alexispress.us/sdm_downloads/methods-in-soft-computing/
Synchronization Problem on Integration of Neural Networks and Fuzzy Systems Method	http://alexispress.us/sdm_downloads/methods-in-soft-computing/
Reconfigurable of Financial Ratio Analysis Using Logical Circuits	http://alexispress.us/sdm_downloads/methods-in-soft-computing/
Development of Neuron and Simulation of Hearing with Cochlear Implants	http://alexispress.us/sdm_downloads/methods-in-soft-computing/
Basics of Software Design and Its Architecture	http://alexispress.us/sdm_downloads/software-design-and-architecture/
Software Modeling and Design Methods	http://alexispress.us/sdm_downloads/software-design-and-architecture/
Module of Software Design Methodologies	http://alexispress.us/sdm_downloads/software-design-and-architecture/
Software Architecture	http://alexispress.us/sdm_downloads/software-design-and-architecture/
Software Architecture System	http://alexispress.us/sdm_downloads/software-design-and-architecture/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Fundamental Software Architectures Techniques	http://alexispress.us/sdm_downloads/software-design-and-architecture/
Software Architecture Quality Attributes Evaluation	http://alexispress.us/sdm_downloads/software-design-and-architecture/
Function for Aspects of Software Architecture	http://alexispress.us/sdm_downloads/software-design-and-architecture/
NATIONAL POLICY ON BIOFUELS	http://alexispress.us/sdm_downloads/biofuel-as-an-alternative-source-of-energy/
RENEWABLE HYDROCARBON BIOFUELS	http://alexispress.us/sdm_downloads/biofuel-as-an-alternative-source-of-energy/
IMPORTANCE OF BIOFUELS	http://alexispress.us/sdm_downloads/biofuel-as-an-alternative-source-of-energy/
RENEWABLE ENERGY AND THE FUTURE OF BIOFUEL	http://alexispress.us/sdm_downloads/biofuel-as-an-alternative-source-of-energy/
ROLE OF BIOFUELS	http://alexispress.us/sdm_downloads/biofuel-as-an-alternative-source-of-energy/
BIOMASS POTENTIAL	http://alexispress.us/sdm_downloads/biofuel-as-an-alternative-source-of-energy/
BIOFUEL POLICIES	http://alexispress.us/sdm_downloads/biofuel-as-an-alternative-source-of-energy/
LIPID DERIVED BIOFUELS	http://alexispress.us/sdm_downloads/biofuel-as-an-alternative-source-of-energy/
TECHNOLOGY APPLICATIONS FOR LIPID BIOFUELS	http://alexispress.us/sdm_downloads/biofuel-as-an-alternative-source-of-energy/
Overview of Operating System	http://alexispress.us/sdm_downloads/fundamentals-of-operating-system/
Evolution of Operating System	http://alexispress.us/sdm_downloads/fundamentals-of-operating-system/
Types of Operating Systems	http://alexispress.us/sdm_downloads/fundamentals-of-operating-system/
Computer System Management	http://alexispress.us/sdm_downloads/fundamentals-of-operating-system/
Process management	http://alexispress.us/sdm_downloads/fundamentals-of-operating-system/
Inter Process Communication (IPC)	http://alexispress.us/sdm_downloads/fundamentals-of-operating-system/
Threads in Operating System (OS)	http://alexispress.us/sdm_downloads/fundamentals-of-operating-system/
Synchronization hardware	http://alexispress.us/sdm_downloads/fundamentals-of-operating-system/
INTRODUCTION CARBON NANO TUBES	http://alexispress.us/wp-content/uploads/2022/07/Advances-in-Carbon-Nanotubes.pdf
SYNTHESIS AND PURIFICATION OF MULTI-WALLED AND SINGLE-WALLED CARBON NANOTUBES	http://alexispress.us/wp-content/uploads/2022/07/Advances-in-Carbon-Nanotubes.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

MECHANICAL AND ELECTRICAL PROPERTIES OF SINGLE WALLED CARBON NANOTUBES	http://alexispress.us/wp-content/uploads/2022/07/Advances-in-Carbon-Nanotubes.pdf
OPTICAL RESPONSE OF CARBON NANOTUBES	http://alexispress.us/wp-content/uploads/2022/07/Advances-in-Carbon-Nanotubes.pdf
NANOTUBE FLUORESCENCE USED IN BIOMEDICAL APPLICATIONS, FOR IMAGING AND SENSING	http://alexispress.us/wp-content/uploads/2022/07/Advances-in-Carbon-Nanotubes.pdf
QUANTUM PHYSICS OF NANO TUBES	http://alexispress.us/wp-content/uploads/2022/07/Advances-in-Carbon-Nanotubes.pdf
AUTOMOTIVE APPLICATIONS,	http://alexispress.us/wp-content/uploads/2022/07/Advances-in-Carbon-Nanotubes.pdf
FABRIC AND CARBON NANO TUBE	http://alexispress.us/wp-content/uploads/2022/07/Advances-in-Carbon-Nanotubes.pdf
PROCESSING AND PURIFICATION	http://alexispress.us/wp-content/uploads/2022/07/Advances-in-Carbon-Nanotubes.pdf
DISTINGUISHING SINGLE-WALLED NANOTUBES WITH METALLIC AND SEMICONDUCTING WALLS	http://alexispress.us/wp-content/uploads/2022/07/Advances-in-Carbon-Nanotubes.pdf
Control System	http://alexispress.us/sdm_downloads/control-system/
Feedback	http://alexispress.us/sdm_downloads/control-system/
Control Systems Engineer	http://alexispress.us/sdm_downloads/control-system/
Linearization	http://alexispress.us/sdm_downloads/control-system/
Modeling and Transfer Function	http://alexispress.us/sdm_downloads/control-system/
Derivative, Proportional, and Integral Control	http://alexispress.us/sdm_downloads/control-system/
Compensators and Controllers	http://alexispress.us/sdm_downloads/control-system/
INTRODUCTION TO COMMUNICATION	http://alexispress.us/sdm_downloads/analog-and-digital-communications/
APPLICATION OF ANALOG AND DIGITAL COMMUNICATION	http://alexispress.us/sdm_downloads/analog-and-digital-communications/
TRANSMISSION OF SIGNALS THROUGH LINEAR SYSTEMS: CONVOLUTION REVISITED	http://alexispress.us/sdm_downloads/analog-and-digital-communications/
Next-Generation Mobile Networks	http://alexispress.us/sdm_downloads/analog-and-digital-communications/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

DEVELOPMENT OF A SYSTEM FOR REGISTRATION AND MONITORING OF UAVS USING 5G CELLULAR NETWORKS	http://alexispress.us/sdm_downloads/analog-and-digital-communications/
WIRELESS SENSOR NETWORK PROTECTION SYSTEM	http://alexispress.us/sdm_downloads/analog-and-digital-communications/
MASSIVE MIMO SYSTEMS: A FAMILY OF HYBRID ANALOG-DIGITAL BEAM FORMING METHODS	http://alexispress.us/sdm_downloads/analog-and-digital-communications/
NETWORK SECURITY ERROR IDENTIFICATION AND TRACKING	http://alexispress.us/sdm_downloads/recent-trends-in-network-security-system/
TRANSMISSION TECHNOLOGY	http://alexispress.us/sdm_downloads/recent-trends-in-network-security-system/
THE OSI SECURITY ARCHITECTURE	http://alexispress.us/sdm_downloads/recent-trends-in-network-security-system/
A MODEL FOR NETWORK SECURITY	http://alexispress.us/sdm_downloads/recent-trends-in-network-security-system/
Network Topology	http://alexispress.us/sdm_downloads/recent-trends-in-network-security-system/
SYMMETRIC CYPHER MODEL	http://alexispress.us/sdm_downloads/recent-trends-in-network-security-system/
TRADITIONAL BLOCK CIPHER STRUCTURE	http://alexispress.us/sdm_downloads/recent-trends-in-network-security-system/
Finite Field of the Form and Groups	http://alexispress.us/sdm_downloads/recent-trends-in-network-security-system/
SYMMETRIC ENCRYPTION PRINCIPLES	http://alexispress.us/sdm_downloads/recent-trends-in-network-security-system/
A Comprehensive Study on the Arsenic Criteria for Soils	http://alexispress.us/sdm_downloads/recent-reviews-on-soil-contaminated-and-remediation/
Demonstrating the Biomarkers	http://alexispress.us/sdm_downloads/recent-reviews-on-soil-contaminated-and-remediation/
A Review Study on the Role of Bioremediation	http://alexispress.us/sdm_downloads/recent-reviews-on-soil-contaminated-and-remediation/
Impact and Applications of Bioremediation	http://alexispress.us/sdm_downloads/recent-reviews-on-soil-contaminated-and-remediation/
Coordinated Emergency and Ice Storm Response	http://alexispress.us/sdm_downloads/recent-reviews-on-soil-contaminated-and-remediation/
Analysis on the Role of Bioremediation to Combat Pollution	http://alexispress.us/sdm_downloads/recent-reviews-on-soil-contaminated-and-remediation/
Comprehensive Study on the Bioremediation of soil	http://alexispress.us/sdm_downloads/recent-reviews-on-soil-contaminated-and-remediation/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Bioremediation: As a Tool for Soil Reclamation	http://alexispress.us/sdm_downloads/recent-reviews-on-soil-contaminated-and-remediation/
An Overview on Environmental Pollution and Its Impacts	http://alexispress.us/sdm_downloads/recent-advances-in-environmental-monitoring-and-pollution-control/
Impact of Air Pollution on Human Health	http://alexispress.us/sdm_downloads/recent-advances-in-environmental-monitoring-and-pollution-control/
An Overview on Water Pollution and its Environmental Impacts	http://alexispress.us/sdm_downloads/recent-advances-in-environmental-monitoring-and-pollution-control/
A Review on Water Borne Diseases	http://alexispress.us/sdm_downloads/recent-advances-in-environmental-monitoring-and-pollution-control/
Air Borne disease and Its Impact on Human Health	http://alexispress.us/sdm_downloads/recent-advances-in-environmental-monitoring-and-pollution-control/
Causes, Effects, Monitoring and Management of Air Pollution	http://alexispress.us/sdm_downloads/recent-advances-in-environmental-monitoring-and-pollution-control/
A Study on Noise Pollution and Its Impacts on Human Health	http://alexispress.us/sdm_downloads/recent-advances-in-environmental-monitoring-and-pollution-control/
Plastic Pollution: Monitoring and its Effects	http://alexispress.us/sdm_downloads/recent-advances-in-environmental-monitoring-and-pollution-control/
Current Consensus and Upcoming Trends of Plastics Utilization	http://alexispress.us/sdm_downloads/recent-advances-in-environmental-monitoring-and-pollution-control/
Radioactive Pollution and Its Harmful effect	http://alexispress.us/sdm_downloads/recent-advances-in-environmental-monitoring-and-pollution-control/
Explorative Study on Industrial Microbiology	http://alexispress.us/sdm_downloads/archives-of-industrial-microbiology/
Industrial Applications of Microorganisms	http://alexispress.us/sdm_downloads/archives-of-industrial-microbiology/
Primary and Secondary Microbial Metabolites	http://alexispress.us/sdm_downloads/archives-of-industrial-microbiology/
A Comprehensive Study on Large Scale Fermentations	http://alexispress.us/sdm_downloads/archives-of-industrial-microbiology/
Fermentative Production of Antibiotics and Organic Acids	http://alexispress.us/sdm_downloads/archives-of-industrial-microbiology/
Microbial Production of Vitamins and Amino Acids	http://alexispress.us/sdm_downloads/archives-of-industrial-microbiology/
A Review Study on Steroids	http://alexispress.us/sdm_downloads/archives-of-industrial-microbiology/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Explorative Study on Industrial Enzymes	http://alexispress.us/sdm_downloads/archives-of-industrial-microbiology/
An Overview on Wastewater Treatment	http://alexispress.us/sdm_downloads/archives-of-industrial-microbiology/
Role of Microorganisms in Food Industry	http://alexispress.us/sdm_downloads/archives-of-industrial-microbiology/
Structure–Property Relationships of Biological Materials	http://alexispress.us/sdm_downloads/recent-advances-in-biomaterials/
Review Study on Biomaterials in Wound Healing	http://alexispress.us/sdm_downloads/recent-advances-in-biomaterials/
Development of New Advanced Ti-Mo Alloys for Medical Applications	http://alexispress.us/sdm_downloads/recent-advances-in-biomaterials/
Review on Diversity of Metallic Biomaterials	http://alexispress.us/sdm_downloads/recent-advances-in-biomaterials/
An Overview on Bioceramics	http://alexispress.us/sdm_downloads/recent-advances-in-biomaterials/
An Assessment of Polymer Biomaterials	http://alexispress.us/sdm_downloads/recent-advances-in-biomaterials/
Major Biopolymers and Their Application	http://alexispress.us/sdm_downloads/recent-advances-in-biomaterials/
A Comprehensive Study on Tissue Graft	http://alexispress.us/sdm_downloads/recent-advances-in-biomaterials/
Exploring the Power of Neural Networks: An Investigation into Deep Learning Techniques and Applications	http://alexispress.us/sdm_downloads/neural-networks/
A Comprehensive Study of Neural Network Architecture and Functionality	http://alexispress.us/sdm_downloads/neural-networks/
Unraveling the Complexity of the Human Brain: A Multidisciplinary Approach to Understanding Neural Mechanisms	http://alexispress.us/sdm_downloads/neural-networks/
An Overview of Network Architectures for Deep Learning: A Comparative Study of Convolutional and Transformer Networks	http://alexispress.us/sdm_downloads/neural-networks/
Briefly Explanation of Neural Networks with Nervous System	http://alexispress.us/sdm_downloads/neural-networks/
Life Cycle Neural Networks Model	http://alexispress.us/sdm_downloads/neural-networks/
The Last Mean Square Algorithm	http://alexispress.us/sdm_downloads/neural-networks/
Role of Neural Networks in Artificial Neural Networks	http://alexispress.us/sdm_downloads/neural-networks/
Regularization Theory: Balancing Model Complexity and Generalization Performance	http://alexispress.us/sdm_downloads/neural-networks/
Semi-Supervised Learning: Leveraging Unlabeled Data for Improved Machine Learning and Deep Learning Performance	http://alexispress.us/sdm_downloads/neural-networks/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Generalized Regularization Theory: A Comprehensive Framework for Addressing Over Fitting and Improving Generalization	http://alexispress.us/sdm_downloads/neural-networks/
Laplacian Regularized Least-Squares Algorithm	http://alexispress.us/sdm_downloads/neural-networks/
Principle Component Analysis	http://alexispress.us/sdm_downloads/neural-networks/
Clustering and Visualization in Neural Networks	http://alexispress.us/sdm_downloads/neural-networks/
Heuristics for Making the Back-Propagation Algorithm Perform Better	http://alexispress.us/sdm_downloads/neural-networks/
A Comprehensive Study on Distribution System Restoration	http://alexispress.us/sdm_downloads/recent-trends-in-transmission-and-distribution/
Overview on Electricity Transmission	http://alexispress.us/sdm_downloads/recent-trends-in-transmission-and-distribution/
Development of Optimal Power Flow Model	http://alexispress.us/sdm_downloads/recent-trends-in-transmission-and-distribution/
Inspection of Insulators on High-Voltage Power Transmission Lines	http://alexispress.us/sdm_downloads/recent-trends-in-transmission-and-distribution/
Calculation of Parameters of Transmission Line with Phasor Measurement Units	http://alexispress.us/sdm_downloads/recent-trends-in-transmission-and-distribution/
Classification for Transmission Lines based on Group Sparse Representation Techniques	http://alexispress.us/sdm_downloads/recent-trends-in-transmission-and-distribution/
Overview on Ferranti Effect in Transmission Lines	http://alexispress.us/sdm_downloads/recent-trends-in-transmission-and-distribution/
Ultrasonic and Moisture Sensor Testing	http://alexispress.us/sdm_downloads/recent-trends-in-microprocessor-and-microcontrollers/
Automation System and Voice Command Implementation	http://alexispress.us/sdm_downloads/recent-trends-in-microprocessor-and-microcontrollers/
Monitoring System in Android Mobile Platform	http://alexispress.us/sdm_downloads/recent-trends-in-microprocessor-and-microcontrollers/
Digital Room Temperature Meter	http://alexispress.us/sdm_downloads/recent-trends-in-microprocessor-and-microcontrollers/
Wireless Temperature and Humidity Monitoring	http://alexispress.us/sdm_downloads/recent-trends-in-microprocessor-and-microcontrollers/
Detection for Electrical Appliance Control	http://alexispress.us/sdm_downloads/recent-trends-in-microprocessor-and-microcontrollers/
Robotic Gripper Color Sensor	http://alexispress.us/sdm_downloads/recent-trends-in-microprocessor-and-microcontrollers/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Bidirectional Visitor Counter	http://alexispress.us/sdm_downloads/recent-trends-in-microprocessor-and-microcontrollers/
Development for Active Learning	http://alexispress.us/sdm_downloads/recent-trends-in-microprocessor-and-microcontrollers/
Addressing Modes in 8086 Microprocessor	http://alexispress.us/sdm_downloads/recent-trends-in-microprocessor-and-microcontrollers/
An Introduction to Embedded System	http://alexispress.us/sdm_downloads/recent-advances-in-embedded-system/
A Comprehensive study on Continuous Dynamics	http://alexispress.us/sdm_downloads/recent-advances-in-embedded-system/
Discrete Dynamics of Complex Systems	http://alexispress.us/sdm_downloads/recent-advances-in-embedded-system/
The Hybrid Intelligent Systems	http://alexispress.us/sdm_downloads/recent-advances-in-embedded-system/
Composition of state machines	http://alexispress.us/sdm_downloads/recent-advances-in-embedded-system/
Hardware Verification Using a Simulator	http://alexispress.us/sdm_downloads/recent-advances-in-embedded-system/
Composition of State Machines	http://alexispress.us/sdm_downloads/recent-advances-in-embedded-system/
CONCURRENT MODELS OF COMPUTATION	http://alexispress.us/sdm_downloads/recent-advances-in-embedded-system/
An Extensive Study on Sensors and Actuators	http://alexispress.us/sdm_downloads/recent-advances-in-embedded-system/
Organizing Process Meaning and Definition	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
The Power of Planning: Function of Effective Management	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Nature of Staffing Function and Manpower Planning	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Controlling Function of Management and Personnel Management	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Successful Organization: Characterstics and Development	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Principles of Organisation Theory and Behaviour	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Scientific Management Approach: Maximizing Efficiency and Productivity	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Concept of Buisness Organization and Its Forms	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Designing the Framework: Exploring Organizational Structures	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Formal and Informal Organization: A Framework	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Staffing Strategic: Building a High-Performing Team	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Tapping into Talent: External Sources of Staffing	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Optimizing Human Resources: The Importance of Manpower Planning	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Understanding the Meaning of Performance Appraisal	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Promotion Evaluation: Appraising for Advancement	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Career Progression: Promotion and Transfer Strategies	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Nurturing Talent: The Importance of Training and Development	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
A Brief Overview about Training Methods and Its Significance	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Organizational Dynamics: Structure, Culture, and Effectiveness	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Directing Function of Management and Its Outcome	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Visualizing Structure: Unveiling Organizational Charts	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Optimizing Efficiency: Understanding Span of Control	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Transforming Traditions Cultural: Shaping the Future Together	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Lean Principles and Continuous Improvement: Two Pillars of the TPS	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Breaking Boundaries: Revolutionary Concepts in the TPS	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
A Critical and Comparative Analysis of Various Philosophies	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Lean Applicability: Continuous Process Industries	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Unleashing Efficiency: Exploring Different Kanban Types	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Mastering Quantity Control: Tactics and Essential Skills	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Unlocking Efficiency: The Significance of Lead Time	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Nurturing a Lean Culture: Fostering Continuous Improvement	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Building a Lean Culture: Cultural Aspects of Implementation	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Harmonizing Production Tools: Achieving Synchronization for Efficiency	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Leadership: The Key to Successful Implementation	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Planning and Goals: Roadway for Lean Manufacturing	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Implement Just in Time Corrective Actions	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Unveiling the Power: The Ultimate Purpose of Transparency	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Minimizing Raw Materials Variation: Strategies for Improvement	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Fostering Healthy Cultures: Fueling Business Success	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Unlocking Potential: The Art of Constraint Management	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Customer-Centric Supply: Synchronizing for Success	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Story of the Bravo Line: Memorable Characters	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
A Brief Overview of Higher Inventory Level	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Exploring Lean Manufacturing Tools and Techniques	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Application of Lean in Discrete Industry: Efficiency and Development	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Overview of the Steelmaking Process and Its Significance	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Major Causes of Machine Breakdowns and Its Impact	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
A Study on Main Features of the Preamble	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Foundations of India's Democratic Governance System	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Causes for Indian Constitutions Extensiveness	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Fundamental Duties: Responsibilities of Citizens for Nation's Well-Being	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Difference between Fundamental Rights and Directive Principles	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
A Brief Overview about President's Power and Position	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Presidential Authority in Times of National Emergency	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Vice-President of India: Role and Responsibilities	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

The Role and Significance of the Rajya Sabha	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Speaker of the Lok Sabha: Responsibity and Duities	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
A Brief Introduction to Committees of Union Parliament	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Distinctive Aspects of the Political Landscape	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Political Economy of India as a Nation-State	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Governance and the Fifth Pay Commission	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Communal Identity and the Historical Context	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Indian Democracy Liberalism in its Reinvented Form	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Political Overview : Plebiscitary Democracy and Political Outcome	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
An Overview of Changing Political Parties	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Combination of Parliamentary System and Federalism	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Role of Rajya Sabha: A Think Tank and The States Voice	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Parliamentary Federalism and the Basic Structure of the Constitution	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Examines the Dynamics and Implications of Coalition Formation	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Left Front and the Assembly Elections in West Bengal Marxism Reinvented	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
A Brief Overview to Election Machinery in Kolkata	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Brief Introduction on Syndrome in Indian Politics	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Essential Concepts Shaping the Retail Industry	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Strategies for Impactful Marketing Communication Campaigns	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Theoretical Framework for Effective Retail Management	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Classification on the Basis of Products Offered	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Strategic Planning in Retailing and Its Impact	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Understanding the Strategic Framework for Retailing	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Concepts of Store Location: Key Considerations in Decisions	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
The Importance of Location to Retail Companies	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Principles, Types and Practices of Efficient Material Handling	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Principles and Fundamental Concepts of Sound Organisation	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Business Strategy: Concepts, Types and Approaches	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Store Based and Non-Store Based Retail Organization	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Exploring the World of Non-Store Retail Channels	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Store Management: Key for Successful Retail Businesses	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Operational Systems and Procedures in Retail Stores	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JULY-2022-SPECIAL-ISSUE.pdf

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Security Issues in Retailing: Operations, Strategie and Surveillance System	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Problems Faced by Retailers in Relation to Security	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
A Brief Overview to FDI- Trends of Retailing	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Trends of Foreign Direct Investment in India: Significance and Out come	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
World of Retailing: Recent Years Transformations	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Understanding Consumer Demands : Reference and Membership Groups	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Retailing Strategy for Setting Up Retail Organisation and Planning	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
A Brief Introduction to Regional Shopping Centre Malls	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Utilizing Visual Elements for Effective Merchandising	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Advertising in Retail Sector: Promoting Products and Attracting Customers	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Human Capital Formation in India	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JANUARY-2022-SPECIAL-ISSUE.pdf
Comparison between Liberalism, Privatization, and Globalization	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JANUARY-2022-SPECIAL-ISSUE.pdf
Comparative Developmental Experiences of India and Its Neighbors	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JANUARY-2022-SPECIAL-ISSUE.pdf
Employment: Trends, Informational Needs and Other Concerns	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JANUARY-2022-SPECIAL-ISSUE.pdf
Comprehend the Significance of Infrastructure to Economic Growth	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JANUARY-2022-SPECIAL-ISSUE.pdf
Understanding Poverty: Exploring Different Characteristics and Dimensions	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JANUARY-2022-SPECIAL-ISSUE.pdf

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Importance of Rural Development for India's Overall Growth	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JANUARY-2022-SPECIAL-ISSUE.pdf
On the Evening of Independence: The Indian Economy	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JANUARY-2022-SPECIAL-ISSUE.pdf
Economic Evolution: Analysis of Indian Economy 1950–1990	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JANUARY-2022-SPECIAL-ISSUE.pdf
Sustainable Future: Balancing Development and the Environment	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JANUARY-2022-SPECIAL-ISSUE.pdf
Exploring the Economic System: Analysis and Insights	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JANUARY-2022-SPECIAL-ISSUE.pdf
Exploring India's Natural Environment Resources: Renewable Energy	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JANUARY-2022-SPECIAL-ISSUE.pdf
A Brief Overview about Corrective Actions for Population Growth	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JANUARY-2022-SPECIAL-ISSUE.pdf
Trends in Agriculture Production and Productivity	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JANUARY-2022-SPECIAL-ISSUE.pdf
India's Green Revolution: Transforming Agriculture for Growth	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JANUARY-2022-SPECIAL-ISSUE.pdf
Industries' Contribution to Economic Development	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JANUARY-2022-SPECIAL-ISSUE.pdf
Evaluation of the New Industrial Policy and Its Goal	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JANUARY-2022-SPECIAL-ISSUE.pdf
An Overview and Analysis of the Indian Economy at the Time of Independence	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JANUARY-2022-SPECIAL-ISSUE.pdf
Analysis of New Economic Reforms: Evaluating Challenges and Impact	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JANUARY-2022-SPECIAL-ISSUE.pdf
A Brief Overview to Structure and Growth of the Indian Economy	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JANUARY-2022-SPECIAL-ISSUE.pdf
Economic Growth and Economic: New Economic Era	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JANUARY-2022-SPECIAL-ISSUE.pdf
Evaluation of Economic Planning: Assessing Strategies and Outcomes	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JANUARY-2022-SPECIAL-ISSUE.pdf

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

India's New Industrial Policy: Towards Shaping the Future	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JANUARY-2022-SPECIAL-ISSUE.pdf
Importance, Factors and Policy Implications of Foreign Exchange Reserves	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JANUARY-2022-SPECIAL-ISSUE.pdf
World Trade Organization and its Multilateral Accords: A Review and Analysis	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JANUARY-2022-SPECIAL-ISSUE.pdf
Managerial Economics Structure: An Overview of Key Elements and Principles	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Managerial Economics and the Theory of Decision Making: Exploring Rationality and Optimization	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Managerial Decision Analysis Structure: A Framework for Effective Decision Making	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Managerial Economics: A Blending of Positive and Normative Science	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Approaches to Managerial Decisions Structure: Exploring Analytical and Behavioral Perspectives	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Demand Analysis Structure: Unveiling Consumer Behavior and Market Dynamics	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Market Demand Analysis Structure: Unraveling Consumer Behavior and Market Dynamics	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Market Demand Schedule Structure: Analyzing Consumer Preferences and Quantity Demanded	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Economic Slowdown Structure: Analyzing Causes and Implications	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Pricing Policy: Strategies for Profit Optimization and Market Success	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Profit Policy: Strategies for Maximizing Profitability and Sustainable Growth	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Profit Planning and Control Structure: Strategies for Financial Performance Management	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Product Development: Strategies for Innovation and Market Success	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Pricing Methods: Strategies for Optimal Pricing Decisions	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Pricing Throughout a Product's Life Cycle: Strategies for Market Success	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Possibilities for Market Segmentation: Enhancing Targeted Marketing Strategies	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Growth of the Knowledge Economy Structure: Nurturing Innovation and Economic Advancement	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Development Pathways and Policy Objectives: Navigating Towards Sustainable Economic Growth	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Upcoming Difficulties for a Knowledge-Based Economy: Navigating Challenges in the Digital Era	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Knowledge-Based Economy Structure: Unleashing the Power of Knowledge for Economic Transformation	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Measuring National Income Structure: Understanding the Components of a Knowledge-Based Economy	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Difficulties and Problems in Measuring National Income: Overcoming Challenges in Economic Assessment	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Skill Development: Empowering Individuals for Economic Growth and Social Progress	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Project Management: A Platform for Innovation	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Project Leadership: People before Process	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Foundation Principles of Project Management	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Agile and Waterfall: Choose a Development Process	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Project Initiation: Turn a Problem or Opportunity into a Business Case	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Benefits of Project Selection and Prioritization	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Engage Your Stakeholders and Win Their Cooperation	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Write the Rules: Manage Expectations and Define Success	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
A Brief Study on Planning Process	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
A Work Breakdown Structure Makes a Project Manageable	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
A Brief Study on Realistic Scheduling	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Manage Agile Development with Scrum	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Art and Science of Accurate Estimating	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Balance the Trade-Off among Cost, Schedule and Scope	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Managing Creative Projects: Insights from Media and Entertainment	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Build a High-Performance Project Team	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Build Team Relationships Based on Understanding Strengths and Diversity	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Communicate with Project Stakeholders	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Change Management: Engage Your Stakeholders to Maximize Value	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
A Study on Control Scope to Deliver Value	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
A Brief Study on Measure Progress	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Solve Common Project Problems	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Enterprise Project Management: Align Projects with Strategy	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Requirements: Describe the Solution Target	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Use the Quality Discipline to Hit the Target	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Introduction to Event Marketing	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
Evolution of Conventions and Conferences: The Role of Associations	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
Event Promotion, Advertising and Public Relations	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
Electronic Event Marketing Strategies	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Funding the Event Marketing Program	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
Marketing Association Meetings, Conferences, Events and Expositions	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
Marketing Corporate Meetings, Products, Services and Events	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
Marketing Festivals, Fairs, and Other Special Events	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
Trends in Event Marketing	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
Marketing Strategies in Event Management: Driving Success through Effective Promotion and Engagement	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
Demand and Operational Planning: Optimizing Efficiency and Meeting Customer Needs	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
Use of Event Marketing Management Strategies	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
An Overview on Laws of Utility: Exploring Consumer Preferences and Decision-Making	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
Introduction to Strategic Marketing: Unleashing the Power of Effective Marketing Strategies	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
An Overview of the Marketing Plan: A Roadmap for Business Success	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
Marketing Environment Analysis: Understanding the Factors Influencing Marketing Strategies	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
Industry Attractiveness and Marketing Research: Unveiling Opportunities for Strategic Decision-Making	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
Connecting with Customers: Building Strong Relationships for Business Success	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
Customer Satisfaction: Nurturing Loyalty and Business Growth	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
Dealing with Competition: Strategies for Thriving in a Competitive Marketplace	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Brands and Branding: Building Strong Identities for Business Success	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
Product Strategies and Consumer Adoption Process: Navigating the Path to Successful Market Entry	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
New Product Development: Nurturing Innovation for Market Success	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
A Study on Build a Universe: Lost in The Cosmos	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Description of Astronomers of These Days	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
A Study on Size of the Earth: Measure of Things	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
A Brief Study on Stone-Breaker's theory of the Earth	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Introduction of Science Red Claw	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Introduction of Elemental Matters	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
A New Age Dawns: Einstein's Universe	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Discovery of The Powerful Atom	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Initial Study of Cloud Formations	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Description of the Earth's movement	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Discussion on the Dangerous Planet	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Disaster Happens Due to The Fire	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Describe the Perilous Beauty	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Reality of Life on a Lonely Planet	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Introduction of The Troposphere	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
A Brief Study on Living in a World	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
A Brief Introduction on Rise of Life	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
A Study on Life Will Goes On	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Basic Perspective on the End of Life	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Discussion on Natural History Museum in London	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
A Brief Introduction About Cells	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Explanation on Darwin's Singular Notion	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Overview of Things in Life	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
A Study on Mysterious Biped	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
A Brief Discussion on Restless Ape	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Explain the Concepts of Supply Chains	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
A Brief Introduction of Value Chain	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Definition and Concept of Logistics	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Overview on Logistical Operations	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
A Brief introduction of Customer Service	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Describe a Model of Customer Satisfaction	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Demand Planning and Forecasting	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Introduction of Procurement and Sourcing Strategies	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Define the Concept of Manufacturing Strategy	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Information Functionality: The Supply Chain	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MAY-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A description on Communication Technology	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Design of Enterprise Resource Planning (ERP) System	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Description on the Planning Inventory	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
A Brief Study on Inventory Management Policies	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Introduction of Transportation Infrastructure	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
A Brief Study on Regulations in Transportation	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
A Brief Introduction of Strategic Warehousing	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
A Brief Description on the Warehouse Decisions	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
A Brief Study on Packaging and Material Handling	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
A Brief Introduction of Supply Chain Design	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Overview on Enterprise Facility Network	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Formulation of Logistical Strategy	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
A Brief Introduction of Planning Methodology	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Supply Chain Analysis Methods and Techniques	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
A Brief Study on Supply Chain Logistics Administration	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-MAY-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Introduction to Basic Design Considerations of Embedded Systems	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Planning Guide for The Supply and Distribution System	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Power System Modernization and Evaluation Studies Programs	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
An Analysis of Voltage Considerations	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Voltage Control in Electric Power Systems	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
An Investigation of Effective Voltage Selection	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Voltage Ratings for Low-Voltage Utilization Equipment	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Voltage Drop Considerations in Locating the Low-Voltage/High	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
An Analysis of Preparing the Cost Estimation	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Estimation of Equipment and Material Cost Power	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Different Entities of the Power System	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
An Assessment of Different Light Sources	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Introduction of Wiring Switching and Control Unit	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
An Analysis of Interior lighting	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
An Evaluation of Exterior Lighting	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Utility Service for Large Building Office	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Different Types of Load Protection	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Analysis of Selection of Wire or Cable Size	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Prepare the Layout of Different Types of Light	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Cable Type and the Construction Feature	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Discussion on Site Installation Conditions	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Cable Selection Based on Current Rating	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Analysis on Feeder Load Details	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
An Assessment of Motor Load Detail	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Investigating Voltage Drop of The Cable	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MARCH-2022-SPECIAL-ISSUE.pdf
Evolution of Electric Drives	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Classification of Electrical Drives	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Electro-Mechanical Energy Conversion	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Fixed Speed and Variable Speed Drives with DC motors	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Fixed-speed and variable-speed drives with Asynchronous Motors	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Classification of Electric Drives with Factor	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Classes of Motor Duty	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Selection of Power Rating of Motors	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
An Overview of the Electrical Machines	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
An Overview of the DC Generators	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
An Overview of the Types of DC generator	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Elaboration of the DC Motors	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
An Elaboration of the Types of DC Motors	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
An Overview of the Characteristics of Series, Shunt and Compound DC Motors	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
An Overview of the Electric Braking of DC Motors	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Effect of Braking on Shunt, Series and Compound DC Motors	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
An Elaboration of the Transformers	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
An Elaboration of the Induction Motors	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
An Elaboration of the Starting of DC Motors	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
An Overview of the Synchronous Motors	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-APRIL-2022-SPECIAL-ISSUE.pdf
Design and Analysis of Switchyard Implementation	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Exploring Electric Clearance of the Sub-Station	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Insulation Coordinate Calculation of Equipment	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MAY-2022-SPECIAL-ISSUE.pdf

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Design and Analysis of Outdoor Substation Layout	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Types of Bus-Bar Substation	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Role of Substation Main Equipment in Power System	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Exploring the Size of Transformer Used in Power System	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
An Analysis of Reactive Compensation Equipment	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Role of Shunt Capacitor in Power System	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Working Operation of Static Var System	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Effective Dimensions of Voltage Transformer for Switchyard	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Investigating the Dimensions of Current Transformer	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Exploring the Methods of Earth's Resistance Measurement	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Investigation of Optimal Placement of Power Source in Power Systems	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Methods of Measuring Earth Loop Impedance	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MAY-2022-SPECIAL-ISSUE.pdf

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Maintenance and Reaction Solutions for Transmission Lines	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
The Overhead Lighting for Transmission Lines	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
An analysis of Circuit Breaker Selection and Sizing	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Investigating the Roles of Control and Relay Panel	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Standard Protection Scheme for Sub-Station and Transmission Line	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Analysis of Transmission Line with a 220 KV Rating	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
An Evaluation on Choice of Cable Transmission Line	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Selection of Cable Through Current Rating	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
Exploring Design Approach of the Substation Automation	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
The Cable's Capacity to Handle High Conductor Temperatures	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-MAY-2022-SPECIAL-ISSUE.pdf
An Analysis of Hydroelectric Power Plant	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
An Assessment of Thermal Power Plant	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Introduction of Wind Energy and its Usages	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
Introduction to Nuclear Power Plant and its Advantages	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
Contribution of Solar Power Plant in Electricity Generation	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
An Introduction to the Geothermal Energy	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
An Evaluation of Gas Power Plant	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
Exploring the Diesel Power Plant	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
An Exploration of Tidal Energy Generation and Usage	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
An Evaluation of Bio Mass-Energy Production	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
An Introduction to Diverse Renewable Energy Sources	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
Classification and Key Benefits of Battery	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
An Introduction to Non-Renewable Energy	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf
Classifications of Different Turbines and their Applications	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JUNE-2022-SPECIAL-ISSUE.pdf

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Introduction to Electric Power Distribution	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Design and Operation of the Distribution System	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Exploration of Working Operation of Transformer	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Investigating the Design of the Distributed Line	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Evaluation of Key Vulnerabilities in Power system fault	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Methods for Open Circuit Fault Identification	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Line-To-Line Fault Identification Approaches	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Analysis of Unsymmetrical Fault Identification Approaches	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
An Introduction on Relay Used in Power Systems	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Utilization of different Types of the Diode in Power Systems	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Exploration on Different Types of Relay Classifications	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
An Introduction to Importance of Load Characteristic	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JULY-2022-SPECIAL-ISSUE.pdf

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Investigating the Key Application of the Distribution Transformer	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Design Considerations of Primary Power Distribution Systems	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Management of Voltage Drop and the Power Loss	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Investigation of Corona loss in High Voltage Transmission Line	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Role of Skin effect in Power Transmission	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Impact of Proximity effect in Power Transmission Line	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
An Analysis of Ferranti Effect in Transmission Line	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Analysis of Variable Load on the Power System	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
An Evaluation of Electric Power Quality	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Analysis of Electricity Rates or Tariff	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
An Introduction to Switchgear and its Applications	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Classification of Diodes and their Applications	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JULY-2022-SPECIAL-ISSUE.pdf

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Evaluation of Transistor and its Usages	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-JULY-2022-SPECIAL-ISSUE.pdf
Analysis of Accurate Circuit Load Calculation	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Investigating the methods for Cable Impedance Calculation	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Investigation of Maximum Permissive Voltage Drops	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Key Reasons of Short Circuit Temperature Rise	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Conductor Temperature Withstands Capability of the Cable	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Importance of Appropriate Selection of Housing Wire	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
An Analysis of Electric Equipment Wiring System	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
An Analysis of Earthing Arrangement: Major Challenges	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Polyethylene Insulated PVC Sheeted Cable	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Solar Power Installation and Maintenance	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Selection of the Low Voltage Switchgear	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Methods of the Lighting Protection	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Evaluating the Need for the Protection of Electrical Appliances	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
An Analysis Lighting Protection Device	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
An Analysis of Earthed and Unearthed System	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Voltage Gradient Around Earth Electrode	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
An Analysis of Connection of the Earth Electrode	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Earthing Arrangement for Combine Protective	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
An Analysis of Electrical Drive Applications	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Dynamics of Electric Drive, Four Quadrant Operation, Equivalent Drive Parameters	https://tarj.in/wp-content/uploads/paper/TAJMMR-SPECIAL-ISSUE/2022/TAJMMR-AUGUST-2022-SPECIAL-ISSUE.pdf
Selection and Sizing of Lighting Protection	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
An Analysis of Earthling Configuration for Protection System	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Evaluating the Need for the Equipment's Protection	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Selection of the Bus Support Insulator	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Selection and the Sizing of Strain Insulator	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Role of Power Line Carrier Equipment	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Role of Earthing of the Switchyard	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Analysis and Computation for Earthing Transmission Lines	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Investigating Site Conditions of Electrical Equipment Installation	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
An Analysis of Measuring the Earth Resistance	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Exploring the Effective Methods for Switchyard Cabling	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Exploring the Fire Protection Facility in Power Substation	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Role of Cable Resistance in Power System	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Distribution System's Architecture and Functioning	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Design and Analysis of Various types of Switchgear	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
An Analysis of DC Auxiliary Supply	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Analysis of Drop in Voltage in Power Cables	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Categories of Bus-Bar Substations	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Exploring Selection of Transmission Line Load	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Electricity Transmission Network: Design Challenges and Solutions	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Assessment of External Substation Arrangement	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Analysis of Switchgear for Low Voltage	https://saarj.com/wp-content/uploads/special-issue/sajmmr/2022/SAJMMR-JANUARY-2022-SPECIAL-ISSUE.pdf
Design of Solar Power Plant	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
An Assessment of Grid Connected Solar Power Plant	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Analysis of Grid Interactive Power Plant	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Investigating Net Metering Solar Power Plant	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Design and Analysis of Hybrid Solar Power Plant	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Exploring Various Government Schemes for Solar Power Panels	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Exploring the Classification of Solar Radiation	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Importance of Solar Altitude in Solar Panels Installation	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Key Advantages of Tilting the Solar Module	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Investigating the Crystalline Technology for Solar Panels	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Analysis of Thin film Technology Used in Solar Panels	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
An Assessment of Bi-Facial Solar Technology	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Classification and Analysis of Crystalline Module Cell	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Exploring the PV Cell Manufacturing Process	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-FEBRUARY-2022-SPECIAL-ISSUE.pdf

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Exploring Various Section of PV Cells	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Selection of the Front and Rear Sheet of Photovoltaic (PV) Module	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
An Analysis of Various Characteristic Solar Cell Dimensions	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Analysis of Power Characteristic of Solar Cell	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
An Assessment of Solar Inverter Classification	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Approaches to Select Diverse Inverter Classes	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Selection of Power Conditioning Unit	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Selection and Sizing of String Inverter	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Selection and Sizing of Central Inverter	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Calculation of of AC/DC Overloading Losses	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-FEBRUARY-2022-SPECIAL-ISSUE.pdf
Investigating Protection Requirement of Solar Inverter	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MARCH-2022-SPECIAL-ISSUE.pdf
Exploring Passive and Active Protection of Solar System	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MARCH-2022-SPECIAL-ISSUE.pdf
An Analysis of Anti-Islanding Protection for Solar Panels	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MARCH-2022-SPECIAL-ISSUE.pdf
Mounting Arrangement of String Inverter	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MARCH-2022-SPECIAL-ISSUE.pdf
Grid Connected Inverter Vs Standalone Inverter	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MARCH-2022-SPECIAL-ISSUE.pdf
Substation Firefighting Equipment for Power Grid	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MARCH-2022-SPECIAL-ISSUE.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Combining Series and Parallel Circuits in Solar Systems	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MARCH-2022-SPECIAL-ISSUE.pdf
Role of Earthing Arrangement in PV Module	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MARCH-2022-SPECIAL-ISSUE.pdf
Installation Process of Rooftop Solar Panel	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MARCH-2022-SPECIAL-ISSUE.pdf
Preparation of Net Metering Solar Panel	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MARCH-2022-SPECIAL-ISSUE.pdf
Preparation of Utility Scale Solar Power Plant	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MARCH-2022-SPECIAL-ISSUE.pdf
Exploring Rooftop Solar Power Plant Layout	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MARCH-2022-SPECIAL-ISSUE.pdf
Investigation of Single Line Diagram in Solar Systems	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MARCH-2022-SPECIAL-ISSUE.pdf
AC/DC Cabling Layout for Solar Power Plants	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MARCH-2022-SPECIAL-ISSUE.pdf
Analysis of DC Block Size Layout	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MARCH-2022-SPECIAL-ISSUE.pdf
Exploring Site Setup Electrical Conditions for Solar System	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MARCH-2022-SPECIAL-ISSUE.pdf
Role of Cable Transmission Line in Solar System	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MARCH-2022-SPECIAL-ISSUE.pdf
Investigating Methods of Overhead Transmission Line Clearance	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MARCH-2022-SPECIAL-ISSUE.pdf
An Analysis of Solar Array Plant Layout	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MARCH-2022-SPECIAL-ISSUE.pdf
Selection and Sizing of SCB/SMB for Solar Power Plant Design	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-APRIL-2022-SPECIAL-ISSUE.pdf
Selection of Isolator and Fuse for Solar System Design	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-APRIL-2022-SPECIAL-ISSUE.pdf
Classification of Energy Meter and Selection Process	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-APRIL-2022-SPECIAL-ISSUE.pdf

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Selection and Sizing of Inverter Duty Transformer	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-APRIL-2022-SPECIAL-ISSUE.pdf
Selection and sizing of HT Switchgear for Solar Power Plant	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-APRIL-2022-SPECIAL-ISSUE.pdf
Methods of Selection and Sizing of Main Switchboard	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-APRIL-2022-SPECIAL-ISSUE.pdf
Exploring Selection and Sizing of Auxiliary Transformer for Solar Power System	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-APRIL-2022-SPECIAL-ISSUE.pdf
Exploring the Inverter Duty Transformer, No Load and Load Loss	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-APRIL-2022-SPECIAL-ISSUE.pdf
Exploring the Sizing of Solar Cable/DC Cable	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-APRIL-2022-SPECIAL-ISSUE.pdf
An Analysis of Derating Factor of Different Cable Used in Solar Systems	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-APRIL-2022-SPECIAL-ISSUE.pdf
Importance of Earthing Used in Solar Power Plant	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-APRIL-2022-SPECIAL-ISSUE.pdf
Design and Analysis of SLD for Solar Based Systems	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-APRIL-2022-SPECIAL-ISSUE.pdf
Development Challenges and Solutions of Solar Power Substation	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-APRIL-2022-SPECIAL-ISSUE.pdf
Exploring the Designs of Different Power Transformers	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-APRIL-2022-SPECIAL-ISSUE.pdf
Investigating Sag and Tension Calculation Approaches	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-APRIL-2022-SPECIAL-ISSUE.pdf
Analysis of Construction Pole Lattice Tower	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-APRIL-2022-SPECIAL-ISSUE.pdf
Insulator and Fitting for Transmission Lines	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-APRIL-2022-SPECIAL-ISSUE.pdf
An Analysis of Cable Resistance in Solar Power System	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-APRIL-2022-SPECIAL-ISSUE.pdf
Design and Analysis of Outdoor Substation Design	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-APRIL-2022-SPECIAL-ISSUE.pdf

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Choice of Cable Based on Current Rating	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-APRIL-2022-SPECIAL-ISSUE.pdf
An Assessment of EV Charging Station	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MAY-2022-SPECIAL-ISSUE.pdf
Classification of Electric Vehicle Components	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MAY-2022-SPECIAL-ISSUE.pdf
EV Classification and their Electrification Level	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MAY-2022-SPECIAL-ISSUE.pdf
Electrical Vehicle Technology and Charging Equipment	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MAY-2022-SPECIAL-ISSUE.pdf
Exploring the Chargers Used for Electric Vehicles	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MAY-2022-SPECIAL-ISSUE.pdf
Difference Between Slow Charging and Fast Charging	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MAY-2022-SPECIAL-ISSUE.pdf
Exploring Various On-Board Charger Specification	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MAY-2022-SPECIAL-ISSUE.pdf
An Analysis of Off Board Charger Specification	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MAY-2022-SPECIAL-ISSUE.pdf
Communication Between AC Charger and EV	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MAY-2022-SPECIAL-ISSUE.pdf
Dimension Selection of Charger Connector Cable	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MAY-2022-SPECIAL-ISSUE.pdf
Load Analysis of Distributed Transformer	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MAY-2022-SPECIAL-ISSUE.pdf
An Evaluation of Voltage Drop in Cable	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MAY-2022-SPECIAL-ISSUE.pdf
Exploring Selection and Sizing of HT Equipment	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MAY-2022-SPECIAL-ISSUE.pdf
Selections and sizing of HT Cable and LT Cable	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MAY-2022-SPECIAL-ISSUE.pdf
Role of Compact Substation in Power System	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MAY-2022-SPECIAL-ISSUE.pdf

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Preparation of EV Charger Single Line Diagram	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MAY-2022-SPECIAL-ISSUE.pdf
Exploring the Design Challenges of EV Charger	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MAY-2022-SPECIAL-ISSUE.pdf
Exploring the Role of PV Module Technology	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MAY-2022-SPECIAL-ISSUE.pdf
An Analysis of Crystalline Technology for Industrial Usages	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MAY-2022-SPECIAL-ISSUE.pdf
An Evaluation of Thin Film Solar Panel	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-MAY-2022-SPECIAL-ISSUE.pdf
An Analysis of Transformer Key Fundamentals	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JUNE-2022-SPECIAL-ISSUE.pdf
Exploring the Role of Transformer in Power System	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JUNE-2022-SPECIAL-ISSUE.pdf
Open Circuit and Short Circuit Test of Transformer	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JUNE-2022-SPECIAL-ISSUE.pdf
An Evaluation of Transformer Voltage Regulation	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JUNE-2022-SPECIAL-ISSUE.pdf
Investigating the Parallel Operation of Transformer	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JUNE-2022-SPECIAL-ISSUE.pdf
Hysteresis and Eddy Loss in Transformer	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JUNE-2022-SPECIAL-ISSUE.pdf
An Analysis of Inrush Current	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JUNE-2022-SPECIAL-ISSUE.pdf
Construction of Transformer Core and Winding	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JUNE-2022-SPECIAL-ISSUE.pdf
Measures of Stray Loss Control in Transformer	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JUNE-2022-SPECIAL-ISSUE.pdf
Analysis of Short Circuit Current in Power System	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JUNE-2022-SPECIAL-ISSUE.pdf
Exploring Transmission Lines Overhead Light	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JUNE-2022-SPECIAL-ISSUE.pdf

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Analysis of Radial Forces Impact on Transformer	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JUNE-2022-SPECIAL-ISSUE.pdf
Investigating the Short Circuit Test Transformer	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JUNE-2022-SPECIAL-ISSUE.pdf
Selection and Sizing of LT/HT Circuit Breaker	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JUNE-2022-SPECIAL-ISSUE.pdf
Analysis of Substation Automation Plan	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JUNE-2022-SPECIAL-ISSUE.pdf
Short Circuit Analysis Based on Temperature Rise	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JUNE-2022-SPECIAL-ISSUE.pdf
Measurement of Earth Loop Impedance	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JUNE-2022-SPECIAL-ISSUE.pdf
Exploring the Role of Low voltage Switchgear	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JUNE-2022-SPECIAL-ISSUE.pdf
Analysis of Maximum Permissive Voltage Drop	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JUNE-2022-SPECIAL-ISSUE.pdf
Investigating the Necessities for Power System Protection	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JUNE-2022-SPECIAL-ISSUE.pdf
Role of Voltage Controller in Electrical Power Systems	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JUNE-2022-SPECIAL-ISSUE.pdf
Investigating Different Types of Load Protection Equipment	https://saarj.com/wp-content/uploads/special-issue/sjbir/2022/SJBIR-JUNE-2022-SPECIAL-ISSUE.pdf
Components of Gears system	http://alexispress.us/sdm_downloads/fundamentals-of-gear-system/
The History and Timeline of Gears	http://alexispress.us/sdm_downloads/fundamentals-of-gear-system/
Analyzing the Gearbox and their Function in the Gear System	http://alexispress.us/sdm_downloads/fundamentals-of-gear-system/
A Deep Analysis on the Classification of Gear Train	http://alexispress.us/sdm_downloads/fundamentals-of-gear-system/
Explanation on the Gear Terminology	http://alexispress.us/sdm_downloads/fundamentals-of-gear-system/
A Comprehensive Study on Gear Reducers	http://alexispress.us/sdm_downloads/fundamentals-of-gear-system/
Analysis on the Gear Design for the gearbox system	http://alexispress.us/sdm_downloads/fundamentals-of-gear-system/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Overview on the Importance of Worm Gear	http://alexispress.us/sdm_downloads/fundamentals-of-gear-system/
Automotive Industry and Electrification	http://alexispress.us/sdm_downloads/electric-motor-drive/
Electrical Grid Systems	http://alexispress.us/sdm_downloads/electric-motor-drive/
Combustion in Si Engines	http://alexispress.us/sdm_downloads/electric-motor-drive/
The Resurgent Electric Powertrain	http://alexispress.us/sdm_downloads/electric-motor-drive/
Torque Production	http://alexispress.us/sdm_downloads/electric-motor-drive/
Primitive motor	http://alexispress.us/sdm_downloads/electric-motor-drive/
Forced and natural commutation	http://alexispress.us/sdm_downloads/electric-motor-drive/
Equivalent circuit	http://alexispress.us/sdm_downloads/electric-motor-drive/
Motional E.M.F	http://alexispress.us/sdm_downloads/electric-motor-drive/
D.C Motor drives	http://alexispress.us/sdm_downloads/electric-motor-drive/
Heating and Cooling Curves of Electrical Drives	http://alexispress.us/sdm_downloads/electric-motor-drive/
Introduction to Chopper	http://alexispress.us/sdm_downloads/electric-motor-drive/
Magnetic circuits in motors	http://alexispress.us/sdm_downloads/electric-motor-drive/
Power relationships conductor	http://alexispress.us/sdm_downloads/electric-motor-drive/
Power electronic converters for motor drives	http://alexispress.us/sdm_downloads/electric-motor-drive/
An Introduction to Microprocessor and Microcomputer Architecture	http://alexispress.us/sdm_downloads/fundamentals-of-microcontroller/
An Overview of the Addressing Modes in Instructions	http://alexispress.us/sdm_downloads/fundamentals-of-microcontroller/
An Elaboration of the 8085 INTERRUPTS	http://alexispress.us/sdm_downloads/fundamentals-of-microcontroller/
Interfacing Memory and I/O Devices With 8085	http://alexispress.us/sdm_downloads/fundamentals-of-microcontroller/
An Overview of INTEL 8255 Programmable Peripheral Interface	http://alexispress.us/sdm_downloads/fundamentals-of-microcontroller/
An Introduction of 8085 Microcontroller	http://alexispress.us/sdm_downloads/fundamentals-of-microcontroller/
An Overview of the Architecture of Intel 8085 Microprocessor	http://alexispress.us/sdm_downloads/fundamentals-of-microcontroller/
An Elaboration between Intel 8085 and Intel 8086	http://alexispress.us/sdm_downloads/fundamentals-of-microcontroller/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Overview of Access Controller in Microcontroller 8257	http://alexispress.us/sdm_downloads/fundamentals-of-microcontroller/
An Overview of Random Access Memory in Microprocessor	http://alexispress.us/sdm_downloads/fundamentals-of-microcontroller/
An Analysis of Parallel Microprocessor System	http://alexispress.us/sdm_downloads/fundamentals-of-microcontroller/
INTRODUCTION OF THE DISTRIBUTED SYSTEM	http://alexispress.us/sdm_downloads/distributed-system/
SUPPORTING RESOURCE SHARING	http://alexispress.us/sdm_downloads/distributed-system/
DEGREE OF DISTRIBUTION TRANSPARENCY	http://alexispress.us/sdm_downloads/distributed-system/
SCALING TECHNIQUES	http://alexispress.us/sdm_downloads/distributed-system/
AN ELABORATION OF THE CLOUD COMPUTING	http://alexispress.us/sdm_downloads/distributed-system/
DISTRIBUTED TRANSACTION PROCESSING	http://alexispress.us/sdm_downloads/distributed-system/
CONTEXT AWARENESS	http://alexispress.us/sdm_downloads/distributed-system/
ARCHITECTURE OF DISTRIBUTED SYSTEM	http://alexispress.us/sdm_downloads/distributed-system/
RESOURCE BASED ARCHITECTURES	http://alexispress.us/sdm_downloads/distributed-system/
SYSTEM ARCHITECTURE	http://alexispress.us/sdm_downloads/distributed-system/
THE NETWORK FILE SYSTEM	http://alexispress.us/sdm_downloads/distributed-system/
AN ELABORATION OF THE PROCESS OF DISTRIBUTED SYSTEM	http://alexispress.us/sdm_downloads/distributed-system/
A Comprehensive Study on Computer Graphics	http://alexispress.us/sdm_downloads/recent-development-in-computer-graphics/
Overview on the Classification of Computer Graphics	http://alexispress.us/sdm_downloads/recent-development-in-computer-graphics/
Analysis on the Interactive and Passive Graphics	http://alexispress.us/sdm_downloads/recent-development-in-computer-graphics/
Overview on the Application of Computer Graphics	http://alexispress.us/sdm_downloads/recent-development-in-computer-graphics/
An Explorative Study on the Display Processor	http://alexispress.us/sdm_downloads/recent-development-in-computer-graphics/
An Overview on the Cathode Ray Tube (CRT)	http://alexispress.us/sdm_downloads/recent-development-in-computer-graphics/
Analysis on the Random Scan and Raster Scan Display	http://alexispress.us/sdm_downloads/recent-development-in-computer-graphics/
A Comprehensive Study on Three Dimensional Computer Graphics	http://alexispress.us/sdm_downloads/recent-development-in-computer-graphics/
A Comprehensive Study on Digital Transformations	http://alexispress.us/sdm_downloads/recent-development-in-computer-graphics/

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Role of Input Devices in Computer System	http://alexispress.us/sdm_downloads/recent-development-in-computer-graphics/
Application of Output Devices in Computer System	http://alexispress.us/sdm_downloads/recent-development-in-computer-graphics/
An Introduction to Human Values and Ethics	http://alexispress.us/sdm_downloads/human-values-and-professional-ethics/
An Overview of the Significance of Virtues and Civic Virtues in Ethical Citizenship	http://alexispress.us/sdm_downloads/human-values-and-professional-ethics/
An Elaboration of the Challenges in the Work Place	http://alexispress.us/sdm_downloads/human-values-and-professional-ethics/
An Elaboration of the Engineering Ethics	http://alexispress.us/sdm_downloads/human-values-and-professional-ethics/
An Overview of the Different Characteristics Engineering Moral	http://alexispress.us/sdm_downloads/human-values-and-professional-ethics/
An Overview of the Different Theories About Right Action	http://alexispress.us/sdm_downloads/human-values-and-professional-ethics/
An Elaboration of the Engineering as Social Experimentation	http://alexispress.us/sdm_downloads/human-values-and-professional-ethics/
An Overview of the Risk Analysis in Professional Ethics	http://alexispress.us/sdm_downloads/human-values-and-professional-ethics/
An Overview of the Variety of Moral Issues	http://alexispress.us/sdm_downloads/human-values-and-professional-ethics/
An Overview of the Power of Empathy, Enhancing Relationships and Driving Success	http://alexispress.us/sdm_downloads/human-values-and-professional-ethics/
An Overview of the Work Ethics for Development Professionals	http://alexispress.us/sdm_downloads/human-values-and-professional-ethics/
An Overview of the Understanding and Maintaining Ethical Values	http://alexispress.us/sdm_downloads/human-values-and-professional-ethics/
An Analysis of the Meaning of Professionalism and Work Ethic	http://alexispress.us/sdm_downloads/human-values-and-professional-ethics/
An Elaboration of the Concepts and Concerns for Human Values	http://alexispress.us/sdm_downloads/human-values-and-professional-ethics/
An Elaboration of the Aims of the Value Education in Moral Education	http://alexispress.us/sdm_downloads/human-values-and-professional-ethics/
A Brief Introduction to the Library Science	http://alexispress.us/sdm_downloads/introduction-to-library-science/
Different Sections of the Library's Functions	http://alexispress.us/sdm_downloads/introduction-to-library-science/
Concepts of Library Classification and Their Significance	http://alexispress.us/sdm_downloads/introduction-to-library-science/
Cataloguing at the Library to Organize Books	http://alexispress.us/sdm_downloads/introduction-to-library-science/
Document Processing and Record Management	http://alexispress.us/sdm_downloads/introduction-to-library-science/
A Brief History of Document Categorization	http://alexispress.us/sdm_downloads/introduction-to-library-science/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Characteristics of the Traditional Libraries	http://alexispress.us/sdm_downloads/introduction-to-library-science/
Modern Library and Their Significance	http://alexispress.us/sdm_downloads/introduction-to-library-science/
Importance of the Collection in Library	http://alexispress.us/sdm_downloads/introduction-to-library-science/
Advantage of the Digital Library	http://alexispress.us/sdm_downloads/introduction-to-library-science/
A Brief Overview of the Search Engine	http://alexispress.us/sdm_downloads/introduction-to-library-science/
Types of the Library Materials	http://alexispress.us/sdm_downloads/introduction-to-library-science/
Development of the Library's Structure	http://alexispress.us/sdm_downloads/introduction-to-library-science/
Role of the Human Resource in Library Management	http://alexispress.us/sdm_downloads/introduction-to-library-science/
Development of the Book Stack Method in Library	http://alexispress.us/sdm_downloads/introduction-to-library-science/
A Brief Introduction to the Mass Communication	http://alexispress.us/sdm_downloads/introduction-to-mass-communication/
An Overview of the Importance of the Communication for Society	http://alexispress.us/sdm_downloads/introduction-to-mass-communication/
A Brief Overview of the Media Theories	http://alexispress.us/sdm_downloads/introduction-to-mass-communication/
Influence of Media on Culture	http://alexispress.us/sdm_downloads/introduction-to-mass-communication/
An Overview of the Convergence, Concepts, Theory and Consequence	http://alexispress.us/sdm_downloads/introduction-to-mass-communication/
Cultural, Communication Periods and the Importance of Social Values	http://alexispress.us/sdm_downloads/introduction-to-mass-communication/
A Quick Discussion of Media Literacy	http://alexispress.us/sdm_downloads/introduction-to-mass-communication/
Impact of the Media on the Human Community	http://alexispress.us/sdm_downloads/introduction-to-mass-communication/
An Elaboration Theories of Media Effects	http://alexispress.us/sdm_downloads/introduction-to-mass-communication/
An Overview of the Methods for Investigating Media Effects	http://alexispress.us/sdm_downloads/introduction-to-mass-communication/
An Overview of the Controversies in Mass Media Studies	http://alexispress.us/sdm_downloads/introduction-to-mass-communication/
A Brief History of the Mass Communication	http://alexispress.us/sdm_downloads/introduction-to-mass-communication/
Growth of the U.S. Culture in Public Eye	http://alexispress.us/sdm_downloads/introduction-to-mass-communication/
A Brief History of Newspapers	http://alexispress.us/sdm_downloads/introduction-to-mass-communication/
Impact of New Technology on Book Publishing	http://alexispress.us/sdm_downloads/introduction-to-mass-communication/

Regional College Of Management Bangalore
IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Introduction to Petroleum Geology	http://alexispress.us/sdm_downloads/theory-and-practices-of-petroleum-geoscience/
Introduction to Sedimentology	http://alexispress.us/sdm_downloads/theory-and-practices-of-petroleum-geoscience/
A Study on Sedimentary Geochemistry	http://alexispress.us/sdm_downloads/theory-and-practices-of-petroleum-geoscience/
Sandstones and Sandstone Reservoirs	http://alexispress.us/sdm_downloads/theory-and-practices-of-petroleum-geoscience/
A Breif Discussion on Carbonate Sediments	http://alexispress.us/sdm_downloads/theory-and-practices-of-petroleum-geoscience/
Shales, Silica Deposits and Evaporites	http://alexispress.us/sdm_downloads/theory-and-practices-of-petroleum-geoscience/
A Study on Stratigraphy	http://alexispress.us/sdm_downloads/theory-and-practices-of-petroleum-geoscience/
Sequence Stratigraphy, Seismic Stratigraphy and Basin Analysis	http://alexispress.us/sdm_downloads/theory-and-practices-of-petroleum-geoscience/
Heat Transport in Sedimentary Basins	http://alexispress.us/sdm_downloads/theory-and-practices-of-petroleum-geoscience/
Subsurface Water and Fluid Flow in Sedimentary Basins	http://alexispress.us/sdm_downloads/theory-and-practices-of-petroleum-geoscience/
Introduction to Geomechanics: Stress and Strain in Sedimentary Basins	http://alexispress.us/sdm_downloads/theory-and-practices-of-petroleum-geoscience/
Structure and Hydrocarbon Traps of Sedimentary Basins	http://alexispress.us/sdm_downloads/theory-and-practices-of-petroleum-geoscience/
Compaction of Sedimentary Rocks Including Shales, Sandstones and Carbonates	http://alexispress.us/sdm_downloads/theory-and-practices-of-petroleum-geoscience/
Source Rocks and Petroleum Geochemistry	http://alexispress.us/sdm_downloads/theory-and-practices-of-petroleum-geoscience/
A Breif Discussion on Petroleum Migration	http://alexispress.us/sdm_downloads/theory-and-practices-of-petroleum-geoscience/
Introduction of Managing and Performing	http://alexispress.us/sdm_downloads/basics-of-management-science/
An Overview of the Managerial Decision-Making	http://alexispress.us/sdm_downloads/basics-of-management-science/
Barriers to Effective Decision-Making	http://alexispress.us/sdm_downloads/basics-of-management-science/
A Brief Introduction on History of Management	http://alexispress.us/sdm_downloads/basics-of-management-science/
Administrative and Bureaucratic Management	http://alexispress.us/sdm_downloads/basics-of-management-science/
External and Internal Organizational Environments	http://alexispress.us/sdm_downloads/basics-of-management-science/
Ethics, Corporate Responsibility and Sustainability	http://alexispress.us/sdm_downloads/basics-of-management-science/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Overview of the International Management	http://alexispress.us/sdm_downloads/basics-of-management-science/
A Brief Study on Necessity of Global Markets	http://alexispress.us/sdm_downloads/basics-of-management-science/
A Brief Study on Introduction of Entrepreneurship	http://alexispress.us/sdm_downloads/basics-of-management-science/
Strategic Analysis: Understanding a Firm's Competitive Environment	http://alexispress.us/sdm_downloads/basics-of-management-science/
Strategic Management Process: Achieving and Sustaining Competitive Advantage	http://alexispress.us/sdm_downloads/basics-of-management-science/
Organizational Structure and Change	http://alexispress.us/sdm_downloads/basics-of-management-science/
A Study on Human Resource Management	http://alexispress.us/sdm_downloads/basics-of-management-science/
An Overview of the Induction Motors	http://alexispress.us/sdm_downloads/basics-of-management-science/
An Overview on Operations Management	http://alexispress.us/sdm_downloads/fundamental-of-operations-management/
Operations' Role: Driving Efficiency, Quality, and Innovation	http://alexispress.us/sdm_downloads/fundamental-of-operations-management/
Evaluation of Operations Strategy: Assessing Performance and Alignment	http://alexispress.us/sdm_downloads/fundamental-of-operations-management/
Optimizing Operations: Process and Product Service Design	http://alexispress.us/sdm_downloads/fundamental-of-operations-management/
Design of Products and Services: From Concept to Customer Experience	http://alexispress.us/sdm_downloads/fundamental-of-operations-management/
Design Evaluation and Improvement: Enhancing Functionality	http://alexispress.us/sdm_downloads/fundamental-of-operations-management/
Efficiency and Excellence: Operations in Manufacturing and Services	http://alexispress.us/sdm_downloads/fundamental-of-operations-management/
Strategic Decisions: Process and Product Design	http://alexispress.us/sdm_downloads/fundamental-of-operations-management/
Unveiling Efficiency: Analysis of Supply Chain Management	http://alexispress.us/sdm_downloads/fundamental-of-operations-management/
Balancing Resources: Capacity Planning and Inventory Management	http://alexispress.us/sdm_downloads/fundamental-of-operations-management/
Location and Layout of the Building: Improving Efficiency	http://alexispress.us/sdm_downloads/fundamental-of-operations-management/
Effective Facility Location and Layout: Ergonomics and Efficiency	http://alexispress.us/sdm_downloads/fundamental-of-operations-management/
Streamlining Operations: Supply Chain Planning and Control	http://alexispress.us/sdm_downloads/fundamental-of-operations-management/
Nurturing Connections: Consumer and Business Relationships	http://alexispress.us/sdm_downloads/fundamental-of-operations-management/
Integrating Efficiency: Enterprise Resource Planning	http://alexispress.us/sdm_downloads/fundamental-of-operations-management/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Fundamental Study of Public Relations: Exploring Principles, Functions and Strategies	http://alexispress.us/sdm_downloads/concept-of-public-relations/
Public Relations and Communications: The Intersection and Synergy	http://alexispress.us/sdm_downloads/concept-of-public-relations/
Public Relations, Politics, and the Media: A Complex Interplay of Influence and Communication	http://alexispress.us/sdm_downloads/concept-of-public-relations/
Public Relations and Management: Enhancing Organizational Communication and Reputation	http://alexispress.us/sdm_downloads/concept-of-public-relations/
Professionalism and Regulation: Balancing Standards and Accountability	http://alexispress.us/sdm_downloads/concept-of-public-relations/
Strategic Public Relations: Navigating Communication for Organizational Success	http://alexispress.us/sdm_downloads/concept-of-public-relations/
Public Affairs and Issues Management: Navigating Complex Public Relations Landscapes	http://alexispress.us/sdm_downloads/concept-of-public-relations/
An Overview on Stakeholder Public Relations	http://alexispress.us/sdm_downloads/concept-of-public-relations/
Fostering Company Development: Effective Internal Communication	http://alexispress.us/sdm_downloads/concept-of-public-relations/
Developing an Effective Internal Communication Planning Framework	http://alexispress.us/sdm_downloads/concept-of-public-relations/
Public Relations Research: Key to Informed Strategy and Effective Communication	http://alexispress.us/sdm_downloads/concept-of-public-relations/
Nurturing Ethical Decision-Making in Leadership and Counseling Roles	http://alexispress.us/sdm_downloads/concept-of-public-relations/
Public Relations: Strategies for Effective Communication and Relationship Building	http://alexispress.us/sdm_downloads/concept-of-public-relations/
Public Relations Process: - Research, Analysis, Communication, Evaluation	http://alexispress.us/sdm_downloads/concept-of-public-relations/
Public Relations: Strategies for Effective Communication and Reputation Management	http://alexispress.us/sdm_downloads/concept-of-public-relations/
Importance of Event Management	http://alexispress.us/sdm_downloads/event-management/
An Overview on Public Relations	http://alexispress.us/sdm_downloads/event-management/
An Overview on Regional/Multi-Venue Event	http://alexispress.us/sdm_downloads/event-management/
Structure of an Event Management Team	http://alexispress.us/sdm_downloads/event-management/
A Fundamental Study on Event Design	http://alexispress.us/sdm_downloads/event-management/
Bells and Whistles: Amenities that make the Difference	http://alexispress.us/sdm_downloads/event-management/

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Benefits of Completing a Feasibility Study for Inaugural Events	http://alexispress.us/sdm_downloads/event-management/
A Fundamental Study on Event Planning and Promotion	http://alexispress.us/sdm_downloads/event-management/
An Overview on Sponsorship Needs Assessment	http://alexispress.us/sdm_downloads/event-management/
A Fundamental Study on Publicity	http://alexispress.us/sdm_downloads/event-management/
An Overview on Event Promotion	http://alexispress.us/sdm_downloads/event-management/
An Overview on Human Resources	http://alexispress.us/sdm_downloads/event-management/
A Brief Study on Categories of Event Costs	http://alexispress.us/sdm_downloads/event-management/
Identifying and Mitigating Risks Associated with Events: A Comprehensive Analysis	http://alexispress.us/sdm_downloads/event-management/
Strategic Planning for Events: Crafting Effective Event Proposals	http://alexispress.us/sdm_downloads/event-management/
An Overview of Leadership Principles and Theories for Educational Time Management	http://alexispress.us/sdm_downloads/effective-ways-for-time-management/
An Overview of the Time Management in Athletic	http://alexispress.us/sdm_downloads/effective-ways-for-time-management/
An Understanding Leadership: Skills, Traits, and Challenges at Every Level	http://alexispress.us/sdm_downloads/effective-ways-for-time-management/
An Overview of the Planning and Its Execution in Time Management	http://alexispress.us/sdm_downloads/effective-ways-for-time-management/
An Overview of the Boundaries of the Time Management	http://alexispress.us/sdm_downloads/effective-ways-for-time-management/
An Introduction of the Different Phases in Time Management	http://alexispress.us/sdm_downloads/effective-ways-for-time-management/
An Overview of Strategic Talent Time Management	http://alexispress.us/sdm_downloads/effective-ways-for-time-management/
An Analysis of Effective Time Management for Enhancing Productivity	http://alexispress.us/sdm_downloads/effective-ways-for-time-management/
An Overview of the Managing People Process in Time Management	http://alexispress.us/sdm_downloads/effective-ways-for-time-management/
The Significance of Decision Making in Time Management	http://alexispress.us/sdm_downloads/effective-ways-for-time-management/
An Analysis of the Time Management	http://alexispress.us/sdm_downloads/effective-ways-for-time-management/
An Overview of the Effective Time Management	http://alexispress.us/sdm_downloads/effective-ways-for-time-management/
An Overview of Acquaintance Time Management	http://alexispress.us/sdm_downloads/effective-ways-for-time-management/
An Introduction of the Time Management in Finance	http://alexispress.us/sdm_downloads/effective-ways-for-time-management/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Analysis of Project Time Management	http://alexispress.us/sdm_downloads/effective-ways-for-time-management/
Exploring the Key Features of Company: An Overview	http://alexispress.us/sdm_downloads/an-overview-of-company-law/
A Comprehensive Review of Privileges of a Private Company	http://alexispress.us/sdm_downloads/an-overview-of-company-law/
Classification of Promoter and their Right: An Analysis	http://alexispress.us/sdm_downloads/an-overview-of-company-law/
Concepts for Memorandum of Association	http://alexispress.us/sdm_downloads/an-overview-of-company-law/
Investigating the Models for Articles of Association	http://alexispress.us/sdm_downloads/an-overview-of-company-law/
Conditions for Inclusion of Expert's Certificate: An Analysis	http://alexispress.us/sdm_downloads/an-overview-of-company-law/
Red Herring Prospectus and their role in Investor Decision-Making	http://alexispress.us/sdm_downloads/an-overview-of-company-law/
Exploring the Role of Capital of the Company	http://alexispress.us/sdm_downloads/an-overview-of-company-law/
Share Certificate and Share Warrant: An Analysis	http://alexispress.us/sdm_downloads/an-overview-of-company-law/
Exploring the Main Characteristics of Company: A Review Study	http://alexispress.us/sdm_downloads/an-overview-of-company-law/
Governance Arrangements Associated with Different Type of Company	http://alexispress.us/sdm_downloads/an-overview-of-company-law/
Exploration of the Formation of Company: A Comprehensive Review	http://alexispress.us/sdm_downloads/an-overview-of-company-law/
Loss of Revenues of State	http://alexispress.us/sdm_downloads/an-overview-of-company-law/
Prospectus of Private Company: A Comprehensive Review	http://alexispress.us/sdm_downloads/an-overview-of-company-law/
An Overview of Shelf Prospectus and Information Memorandum	http://alexispress.us/sdm_downloads/an-overview-of-company-law/
Building the Responsive Six Sigma Organization	http://alexispress.us/sdm_downloads/understanding-six-sigma/
Implementing Six Sigma to Improve Processes	http://alexispress.us/sdm_downloads/understanding-six-sigma/
Understanding Recognizing Opportunity and Its Significance	http://alexispress.us/sdm_downloads/understanding-six-sigma/
A Brief Overview to Six Sigma Process Enterprise	http://alexispress.us/sdm_downloads/understanding-six-sigma/
Data-Driven Management: Improving Productivity and Performance	http://alexispress.us/sdm_downloads/understanding-six-sigma/
Benchmarking: Using Comparative Analysis to Drive Excellence	http://alexispress.us/sdm_downloads/understanding-six-sigma/
Maximizing Resources: Efficient Allocation for Best Results	http://alexispress.us/sdm_downloads/understanding-six-sigma/
Ongoing Management Support: Sustaining Success Through Guidance	http://alexispress.us/sdm_downloads/understanding-six-sigma/

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Project Management Using DMAIC and DMADV	http://alexispress.us/sdm_downloads/understanding-six-sigma/
Understanding Six Sigma Teams: Excellence through Collaboration	http://alexispress.us/sdm_downloads/understanding-six-sigma/
The Define Phase: Creating a Framework for Six Sigma	http://alexispress.us/sdm_downloads/understanding-six-sigma/
Measure Phase: Performance Quantification and Analysis	http://alexispress.us/sdm_downloads/understanding-six-sigma/
Process Baseline Estimates: Setting Targets for Success	http://alexispress.us/sdm_downloads/understanding-six-sigma/
Central Limit Theorem: The Basis of Statistical Inference	http://alexispress.us/sdm_downloads/understanding-six-sigma/
Process Behaviour Charts: Understanding Quality Trends Effectively	http://alexispress.us/sdm_downloads/understanding-six-sigma/
Introduction to Transport Engineering	http://alexispress.us/sdm_downloads/transport-engineering/
A Brief Study on Highway Engineering	http://alexispress.us/sdm_downloads/transport-engineering/
A Brief Discussion on Road Geometrics	http://alexispress.us/sdm_downloads/transport-engineering/
A Brief Introduction on Highway Surveys and Plans	http://alexispress.us/sdm_downloads/transport-engineering/
A Brief Introduction on Road Pavements	http://alexispress.us/sdm_downloads/transport-engineering/
A Brief Introduction on Hill Roads	http://alexispress.us/sdm_downloads/transport-engineering/
A Brief Study on Road Drainage	http://alexispress.us/sdm_downloads/transport-engineering/
A Brief Discussion on Road Maintenance	http://alexispress.us/sdm_downloads/transport-engineering/
A Brief Discussion on Traffic Engineering	http://alexispress.us/sdm_downloads/transport-engineering/
A Brief Introduction on Construction Equipment	http://alexispress.us/sdm_downloads/transport-engineering/
A Brief Study on Roadside Arboriculture	http://alexispress.us/sdm_downloads/transport-engineering/
A Brief Study on Traffic Streams Models	http://alexispress.us/sdm_downloads/transport-engineering/
Introduction to Railway Transportation	http://alexispress.us/sdm_downloads/transport-engineering/
Alignment and Survey of Railway Track	http://alexispress.us/sdm_downloads/transport-engineering/
A Brief Study on Permanent Way of Railways	http://alexispress.us/sdm_downloads/transport-engineering/
Concept of Culture in a Business Context: Unveiling the Key to Organizational Success	http://alexispress.us/sdm_downloads/cross-cultural-business-management/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Upholding Ethical Business Practices: Fostering Trust, Sustainability, and Long-Term Success	http://alexispress.us/sdm_downloads/cross-cultural-business-management/
Exploring the Social & Cultural Environment: Unveiling its Influence on Business and Society	http://alexispress.us/sdm_downloads/cross-cultural-business-management/
Analytical Approaches to Cultural Factors: Unraveling Insights for Business Success	http://alexispress.us/sdm_downloads/cross-cultural-business-management/
Navigating the Processes of Communication Across Cultures: Building Bridges for Global Collaboration	http://alexispress.us/sdm_downloads/cross-cultural-business-management/
Building High-Performance Winning Teams Across Cultures: Unleashing the Power of Diversity and Collaboration	http://alexispress.us/sdm_downloads/cross-cultural-business-management/
Cross-Culture Negotiation: Navigating Cultural Differences for Successful Agreements	http://alexispress.us/sdm_downloads/cross-cultural-business-management/
Negotiation Process: Strategies and Techniques for Effective Decision-Making	http://alexispress.us/sdm_downloads/cross-cultural-business-management/
Mastering Negotiation Techniques: Strategies for Effective Communication and Successful Outcomes	http://alexispress.us/sdm_downloads/cross-cultural-business-management/
Decision-Making Process: Strategies for Effective Choices and Outcomes	http://alexispress.us/sdm_downloads/cross-cultural-business-management/
Strategy Formulation and Implementation: Driving Organizational Success in a Dynamic Business Landscape	http://alexispress.us/sdm_downloads/cross-cultural-business-management/
Structure & Culture in an Organizational Context: Unleashing the Power of Alignment and Collaboration	http://alexispress.us/sdm_downloads/cross-cultural-business-management/
Global Human Resource Management: Navigating the Challenges and Harnessing Opportunities	http://alexispress.us/sdm_downloads/cross-cultural-business-management/
Strategic International Human Resource Management: Maximizing Global Potential for Organizational Success	http://alexispress.us/sdm_downloads/cross-cultural-business-management/
Increasing the Competence of Current Workers: Strategies for Skill Enhancement and Professional Development	http://alexispress.us/sdm_downloads/cross-cultural-business-management/
Overview of Product Management and its Strategies	http://alexispress.us/sdm_downloads/product-and-brand-management/
Exploring the Scope of Product Management	http://alexispress.us/sdm_downloads/product-and-brand-management/
Investigating the Major Components of Marketing Planning: A Review Study	http://alexispress.us/sdm_downloads/product-and-brand-management/
Exploring the Primary Components and Restrictions of Competitor Analysis	http://alexispress.us/sdm_downloads/product-and-brand-management/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Goals of the Customer Analysis: A Comprehensive Review	http://alexispress.us/sdm_downloads/product-and-brand-management/
A Study of Market Potential and Sales Forecasting	http://alexispress.us/sdm_downloads/product-and-brand-management/
Exploring the Market Potential Analysis for Effective Market Research	http://alexispress.us/sdm_downloads/product-and-brand-management/
Elements of Product Strategies Development: A Review Study	http://alexispress.us/sdm_downloads/product-and-brand-management/
Process of New Product Development: An Overview	http://alexispress.us/sdm_downloads/product-and-brand-management/
Exploring the Concept of Line Extensions	http://alexispress.us/sdm_downloads/product-and-brand-management/
Exploring the World of Brand Extensions: A Review Study	http://alexispress.us/sdm_downloads/product-and-brand-management/
Cultivating Success: Key Strategies for Growing a Brand	http://alexispress.us/sdm_downloads/product-and-brand-management/
Unveiling the Power of Brand and Effective Brand Management	http://alexispress.us/sdm_downloads/product-and-brand-management/
Understanding Brand Equity: Definition, Importance, and Strategies	http://alexispress.us/sdm_downloads/product-and-brand-management/
The Power of Brand Recognition: Definition, Importance, and Strategies	http://alexispress.us/sdm_downloads/product-and-brand-management/
An Introduction to Construction Estimating and Application	http://alexispress.us/sdm_downloads/an-archive-of-estimating-and-costing-in-civil-engineering/
Basic Introduction to Estimates, Labour Sources and Cost of Labour	http://alexispress.us/sdm_downloads/an-archive-of-estimating-and-costing-in-civil-engineering/
Basic Approach on Construction Planning and Scheduling	http://alexispress.us/sdm_downloads/an-archive-of-estimating-and-costing-in-civil-engineering/
Maximizing Efficiency: Boosting Equipment Productivity	http://alexispress.us/sdm_downloads/an-archive-of-estimating-and-costing-in-civil-engineering/
Managing Contracts: Handling Claims Effectively	http://alexispress.us/sdm_downloads/an-archive-of-estimating-and-costing-in-civil-engineering/
Understanding Contracts: Site Conditions and Interpretation	http://alexispress.us/sdm_downloads/an-archive-of-estimating-and-costing-in-civil-engineering/
Automating Construction: Enhancing Efficiency and Application	http://alexispress.us/sdm_downloads/an-archive-of-estimating-and-costing-in-civil-engineering/
Unlocking Value: Effective Improvement Methods	http://alexispress.us/sdm_downloads/an-archive-of-estimating-and-costing-in-civil-engineering/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Water and Wastewater Planning: Sustainable Resource Management	http://alexispress.us/sdm_downloads/an-archive-of-estimating-and-costing-in-civil-engineering/
Chemical Treatment for Water and Wastewater	http://alexispress.us/sdm_downloads/an-archive-of-estimating-and-costing-in-civil-engineering/
A Brief Overview to Biological Wastewater Treatment Processes	http://alexispress.us/sdm_downloads/an-archive-of-estimating-and-costing-in-civil-engineering/
Air Pollution: Understanding its Adverse Impacts	http://alexispress.us/sdm_downloads/an-archive-of-estimating-and-costing-in-civil-engineering/
Basic Introduction of Concrete and Its Application	http://alexispress.us/sdm_downloads/an-archive-of-estimating-and-costing-in-civil-engineering/
Curing and Diverse Concrete Types: Properties Explored	http://alexispress.us/sdm_downloads/an-archive-of-estimating-and-costing-in-civil-engineering/
Civil Engineering: Building the World's Infrastructure	http://alexispress.us/sdm_downloads/an-archive-of-estimating-and-costing-in-civil-engineering/
Historical and Philosophical Bases of the Cognitive Behavioral Therapies	http://alexispress.us/sdm_downloads/cognitive-behavior-therapy/
Introduction to Cognitive Behavior Therapy	http://alexispress.us/sdm_downloads/cognitive-behavior-therapy/
A Brief Study on Treatment	http://alexispress.us/sdm_downloads/cognitive-behavior-therapy/
A Brief Discussion on Cognitive Conceptualization	http://alexispress.us/sdm_downloads/cognitive-behavior-therapy/
A Brief Discussion on Evaluation Session	http://alexispress.us/sdm_downloads/cognitive-behavior-therapy/
A Study on Structure of the First Therapy Session	http://alexispress.us/sdm_downloads/cognitive-behavior-therapy/
A Brief Discussion on Behavioral Activation	http://alexispress.us/sdm_downloads/cognitive-behavior-therapy/
A Study on Session 2 and Beyond: Structure and Format	http://alexispress.us/sdm_downloads/cognitive-behavior-therapy/
A Brief Study on Recognizing Problematic Thinking Patterns	http://alexispress.us/sdm_downloads/cognitive-behavior-therapy/
A Brief Study on Identifying Automatic Thoughts and Emotions	http://alexispress.us/sdm_downloads/cognitive-behavior-therapy/
A Brief Discussion on Evaluating and Responding to Automatic Thoughts	http://alexispress.us/sdm_downloads/cognitive-behavior-therapy/
Identifying and Modifying Intermediate and Core Beliefs	http://alexispress.us/sdm_downloads/cognitive-behavior-therapy/
A Brief Study on Additional Cognitive and Behavioral Techniques	http://alexispress.us/sdm_downloads/cognitive-behavior-therapy/

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Brief Study on Termination and Relapse Prevention	http://alexispress.us/sdm_downloads/cognitive-behavior-therapy/
A Brief Discussion on Treatment Planning	http://alexispress.us/sdm_downloads/cognitive-behavior-therapy/
Introduction to Human Rights: Understanding the Fundamentals	http://alexispress.us/sdm_downloads/human-rights-in-a-global-age/
Universality of Human Rights: Embracing the Global Framework	http://alexispress.us/sdm_downloads/human-rights-in-a-global-age/
Decisions of Supervisory Organs: Understanding their Impact and Implications	http://alexispress.us/sdm_downloads/human-rights-in-a-global-age/
Human Rights Treaties: Enhancing International Protection and Promotion	http://alexispress.us/sdm_downloads/human-rights-in-a-global-age/
Determination of Effectiveness in Human Rights	http://alexispress.us/sdm_downloads/human-rights-in-a-global-age/
United Nations Specialized Agencies and Human Rights	http://alexispress.us/sdm_downloads/human-rights-in-a-global-age/
A Brief Study on European Committee for The Prevention of Torture	http://alexispress.us/sdm_downloads/human-rights-in-a-global-age/
Importance of Substantive Human Rights	http://alexispress.us/sdm_downloads/human-rights-in-a-global-age/
A Study on Rights to freedom of Expression and Religion	http://alexispress.us/sdm_downloads/human-rights-in-a-global-age/
A Brief Discussion on Rights to Integrity	http://alexispress.us/sdm_downloads/human-rights-in-a-global-age/
Positive Obligations Arising from the Right to Life	http://alexispress.us/sdm_downloads/human-rights-in-a-global-age/
A Brief Discussion on Rights to Liberty	http://alexispress.us/sdm_downloads/human-rights-in-a-global-age/
A Brief Explanation on Rights to Privacy and Family Life	http://alexispress.us/sdm_downloads/human-rights-in-a-global-age/
A Brief Discussion on Labour Related Rights	http://alexispress.us/sdm_downloads/human-rights-in-a-global-age/
A Brief Discussion on Right to Health	http://alexispress.us/sdm_downloads/human-rights-in-a-global-age/
A Comprehensive Exploration of Cyber Security: Safeguarding Digital Systems and Data	http://alexispress.us/wp-content/uploads/2022/07/Exploring-the-Context-of Cyber-Security.pdf
Securing Digital Landscapes: Navigating Cybersecurity Risk Management and Governance	http://alexispress.us/wp-content/uploads/2022/07/Exploring-the-Context-of Cyber-Security.pdf
Guarding the Digital Realm: Exploring Cybersecurity Defenses and Offenses	http://alexispress.us/wp-content/uploads/2022/07/Exploring-the-Context-of Cyber-Security.pdf
Fortifying the Digital Infrastructure: Ensuring Robust System Security	http://alexispress.us/wp-content/uploads/2022/07/Exploring-the-Context-of Cyber-Security.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Shielding Software Platforms: Safeguarding the Integrity of Digital Systems	http://alexispress.us/wp-content/uploads/2022/07/Exploring-the-Context-of Cyber-Security.pdf
Protecting the Digital Foundation: Safeguarding Infrastructure Security in Cybersecurity	http://alexispress.us/wp-content/uploads/2022/07/Exploring-the-Context-of Cyber-Security.pdf
Unveiling the Framework: Exploring the Fundamentals of Law and Legal Research Principles	http://alexispress.us/wp-content/uploads/2022/07/Exploring-the-Context-of Cyber-Security.pdf
Navigating Cybersecurity Borders: Exploring Jurisdictional Challenges in the Digital Realm	http://alexispress.us/wp-content/uploads/2022/07/Exploring-the-Context-of Cyber-Security.pdf
Preserving Privacy in the Digital Age: Unravelling General Privacy Rules and Electronic Interpretation in Cybersecurity	http://alexispress.us/wp-content/uploads/2022/07/Exploring-the-Context-of Cyber-Security.pdf
Decoding Malicious Software: Exploring the Taxonomy of Malware Variants	http://alexispress.us/wp-content/uploads/2022/07/Exploring-the-Context-of Cyber-Security.pdf
Safeguarding Against Digital Threats: Exploring the Intersection of Cybersecurity and Computer Crime	http://alexispress.us/wp-content/uploads/2022/07/Exploring-the-Context-of Cyber-Security.pdf
Preserving Innovation and Creativity: Safeguarding Intellectual Property in the Digital Landscape	http://alexispress.us/wp-content/uploads/2022/07/Exploring-the-Context-of Cyber-Security.pdf
Unravelling Digital Threats: Exploring the Field of Malware Analysis for Enhanced Cybersecurity	http://alexispress.us/wp-content/uploads/2022/07/Exploring-the-Context-of Cyber-Security.pdf
Conducting a Comprehensive Investigation for Malware Detection	http://alexispress.us/wp-content/uploads/2022/07/Exploring-the-Context-of Cyber-Security.pdf
Introduction to Artificial Intelligence: Fundamentals and Applications	http://alexispress.us/wp-content/uploads/2022/07/Aligning-Trends-of-Artificial-Intelligence.pdf
History of Artificial Intelligence: An Overview	http://alexispress.us/wp-content/uploads/2022/07/Aligning-Trends-of-Artificial-Intelligence.pdf
Autonomous Intelligent Agents: Exploring the Intersection of Autonomy and AI	http://alexispress.us/wp-content/uploads/2022/07/Aligning-Trends-of-Artificial-Intelligence.pdf
Exploring Problem-Solving Search Algorithms in AI	http://alexispress.us/wp-content/uploads/2022/07/Aligning-Trends-of-Artificial-Intelligence.pdf
Exploring the Artificial Intelligence: Tools and Technology	http://alexispress.us/wp-content/uploads/2022/07/Aligning-Trends-of-Artificial-Intelligence.pdf
Artificial Intelligence: Logic and Planning Towards Problem Solving	http://alexispress.us/wp-content/uploads/2022/07/Aligning-Trends-of-Artificial-Intelligence.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Knowledge and Reasoning Without Certainty: An Analysis	http://alexispress.us/wp-content/uploads/2022/07/Aligning-Trends-of-Artificial-Intelligence.pdf
Understanding of Artificial Intelligence Learning	http://alexispress.us/wp-content/uploads/2022/07/Aligning-Trends-of-Artificial-Intelligence.pdf
An Overview of Natural Language Processing	http://alexispress.us/wp-content/uploads/2022/07/Aligning-Trends-of-Artificial-Intelligence.pdf
Exploring The Future of Artificial Intelligence	http://alexispress.us/wp-content/uploads/2022/07/Aligning-Trends-of-Artificial-Intelligence.pdf
A Comprehensive Review of Reinforcement Learning	http://alexispress.us/wp-content/uploads/2022/07/Aligning-Trends-of-Artificial-Intelligence.pdf
Optimization of Beyond Classical Search: A Review Study	http://alexispress.us/wp-content/uploads/2022/07/Aligning-Trends-of-Artificial-Intelligence.pdf
Adversarial Search: A Comprehensive Overview of Strategies and Techniques for Competitive Decision-Making	http://alexispress.us/wp-content/uploads/2022/07/Aligning-Trends-of-Artificial-Intelligence.pdf
Constraints Satisfaction Problem (CSP): Understanding the Fundamentals and Solving Techniques for Efficient Constraint-Based Decision Making	http://alexispress.us/wp-content/uploads/2022/07/Aligning-Trends-of-Artificial-Intelligence.pdf
Analysing the Financial Statements: A Review Study	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Financial-Accounting.pdf
An Overview of Accounts and Balances	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Financial-Accounting.pdf
Asset, Liability and Stockholders' Equity Accounts	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Financial-Accounting.pdf
Accounting Cycle for the Service Business Accrual Basis	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Financial-Accounting.pdf
Accounting Cycle for a Merchandising Business	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Financial-Accounting.pdf
Understanding Assets Roles in Accounting: A Review Study	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Financial-Accounting.pdf
Accounting Concepts, Principles and Conventions	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Financial-Accounting.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Overview of Accounting Terminology Glossary	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Financial-Accounting.pdf
Capital, Revenue Expenditures and Receipts: An Overview	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Financial-Accounting.pdf
Contingent Assets and Contingent Liabilities: A Review Study	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Financial-Accounting.pdf
Accounting as a Measurement Discipline: Exploring Valuation Principles and Accounting Estimates	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Financial-Accounting.pdf
A Comprehensive Review of Indian Accounting Standards	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Financial-Accounting.pdf
Exploring the Basic Accounting Procedures: Journal Entries	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Financial-Accounting.pdf
Importance of Understanding a Cash Book	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Financial-Accounting.pdf
An Analysis of Bank Reconciliation Statement	http://alexispress.us/wp-content/uploads/2022/07/Principles-of-Financial-Accounting.pdf
Fortifying the Digital Bastion: An Overview of Computer System Security	http://alexispress.us/wp-content/uploads/2022/07/Computer-System-Security-Principles-and-Practice.pdf
Shielding Secrets: Exploring Cryptographic Tools for Secure Communication and Data Protection	http://alexispress.us/wp-content/uploads/2022/07/Computer-System-Security-Principles-and-Practice.pdf
Exploring User Authentication for Secure System Authorization	http://alexispress.us/wp-content/uploads/2022/07/Computer-System-Security-Principles-and-Practice.pdf
Access Control for Secure System Authorization	http://alexispress.us/wp-content/uploads/2022/07/Computer-System-Security-Principles-and-Practice.pdf
Exploring Database and Cloud Security	http://alexispress.us/wp-content/uploads/2022/07/Computer-System-Security-Principles-and-Practice.pdf
Combatting Digital Threats: Understanding Malicious Software	http://alexispress.us/wp-content/uploads/2022/07/Computer-System-Security-Principles-and-Practice.pdf
Understanding Denial-of-Service Attacks	http://alexispress.us/wp-content/uploads/2022/07/Computer-System-Security-Principles-and-Practice.pdf
A Brief Discussion on Diving into Intrusion Detection	http://alexispress.us/wp-content/uploads/2022/07/Computer-System-Security-Principles-and-Practice.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Exploring Firewalls and Intrusion Prevention Systems	http://alexispress.us/wp-content/uploads/2022/07/Computer-System-Security-Principles-and-Practice.pdf
A Brief Study on Buffer Overflow	http://alexispress.us/wp-content/uploads/2022/07/Computer-System-Security-Principles-and-Practice.pdf
Securing the Digital Frontier: Exploring Software Security	http://alexispress.us/wp-content/uploads/2022/07/Computer-System-Security-Principles-and-Practice.pdf
Overview of Operating System Security	http://alexispress.us/wp-content/uploads/2022/07/Computer-System-Security-Principles-and-Practice.pdf
Trusted Computing and Multilevel Security	http://alexispress.us/wp-content/uploads/2022/07/Computer-System-Security-Principles-and-Practice.pdf
A Brief Study on Security Management and Risk Assessment	http://alexispress.us/wp-content/uploads/2022/07/Computer-System-Security-Principles-and-Practice.pdf
A Study on IT Security Controls, Plans and Procedures	http://alexispress.us/wp-content/uploads/2022/07/Computer-System-Security-Principles-and-Practice.pdf
An Introduction to Microeconomics and Economy Problem	http://alexispress.us/sdm_downloads/concept-of-economics-and-finance/
Analysis of Consumer Behavior and Law of Demand	http://alexispress.us/sdm_downloads/concept-of-economics-and-finance/
Determination of Elasticity of Demand in the Field of Economics	http://alexispress.us/sdm_downloads/concept-of-economics-and-finance/
Theory of Production and Concept of Costs Maximization	http://alexispress.us/sdm_downloads/concept-of-economics-and-finance/
An Overview of The Concepts of Revenue Structure	http://alexispress.us/sdm_downloads/concept-of-economics-and-finance/
An Overview of the Forms of Market and Price Determination	http://alexispress.us/sdm_downloads/concept-of-economics-and-finance/
Concept of Factor Price Determination: An Analysis	http://alexispress.us/sdm_downloads/concept-of-economics-and-finance/
Factor Prices, Comparative Advantages and International Trade	http://alexispress.us/sdm_downloads/concept-of-economics-and-finance/
Investigating to Role of Macroeconomics: A Comparative Study	http://alexispress.us/sdm_downloads/concept-of-economics-and-finance/
Measurement of National Income: An Overview	http://alexispress.us/sdm_downloads/concept-of-economics-and-finance/
Aggregate Demand, Supply and Determination of Income and Employment	http://alexispress.us/sdm_downloads/concept-of-economics-and-finance/
An Overview of the Concept of Multiplier and Specifications	http://alexispress.us/sdm_downloads/concept-of-economics-and-finance/
An Overview of the Money-Meaning and Function	http://alexispress.us/sdm_downloads/concept-of-economics-and-finance/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Exploration of the Banking and their System	http://alexispress.us/sdm_downloads/rethinking-of-economics/
Government Budget Meaning and Its Components	http://alexispress.us/sdm_downloads/rethinking-of-economics/
Foreign Exchange Rate Foreign Exchange Rate Meaning and Determination	http://alexispress.us/sdm_downloads/rethinking-of-economics/
Balance Of Payments Account Meaning and Components	http://alexispress.us/sdm_downloads/rethinking-of-economics/
An Overview of the National Income and Its Specification	http://alexispress.us/sdm_downloads/rethinking-of-economics/
An Overview of the Money and their use in Indian Economy	http://alexispress.us/sdm_downloads/rethinking-of-economics/
An Overview of The Indian Economy and its Roles	http://alexispress.us/sdm_downloads/rethinking-of-economics/
Important Characteristics of Indian Economy	http://alexispress.us/sdm_downloads/rethinking-of-economics/
Evolution of Management Theory and Its Progress	http://alexispress.us/sdm_downloads/rethinking-of-economics/
An Overview of the Management Process and Managerial Issues in Economics	http://alexispress.us/sdm_downloads/rethinking-of-economics/
An Expiration of the Leadership and Motivation	http://alexispress.us/sdm_downloads/rethinking-of-economics/
An Elaboration of the Group Dynamics Behaviours	http://alexispress.us/sdm_downloads/rethinking-of-economics/
Problems And Need for Waste Recycling	http://alexispress.us/wp-content/uploads/2022/07/Organic-Waste-Recycling.pdf
Feasibility and Social Acceptance of Waste Recycling	http://alexispress.us/wp-content/uploads/2022/07/Organic-Waste-Recycling.pdf
Pollution Caused by Human Wastes and Other Wastewaters	http://alexispress.us/wp-content/uploads/2022/07/Organic-Waste-Recycling.pdf
Objectives, Benefits and Limitations of Composting	http://alexispress.us/wp-content/uploads/2022/07/Organic-Waste-Recycling.pdf
A Comprehensive Overview: Analysis of Composting Maturity	http://alexispress.us/wp-content/uploads/2022/07/Organic-Waste-Recycling.pdf
A Comprehensive Overview: Fertilizer and Soil Conditioner	http://alexispress.us/wp-content/uploads/2022/07/Organic-Waste-Recycling.pdf
Environmental Requirements For Anaerobic Digestion	http://alexispress.us/wp-content/uploads/2022/07/Organic-Waste-Recycling.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Comprehensive Overview: Organic Waste Recovery in Urban Areas	http://alexispress.us/wp-content/uploads/2022/07/Organic-Waste-Recycling.pdf
Objectives, Benefits and Limitations: Ethanol Production	http://alexispress.us/wp-content/uploads/2022/07/Organic-Waste-Recycling.pdf
Understanding the Importance of Planning and Organization	http://alexispress.us/wp-content/uploads/2022/07/Organic-Waste-Recycling.pdf
A Comprehensive Overview: Particle Size and Structural Support	http://alexispress.us/wp-content/uploads/2022/07/Organic-Waste-Recycling.pdf
Maximizing the Utilization of Composted Products: From Waste to Resource	http://alexispress.us/wp-content/uploads/2022/07/Organic-Waste-Recycling.pdf
Biogas Digesters: Modes and Types Explained	http://alexispress.us/wp-content/uploads/2022/07/Advanced-Waste-Management-Sustainable-Practices.pdf
Unlocking the Potential: End Uses of Biogas and Digested Slurry	http://alexispress.us/wp-content/uploads/2022/07/Advanced-Waste-Management-Sustainable-Practices.pdf
Enhancing Workforce Skills: The Micros Training Program	http://alexispress.us/wp-content/uploads/2022/07/Advanced-Waste-Management-Sustainable-Practices.pdf
A Brief Overview about Composting Process	http://alexispress.us/wp-content/uploads/2022/07/Advanced-Waste-Management-Sustainable-Practices.pdf
Benefits of Diverting Organic Waste from Landfills	http://alexispress.us/wp-content/uploads/2022/07/Advanced-Waste-Management-Sustainable-Practices.pdf
Biodegradable Waste: A Global Concern and Sustainable Solutions	http://alexispress.us/wp-content/uploads/2022/07/Advanced-Waste-Management-Sustainable-Practices.pdf
Food Waste Segregation: A Key Step towards Sustainable Resource	http://alexispress.us/wp-content/uploads/2022/07/Advanced-Waste-Management-Sustainable-Practices.pdf
Sustainable Waste Management Systems: Quantities and Characteristics	http://alexispress.us/wp-content/uploads/2022/07/Advanced-Waste-Management-Sustainable-Practices.pdf
Objectives of Regional Solid Waste Management Plans	http://alexispress.us/wp-content/uploads/2022/07/Advanced-Waste-Management-Sustainable-Practices.pdf
Technological Society: Waste Generation and Management	http://alexispress.us/wp-content/uploads/2022/07/Advanced-Waste-Management-Sustainable-Practices.pdf
Organic Waste Management: Sustainable Strategies for Effective Utilization	http://alexispress.us/wp-content/uploads/2022/07/Advanced-Waste-Management-Sustainable-Practices.pdf

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Classification and Selection of Materials	http://alexispress.us/sdm_downloads/an-overview-on-material-science/
Atomic Structure and Electronic Configuration	http://alexispress.us/sdm_downloads/an-overview-on-material-science/
Applications of Crystal Geometry, Structure and Defects	http://alexispress.us/sdm_downloads/an-overview-on-material-science/
Exploring the of Defects or Imperfections in Crystals	http://alexispress.us/sdm_downloads/an-overview-on-material-science/
Features of An Overview of the Bonds in Solids	http://alexispress.us/sdm_downloads/an-overview-on-material-science/
An Elaboration of Electron Theory of Metals	http://alexispress.us/sdm_downloads/an-overview-on-material-science/
An Elaboration of the Photoelectric Effect	http://alexispress.us/sdm_downloads/an-overview-on-material-science/
An Exploration of the Diffusion in Solids	http://alexispress.us/sdm_downloads/an-overview-on-material-science/
Mechanical Properties of Materials and Mechanical Tests	http://alexispress.us/sdm_downloads/an-overview-on-material-science/
Alloy Systems, Phase Diagrams and Phase Transformations	http://alexispress.us/sdm_downloads/an-overview-on-material-science/
An Overview of the Heat Treatment	http://alexispress.us/sdm_downloads/an-overview-on-material-science/
Application of the Deformation of Materials	http://alexispress.us/sdm_downloads/materials-science-and-engineering/
An Analysis of the Oxidation and Corrosion	http://alexispress.us/sdm_downloads/materials-science-and-engineering/
Features of Thermal and Optical Properties of Materials	http://alexispress.us/sdm_downloads/materials-science-and-engineering/
Electrical and Magnetic Properties of Materials	http://alexispress.us/sdm_downloads/materials-science-and-engineering/
Applications of An Overview of the Semi-Conductors	http://alexispress.us/sdm_downloads/materials-science-and-engineering/
Applications of Superconductivity and Superconducting Materials	http://alexispress.us/sdm_downloads/materials-science-and-engineering/
Exploring the Organic Materials: Polymers and Elastomers	http://alexispress.us/sdm_downloads/materials-science-and-engineering/
Exploring the Features of Composites: A Comprehensive Review	http://alexispress.us/sdm_downloads/materials-science-and-engineering/
Applications of an Overview of the Nanostructured Materials	http://alexispress.us/sdm_downloads/materials-science-and-engineering/
Applications of an Elaboration of Mechanical Properties of Metals	http://alexispress.us/sdm_downloads/materials-science-and-engineering/
Exploration of the Failure Analysis in Material Science	http://alexispress.us/sdm_downloads/materials-science-and-engineering/
A Brief Study on Nature of Management	http://alexispress.us/sdm_downloads/principles-of-management/
Management the Process: Planning, Organizing, and Directing	http://alexispress.us/sdm_downloads/principles-of-management/

Regional College of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Evolution of Management: Theories and Techniques	http://alexispress.us/sdm_downloads/principles-of-management/
A Comprehensive Overview: Functions of Management Planning	http://alexispress.us/sdm_downloads/principles-of-management/
Forecasting Importance in Operational Management	http://alexispress.us/sdm_downloads/principles-of-management/
Difference Between Management and Administration	http://alexispress.us/sdm_downloads/principles-of-management/
Organizing: Management of Marketing, Finance, and Human Resources	http://alexispress.us/sdm_downloads/principles-of-management/
Categories of Departmentation and their Responsibilities	http://alexispress.us/sdm_downloads/principles-of-management/
Development of Management Thoughts: Organization System	http://alexispress.us/sdm_downloads/principles-of-management/
Environmental Management: Social Responsibility and Business Ethics	http://alexispress.us/sdm_downloads/principles-of-management/
Management: Objectives, Planning and Controlling Methods	http://alexispress.us/sdm_downloads/principles-of-management/
A Brief Overview about Organization and Its Frame Work	http://alexispress.us/sdm_downloads/principles-of-management/
Exploring the Organizational Structure and Its Components	http://alexispress.us/sdm_downloads/functions-of-management-technology/
Delegation of Authority: Principle, Types and Order	http://alexispress.us/sdm_downloads/functions-of-management-technology/
A Brief History of Span Management	http://alexispress.us/sdm_downloads/functions-of-management-technology/
Management Control: Principles, Categories, and Approaches	http://alexispress.us/sdm_downloads/functions-of-management-technology/
Coordination Management: Nature and Significance	http://alexispress.us/sdm_downloads/functions-of-management-technology/
Total Quality Management and Quality Circles	http://alexispress.us/sdm_downloads/functions-of-management-technology/
Ethics, Corporate Responsibility and Sustainability	http://alexispress.us/sdm_downloads/functions-of-management-technology/
A Brief Overview about International Management	http://alexispress.us/sdm_downloads/functions-of-management-technology/
A Holistic Overview of Entrepreneurship and Its Management	http://alexispress.us/sdm_downloads/functions-of-management-technology/
Strategic Analysis: Understanding a Firm's Competitive Environment	http://alexispress.us/sdm_downloads/functions-of-management-technology/
Strategic Management Process: Achieving and Sustaining Competitive Advantage	http://alexispress.us/sdm_downloads/functions-of-management-technology/
Educational Quality Management: A Comprehensive Framework for Effective Implementation	http://alexispress.us/sdm_downloads/educational-quality-management/
Evolution of Quality in Education: Advancements and Challenges	http://alexispress.us/sdm_downloads/educational-quality-management/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Total Quality Management in Education: Implementation and Impact	http://alexispress.us/sdm_downloads/educational-quality-management/
Writers' Philosophy: Exploring Educational Quality Management	http://alexispress.us/sdm_downloads/educational-quality-management/
A Comprehensive Overview: Organization Management in Education System	http://alexispress.us/sdm_downloads/educational-quality-management/
Power of Teamwork in Education: Fostering Collaboration for Success	http://alexispress.us/sdm_downloads/educational-quality-management/
Integrity Tools for Effective Educational Management	http://alexispress.us/sdm_downloads/educational-quality-management/
A Comprehensive Overview: Measurement of Educational Quality	http://alexispress.us/sdm_downloads/educational-quality-management/
Costs of Prevention and Failure: Impact on Quality in Education	http://alexispress.us/sdm_downloads/educational-quality-management/
Evolution and Analysis of Components: Quality Framework	http://alexispress.us/sdm_downloads/educational-quality-management/
Impact of Educational Management: Significance and Influence in Education	http://alexispress.us/sdm_downloads/total-quality-management-in-education/
Analysis of Management at Different Levels-Elementary	http://alexispress.us/sdm_downloads/total-quality-management-in-education/
SWOT Analysis: Concept and Process	http://alexispress.us/sdm_downloads/total-quality-management-in-education/
Analysis of Education Administration: Roles, Functions, and Impact	http://alexispress.us/sdm_downloads/total-quality-management-in-education/
Analysis and Evolution of Organizational Competence	http://alexispress.us/sdm_downloads/total-quality-management-in-education/
Educational Leadership: Meaning, Scope, Importance and Styles	http://alexispress.us/sdm_downloads/total-quality-management-in-education/
Theories of Motivation: Understanding the Drivers of Human Behavior	http://alexispress.us/sdm_downloads/total-quality-management-in-education/
Impact of Motivation on Educational Management: Motivating the Employees	http://alexispress.us/sdm_downloads/total-quality-management-in-education/
A Comprehensive Overview: Key Aspects of Educational Management	http://alexispress.us/sdm_downloads/total-quality-management-in-education/
A Comprehensive Overview: Trainable Leadership Skills	http://alexispress.us/sdm_downloads/total-quality-management-in-education/
A Brief Overview of Institutionalization and Professionalization in Health Care Management	http://alexispress.us/sdm_downloads/health-care-management/
A New Lens on Organizational Innovations in Health Care	http://alexispress.us/sdm_downloads/health-care-management/
Describe Narratives of Health Policy	http://alexispress.us/sdm_downloads/health-care-management/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Comprehensive Overview about Measurement Theme	http://alexispress.us/sdm_downloads/health-care-management/
Importance of Culture in Health Care Organizations	http://alexispress.us/sdm_downloads/health-care-management/
A Comprehensive Overview: Critical Health Care Management Domain	http://alexispress.us/sdm_downloads/health-care-management/
Critical Management Studies: Building Critical Health Management System	http://alexispress.us/sdm_downloads/health-care-management/
A Comprehensive Overview: Re-humanizing Health Care	http://alexispress.us/sdm_downloads/health-care-management/
Patient-Cantered Care from the Patient Perspective	http://alexispress.us/sdm_downloads/health-care-management/
Clinical Ethics Support in Contemporary Health Care	http://alexispress.us/sdm_downloads/health-care-management/
Professional Boundaries: Inter Professional Interactions and Their Impact	http://alexispress.us/sdm_downloads/health-care-management/
A Comprehensive Overview: Leadership in Health Care Organizations	http://alexispress.us/sdm_downloads/health-care-management/
A Comprehensive Overview: Team Responsibility in Health Care	http://alexispress.us/sdm_downloads/health-care-management/
Communities of Practice and Situated Learning in Health Care	http://alexispress.us/sdm_downloads/health-care-system-and-management/
A Comprehensive Overview: Mobilizing Knowledge in Health Care	http://alexispress.us/sdm_downloads/health-care-system-and-management/
A Discursive Approach to Organizational Health Communication	http://alexispress.us/sdm_downloads/health-care-system-and-management/
A Comprehensive Overview: Patient Safety and Quality	http://alexispress.us/sdm_downloads/health-care-system-and-management/
Digital Technology: Analysing Implementing E-Health	http://alexispress.us/sdm_downloads/health-care-system-and-management/
Paradox of Health Care Performance Measurement and Management	http://alexispress.us/sdm_downloads/health-care-system-and-management/
Health Care Transparency in Organizational Perspective	http://alexispress.us/sdm_downloads/health-care-system-and-management/
A Comprehensive Overview: Replacing Care for Patient	http://alexispress.us/sdm_downloads/health-care-system-and-management/
Inter Organizational Networks in Health Care	http://alexispress.us/sdm_downloads/health-care-system-and-management/
A Comprehensive Overview: Public–Private Partnerships in Health Care	http://alexispress.us/sdm_downloads/health-care-system-and-management/
A Comprehensive Overview: Accountability in Health Care	http://alexispress.us/sdm_downloads/health-care-system-and-management/
Pharmaceuticals, Money, and the Health Care Organizational Field	http://alexispress.us/sdm_downloads/health-care-system-and-management/
Business, Primary and Secondary Market and Analysis	http://alexispress.us/sdm_downloads/security-analysis-and-portfolio-management/
An Overview of Board of Directors	http://alexispress.us/sdm_downloads/security-analysis-and-portfolio-management/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Role of Stock Exchanges in Financial Market	http://alexispress.us/sdm_downloads/security-analysis-and-portfolio-management/
An Overview of the Secondary Market	http://alexispress.us/sdm_downloads/security-analysis-and-portfolio-management/
Fundamental Analysis of Business Model	http://alexispress.us/sdm_downloads/security-analysis-and-portfolio-management/
Fundamental Analysis for Traders	http://alexispress.us/sdm_downloads/security-analysis-and-portfolio-management/
Technical Analysis of Rule-Based Trading	http://alexispress.us/sdm_downloads/security-analysis-and-portfolio-management/
Business and Economics for Mutual Fund	http://alexispress.us/sdm_downloads/security-analysis-and-portfolio-management/
A Brief Study on Net Asset Value of Money Market	http://alexispress.us/sdm_downloads/security-analysis-and-portfolio-management/
An Overview of Risk Management Process	http://alexispress.us/sdm_downloads/security-analysis-and-portfolio-management/
A Brief Study on Credit Risk and Liquidity Risk	http://alexispress.us/sdm_downloads/security-analysis-and-portfolio-management/
A Brief Study on Basic Trades of Traded Stock Options	http://alexispress.us/sdm_downloads/security-analysis-and-portfolio-management/
Inflation Derivatives for Managing and Hedging Inflation-Related Risks	http://alexispress.us/sdm_downloads/security-analysis-and-portfolio-management/
A Brief Discussion on Hedge Fund Risk	http://alexispress.us/sdm_downloads/holistic-approach-to-security-analysis-and-portfolio-management/
Relationship Between Companies and Financial Analysts	http://alexispress.us/sdm_downloads/holistic-approach-to-security-analysis-and-portfolio-management/
A Study on Trading Strategy for Day Trading	http://alexispress.us/sdm_downloads/holistic-approach-to-security-analysis-and-portfolio-management/
A Brief Discussion on Bid Price and Financial Bidding	http://alexispress.us/sdm_downloads/holistic-approach-to-security-analysis-and-portfolio-management/
A Brief Discussion on Process of Investment Management	http://alexispress.us/sdm_downloads/holistic-approach-to-security-analysis-and-portfolio-management/
A Brief Discussion on Long-Term Debt Financing	http://alexispress.us/sdm_downloads/holistic-approach-to-security-analysis-and-portfolio-management/
A Brief Discussion on Investment in Government Securities	http://alexispress.us/sdm_downloads/holistic-approach-to-security-analysis-and-portfolio-management/
A Brief Discussion on Measurement of Risk and Return	http://alexispress.us/sdm_downloads/holistic-approach-to-security-analysis-and-portfolio-management/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Overview on Risk-return relationship	http://alexispress.us/sdm_downloads/holistic-approach-to-security-analysis-and-portfolio-management/
Fundamental Aspect of Equity Shares Valuation	http://alexispress.us/sdm_downloads/holistic-approach-to-security-analysis-and-portfolio-management/
Fundamental Analysis and Efficient Market	http://alexispress.us/sdm_downloads/holistic-approach-to-security-analysis-and-portfolio-management/
A Brief Discussion on Importance of Industry Analysis	http://alexispress.us/sdm_downloads/holistic-approach-to-security-analysis-and-portfolio-management/
Application of Communication Skill and Its Function	http://alexispress.us/sdm_downloads/advanced-technical-communication/
An Overview on Level of Technical Communication	http://alexispress.us/sdm_downloads/advanced-technical-communication/
Introduction to Problems of Communication	http://alexispress.us/sdm_downloads/advanced-technical-communication/
Application of Verbal and Nonverbal Communication	http://alexispress.us/sdm_downloads/advanced-technical-communication/
A Brief Introduction to Cultural and Linguistic Barriers, And Verbal Communication	http://alexispress.us/sdm_downloads/advanced-technical-communication/
Importance and Application of Listening Skill	http://alexispress.us/sdm_downloads/advanced-technical-communication/
Importance and Types of Interviews of Technical Communication	http://alexispress.us/sdm_downloads/advanced-technical-communication/
Categories of Interview Questions and Basic of Interview	http://alexispress.us/sdm_downloads/advanced-technical-communication/
Interdiction and Importance of Group Discussion	http://alexispress.us/sdm_downloads/advanced-technical-communication/
Application and Advantages of Effective Reading Skills	http://alexispress.us/sdm_downloads/advanced-technical-communication/
Application of Grammar and Vocabulary and Its Advantages	http://alexispress.us/sdm_downloads/advanced-technical-communication/
Application of Written Communication and Its Future Requirement	http://alexispress.us/sdm_downloads/advanced-technical-communication/
An Overview on Effective Presentation Strategies	http://alexispress.us/sdm_downloads/advanced-technical-communication/
Introduction to Effective Presentation Strategies	http://alexispress.us/sdm_downloads/technical-communication-principles-and-practice/
Future Scope, Application and Advantages of Letter Writing	http://alexispress.us/sdm_downloads/technical-communication-principles-and-practice/
Application of Job and Its Features for Job Description	http://alexispress.us/sdm_downloads/technical-communication-principles-and-practice/
Application of Technical Proposals and Its Advantages	http://alexispress.us/sdm_downloads/technical-communication-principles-and-practice/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Application of Language Education and Scope	http://alexispress.us/sdm_downloads/technical-communication-principles-and-practice/
Technical Communication Overview and Fundamental Aspect	http://alexispress.us/sdm_downloads/technical-communication-principles-and-practice/
Introduction to Technical Listening and Speaking	http://alexispress.us/sdm_downloads/technical-communication-principles-and-practice/
Application of Reading and Writing and Its Advantages	http://alexispress.us/sdm_downloads/technical-communication-principles-and-practice/
An Overview on Non-Verbal Communication	http://alexispress.us/sdm_downloads/technical-communication-principles-and-practice/
An Introduction to Verbal Communication and Its Application	http://alexispress.us/sdm_downloads/technical-communication-principles-and-practice/
Application of Professional Communication and Its Advantages	http://alexispress.us/sdm_downloads/technical-communication-principles-and-practice/
An Introduction to Cross-Cultural Communication	http://alexispress.us/sdm_downloads/technical-communication-principles-and-practice/
Exploring the Importance of Ethics and its Types	http://alexispress.us/sdm_downloads/media-ethics-and-constitutional-law/
Nature of Truth of Religious Ethics	http://alexispress.us/sdm_downloads/media-ethics-and-constitutional-law/
Exploring The Truth About Different Types of Religion	http://alexispress.us/sdm_downloads/media-ethics-and-constitutional-law/
Investigating the Ethics in the Constitution of India	http://alexispress.us/sdm_downloads/media-ethics-and-constitutional-law/
Values and the Most Important Parts of the Constitution	http://alexispress.us/sdm_downloads/media-ethics-and-constitutional-law/
Components of the Criminal Justice System	http://alexispress.us/sdm_downloads/media-ethics-and-constitutional-law/
Freedom of Press and Right of Policy	http://alexispress.us/sdm_downloads/media-ethics-and-constitutional-law/
Exploring the Purpose of Communication and Media	http://alexispress.us/sdm_downloads/media-ethics-and-constitutional-law/
Relationship Between the Media and Ethics	http://alexispress.us/sdm_downloads/media-ethics-and-constitutional-law/
Exploring the Issues of Social Media and Citizen Reporters	http://alexispress.us/sdm_downloads/media-ethics-and-constitutional-law/
Self-Regulation versus Legal Regulation: An Analysis	http://alexispress.us/sdm_downloads/media-ethics-and-constitutional-law/
Issues Relating to Entry of Foreign Investment in Media	http://alexispress.us/sdm_downloads/media-ethics-and-constitutional-law/
Duty of Election Commission of India: An Overview	http://alexispress.us/sdm_downloads/media-ethics-and-constitutional-law/
Constitutional Rights of Media and limitation on Freedom of Speech and Expression	http://alexispress.us/sdm_downloads/handbook-of-communication-rights-law-and-ethics/
Exploring the Significance of Freedom of Press	http://alexispress.us/sdm_downloads/handbook-of-communication-rights-law-and-ethics/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Examining the Importance in the context of Fundamental Rights of Reasonable Restrictions	http://alexispress.us/sdm_downloads/handbook-of-communication-rights-law-and-ethics/
Fundamental Human Right: Freedom of Association	http://alexispress.us/sdm_downloads/handbook-of-communication-rights-law-and-ethics/
Code of Practice for Media in UK: A Review Study	http://alexispress.us/sdm_downloads/handbook-of-communication-rights-law-and-ethics/
Character Assassination of Victim of Sexual Assault	http://alexispress.us/sdm_downloads/handbook-of-communication-rights-law-and-ethics/
Media and Other Constitutional Estates: A Review Study	http://alexispress.us/sdm_downloads/handbook-of-communication-rights-law-and-ethics/
Media and Judiciary Contempt of Court: A Comprehensive Review	http://alexispress.us/sdm_downloads/handbook-of-communication-rights-law-and-ethics/
Relationship Between the Press and Contempt of Court	http://alexispress.us/sdm_downloads/handbook-of-communication-rights-law-and-ethics/
Examines the Significance and Implications of the Official Secrets Act	http://alexispress.us/sdm_downloads/handbook-of-communication-rights-law-and-ethics/
Issues Relating to Reporting Courts and Legislature in India	http://alexispress.us/sdm_downloads/handbook-of-communication-rights-law-and-ethics/
Rule of Law: Obstructing Court Process	http://alexispress.us/sdm_downloads/handbook-of-communication-rights-law-and-ethics/
Indian Economy on the Eve of Independence: Characteristics	http://alexispress.us/sdm_downloads/introduction-to-indian-economic-policy/
India's Industrial Transition Process	http://alexispress.us/sdm_downloads/introduction-to-indian-economic-policy/
Evaluating Development Strategies in India	http://alexispress.us/sdm_downloads/introduction-to-indian-economic-policy/
An Evaluation of the Heavy Industry Development Strategy	http://alexispress.us/sdm_downloads/introduction-to-indian-economic-policy/
A Brief Discussion on Eleventh Five Year Plan	http://alexispress.us/sdm_downloads/introduction-to-indian-economic-policy/
A Study on Economic Reforms in India Since 1991	http://alexispress.us/sdm_downloads/introduction-to-indian-economic-policy/
Exploration of Economic Reforms in India Since 1991	http://alexispress.us/sdm_downloads/introduction-to-indian-economic-policy/
A Study on Trends and Structure of National Income Since 1951	http://alexispress.us/sdm_downloads/introduction-to-indian-economic-policy/
A Study on Industrial Sector in Post-Reform Period	http://alexispress.us/sdm_downloads/introduction-to-indian-economic-policy/
A Brief Discussion on Problems in the Public Sector	http://alexispress.us/sdm_downloads/introduction-to-indian-economic-policy/
A Study on Efficiency of Public Sector Organizations	http://alexispress.us/sdm_downloads/introduction-to-indian-economic-policy/
Role of Infrastructure in Economic Development	http://alexispress.us/sdm_downloads/introduction-to-indian-economic-policy/
Economic Development of India's Transportation System	http://alexispress.us/sdm_downloads/introduction-to-indian-economic-policy/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Role of Indian Communication System	http://alexispress.us/sdm_downloads/indian-economic-policy-and-development/
A Brief Study on Infrastructure Private Investment	http://alexispress.us/sdm_downloads/indian-economic-policy-and-development/
Indian Financial System: Money Market and Monetary Policy	http://alexispress.us/sdm_downloads/indian-economic-policy-and-development/
Analysis of Financial Policy	http://alexispress.us/sdm_downloads/indian-economic-policy-and-development/
Analysis of Indian Monetary Policy	http://alexispress.us/sdm_downloads/indian-economic-policy-and-development/
Explain the Capital Market in India	http://alexispress.us/sdm_downloads/indian-economic-policy-and-development/
A Study on Institutions for investing: The Unit Trust of India	http://alexispress.us/sdm_downloads/indian-economic-policy-and-development/
Overview of India's Stock Market	http://alexispress.us/sdm_downloads/indian-economic-policy-and-development/
A Brief Discussion on Indian Fiscal Federalism	http://alexispress.us/sdm_downloads/indian-economic-policy-and-development/
A Brief Discussion on Parallel Economy	http://alexispress.us/sdm_downloads/indian-economic-policy-and-development/
Factors Contributing to the Production of Black Money	http://alexispress.us/sdm_downloads/indian-economic-policy-and-development/
Economic Policy Implementation: The Role of Panchayats and Pressure Groups	http://alexispress.us/sdm_downloads/indian-economic-policy-and-development/
The Central Concepts of Economics	http://alexispress.us/sdm_downloads/globalization-and-economic-development/
Modern Mixed Economy: Blending Market and Government Intervention	http://alexispress.us/sdm_downloads/globalization-and-economic-development/
Basic Element of Supply and Demand	http://alexispress.us/sdm_downloads/globalization-and-economic-development/
Elasticity and its Applications: Understanding Market Responsiveness	http://alexispress.us/sdm_downloads/globalization-and-economic-development/
Demand and Consumer Behavior: Understanding Market Preferences	http://alexispress.us/sdm_downloads/globalization-and-economic-development/
A Brief Overview: Production and Business Organization	http://alexispress.us/sdm_downloads/globalization-and-economic-development/
Analysis of Costs: Evaluating Expenses for Informed Decision-making	http://alexispress.us/sdm_downloads/globalization-and-economic-development/
Analysis of Perfectly Competitive Markets: Equilibrium and Efficiency	http://alexispress.us/sdm_downloads/globalization-and-economic-development/
Imperfect Competition and Monopoly: Market Structure and Behavior	http://alexispress.us/sdm_downloads/globalization-and-economic-development/
Economics of Uncertainty: Risks, Information, and Decision-making	http://alexispress.us/sdm_downloads/globalization-and-economic-development/
Dynamics of Income Determination: Factors Shaping Economic Earnings	http://alexispress.us/sdm_downloads/globalization-and-economic-development/
Labor Market: Employment, Wages, and Workforce Dynamics	http://alexispress.us/sdm_downloads/globalization-and-economic-development/

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Economic Analysis of Discrimination: Examining Impacts and Remedies	http://alexispress.us/sdm_downloads/globalization-and-economic-development/
Economics of Natural Resources: Utilization, Sustainability, and Conservation	http://alexispress.us/sdm_downloads/development-and-growth-economic-impacts-of-globalization/
A Brief Overview to Capital, Interest, and Profits	http://alexispress.us/sdm_downloads/development-and-growth-economic-impacts-of-globalization/
Government Taxation and Expenditure: F iscal Policies and Economic Impact	http://alexispress.us/sdm_downloads/development-and-growth-economic-impacts-of-globalization/
Overview of Government Expenditure: Budget Allocation and Priorities	http://alexispress.us/sdm_downloads/development-and-growth-economic-impacts-of-globalization/
State and Local Taxes: Revenue Sources and Allocation	http://alexispress.us/sdm_downloads/development-and-growth-economic-impacts-of-globalization/
International Trade: Global Commerce and Economic Integration	http://alexispress.us/sdm_downloads/development-and-growth-economic-impacts-of-globalization/
Economics of Protectionism: Impacts and Rationale for Trade Barriers	http://alexispress.us/sdm_downloads/development-and-growth-economic-impacts-of-globalization/
Macroeconomics: Analyzing the Economy at a National Level	http://alexispress.us/sdm_downloads/development-and-growth-economic-impacts-of-globalization/
Measuring Economic Activity: Indicators and Indices in Macroeconomics	http://alexispress.us/sdm_downloads/development-and-growth-economic-impacts-of-globalization/
Consumption and Investment: Key Drivers of Macroeconomic Growth	http://alexispress.us/sdm_downloads/development-and-growth-economic-impacts-of-globalization/
Business Cycles and Aggregate Demands	http://alexispress.us/sdm_downloads/development-and-growth-economic-impacts-of-globalization/
Money and the Financial System: Understanding Monetary Operation	http://alexispress.us/sdm_downloads/development-and-growth-economic-impacts-of-globalization/
A Comprehensive Overview: Preliminaries Foundation for Project Success	http://alexispress.us/sdm_downloads/modern-principles-of-microeconomics/
Basics of Supply and Demand: Balancing Market Forces	http://alexispress.us/sdm_downloads/modern-principles-of-microeconomics/
A Comprehensive Overview: Producers, Consumers, and Competitive Market	http://alexispress.us/sdm_downloads/modern-principles-of-microeconomics/
Decoding Consumer Behaviour: Understanding Motivations and Trends	http://alexispress.us/sdm_downloads/modern-principles-of-microeconomics/
Individual and Market Demand: Analysing Consumer Preferences	http://alexispress.us/sdm_downloads/modern-principles-of-microeconomics/

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

A Comprehensive Overview: Income and Substitution Effects	http://alexispress.us/sdm_downloads/modern-principles-of-microeconomics/
Market Demand: Understanding Consumer Behaviour and Expectations	http://alexispress.us/sdm_downloads/modern-principles-of-microeconomics/
A Comprehensive Overview: Network Externalities Analysis	http://alexispress.us/sdm_downloads/modern-principles-of-microeconomics/
Uncertainty and Consumer Behaviour: Navigating Decision-Making Challenges	http://alexispress.us/sdm_downloads/modern-principles-of-microeconomics/
Introducing a Production: Bringing Ideas to Life with Precision and Efficiency	http://alexispress.us/sdm_downloads/modern-principles-of-microeconomics/
Cost of Production: Analysing Expenses and Maximizing Efficiency	http://alexispress.us/sdm_downloads/modern-principles-of-microeconomics/
A Comprehensive Overview: Profit Maximization and Competitive Supply	http://alexispress.us/sdm_downloads/modern-principles-of-microeconomics/
Analysis of Competitive Market: Discovering Success Strategies	http://alexispress.us/sdm_downloads/modern-principles-of-microeconomics/
A Comprehensive Overview: Market Structure and Competitive Strategy	http://alexispress.us/sdm_downloads/principles-of-microeconomics-an-integrative-approach/
Monopolistic Competition and Oligopoly: Navigating Complex Market Structures	http://alexispress.us/sdm_downloads/principles-of-microeconomics-an-integrative-approach/
Market Power and Pricing: Strategies for Competitive Advantage	http://alexispress.us/sdm_downloads/principles-of-microeconomics-an-integrative-approach/
Understanding a Price Competition: Decoding Strategies for Market Success	http://alexispress.us/sdm_downloads/principles-of-microeconomics-an-integrative-approach/
A Comprehensive Overview: Game Theory and Competitive Strategy	http://alexispress.us/sdm_downloads/principles-of-microeconomics-an-integrative-approach/
Sequential Games: Strategic Decision-Making in Dynamic Environments	http://alexispress.us/sdm_downloads/principles-of-microeconomics-an-integrative-approach/
The Nash Equilibrium Revisited: Optimal Strategic Choices	http://alexispress.us/sdm_downloads/principles-of-microeconomics-an-integrative-approach/
Market for Factor Inputs: Balancing Supply and Demand	http://alexispress.us/sdm_downloads/principles-of-microeconomics-an-integrative-approach/
A Comprehensive Overview: Investment, Time, and Capital Markets	http://alexispress.us/sdm_downloads/principles-of-microeconomics-an-integrative-approach/
Equilibrium and Economic Efficiency: Achieving Optimal Resource Allocation	http://alexispress.us/sdm_downloads/principles-of-microeconomics-an-integrative-approach/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Markets with Asymmetric Information: Navigating the Shadows of Uncertainty	http://alexispress.us/sdm_downloads/principles-of-microeconomics-an-integrative-approach/
Externalities and Public Goods: Balancing Social Welfare	http://alexispress.us/sdm_downloads/principles-of-microeconomics-an-integrative-approach/
Introduction to Business Environment: Understanding the Factors Shaping Organizational Success	http://alexispress.us/sdm_downloads/fundamental-of-business-environment/
Environmental Screening: Assessing Factors for Strategic Decision-Making	http://alexispress.us/sdm_downloads/fundamental-of-business-environment/
Micro Business Environment: Navigating Factors for Small Business Success	http://alexispress.us/sdm_downloads/fundamental-of-business-environment/
Macro Business Environment: Analyzing Factors for Organizational Resilience	http://alexispress.us/sdm_downloads/fundamental-of-business-environment/
Political Environment: Navigating the Influence of Government on Business Operations	http://alexispress.us/sdm_downloads/fundamental-of-business-environment/
Economic Environment: Understanding the Impact on Business Operations and Strategies	http://alexispress.us/sdm_downloads/fundamental-of-business-environment/
Legal Environment: Navigating Laws and Regulations for Business Compliance and Success	http://alexispress.us/sdm_downloads/fundamental-of-business-environment/
Socio-Cultural Environment: Navigating Cultural Factors for Business Adaptation and Success	http://alexispress.us/sdm_downloads/fundamental-of-business-environment/
Business Environment of the Service Sector: Adapting to Challenges and Capitalizing on Opportunities	http://alexispress.us/sdm_downloads/fundamental-of-business-environment/
Preserving Our Planet: The Global Environment and Sustainable Solutions	http://alexispress.us/sdm_downloads/fundamental-of-business-environment/
Upholding Integrity and Values: The Importance of Business Ethics	http://alexispress.us/sdm_downloads/fundamental-of-business-environment/
Navigating the Horizon: Emerging Trends in India's Business Environment	http://alexispress.us/sdm_downloads/fundamental-of-business-environment/
Unleashing Potential: Understanding the Indian Business Environment	http://alexispress.us/sdm_downloads/fundamental-of-business-environment/
Dynamics in Motion: Recent Developments in Political, Economic, and Social Environments	http://alexispress.us/sdm_downloads/organisations-and-the-business-environment/
Industrial Policy and Regulatory Structure for Sustainable Development	http://alexispress.us/sdm_downloads/organisations-and-the-business-environment/
Foreign Technology Agreements: An Analysis of Collaborative Partnerships in the Global Technological Landscape	http://alexispress.us/sdm_downloads/organisations-and-the-business-environment/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Economic Environment of Business: Understanding its Impact on Organizational Success	http://alexispress.us/sdm_downloads/organisations-and-the-business-environment/
An Overview on Inflation: Causes, Effects, and Policy Implications	http://alexispress.us/sdm_downloads/organisations-and-the-business-environment/
Political and Government Environment: An Analysis of Power Dynamics, Governance, and Citizen Engagement	http://alexispress.us/sdm_downloads/organisations-and-the-business-environment/
Monetary Policy: A Key Instrument for Economic Stability and Growth	http://alexispress.us/sdm_downloads/organisations-and-the-business-environment/
Socio-Cultural Environment: Exploring the Influences, Impacts, and Dynamics	http://alexispress.us/sdm_downloads/organisations-and-the-business-environment/
Business Ethics: Navigating Moral Principles and Responsible Conduct	http://alexispress.us/sdm_downloads/organisations-and-the-business-environment/
Corporate Governance in India: Enhancing Transparency, Accountability, and Stakeholder Confidence	http://alexispress.us/sdm_downloads/organisations-and-the-business-environment/
Changes in the Business Environment: Adapting Strategies for Success	http://alexispress.us/sdm_downloads/organisations-and-the-business-environment/
Strategies for Analyzing the Business Environment: Insights for Informed Decision-making	http://alexispress.us/sdm_downloads/organisations-and-the-business-environment/
A Brief Introduction to Supply Chain Management System	http://alexispress.us/sdm_downloads/principle-of-supply-chain-management/
The Global Impact: Applications and Responsibilities	http://alexispress.us/sdm_downloads/principle-of-supply-chain-management/
Components of the Supply Chain Management	http://alexispress.us/sdm_downloads/principle-of-supply-chain-management/
Objective and Importance of Supply Chain Management	http://alexispress.us/sdm_downloads/principle-of-supply-chain-management/
Supply Chain Performance: Achieving Strategic Fit and Scope	http://alexispress.us/sdm_downloads/principle-of-supply-chain-management/
Introduction to Supply Chain Drivers and Metrics	http://alexispress.us/sdm_downloads/principle-of-supply-chain-management/
Designing Distribution Networks and Applications to Online Sales	http://alexispress.us/sdm_downloads/principle-of-supply-chain-management/
Manufacturer Storage: Direct Shipping and In-Transit Merge	http://alexispress.us/sdm_downloads/principle-of-supply-chain-management/
Application of Network Design in Supply Chain Management	http://alexispress.us/sdm_downloads/principle-of-supply-chain-management/
An Introduction to Designing Global Supply Chain Networks	http://alexispress.us/sdm_downloads/principle-of-supply-chain-management/
A Brief Overview: Risk Management in Global Supply Chain	http://alexispress.us/sdm_downloads/principle-of-supply-chain-management/
Demand Forecasting in the Supply Chain: Anticipating Market Needs	http://alexispress.us/sdm_downloads/principle-of-supply-chain-management/
Aggregate Planning in a Supply Chain: Balancing Capacity and Demand	http://alexispress.us/sdm_downloads/principle-of-supply-chain-management/

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Sales and Operations Planning: Demand in a Supply Chain	http://alexispress.us/sdm_downloads/inventory-and-production-management-in-supply-chains/
A Brief Introduction to Coordination in a Supply Chain	http://alexispress.us/sdm_downloads/inventory-and-production-management-in-supply-chains/
Managing Economies of Scale in a Supply Chain: Cycle Inventory	http://alexispress.us/sdm_downloads/inventory-and-production-management-in-supply-chains/
Managing Uncertainty in a Supply Chain: Safety Inventory	http://alexispress.us/sdm_downloads/inventory-and-production-management-in-supply-chains/
Meeting Consumer Demands: Organizational Strategies in Supply Chain	http://alexispress.us/sdm_downloads/inventory-and-production-management-in-supply-chains/
A Brief Overview: Optimal Level of Product Availability	http://alexispress.us/sdm_downloads/inventory-and-production-management-in-supply-chains/
A Brief Overview: Transportation in Supply Chain Management	http://alexispress.us/sdm_downloads/inventory-and-production-management-in-supply-chains/
Risk Management in Transportation: Efficient Supply Chain Operations	http://alexispress.us/sdm_downloads/inventory-and-production-management-in-supply-chains/
An Introduction to Sourcing Decisions in a Supply Chain	http://alexispress.us/sdm_downloads/inventory-and-production-management-in-supply-chains/
Basic Introduction to Pricing and Revenue Management in a Supply Chain	http://alexispress.us/sdm_downloads/inventory-and-production-management-in-supply-chains/
Introduction to Information Technology and Its Application	http://alexispress.us/sdm_downloads/inventory-and-production-management-in-supply-chains/
Sustainability and Supply Chain: Balancing Environmental	http://alexispress.us/sdm_downloads/inventory-and-production-management-in-supply-chains/
An Overview of Enterprise Resource Planning (ERP)	http://alexispress.us/sdm_downloads/erp-and-integrated-business-processes/
A Brief Study on ERP and Related Technology	http://alexispress.us/sdm_downloads/erp-and-integrated-business-processes/
A Brief Study on Business Process Re-Engineering	http://alexispress.us/sdm_downloads/erp-and-integrated-business-processes/
Manufacturing Perspective of ERP	http://alexispress.us/sdm_downloads/erp-and-integrated-business-processes/
Analysis of ERP Modules	http://alexispress.us/sdm_downloads/erp-and-integrated-business-processes/
Evaluation of Enterprise Resource Planning (ERP) Benefits	http://alexispress.us/sdm_downloads/erp-and-integrated-business-processes/

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

An Overview of Enterprise Resource Planning (ERP) Market	http://alexispress.us/sdm_downloads/erp-and-integrated-business-processes/
A Study on Enterprise Resource Planning (ERP) Implementation Lifecycle	http://alexispress.us/sdm_downloads/erp-and-integrated-business-processes/
A Brief Study on Enterprise Resource Planning (ERP) Vendors, Consultants and Users	http://alexispress.us/sdm_downloads/erp-and-integrated-business-processes/
A Brief Discussion on Enterprise Resource Planning (ERP) Future Directions	http://alexispress.us/sdm_downloads/erp-and-integrated-business-processes/
A Brief Introduction on ERP-II	http://alexispress.us/sdm_downloads/erp-and-integrated-business-processes/
A Brief Study on Building and Deploying an Information System	http://alexispress.us/sdm_downloads/erp-and-integrated-business-processes/
A Study on Case Study – ERP SAP Implementation	http://alexispress.us/sdm_downloads/integrated-business-processes-with-erp-systems/
A Study on Case Study – ERP Application on Supply Chain	http://alexispress.us/sdm_downloads/integrated-business-processes-with-erp-systems/
Introduction About the Business Processes	http://alexispress.us/sdm_downloads/integrated-business-processes-with-erp-systems/
Introduction about the Enterprise Systems	http://alexispress.us/sdm_downloads/integrated-business-processes-with-erp-systems/
A Brief Discussion on Accounting	http://alexispress.us/sdm_downloads/integrated-business-processes-with-erp-systems/
Accounts in the GL00 Chart of Accounts	http://alexispress.us/sdm_downloads/integrated-business-processes-with-erp-systems/
Master Data and Key Concepts of Procurement	http://alexispress.us/sdm_downloads/integrated-business-processes-with-erp-systems/
A Brief Discussion on Fulfillment Process	http://alexispress.us/sdm_downloads/integrated-business-processes-with-erp-systems/
A Brief Study on Production Process	http://alexispress.us/sdm_downloads/integrated-business-processes-with-erp-systems/
Inventory and Warehouse Management Processes	http://alexispress.us/sdm_downloads/integrated-business-processes-with-erp-systems/
A Brief Discussion on Material Planning Process	http://alexispress.us/sdm_downloads/integrated-business-processes-with-erp-systems/
A Study on Understanding Process Integration	http://alexispress.us/sdm_downloads/integrated-business-processes-with-erp-systems/
Introduction to Consumer Behavior	http://alexispress.us/sdm_downloads/consumer-behavior-and-advertising-management/
Psychographic or Lifestyle Segmentation and Environmental Influences	http://alexispress.us/sdm_downloads/consumer-behavior-and-advertising-management/
Concept of Culture and Subculture	http://alexispress.us/sdm_downloads/consumer-behavior-and-advertising-management/
Cultural Variations in Non-Verbal Communications	http://alexispress.us/sdm_downloads/consumer-behavior-and-advertising-management/
A Brief Study on Social Class in Consumer Behavior	http://alexispress.us/sdm_downloads/consumer-behavior-and-advertising-management/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Analysis of Social Group in Consumer Behavior	http://alexispress.us/sdm_downloads/consumer-behavior-and-advertising-management/
Family Buying Influences, Family Life Cycle and Buying Roles	http://alexispress.us/sdm_downloads/consumer-behavior-and-advertising-management/
Analysis of Diffusion of Innovation	http://alexispress.us/sdm_downloads/consumer-behavior-and-advertising-management/
Role of Motivation and Involvement in Consumer Behavior	http://alexispress.us/sdm_downloads/consumer-behavior-and-advertising-management/
Individual Determinants and Personality and Self Concept	http://alexispress.us/sdm_downloads/consumer-behavior-and-advertising-management/
Information Processing Learning and Memory	http://alexispress.us/sdm_downloads/consumer-behavior-and-advertising-management/
Purchasing Process and Outlet Selection	http://alexispress.us/sdm_downloads/consumer-behavior-and-advertising-management/
Purchase Behavior and Post-Purchase Behavior	http://alexispress.us/sdm_downloads/consumer-behavior-and-advertising-management/
Overview of Organizational Buying Behavior	http://alexispress.us/sdm_downloads/contemporary-marketing-and-consumer-behavior/
Strategies for Advertising and Advertising Campaign Planning	http://alexispress.us/sdm_downloads/contemporary-marketing-and-consumer-behavior/
Message Creation and Copywriting in Adverting Management	http://alexispress.us/sdm_downloads/contemporary-marketing-and-consumer-behavior/
Understanding the Models of Consumer Behavior	http://alexispress.us/sdm_downloads/contemporary-marketing-and-consumer-behavior/
Analysis the Consumerism in consumer behavior	http://alexispress.us/sdm_downloads/contemporary-marketing-and-consumer-behavior/
Role of E-Consumer Behavior in Customer Delight	http://alexispress.us/sdm_downloads/contemporary-marketing-and-consumer-behavior/
Decision-Making Process in Consumer Behavior	http://alexispress.us/sdm_downloads/contemporary-marketing-and-consumer-behavior/
Analysis of Consumer Research	http://alexispress.us/sdm_downloads/contemporary-marketing-and-consumer-behavior/
A Study on Changing Consumer Behavior	http://alexispress.us/sdm_downloads/contemporary-marketing-and-consumer-behavior/
Overview of Advertising Management	http://alexispress.us/sdm_downloads/contemporary-marketing-and-consumer-behavior/
Analysis the Process of Advertising	http://alexispress.us/sdm_downloads/contemporary-marketing-and-consumer-behavior/
A Study on Management of Advertising Agency	http://alexispress.us/sdm_downloads/contemporary-marketing-and-consumer-behavior/
Organizational Behaviour: Fundamental Concepts and Principles	http://alexispress.us/sdm_downloads/organizational-behaviour-and-human-resources-dynamics/
Selection of Stimuli: Influencing Perception and Response	http://alexispress.us/sdm_downloads/organizational-behaviour-and-human-resources-dynamics/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Cognitive Learning Theory: Understanding Mental Processes in Learning	http://alexispress.us/sdm_downloads/organizational-behaviour-and-human-resources-dynamics/
Explores the Importance of Charismatic Leadership Theory	http://alexispress.us/sdm_downloads/organizational-behaviour-and-human-resources-dynamics/
Different Stages of Group Development: Forming to Performing	http://alexispress.us/sdm_downloads/organizational-behaviour-and-human-resources-dynamics/
Organizational Behaviour & Foundations of Individual Behaviour	http://alexispress.us/sdm_downloads/organizational-behaviour-and-human-resources-dynamics/
Job Satisfaction: Understanding Employee Contentment at Work	http://alexispress.us/sdm_downloads/organizational-behaviour-and-human-resources-dynamics/
Explores the Three Ego states: Communication and Behavior	http://alexispress.us/sdm_downloads/organizational-behaviour-and-human-resources-dynamics/
Affective Events Theory: Emotions and Their Impact on Work	http://alexispress.us/sdm_downloads/organizational-behaviour-and-human-resources-dynamics/
Group Dynamics & Team Development: Building Effective Collaborations	http://alexispress.us/sdm_downloads/organizational-behaviour-and-human-resources-dynamics/
Aspect of Organizational Success: Group Performance	http://alexispress.us/sdm_downloads/organizational-behaviour-and-human-resources-dynamics/
Strategic Conflict Management: Navigating Disputes for Positive Outcomes	http://alexispress.us/sdm_downloads/organizational-behaviour-and-human-resources-dynamics/
Human Resource Management and Planning: Aligning Talent with Goals	http://alexispress.us/sdm_downloads/organizational-behaviour-and-human-resources-dynamics/
Conservative Attitude of Top Management: Balancing Stability and Innovation	http://alexispress.us/sdm_downloads/understanding-the-basic-dynamics-of-organizing/
Fundamental Processes of Recruitment & Selection	http://alexispress.us/sdm_downloads/understanding-the-basic-dynamics-of-organizing/
Methods of Recruitment for Organization: Attracting and Selecting Talent	http://alexispress.us/sdm_downloads/understanding-the-basic-dynamics-of-organizing/
Aspect of Human Resource Management: Importance of Talent Retention	http://alexispress.us/sdm_downloads/understanding-the-basic-dynamics-of-organizing/
Training and Development: Nurturing Employee Growth and Skills	http://alexispress.us/sdm_downloads/understanding-the-basic-dynamics-of-organizing/
People Capability Maturity Model: Enhancing Organizational Capabilities	http://alexispress.us/sdm_downloads/understanding-the-basic-dynamics-of-organizing/
Structured Approach: Performance Management System	http://alexispress.us/sdm_downloads/understanding-the-basic-dynamics-of-organizing/

IQAC
Bangalore
DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Explores Different Methods of Performance Appraisal	http://alexispress.us/sdm_downloads/understanding-the-basic-dynamics-of-organizing/
Exploring key Components of Compensation Management	http://alexispress.us/sdm_downloads/understanding-the-basic-dynamics-of-organizing/
Managing Industrial Relations: Strategies for Harmony and Productivity	http://alexispress.us/sdm_downloads/understanding-the-basic-dynamics-of-organizing/
Reason Behind different Approaches to Industrial Relations	http://alexispress.us/sdm_downloads/understanding-the-basic-dynamics-of-organizing/
Industrial Disputes: Causes and Types Explored	http://alexispress.us/sdm_downloads/understanding-the-basic-dynamics-of-organizing/
Women's Empowerment in India: Towards Equality and Progress	http://alexispress.us/sdm_downloads/women-empowerment-and-gender-parity/
Gender Discrimination in India: Breaking the Shackles of Inequality	http://alexispress.us/sdm_downloads/women-empowerment-and-gender-parity/
Advancing Women's Rights: Striving for Equality and Empowerment	http://alexispress.us/sdm_downloads/women-empowerment-and-gender-parity/
Women's Movements in India: A Journey towards Equality and Empowerment	http://alexispress.us/sdm_downloads/women-empowerment-and-gender-parity/
Breaking the Chains: The Movement against Dowry in India	http://alexispress.us/sdm_downloads/women-empowerment-and-gender-parity/
Balancing Health and Work: Health Conditions and Work-Related Issues of Indian	http://alexispress.us/sdm_downloads/women-empowerment-and-gender-parity/
Family Planning and Welfare: Promoting Reproductive Health and Sustainable Development	http://alexispress.us/sdm_downloads/women-empowerment-and-gender-parity/
Breaking the Barriers: Addressing Work-Related Issues - Prejudices, Sex-Related Violence, and Gender Discrimination	http://alexispress.us/sdm_downloads/women-empowerment-and-gender-parity/
Political, Social and Economic Conditions of Women	http://alexispress.us/sdm_downloads/women-empowerment-and-gender-parity/
Trailblazers of Independence: Women in India's Freedom Struggle	http://alexispress.us/sdm_downloads/women-empowerment-and-gender-parity/
Economic Conditions: Prostitution and the Struggle for Dignity and Empowerment	http://alexispress.us/sdm_downloads/women-empowerment-and-gender-parity/
Nurturing Equality: Exploring the Social and Economic Conditions of Women	http://alexispress.us/sdm_downloads/women-empowerment-and-gender-parity/
Breaking the Cycle: Combating Domestic Violence against Women	http://alexispress.us/sdm_downloads/women-empowerment-and-gender-parity/
Empowering Minds: Women's Education in India	http://alexispress.us/sdm_downloads/women-empowerment-challenges-and-strategies/
Striving for Fairness: Equality of Opportunities and Equity	http://alexispress.us/sdm_downloads/women-empowerment-challenges-and-strategies/
Nurturing Excellence: An Overview on Quality in Education	http://alexispress.us/sdm_downloads/women-empowerment-challenges-and-strategies/
Advancing Together: Women and Development	http://alexispress.us/sdm_downloads/women-empowerment-challenges-and-strategies/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Breaking Barriers: An Overview on Women in Decision Making	http://alexispress.us/sdm_downloads/women-empowerment-challenges-and-strategies/
Driving Progress: Women in National Development	http://alexispress.us/sdm_downloads/women-empowerment-challenges-and-strategies/
Creating Pathways for Success: Quality Learning Environments	http://alexispress.us/sdm_downloads/women-empowerment-challenges-and-strategies/
Empowering Vulnerable Groups: Socioeconomic and Cultural Interventions for Inclusive Development	http://alexispress.us/sdm_downloads/women-empowerment-challenges-and-strategies/
Unleashing Potential: Women Education and Empowerment in India	http://alexispress.us/sdm_downloads/women-empowerment-challenges-and-strategies/
Breaking Barriers: Women Empowerment through Sports	http://alexispress.us/sdm_downloads/women-empowerment-challenges-and-strategies/
Bridging the Gap: The Need for Women Empowerment in R&D Wings of Science and Technology	http://alexispress.us/sdm_downloads/women-empowerment-challenges-and-strategies/
Educators for Empowerment: Women as Educationists	http://alexispress.us/sdm_downloads/women-empowerment-challenges-and-strategies/
Introduction of the Water Resources and Its Benefits	http://alexispress.us/sdm_downloads/integrated-approach-water-resources/
Water Resources Sustainability: Ensuring Responsible Management	http://alexispress.us/sdm_downloads/integrated-approach-water-resources/
Challenges to Water Resources Sustainability: Preserving a Vital Resource	http://alexispress.us/sdm_downloads/integrated-approach-water-resources/
Water Budgets: Managing the Balance of Water Resources	http://alexispress.us/sdm_downloads/integrated-approach-water-resources/
Hydraulic Processes: Understanding Flow and Hydrostatic Forces	http://alexispress.us/sdm_downloads/integrated-approach-water-resources/
Control Volume Approach in Hydro Systems: Analysis and Applications	http://alexispress.us/sdm_downloads/integrated-approach-water-resources/
Features of Hydraulic Processes: Pressurized Pipe Flow	http://alexispress.us/sdm_downloads/integrated-approach-water-resources/
Hydraulic Processes: Open-Channel Flow Analysis and Characteristics	http://alexispress.us/sdm_downloads/integrated-approach-water-resources/
Application of the Specific Energy, Momentum, and Specific Force	http://alexispress.us/sdm_downloads/integrated-approach-water-resources/
Hydraulic Processes: Groundwater Flow and Aquifer Dynamics	http://alexispress.us/sdm_downloads/integrated-approach-water-resources/
Saturated Flow: Understanding Fluid Movement in Porous Media	http://alexispress.us/sdm_downloads/integrated-approach-water-resources/
Steady-State Well Hydraulics: Analysis of Aquifer Behavior and Well Performance	http://alexispress.us/sdm_downloads/water-resource-systems-planning-and-management/
Transient Well Hydraulics in Unconfined Aquifers: Time-dependent Behavior	http://alexispress.us/sdm_downloads/water-resource-systems-planning-and-management/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore

Groundwater Resources: Exploration, Assessment, and Management	http://alexispress.us/sdm_downloads/water-resource-systems-planning-and-management/
Hydrologic Processes: Understanding the Movement and Distribution of Water	http://alexispress.us/sdm_downloads/water-resource-systems-planning-and-management/
Atmospheric and Ocean Circulation: Drivers of Climate and Weather Patterns	http://alexispress.us/sdm_downloads/water-resource-systems-planning-and-management/
Estimated Limiting Storms: Understanding Extreme Weather Events	http://alexispress.us/sdm_downloads/water-resource-systems-planning-and-management/
Surface Runoff: Hydrological Process and Its Impacts	http://alexispress.us/sdm_downloads/water-resource-systems-planning-and-management/
Synthetic Unit Hydrographs: Estimating Rainfall-Runoff Relationships	http://alexispress.us/sdm_downloads/water-resource-systems-planning-and-management/
Reservoir and Stream Flow Routing: Modelling Water Movement in Systems	http://alexispress.us/sdm_downloads/water-resource-systems-planning-and-management/
Features of Kinematic Wave Model for Channels	http://alexispress.us/sdm_downloads/water-resource-systems-planning-and-management/

Regional College Of Management Bangalore
IQAC
Bangalore

DIRECTOR
REGIONAL COLLEGE OF MANAGEMENT BANGALORE
Devanahalli, Bangalore