Q.1 What makes an effective vision? Discuss the benefits of an effective vision in detail.

Vision and Mission statements are successful if anyone in the organisation can recall them upon request and does so with a hint of pride. Then the Vision and Mission can yield benefits like:

1. Guide the Thinking and Actions of Employees

When people are about to invest a lot of time and energy into an endeavour, they want to know they are doing "the right thing". They want to know their actions will not generate criticism and hopefully garner praise.

If there are clear Vision and Mission statements, the whole organisation has adopted them, and the employee has correctly interpreted them, then an employee can ask "Will this action be in alignment with our Mission? Will this action get us closer to our Vision?"

Having a reliable way for someone in an organisation to internally validate their thinking and actions means they can focus more of their time on moving the organisation forward rather than worrying about justifying the soundness of what they are doing.

2. Help Determine and Inform Performance Standards

Like guiding thinking and actions of employees, strong Vision and Mission statements will make it much easier to construct transparent and consistent performance standards and measurements. One can ask "What behaviours do we want to encourage/discourage that would bring us in alignment with our Mission and closer to our Vision?"

Not only can performance tools be aligned to the Vision and Mission, but the performance tools can be used to help align the organisation.

3. Help Attract Appropriate Talent

Clear and easily understood Vision and Mission statements help with hiring in several ways. Making the Vision and Mission not only public but also communicating them to candidates means that some candidates will select themselves out because they know the organisation would not be a good fit for them.

Since performance standards align with the Vision and Mission, then we know what behaviours, characteristics and skills are needed to help fulfil the Mission and achieve the Vision. When conducting interviews, interviewers can use the information to guide their questioning and assessment of candidates.

4. Provide Context and Reduce Friction During Organisational Restructures

Organisational Restructures and major reallocations of resources can be very stressful. However, if the restructure aligns with the Vision and Mission, it can help give some context to the restructure.

When people understand why the change has to happen, and they can see how that change would improve the organisation, then they are going to be more accepting even if it might cause some personal grief.

5. Provide a Stable Framework that can Outlast Internal Changes

Creating a crisp and inspiring Mission and Vision and then weaving it into the fabric of an organisation is hard. But when the Vision and Mission are an integral part of the organisation they give the company strength and direction well after those who helped create it are gone.

A charismatic leader or founder may leave, or C level management may change, but the company continues from strength to strength. The Vision and Mission providing an almost spiritual leadership that can help ensure the actual leaders that take over following in the footsteps of those who came before them.

6. Inspire People to be Focused and Productive

The Vision and Mission need to be inspiring. They need to resonate with everyone in the organisation. They need to help provide meaning and purpose. Therefore Vision and Mission can't just be about increasing revenue because that doesn't motivate someone doing their shift in Customer Service.

Once a Vision and Mission have sparked inspiration with the individual, the team and the organisation, then they operate in a state of focus. Being focused allows an individual and an organisation to channel their energy and creativity into a single and concentrated direction, the Vision and Mission. It is the difference between trying to push a blunt pencil versus a sharp pencil through a sheet of paper.

7. Facilitate Collaboration with Teams, Customers, Suppliers and Partners

When teams in an organisation have a common Vision and Mission, they can look beyond internal politics and KPIs and can collaborate. Helping you may cost me, but it brings us closer to our Vision and Mission.

When the Vision and Mission are crisp and inspiring, beyond just those in the organisation, then customers, suppliers and partners can feel part of something special too. Customers know why they use your services. Partners know why they collaborate with you rather than a competitor and Suppliers feel proud that their product or service can help you achieve your Vision and Mission.

8. Help with Public Relations

Since Vision and Mission help define an organisation's identity, then it makes sense that the Vision and Mission are an important part of a company's Public Relations strategy. Who we are, what we do, and why we do it are enshrined in the Vision and Mission, and that is also what we want to communicate to the outside world.

Since the company arranges itself around the Vision and Mission, aligning the company's brand and communications with the Vision and Mission means that there will be consistency between what happens inside and what is communicated outside. Keeping the company and its public image in sync gives its public persona greater gravitas.

Q.2 Describe the importance of optimism and enthusiasm in leadership qualities, how these qualities make a leader stronger?

There is no exact definition for what a leader does. Each leader's style of leadership is influenced by their personality and the challenges that they are faced with.

There are, however, some qualities that all good leaders share. They are:

- Accountability
- Awareness
- Confidence
- Decisiveness
- Empathy
- Focus
- Honesty
- Inspiration
- Optimism

There are a number of functions that leadership plays in ensuring the smooth operation of an organization.

1. Initiate Action

A good leader is a person who actually starts the work that an organization needs to get done. They will explain the plan of action to their subordinates and communicate policies that will need to be complied with when getting the work done.

2. Offer Guidance

While their subordinates may be the ones to execute tasks, leaders need to be there for them in case they require assistance along the way. A good leader makes sure to provide guidance for others so that they can complete tasks effectively and with minimal hassle.

3. Inspire

A great leader can motivate others to realize their full potentials and get the job done. There are a number of ways in which a leader can inspire others to use their initiatives for the good of the company. This includes potential promotions, pay raises, and other job perks.

4. Instill Confidence

While some team members may express self-doubts when approaching new challenges, a good leader will do their best to provide them with confidence. Listen to team members' complaints and issues while readily providing positive feedback on a job well done. Remember to show faith in employees' abilities.

5. Build Morale

In order for employees to effectively cooperate with one another, they need to have the willingness to do so. A big part of earning their willingness to cooperate is by building morale. An effective leader can boost morale so their team can achieve optimal cooperation.

6. Be Role Models

Subordinates look towards their leaders as an example of how to act. A good leader will show their subordinates the right way to behave and instill enthusiasm for the work they are doing. If leaders are humble and accountable, subordinates will also learn to behave this way.
Leaders can also provide team members with a good feel for the company culture in the process.

7. Consolidation

Leaders can bring together team members in order to work towards a common goal. This is achieved by coordinating the efforts of different team members and ensuring that they align their personal interests with organizational goals.

8. Spotting Talent

Effective leaders are able to recognize the potentials of team members and will have the ability to select the right people for the right jobs. This will then allow leaders to trust the people they have appointed to get the job done correctly.

9. Public Image

Leaders are not only responsible for managing their teammates. They are also responsible for ensuring that their organizations have a positive public image. As spokespersons, good leaders will be sure to present their organizations in a positive light when spending time in the public eye.

10. Improved working environment

By effectively performing the other functions that have been listed above, leaders can provide team members with a more positive and productive working environment.

I am frequently leery of enthusiastic people for the following reasons:

1) They seem to insist that I be enthusiastic about the same things that they are and are insulted if I am not. I figure it is my choice as to what I am enthusiastic about.

2) They try to use emotion to persuade me. I tend to rely on thinking, and look for logical rationale. However if a person is willing to make great sacrifices for some cause, that is more persuasive than their show of enthusiasm.

3) It is good that you reminded people to provide direction, structure and define processes, as enthusiastic people are often weak in those areas. They may struggle to difficult time define criteria for what is excellence, judging others on enthusiasm rather than results.

Optimism is about making intelligent choices. An optimistic leader acknowledges both good and bad in most situations, but chooses to focus on the good. An example is your own employees who have both, strengths and weaknesses. An optimistic leader perceives the strengths and helps employees build on them while simultaneously inspiring them to improve upon their weaknesses. That way, employees are inspired to give their individual best. Optimism also has the power to propel people to take action. Rather than dwelling on obstacles, an optimistic leader focusses on solutions. He/she will typically ask, "What is the best that can be done in the given situation? What are the learnings that can help in the future?" An optimistic leader might not be successful in all his/her endeavors. But he/she doesn't give up without a fight and will appraise events objectively. This banishes the fear of failure and drives a culture of confidence and success among the workforce. An optimistic leader is also open to new ideas and feedback. This helps to collaborate, build relationships and encourages creativity and innovation. Employees want to follow a leader with a positive attitude. A leader with negative attitude can sap the energy of a workplace, give stress, kill productivity, and create a toxic work environment.

Q.3   Do you think that management have level of change management, if yes discuss such levels in detail?

Organizations are facing larger and more frequent changes in the current economic climate. A changing marketplace, empowered workforce and technological advancements have created an environment where change is now a part of everyday business. In this environment, organizations are beginning to recognize the importance of building the competency to rapidly and successfully change. Prosci's Change Management Maturity Model, based on benchmarking research, describes the varying levels of change management capability across organizations. The maturity model has five levels, from no change management to organizational competency. Each level involves more attention and management of the people side of change.

Level 5	Organizational Competency	Change management competency is evident in all levels of the organization and is part of the organization's intellectual property and competitive edge	Continuous process improvement in place	Highest profitability and responsiveness
Level 4	Organizational Standards	Organization-wide standards and methods are broadlly deployed for managing and leading change	Selection of common approach	↑↓
Level 3	Multiple Projects	Comprehensive approach for managing change is being applied in multiple projects	Examples of best practices evident	
Level 2	Isolated Projects	Some elements of change management are being applied in isoloated projects	Many different tactics used inconsistently	
Level 1	Ad Hoc or Absent	LIttle or no change management applied	People-dependent without any formal practices or plans	Highest rate of project failure, turnover and productivity loss

Level 1: Ad Hoc or Absent Change Management

At Level 1 of the organizational change management maturity model, project teams are not aware of change management and do not consider it as a formal approach for managing the people side of change.

Use at the Project Level: Change management is applied on a project only as a last resort when employee resistance jeopardizes the success of the project.

Level 1 Integration Between Project Management and Change Management

Change management is reactive and an add-on to the project. No integration with project management takes place at the beginning of the project.

Projects at this level can have one or more of the following characteristics:

- Project leadership is focused only on the technical side of the project including funding, schedule, issue tracking and resource management
- Communications from the project are infrequent and delivered on a need-to-know basis
- Employees find out about the change first through rumors and gossip rather than structured presentations
- Executive support is only evident through funding authorization and resource allocation; there is no active and visible sponsorship
- Supervisors and managers have little or no information about the change and have no change management skills to coach their employees through the change process
- Employees react to change with surprise and can be very resistant
- Productivity slows and turnover increases as the change nears full implementation

Steps for Moving to Level 2

- Attend change management training, purchase change management resources or engage change management consultants
- Apply change management to isolated projects and use change management techniques to help projects that are currently experiencing resistance to change

Level 2: Change Management on Isolated Projects

In Level 2, elements of change management begin to emerge in isolated parts of the organization. The effort to manage the people side of change is infrequent and is not centralized.

Characteristics of this level are:

- A large variation of change management practices exists between projects with many different change management approaches applied sporadically throughout the organization; some projects may be effectively managing change while others are still in Level 1
- There are elements of communication planning, but there is little sponsorship or coaching
- Managers and supervisors have no formal change management training to coach their employees through the change process
- Change management is typically used in response to a negative event
- Little interaction occurs between the isolated project teams using change management; each new project "re-learns" the basic change management skills

Level 2 Change Management and Project Management Integration

In Level 2, projects apply change management when resistance emerges or when the project nears implementation. Only isolated projects use change management at the beginning of their project. Some elements of communication planning occur early in the lifecycle.

At this stage, change management is not fully integrated into project management. On projects that use change management, the project team is aware and knowledgeable of change management. In certain instances, a change management advocate can encourage the integration of change management and project management.

Steps for Moving to Level 3 Maturity

- Create knowledge about the different change management initiatives used in the organization and begin research in change management best practices
- Create clusters of project teams applying change management principles
- Begin collection of knowledge and tools across the organization and celebrate change management successes
- Begin building support for using change management with executives and senior leaders who oversee multiple projects

Level 3: Change Management on Multiple Projects

At Level 3, groups emerge that begin using a structured change management process. Change management is still localized to particular teams or areas in the organization.

Organizations at this level can have one or more of the following characteristics:

- Multiple projects are using structured change management processes, although these approaches and methodologies may be different
- Some elements of knowledge sharing emerge between teams in the organization; teams in some departments are sharing experiences and lessons learned
- While change management is applied more frequently, no organizational standards or requirements exist; pockets of excellence in change management co-exist with projects that use no change management
- Senior leadership takes on a more active role in sponsoring change and consider this role part of their responsibilities, but no formal company-wide program exists to train project leaders, managers or coaches on change management
- Training and tools become available to project leaders and team members; managers now have the training and tools to coach frontline employees

Level 3 Project Management and Change Management Integration

Change management is initiated at the start of some projects, with a large fraction still applying change management as a reaction to employee resistance during implementation.

Teams who are successful at change management integrate change management with their overall project management methodology at the inception of the project, including communication and other change management plans.

Steps for Moving to Level 4 Maturity

- Enlist executive support for applying change management on every project and for building change competencies at every level in the organization
- Select a common methodology that can be used throughout the organization and begin acquiring the tools and training necessary to roll out the common methodology

Level 4: Organizational Change Management Standards

In Level 4, the organization has selected a common approach and implemented standards for using change management on every new project or change. Note: a common methodology does not mean a one-size-fits-all recipe; effective methodologies use repeatable steps, but they work best when tailored to the specific needs of every project.

Organizations at this level can have one or more of the following characteristics:

- There is an enterprise-wide acknowledgement of what change management is and why it is important to project success
- They have selected a common change management methodology and are developing plans for introducing the methodology into the organization
- Executives, project teams and change leaders have access to training and tools, and managers and supervisors have formal training in change management
- There are individuals, groups or administrative positions dedicated to supporting change management efforts and building change management skills
- Executives assume the role of change sponsors on every new project and are active and visible sponsors of change
- Teams expect resistance and non-compliance in isolated instances, although some project teams may still not understand why they are using change management
- Adoption is not yet at 100% and the organization is in the process of building change management skills throughout the organization

Level 4 Project Management and Change Management Integration

At Level 4, teams regularly use a change management approach from the beginning of their project, with change management work included in the planning phase of the project.

As the project progresses, project management and change management continue to integrate to the point where they are not separable. Project teams follow both project and change management milestones.

Steps for Moving to Level 5

- Create a formal position or staff group that is responsible for the effective deployment, training and improvement of change management competencies
- Correct non-compliance and analyze gaps in the organization that are not applying the selected methodology

Level 5: Organizational Competency

In Level 5 change management maturity, change management competency is part of the skill set of the organization.

Organizations at this level can have one or more of the following characteristics:

- Effective management of change is an explicitly stated strategic goal, and executives have made this a priority
- Employees across the enterprise understand change management, why it is important to project success and how they play a role in making change successful
- Change management is second nature, so commonplace that it is nearly inseparable from initiatives
- Managers and supervisors routinely use change management techniques to help support a broad range of initiatives, from strategy changes to individual employee improvement
- The organization gathers data to enable continuous improvements to the common change management methodology, tools and training
- Extensive training exists at all levels of the organization
- Higher ROI, lower productivity loss and less employee resistance to change across the organization

Level 5 Project Management and Change Management Integration

When organizations have developed a high level of change management competency, change management steps are completely integrated into project management, and change management work begins before the project kicks off. Planning and design phases have both project and change management elements and are viewed as standard practice.

Q.4   What is MIS? How it is useful in education system?

The term **"MIS"** itself is self-explanatory.

A Management Information System or MIS is a central data repository capable of not only **gathering, organizing, and storing** student data but also **processing and analyzing** it and generating various reports from it. This is MIS in a broader sense.

Education Management Information System (EMIS) is a system that monitors the performance of education programs offered by the institute and manages the distribution and allocation of educational resources. It manages, plans, and strategize to implement work processes to execute education system smoothly. Of course, in the field of education, **education MIS** has specific roles to help an educational institution grow.

Nowadays many higher education institutions are looking forward to implementing comprehensive **education management solutions** to align academic processes and deliver a better student experience.

Administrative decisions are largely governed by data insights, which suggest the student behavior. Manually interlinking this data & finding the various relationships is impossible.

A software is built on the understanding of the requirements & consequently the goals it aims to serve. Similarly, an MIS built after a detailed Market Analysis, incorporating the timely needs of various institutions & accompanying features could help the organization's administration get a global insight. Thus giving a new perspective which could further accelerate growth & student success.

A school management information system (SMIS), provides the necessary information required to manage a school or institution effectively. The student software also manages student and staff academic activities, finance & other important administrative information.

Choose a school information management system, which has served a multitude of educational institutions, incorporating the best features from all!

Students are at the heart of an educational institution.

Student behavior can be largely tracked through the EMIS. EMIS stores crucial student data such as **personal data, exam records, and even hostel and library** details. Additionally, it keeps track of the day-to-day progress of students. For Instance, the system can **suggest the regions that attract the majority of students, the gender ratio, mode of registration (social media/website)** which could help the institution further optimize online admission campaigns. These insights can be eventually used to **analyze and monitor the improvements** or retrogression in the students over time.

This is a comprehensive approach as compared to the legacy database where the stored data was incapable of providing real-time crucial insights and consequently aiding the institution in better and timely decision-making.

To give a practical example of MIS success, let us consider the MasterSoft MIS, one of the most reputed ERP service providers in India.

In India, many colleges have implemented an **online attendance management system** MIS, MasterSoft. It provides a parent login where parents can view student attendance & track their performance which has helped them in increasing the attendance percentage of students. Colleges affirm that the MIS system is user-friendly and readily accessible, which has also aided them in improving productivity by deploying workflow-based systems.

The same goes for data pertaining to the educators as well.

In a developing education institution, the progress of its educators is equally imperative as the institution itself. Educators could get a **detailed analysis of student academics**, their weak areas which promote personalized learning & data-driven insights to improve student academic outcomes. Administration can further compare year on year student performances, and change the delivery style and map the consequent outcomes.

Educators need to deploy technology to gain in-depth knowledge about student behavior such as **Outcome Based Education** and make the most out of the time and resources available to provide maximum aid to the students.

Learning Management system, a part of education MIS can further aid to reduce workload & streamlining the classroom activities by streamlining lesson delivery and digitizing student assignments & assessments. Online Assessments in a proctored environment mapped with **Bloom's Taxonomy & Course Outcomes** are a detailed approach towards student learning outcomes mapping & can increase the student success significantly.

An MIS integrated in **higher education ERP** helps track faculty data such as attendance, and performance. But, more importantly, an MIS reduces the workload on teachers by providing quick access to data on any student or a group of students which can be drilled-down, filtered, and arranged accordingly within a few clicks.

The ease of tracking and analyzing resource distribution and expenditures is one of the biggest reasons for any top-level management of an educational institution to look forward to implementing an MIS system. By resources, we mean everything that the management invests in: right from assets and infrastructure to study aids and educators.

Additionally, the management can fully control which teacher, faculty, and staff have access to what kind of data. For instance, by sparing the staff in-charge of finances, the management can lock the **students' financial records** from all the other users, or alternatively, academic performance data can be hidden from the staff. Transparency & operational efficiency can be tracked for clear insights, helping manage the performance indices.

Q.5 Write short notes on the following:

1. Setting unrealistic goals.

Many life coaches advise you to set realistic goals because they won't stress you out and make you give up on goal setting. However, I don't believe in setting realistic goals because most of the world's prominent inventions were made by people who refused to be realistic.

I believe you could have been considered 'unrealistic' if could have told the people of the 14th century that you wanted to invent the telephone or the computer. The society could have advised you to set realistic ambitions.

People who tell you to avoid setting 'unrealistic' goals fear disappointments. They argue that you must set realistic goals because they are achievable hence motivating.

However, I realized that even today's most influential people achieved greatness because they set 'unrealistic' goals. For example, Arnold Schwarzenegger was determined to be one of the best actors in the U.S.A though he had a German Accent, and zero acting experience. People told him that his goal was 'unrealistic', but he achieved it by becoming one of the best and highest paid actors in America.

When you set 'unrealistic' goals, you will realize that you won't achieve them if you don't come up with creative strategies. These goals will demand you to come up with well-thought strategies, hence, requiring you to think unconventionally, and think beyond your beliefs. They will need you to think outside the box.

2. Characteristics of an effective vision.

As a follow-up to my last post, I'd like to share my top six characteristics for an effective vision, whether at the project level or the company level.

1) Imaginable. It creates a clear picture of where you want to go with your company, department, or project.

2) Desirable. The vision is appealing to all stakeholders.

3) Feasible. While the vision should aim high, it needs to keep its feet on the ground and be achievable.

4) Focused. A good project vision is focused enough to provide a paradigm for decision-making. As the project proceeds, refer back to the vision, asking, "If we take this action now, will it bring us closer to our vision?"

5) Flexible. The vision should be elastic enough to allow people to take initiative. In other words, the boundaries are wide enough to allow room to play the game and be creative.

6) Communicable. It isn't a three-inch binder. It's one page or less, and clear enough that everyone in the organization can understand it.