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<u>Title of Thesis :</u>   **"FEEDBACK MANAGEMENT SKILLS FOR DECISION MAKING AMONG MANAGERS IN INDUSTRIAL ORGANIZATIONS IN THE NATIONAL CAPITAL REGION"**

ABSTRACT

Organizational effectiveness depends to a great extent on effectiveness of decisions and their implementation. Information, when communicated effectively helps in making sound decisions but it is feedback, which reports back, whether the receiver understood the communication rightly, thereby making it effective. Such a communication can only drive components of organization like an invisible thread, to make it effective.

Forming opinions based on wrong or biased feedback, acting hurriedly or skirting issues may bring disasters. Such issues take 'backseat' as managers are too busy with day to day activities and fail to find time for these 'soft' issues.Managers feel helpless in absence of required skills and time pressures, which do not permit detailed analysis. This study focused on managerial skills for handling feedback to take decisions. It looked into managers' perspective on feedback channels, barriers and related mechanisms.

Objectives of study are (a) To ascertain the nature and extent of formal and informal feedback as an important managerial skill for improving the quality of decisions taken by middle and senior level managers (b)To identify the communication barriers that prevent the effective flow of feedback to middle and senior level managers (c)To find out various factors that determine the effectiveness of feedback management by middle and senior level managers.

100 respondents from 2 PSUs and 102 of them from 3 Pvt. sector organizations were covered through 112 questions which brought out findings on After effects of consulting, Wishful hearing, Feedback environment, Body language, Closed groups and lobbies, Respect due to seniority, feedback to Specialists and capable, Joining hands to create dramatic situation, Emotional situations, Feedback to those in power, Performance feedback, Whistle blowers, Recent heated arguments, Interfaces like different departments, Seeing is believing and believing is seeing and Training on feedback management skills etc.

Recommendations include (i) Don't allow restricted feedback due to multi-tasking and poor time management to delay decisions (ii)Watch group dynamics and stop office politics (iii) Encourage tools like psychometric tests during recruitment (iv) Create On-line Portals for feedback (v) Don't allow feedback from informal groups or close people to impact decisions (B)Improve sensitivity to factors like body language, tone, pushy nature (vi) Overcome impact of factors like seniority, gender, language and selectivity(vii) Improve organization culture for young employees' critical feedback (viii)Curricular inputs in management schools on such aspects (ix)Look

sympathetically on failure to handle such issues leading to wrong decisions and remove labels like office politicians to improve quality of life.