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SLOT: G1 + TG1

**SCHOOL OF MECHANICAL ENGINEERING  
CONTINUOUS ASSESSMENT TEST – II  
FALL SEMESTER 2023-2024**

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**Programme Name & Branch : BTech/All branches**  
**Course Code : BMGT101L**  
**Course Name : Principles of Management**  
**Faculty Name(s) : Dr Sudhakarapandian, Vinesh Joshy, Vincent Herald Wilson, Jose S**  
**Class Number(s) : VL2023240101712/ 1713/1718/ 1724**  
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1. On the 20<sup>th</sup> of September an Indian budget carrier airline has been forced to cancel flights in the short-term after many of its pilots "abandoned their duties" and left without serving their mandatory contractual notice period, causing a disruption of flights. Present the steps to be taken in the context of conflict management to avoid such disruptions in future.

This is not a simple conflict to follow CARE model and solve.

This case needs an amalgamation of different strategies and models to find a sustainable solution.

Top down communication: Management can avoid unnecessary conflicts arising in the workplace through effective verbal and written communication. It also involves using a friendly approach while communicating during a conflict. When you speak clearly and convey your thoughts, it reduces instances of misinterpretation and miscommunication. Effective communication also means noticing who you are speaking to and adjusting the body language to ensure better communication.

Emotional intelligence: Being emotionally intelligent helps you understand the emotions and feelings of others and manage them. Emotionally intelligent employees are adept at understanding, identifying and meeting the requirements of others while taking responsibility for their actions. Emotional intelligence allows you to understand the viewpoints of each involved party and assess the reason behind displaying such emotions. When mastered, it can improve communication, help in empathising with others and de-escalate conflicts.

Empathy means the ability to understand the feelings of others. The ability to see from the perspective of others and understand their motivation, ambitions, needs and even pain points is essential for effectively managing conflicts in the workplace. While empathy is an inherent skill that might come naturally to you, focus on improving it by seeking feedback from colleagues and team members.

Problem solving: Often, a conflict can worsen if you cannot find a viable solution. Excellent problem-solving helps you find creative and viable solutions. It lets you find the best compromise and prevents similar problems from occurring. Problem-solvers use their resources and research to find a solution that resolves the conflict.

- Distributive – Here conflict is approached as a distribution of a fixed amount of positive outcomes or resources, where one side will end up winning and the other losing, even if they do win some concessions.
- Integrative – Groups utilizing the integrative model see conflict as a chance to integrate the needs and concerns of both groups and make the best outcome possible.
- This model has a heavier emphasis on compromise than the distributive model.
- Khun and Poole found that the integrative model resulted in consistently better task-related outcomes than those using the distributive model.
- They argued that all other styles have inherent in them into two dimensions:
- activeness ("the extent to which conflict behaviors make a responsive and direct rather than inert and indirect impression").



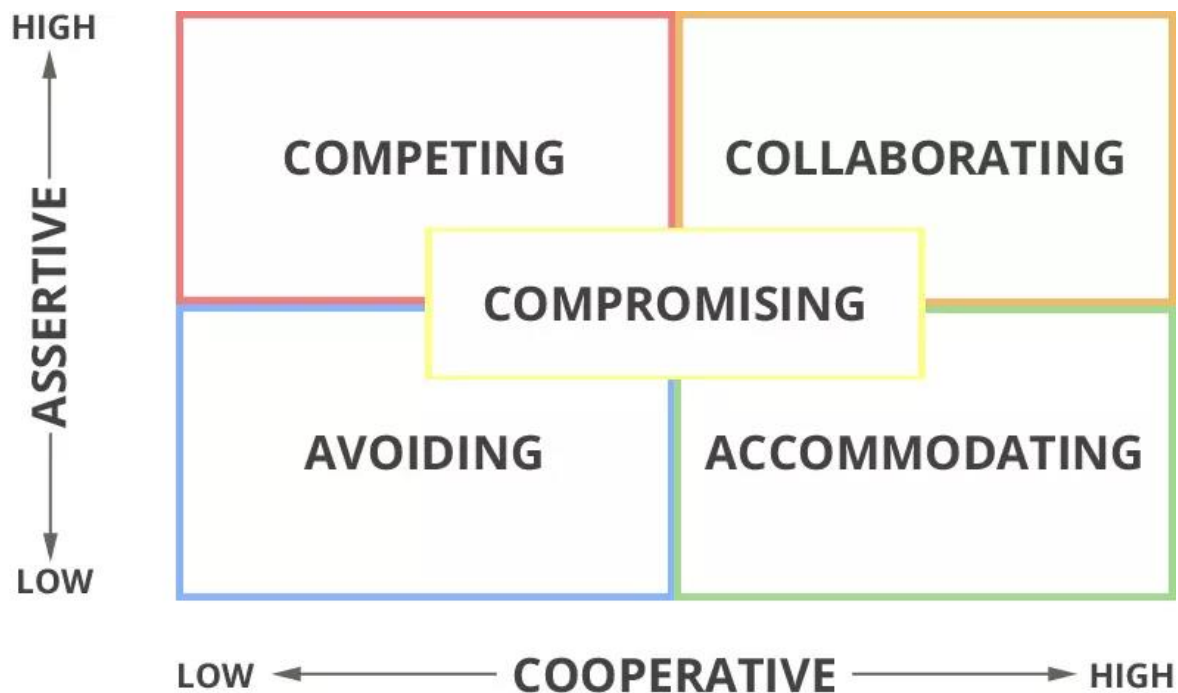
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- High activeness is characterized by **openly discussing differences of opinion** while fully going after their own interest.
- Integration involves openness, exchanging information, looking for alternatives, and examining differences to solve the problem in a manner that is acceptable to both parties.
- Obliging is associated with attempting to minimize the differences and highlight the commonalities to satisfy the concern of the other party.
- Dominating in this style one party goes all out to win his or her objective and, as a result, often ignores the needs and expectations of the other party.
- Avoiding here a party fails to satisfy his or her own concern as well as the concern of the other party.
- Compromising involves give-and-take whereby both parties give up something to make a mutually acceptable decision.<sup>1</sup>



**Listening actively** means being attentive to what others are saying, understanding their message, comprehending the information and responding thoughtfully. It helps convey that you have an interest in listening to and understanding their thoughts. Active listeners are professionals who use both non-verbal and verbal techniques to show the speaker that you are listening to them.

**Positive attitude:** Being positive can be beneficial for your personal and professional life. Usually, a positive attitude leaves a positive impact on others and, it can even help manage workplace conflicts. Employers with a positive attitude are better adept at finding solutions and managing differences.

**Team work:** Being able to work cohesively in a team is an essential skill to prevent conflicts from occurring. Managers with good teamwork skills can motivate team members, find a common goal to achieve and identify the role of everyone. This helps in reducing conflicts.



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Stress management : Often, workplace conflicts are stressful and require excellent stress management and coping skills. Whether you manage a conflict between two team members or your own conflict, remaining calm and handling stress is desirable for creating a positive work environment.

**Actively Listen:** Listen to what the other person has to say, without interrupting. Try to be objective. Then, ask open-ended questions to make sure each side understands what the other person thinks and how he/she feels.

**Review Options:** Talk over the options, looking for solutions that benefit everyone. Do not feel pressured to come up with one answer immediately. Bring in objective third party for ideas, if necessary.

**End with a Win-Win Solution:** This is the ultimate goal—to agree on an option that benefits both sides to some extent. When one party wins by aggressive behavior or one party simply gives in, someone is losing. And that means you get outcomes that do not resolve the underlying causes of the conflict.

2. 50% of the employees of a software industry are unhappy with the decision revoking work from home. This decision has led to loss in productivity and performance. Present a set of measures to be taken to bring back the company to its previous performance

Start with individuals

It's impossible to motivate your people if you don't know what drives them. Talk to them about their needs and aspirations and find out what motivation looks like to them. From there you can work on best aligning each person's role and tasks with their professional and personal goals and tailor motivational strategies that will suit each employee. This is an ongoing conversation that should start at induction and be built on with regular check-ins.

Get the basics right

Nothing welcomes a new person like having a watertight employment agreement issued before they start the job and a solid on-boarding and induction process that quickly brings them into the organisation. Ensure that the company culture is based on respect for all people and that behaviours actually align with your stated values. Pay employees correctly and on time. Establish objectives at the start of a year, not halfway through.

**Trust** is one of the most important building blocks in any business culture. It goes both ways: employees need to trust that their boss or manager has their best interests at heart and managers need to trust their people to do the job properly without constant monitoring. It doesn't come naturally to all managers; there can be a tendency to equate a trusting environment with a slack one, and employees will take advantage.

Have the bigger picture clearly communicated. Take the time to fully explain the purpose of the business and how each person's tasks contribute to it. By understanding the value of their role, you encourage employees to perform because they know exactly what their hard work will achieve.

Be transparent: People that work for a company that champions open communication and transparency are more likely to stay motivated and loyal. Being transparent with information encourages an atmosphere of trust and certainty, where there are few surprises and employees aren't left in the dark (which usually leads to them thinking the worst).

Set achievable goals: Employees perform best when they have specific goals to achieve and by breaking larger objectives down into smaller ones, you can help keep people motivated and focused. With smaller goals, team members get to clearly see progress and that their hard work has tangible meaning. Involve



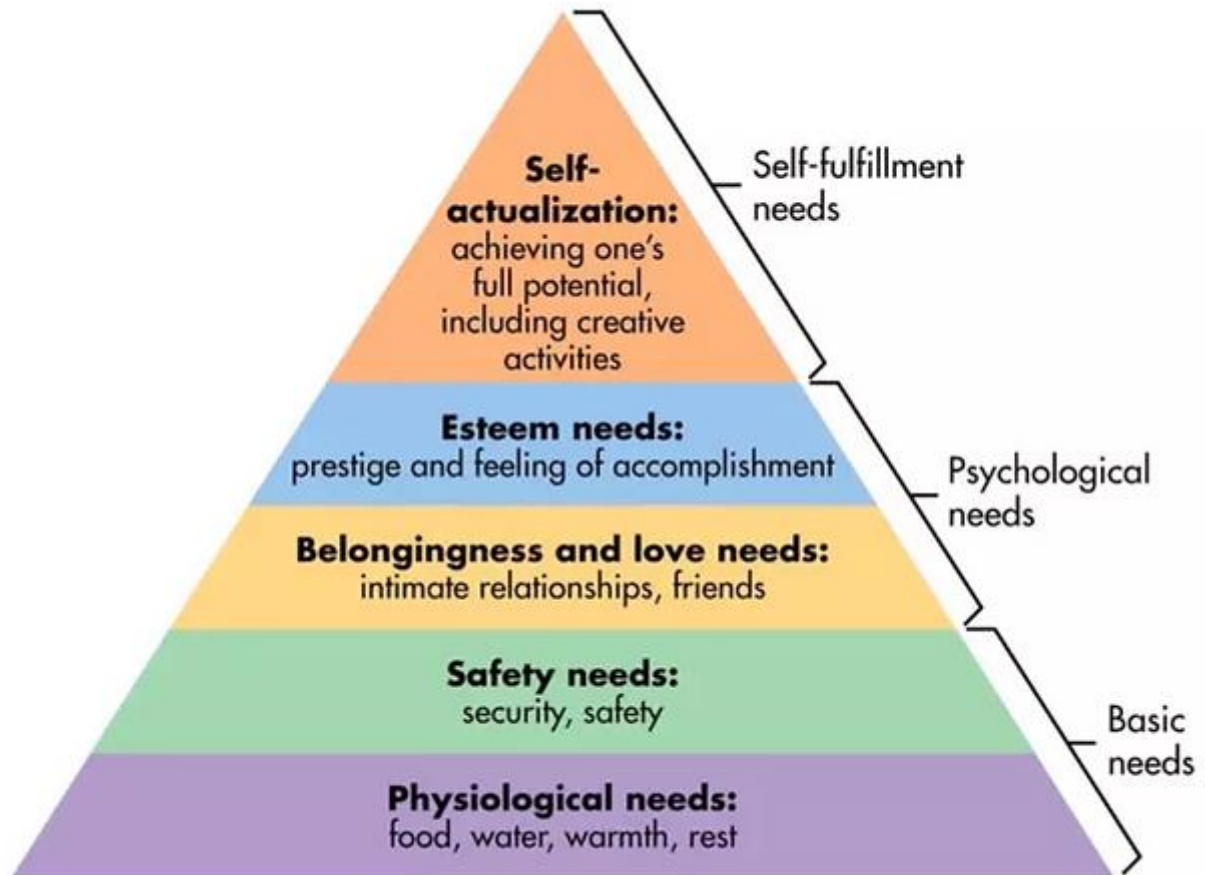
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them in the goal-setting process and make sure any goals you decide upon are specific and realistic, so employees can achieve them and know when they have. Then you can celebrate each target you reach.



3. A multinational Company has a diverse workforce comprising employees from various cultural backgrounds and languages. As a CEO, you are responsible for making critical decisions. Currently, the company is struggling with communication issues; which hampered progress of the company. Suggest suitable measures to be taken which may result in improved organizational performance and employee satisfaction.

Communication process: **Sender:** The sender or the communicator is the person who initiates the conversation and has conceptualized the idea that he intends to convey it to others. **Encoding:** The sender begins with the encoding process wherein he uses certain words or non-verbal methods such as symbols, signs, body gestures, etc. to translate the information into a message. The sender's knowledge, skills, perception, background, competencies, etc. has a great impact on the success of the message. **Message:** Once the encoding is finished, the sender gets the message that he intends to convey. The message can be written, oral, symbolic or non-verbal such as body gestures, silence, sighs, sounds, etc. or any other signal that triggers the response of a receiver. **Communication Channel:** The Sender chooses the medium through which he wants to convey his message to the recipient. It must be selected carefully in order to make the



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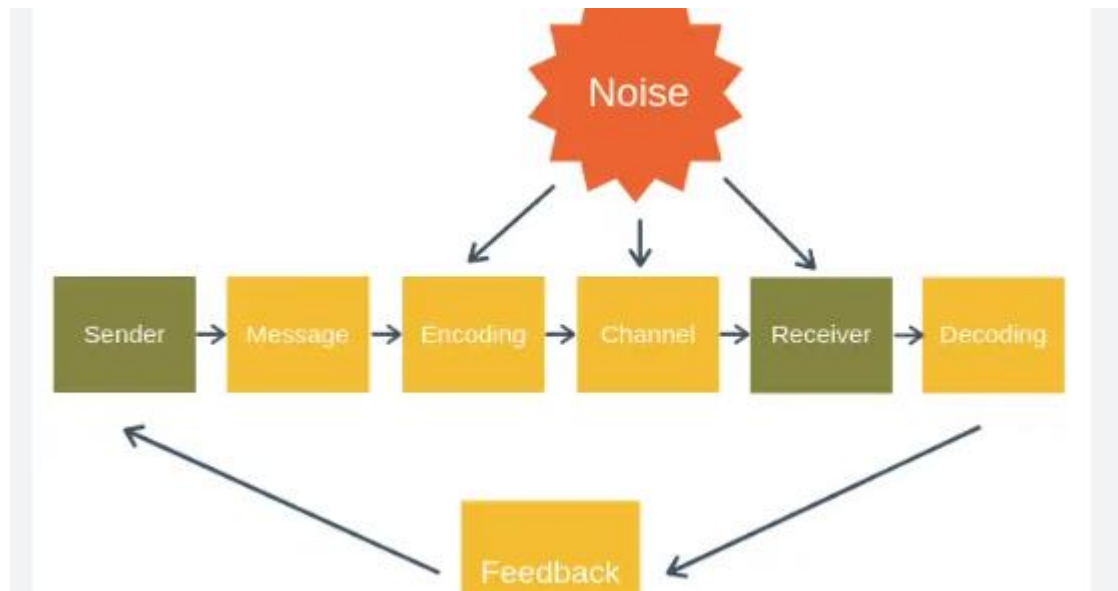
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message effective and correctly interpreted by the recipient. The choice of medium depends on the interpersonal relationships between the sender and the receiver and also on the urgency of the message being sent. Oral, virtual, written, sound, gesture, etc. are some of the commonly used communication mediums.

**Receiver:** The receiver is the person for whom the message is intended or targeted. He tries to comprehend it in the best possible manner such that the communication objective is attained. The degree to which the receiver decodes the message depends on his knowledge of the subject matter, experience, trust and relationship with the sender. **Decoding:** Here, the receiver interprets the sender's message and tries to understand it in the best possible manner. An effective communication occurs only if the receiver understands the message in exactly the same way as it was intended by the sender. **Feedback:** The Feedback is the final step of the process that ensures the receiver has received the message and interpreted it correctly as it was intended by the sender. It increases the effectiveness of the communication as it permits the sender to know the efficacy of his message. The response of the receiver can be verbal or non-verbal.



The focus in this industry is linguistic barriers and cultural barriers

**Linguistic Barriers:** The language barrier is one of the main barriers that limit effective communication. Language is the most commonly employed tool of communication. The fact that each major region has its own language is one of the Barriers to effective communication. Sometimes even a thick dialect may render the communication ineffective. As per some estimates, the dialects of every two regions changes within a few kilometers. Even in the same workplace, different employees will have different linguistic skills. As a result, the communication channels that span across the organization would be affected by this.

**Psychological Barriers**

There are various mental and psychological issues that may be barriers to effective communication. Some people have stage fear, speech disorders, phobia, depression etc. All of these conditions are very difficult to manage sometimes and will most certainly limit the ease of communication.

**Emotional Barriers:** The emotional IQ of a person determines the ease and comfort with which they can communicate. A person who is emotionally mature will be able to communicate effectively. On the other hand, people who let their emotions take over will face certain difficulties.



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A perfect mixture of emotions and facts is necessary for effective communication. Emotions like anger, frustration, humour, can blur the decision-making capacities of a person and thus limit the effectiveness of their communication.

**Cultural Barriers of Communication:** As the world is getting more and more globalized, any large office may have people from several parts of the world. Different cultures have a different meaning for several basic values of society. Dress, Religion or lack of them, food, drinks, pets, and the general behaviour will change drastically from one culture to another. Hence it is a must that we must take these different cultures into account while communication. This is what we call being culturally appropriate. In many multinational companies, special courses are offered at the orientation stages that let people know about other cultures and how to be courteous and tolerant of others. Certain people like to be left alone. They are the introverts or just people who are not very social. Others like to be social or sometimes extra clingy! Both these cases could become a barrier to communication. Some people have attitude issues, like huge ego and inconsiderate behaviours.

Effective communication

### **1. Clear**

Effective communication depends on the clarity of the message. The more precise your message, the easier it is for the receiver to decipher it in accordance with your actual purpose. Many barriers to effective communication occur due to a lack of clarity in the message.

### **2. Concise**

In order to make effective communication, the message must be to the point. The message must be more about its content rather than its length. Do not add irrelevant information. As a result, it will be easier for the receiver to grasp the exact message. Furthermore, it will make your conversation less time-consuming.

### **3. Concrete**

Effective communication requires specific, tangible and valid information. The message you transfer must be supported with facts for increased credibility. It helps your receiver or audience to understand the broader picture of your message. Concreteness reduces the possibility of misunderstanding, builds trust, and encourages constructive criticism.

### **4. Correct**

For effective communication, the language should be accurate. Also, the grammar and syntax should be correct. It increases the authenticity and credibility of the message. Any errors can degrade the clarity of your message, cause vagueness, and raise doubts. They may also have an adverse effect on the overall interpretation of the message. This may give a clumsy or negligent impression to your receiver.

### **5. Considerate**

Effective communication must be judgement free. You and your receiver must consider each other's background and perception. For example, if your message conveys double meaning, sounds disrespectful. Therefore, it might affect the receiver emotionally, and they might see it in the wrong way.

### **6. Complete**

Effective communications are complete because the receiver receives all the information. Giving a complete message helps them digest and act on the message correctly. Likewise, the message should have all the information to act upon. A complete message minimises the need for follow-up questions. It also makes the communication process run more smoothly.



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### Overcoming barriers

**Make Your Ideas Clear Before Communicating:** Give a thought to what you are going to say. You need to have clear ideas about what you are about to speak. Know the motive behind the subject. Begin with a clear goal of communication and precise thinking.

In order to minimise vagueness and confusion in the communication process, clear communication builds upon exact terms and concrete words. Making your ideas clear before speaking, make your message simple and to the point. The receiver will understand what you're trying to say.

Think of it from start to end and analyse all possible options when it is a new idea you want to share. When you have to explain it, be sure that all steps and linkages are fully understood by you and why they exist. Expect questions from your listener and be prepared to answer them.

**Ensure the Time of Your Communication is Good**

When you speak to someone, try to see the time and the mood of the person. Do not go and knock on your colleague after office hours. Time is an important factor in communication. When a group of people initiates communication, you must pay attention and communicate in due time.

It is also important to say the right thing at the proper time. For example, when your listener is in a sad situation, don't try to tell an irrelevant joke. Or, if your listener is in a particularly happy mood, do not say anything that will trigger sadness or a bad mood

**Use a Language Your Listener Can Understand**

You have to ensure that you are speaking the language which your listener can understand. Make your grammar and vocabulary as easy as possible while talking and writing. You can always show your language skills in report or thesis writing.

**Make your Message to the Point and Short**

When speaking or writing emails or chatting, make your message to the point. Firstly, avoid any kind of unnecessary information. Secondly, only communicate one idea, thought or feeling at a time.

Thirdly, do not make your message too lengthy. When people hear long messages, they usually lose track of it, get bored or lose interest in the topic. Your message receiver will have a hard time grasping the message and take action on it. As a result, It will increase your time to explain again.

4. Paytm, founder changed India's virtual transaction industry. His leadership style inspired workers and promoted an environment of acquiring knowledge and taking chances that are essential in the global community of software startups. However, occasionally, he had to act swiftly and decisively to take advantage of the tremendous potential that was offered by digitalisation. His leadership allowed Paytm to develop a number of projects that took advantage of the unexpected increase in demand for online payments, propelling the company to great success. From this case, explain the leadership styles which he demonstrated with supporting statements, present the key traits of this leadership style.

The most important kind of freedom is to be what you really are. There can't be any large-scale revolution until there's a personal revolution on an individual level. It's got to happen inside first."

Adaptability, persistence and hard work, these are the keys to success in small business, but they are three important attributes no matter what your endeavour



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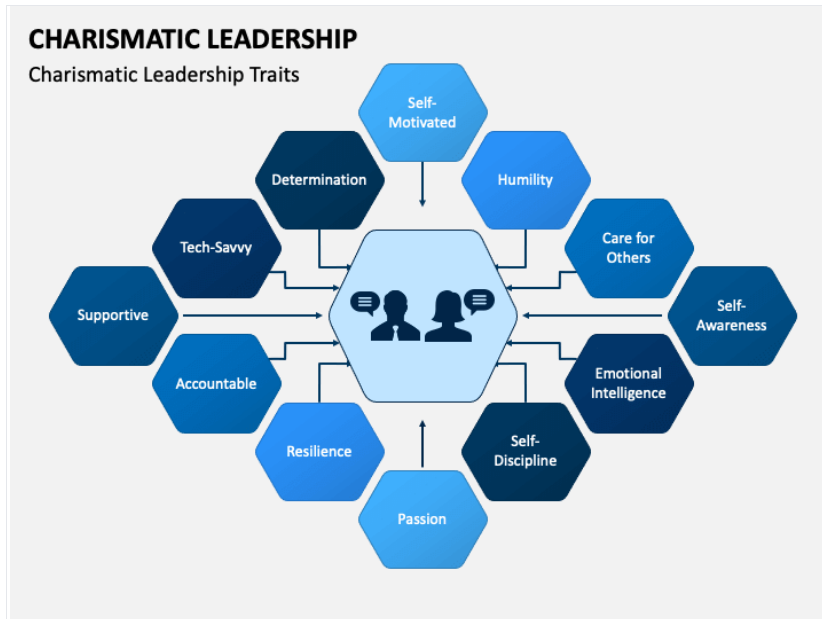
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Charismatic management or leadership is a form of professional guidance or management built on a foundation of strong communication skills, persuasiveness, and maybe even a little bit of charm to help them get the most out of everyone that works for them. They tend to be passionate, have charisma (hence the charismatic title), and have strong convictions with a deep connection to the work that they're doing—which, in turn, inspires the same conviction in others. Because of a charismatic leader's intense commitment to their work, they tend to evoke strong emotions from their followers and teams. This encourages devotion, action, and strong problem-solving skills.

Charismatic management and leadership style is similar to transformational leadership. In transformational leadership, managers are known for using inspirational motivation and intellectual stimulation to empower their followers in doing their best work. But where the two approaches differ is in how charismatic leaders focus on working within the status quo to make it better, as opposed to creating an entirely new path.

Some of the skills, traits, and actions that may define a good leader that utilizes charisma would include:

- Forward-thinking goal setting: Because these great leaders are able to see the bigger picture, charismatic leaders excel at setting project milestones well into the future to help keep teams motivated and encourage continued advancements.
- Articulation: Being well spoken, a strong communicator, and capable of detailing company plans in an engaging way ensures followers are on board at every level of production. This trait is key for charismatic leaders.
- Ability to tap into people's emotions: Encouragement and inspiration are one thing, but the trait of emotionally connecting followers to a cause with your charisma can create a stronger sense of devotion to the work.
- Openness to taking risks: As much as leaders with charisma work within the status quo, they're still willing to explore unique opportunities or approaches that could result in big gains.
- Clear vision: Knowing the desired outcome of a project, and the pathway to getting there, gives followers a stronger sense of support as they work.
- Utilization of unconventional behavior: Maybe they employ off-the-wall team-building exercises, maybe they encourage a hybrid office/remote approach to work, or maybe they try every bananas idea an employee comes up with. Leaders with charisma aren't afraid to try everything to get results.
- Grace under pressure: Leaders with charisma can often find themselves in high-pressure situations that can challenge them to keep everyone committed and motivated, even in the face of seemingly insurmountable odds.
- Sensitivity to their environment and the needs of the team: Empathy is another important quality that can help charismatic leaders navigate sensitive situations and intensive production schedules.
- Strong engagement skills: From upper management to lower-tier employees, charismatic leaders know how to connect with everyone at every level of the professional totem pole.

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**Participative leadership**, also called democratic leadership, encourages collaboration by promoting accountability in individual roles and coming together to find solutions, rather than pointing fingers when problems arise.

"Every group member is able to have a say in decision-making," he said, adding that the difference between participative and democratic leadership is that the group as a whole is the ultimate decision-maker. "There is no leader because everyone is on the same level."

A participative leader takes into account the perspective of everyone on the team and encourages employees to be heavily involved in joint decision-making.

**Characteristics of a Participative Leader**

Participative leaders, often known as democratic leaders, involve team members in decision-making processes. This leadership style is based on collaboration and active team member involvement.

Some key characteristics of a participative leader include:

**Good Listener:** They're adept at listening to the opinions and concerns of others.

**Empathetic:** They have the ability to understand and relate to the feelings and perspectives of their team members.

**Flexible:** They are willing to change direction based on input from group members.

**Transparent:** They are clear about their decisions, the reasons behind them and the processes they went through to arrive at them.

**Team-Oriented:** They prioritize the well-being and success of the team over personal glory or achievement.

In industries or projects that require a diverse set of skills and knowledge, the participative leadership style can be invaluable. By involving various team members in decision-making processes, organizations can tap into a wide range of expertise and insights, leading to more comprehensive and well-rounded solutions.

5. In 2023, Amazon launched a new initiative called "Career Choice," which provides employees with the opportunity to earn a college degree for free. Amazon pays for the tuition, fees, and books for employees who choose to participate in the program. Present the ways Amazon's Career Choice initiative align with the staffing function of management and the benefits that Amazon gains from offering this initiative?



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Staffing – Keeping individuals in the proper departments and finding talent to employ are also among the functions of management. Staffing includes recruitment, performance appraisal, promotions and transferring employees to the proper departments.

The functions of staffing, which by itself is a function of management, are requisition, selection, training, placement, transfer and compensation. They can be carried out by an in-house HR team or by a temp agency or staffing company.

**Technical training** is training based on a technical product or task. Technical training is often specifically tailored to a particular job task at a single organization. Skills training is training to help employees develop or practice skills that are necessary for their jobs.

**Soft skills training** is a subset of skills training that focuses specifically on soft skills, as opposed to technical or “hard” skills. Soft skills include emotional intelligence, adaptability, creativity, influence, communication, and teamwork. Some trainers refer to soft skills as “power skills” or “professional life skills” to emphasize their importance.

**Compliance training** is training on actions that are mandated by a law, agency, or policy outside the organization’s purview. Compliance training is often industry-specific but may include topics such as cybersecurity and sexual harassment.

**Safety training** is training that focuses on improving organizational health and safety and reducing workplace injury. It can encompass employee safety, workplace safety, customer safety, and digital and information safety. Safety training can include both training that is required by law and training that organizations offer without legally being required to do so.

**Management development** focuses on providing managers with the knowledge and skills that they need to be effective managers and developers of talent. Topics may include accountability, collaboration, communication, engagement, and listening and assessing.

**Leadership development** is any activity that increases an individual’s leadership ability or an organization’s leadership capability, including activities such as learning events, mentoring, coaching, self-study, job rotation, and special assignments to develop the knowledge and skills required to lead.

**Executive development** provides senior leaders and executives with the knowledge and skills that they need to improve in their roles. In contrast to leadership development, which focuses on helping non-executive employees develop the skills they need to obtain a leadership position, executive development is targeted at people already at a leadership level within their organization.

Customer service training focuses on providing employees with the knowledge and skills to provide exceptional customer service. Customer service training should include content on essential employee behaviors, service strategies, and service systems.

**Customer education training** is when employees—often at technology or SaaS companies—teach customers how to use a company’s products and services. Customer education training differs from traditional employee learning and development because the intended audience is customers, not employees.

**Workforce training** focuses on upskilling workers to help them obtain career success. Workforce training programs are often offered by federal, state, or local governments, or by nonprofit organizations. Workforce training may include job-specific content but also may include content on organizational culture, leadership skills, and professionalism. Workforce training is often accessed by people who are new to the workforce or who are trying to enter a new job type or industry.

**Corporate training** focuses on helping workers already employed by an organization obtain new knowledge and skills. That company or organization offers training to their internal employees to help them become better at their current jobs, advance in their careers, or close organizational skill gaps.

Onboarding, sometimes known as new employee orientation, is the process through which organizations equip new employees with the knowledge and skills they need to succeed at their jobs.

Sales enablement is the strategic and cross functional effort to increase the productivity of market-facing teams by providing ongoing and relevant resources throughout the buyer journey to drive business impact. It



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encompasses sales training, coaching, content creation, process improvement, talent development, and compensation, among other areas.

Advantages of Career choice at Amazon

**1. Current, accurate information**

To keep up, you need to consume accurate knowledge that's both timely and relevant. At Circus Street, we understand the importance of this.

**2. Practical outcomes**

While theory is helpful, amazon wants employees to walk away with practical knowledge they can immediately implement within the organization. There's no time like the present, particularly when capitalizing on the opportunities Amazon offers.

**3. Teams prepared for challenges**

Challenges are a fact of business life. It's better to be prepared for them than ignore them and be caught off guard. Naturally, working with one of the biggest business giants in the world will present challenges for businesses. Amazon is constantly changing and there are many rules to follow. Amazon training takes employees through some of these risks and how to overcome them, so they can prepare the teams for whatever they may face.

**4. Taking advantage of the opportunities**

On the other hand, there are so many opportunities and benefits that one can take advantage of by working with Amazon. For many, these far outweigh the challenges. Immense exposure, constant traffic and increased sales make Amazon attractive for businesses looking to succeed.

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