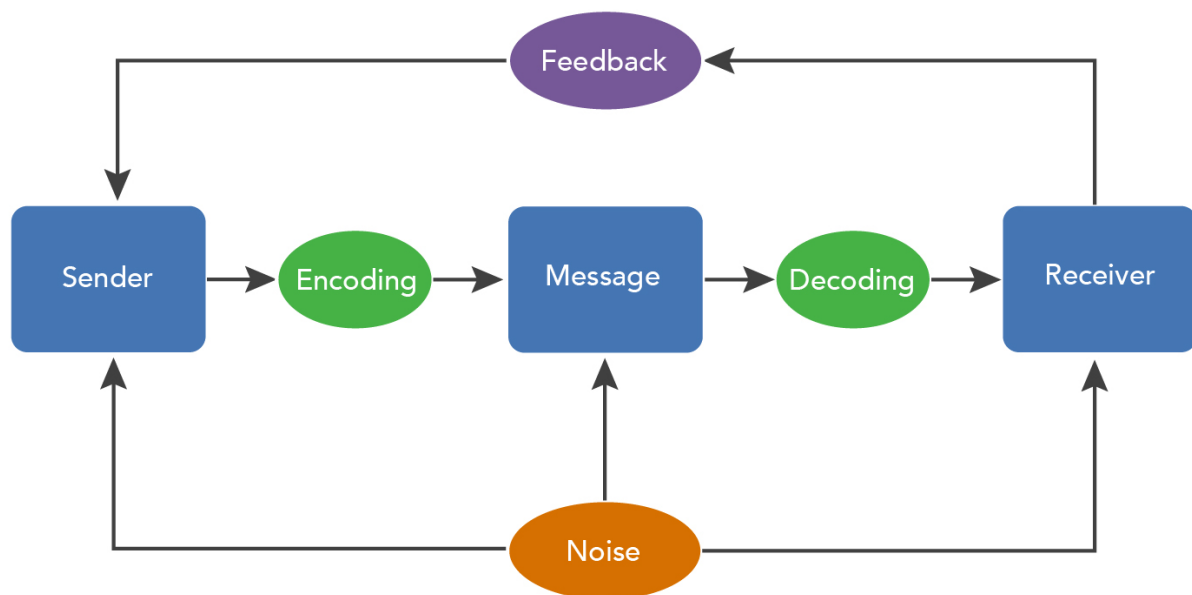


Communication

The word communication is derived from a Latin word meaning “to share.” Communication can be defined as “purposefully and actively exchanging information between two or more people to convey or receive the intended meanings through a shared system of signs and (symbols)”.

Communication process

The communication process includes the steps we take in order to ensure we have succeeded in communicating. The communication process comprises essential and interconnected elements detailed in Fig. 1. We will continue to reflect on the story of your friend in the coffee shop to explore each element in detail.



Source: The source comes up with an idea and sends a message in order to share information with others. The source could be one other person or a group of people. In our example above, your friend is trying to share the events leading up to their first hockey goal and, likely, the feelings they had at the time as well. **Message:** The message is the information or subject matter the source is intending to share. The information may be an opinion, feelings, instructions, requests, or suggestions. In our example above, your friend identified information worth sharing,

maybe the size of one of the defense players on the other team, in order to help you visualize the situation.

Channels: The source may encode information in the form of words, images, sounds, body language, etc. There are many definitions and categories of communication channels to describe their role in the communication process. This module identifies the following **channels**: verbal, non-verbal, written, and digital. In our example above, your friends might make sounds or use body language in addition to their words to emphasize specific bits of information. For example, when describing a large defense player on the other team, they may extend their arms to explain the height or girth of the other team's defense player.

Receiver: The receiver is the person for whom the message is intended. This person is charged with decoding the message in an attempt to understand the intentions of the source. In our example above, you as the receiver may understand the overall concept of your friend scoring a goal in hockey and can envision the techniques your friend used. However, there may also be some information you do not understand—such as a certain term—or perhaps your friend describes some events in a confusing order. One thing the receiver might try is to provide some kind of feedback to communicate back to the source that the communication did not achieve full understanding and that the source should try again.

Environment: The environment is the physical and psychological space in which the communication is happening (McLean, 2005). It might also describe if the space is formal or informal. In our example above, it is the coffee shop you and your friend are visiting in.

Context: The context is the setting, scene, and psychological and psychosocial expectations of the source and the receiver(s) (McLean, 2005). This is strongly linked to expectations of those who are sending the message and those who are receiving the message. In our example above, you might expect natural pauses in your friend's storytelling that will allow you to confirm your understanding or ask a question.

Interference: There are many kinds of interference (also called “noise”) that inhibit effective communication. Interference may include poor audio quality or too much sound, poor image quality, too much or too little light, attention, etc. In our working example, the coffee shop might

be quite busy and thus very loud. You would have trouble hearing your friend clearly, which in turn might cause you to miss a critical word or phrase important to the story.

Technical communication is used to convey scientific, engineering, or other technical information. Individuals in a variety of contexts and with varied professional credentials engage in technical communication. Some individuals are designated as technical communicators or technical writers. These individuals use a set of methods to research, document, and present technical processes or products. Technical communicators may put the information they capture into paper documents, web pages, computer-based training, digitally stored text, audio, video, and other media.

Non-Verbal Communication

What you say is a vital part of any communication, but what you don't say can be even more important. Research also shows that 55 percent of in-person communication comes from non-verbal cues, such as facial expressions, body stance, and smell.

According to one study, only 7 percent of a receiver's comprehension of a message is based on the sender's actual words; 38 percent is based on paralanguage (the tone, pace, and volume of speech), and 55 percent is based on non-verbal cues such as body language.

Generally speaking, simplicity, directness, and warmth convey sincerity, and sincerity is key to effective communication. A firm handshake given with a warm, dry hand is a great way to establish trust. A weak, clammy handshake conveys a lack of trustworthiness. Gnawing one's lip conveys uncertainty. A direct smile conveys confidence. All of this is true across North America. However, in other cultures the same firm handshake may be considered aggressive and untrustworthy. It helps to be mindful of cultural context when interpreting or using body language.

Smell

Smell is an often overlooked but powerful non-verbal communication method. Take the real estate agent who sprinkles cinnamon in boiling water to mimic the smell of baked goods in her

homes, for example. She aims to increase her sales by using a smell to create a positive emotional response that invokes a warm, homelike atmosphere for her clients. As easy as it is for a smell to make someone feel welcome, the same smell may be a complete turnoff to someone else. Some offices and workplaces in North America ban the use of colognes, perfumes, or other fragrances to aim for a scent-free work environment (some people are allergic to such fragrances). It is important to be mindful that using a strong smell of any kind may have an uncertain effect, depending on the people, culture, and other environmental norms.

Eye Contact

Eye Contact In business, the style and duration of eye contact people consider appropriate varies greatly across cultures. In the United States, looking someone in the eye (for about a second) is considered a sign of trustworthiness. **Facial Expressions** The human face can produce thousands of different expressions. Experts have decoded these expressions as corresponding to hundreds of different emotional states. Our faces convey basic information to the outside world. Happiness is associated with an upturned mouth and slightly closed eyes; fear, with an open mouth and wide-eyed stare. Flitting (“shifty”) eyes and pursed lips convey a lack of trustworthiness. The effect facial expressions have on conversation is instantaneous. Our brains may register them as “a feeling” about someone’s character.

Posture

The position of our body relative to a chair or another person is another powerful silent messenger that conveys interest, aloofness, professionalism—or lack thereof. Head up, back straight (but not rigid) implies an upright character. In interview situations, experts advise mirroring an interviewer’s tendency to lean in and settle back in her seat. The subtle repetition of the other person’s posture conveys that we are listening and responding.

Business Presentation

What is A Good Presentation?

The one thing that all good presenters have in common is enthusiasm. Enthusiasm is contagious. It affects the audience, and all good speakers always make what they say really matter. What matters to them will matter to the audience. So, an enthusiastic presentation will infect the audience's enthusiasm; thus, it makes a good presentation.

How to be A Good Presenter

1. **BE PREPARED.** Make sure everything is perfect before you speak: materials, room, seating, visibility, and equipment. Plan the detail of your presentation from the start to the end. Try to memorize some good expressions to help you sound confident and in control.
2. **BELIEVE IN YOURSELF.** Build your confidence by mastering all the materials and memorizing all the important points.
3. **INTERACT WITH YOUR AUDIENCE.** Do not ignore your audience. A good presentation is like a conversation. Keep the audience's interest by asking them questions and responding to their reactions.
4. **KNOW YOUR AUDIENCE.** Connect with your audience by addressing their priority needs, their goals, and their concerns. Speak for them, not yourself. Share and show how many things you have in common with them. Treat them as equals whoever they are. Do not talk down to them.
5. **BE CONCISE.** Do not waste time by giving long and boring introductions or unnecessary points. Make at least one powerful statement in the beginning of presentation. Keep the sentences short, simple, and interesting.
6. **MANAGE YOUR TIME.** Punctuality is very important. Do not speak under the time allocation, and do not exceed the time limit. Make sure to use the time effectively. Do not speak too fast; make sure you pronounce words correctly.

7. **TAKE YOUR TIME.** After delivering a really important point, pause and let the audience absorb the content before you move on. Manage the pauses between topics so the audience will understand each topic clearly.

8. **PREPARE GOOD VISUALS.** State only the main points in the visuals. Do not put boring tables of figures or long lines text. Make sure everything is seen clearly (font, size, color, style). Put interesting charts, cartoons, or quotes to catch your audience's attention. However, do not create visual that will divert the audience from you (disturbing image or image with excessive movements).

9. **DO NOT COMPETE WITH THE VISUALS.** Give the audience time to look at the visuals. Make brief comments, and point relevant parts of the visuals as you speak.

10. **KEEP ALERT AND FLEXIBLE.** Adjust the presentation according to the situation. Do not continue the style of presentation that is no longer appropriate. Be mindful of unexpected circumstances such as blackout, technical problems, etc.

11. **ANTICIPATE AND MANAGE QUESTIONS.** Provide opportunity to answer questions and respond to the comments from the audience. Treat the questions as an opportunity to deliver your message better. If possible, engage in a dialogue to give the explanation better. Be considerate to the disagreeable individuals or the ones who ask obnoxious questions. Be polite and avoid comment that might offend anyone, especially minorities.

12. **MAKE A STRONG FINISH.** Slow down and lower your voice once you are about to finish your presentation. Look at the audience and state your final words slowly and clearly.

13. **BE YOURSELF.** Learn from other public speakers or presenters, but do not try to imitate them. Be comfortable with your own skill. Develop your own style and do not do anything that feels unnatural. Speak naturally, do not try to remember lines.

Things to Consider Before Delivering a Presentation

The key of having a good presentation is preparation. There are several things that need to be considered to create a good presentation.

1. **OBJECTIVE.** Set your objective clearly. What do you want to get from the presentation? What are the audience expecting from you? What is their objective? How can you make the objective of the audience match your own?
2. **AUDIENCE.** Make sure to know how many people will attend. Prepare hand out, materials, plan movement, and expected questions. Identify their characteristics, occupation, and level of expertise. Decide the type of speech that is appropriate to them; formal or informal.
3. **VISUAL AIDS.** Create visual aids that help you to clarify and strengthen your message. Give comprehensible information and provide examples. Make them interesting and put the key points only.
4. **VENUE.** Inspect the venue before the presentation starts. Check all the electronic devices, the visibility of audience, the sound, markers and eraser for the whiteboard, the space to move around, and the appropriate type of visual aids.
5. **CLOTHING.** Dress appropriately according to the theme of presentation. Do not wear too much jewelry. Avoid stand out or glitter color that deviate attention.
6. **CULTURE.** Be aware of the differences of culture, belief, and custom. Be extra careful when making jokes and giving comment.

Opening of Presentation

Opening plays significant role in creating good presentation. A strong and attractive opening will catch the audience attention and generate a good atmosphere. This chapter will introduce several possible expressions that can be used to give an effective opening in a presentation.

Greeting and Welcoming the Audience

Start the presentation by welcoming the audience.

Study the following expressions: Good morning/afternoon/evening, thank you all for coming. Good morning/afternoon/evening, ladies and gentlemen. Hello/Hi everyone. Ok, let's get started. Thanks for coming, perhaps we should begin. First of all, let me thank you for coming here

today. It's a pleasure to welcome you today. I'm happy/delighted that so many of you could make it today. It's good to see you all here. I suggest we begin now.

Introducing Yourself

Mention your name, education background/place of work, recent position, and responsibility.

Let me introduce myself, I'm John Watson from...

For those of you who don't know me, my name is...

Let me just start by introducing myself. My name is...

Stating the Purpose

Below are the basic expressions of introducing the topic/stating the purpose of a presentation.

This morning, I'm going to talk about...

In this special occasion, I'd like to discuss/present about... I'd like to report on....

Explaining the Relevance of the Topic

Below are some expressions used to tell the audience the importance of the presentation

. My presentation is particularly relevant to those of you who... The presentation/topic is very important for you because...

Structuring the Opening

Pick some expressions of greeting, introduction, and statement of purpose to create your own opening. Look at some of the samples below. 1. I suggest we begin now. Good morning, everyone. Thanks for coming. I'm David Jones, the new HR Manager of Tale Corporation.

Steps in Presentation

1. Introduction - Explaining briefly the importance of signposting in a presentation
Listening to the explanation
2. Content - Introducing types of signposting and time signals Memorizing several expressions. Discussing how to put the correct signposting according to the type of information in a presentation
3. Closing - Concluding the activities. Giving opinions and insights about the activities

Content

Signposting

It is important to have clear structure in delivering the content of a presentation. The expression that is needed to move on to the next point or change direction effectively is signposting.

Types of Signposting

The phrases of signposting are utilized to assist the audience through a presentation.

Starting A Point and What is Coming

Below are the expressions used when you want to start to talk about a topic. This type is used to start talking about a topic in the beginning of presentation or talking about new topic.

In this part of my presentation, I'd like to discuss... So, let me give you a brief overview

Moving On and Start to Another Point

This type is used to move on to the next topic in the presentation. Look at the following expressions.

Then, the next topic will be...

Finally, we're going to discuss...

Finishing a Point

These expressions are used to signal the end of a topic during a presentation.

Well, I've told you about...

That's all I have to say about...

Stating and Referring to Fact

Closing

Basically, there are at least four parts in closing a presentation; signaling the end of presentation, summarizing main points, giving suggestions/recommendation, and inviting questions. It is also recommended to give a strong ending that will be remembered by the audience.

Signaling the End of a Presentation

Below are some expressions to signal the end of a presentation.

Well, this brings me to the end of my presentation. I'm sorry but time is nearly up. We've almost run out of time. We only have a few minutes left.

I'm now approaching the end of my talk. As final point, I'd like to... Unfortunately, time won't allow me to explain all the details.

Summarizing Main Points

In the closing, it is important to deliver the summary of main points. Below are some expressions that can be used. Let me summarize the points before I go on. Before I stop, let me go over the key issue again. I'd like to run through my main points again.

Making Recommendation and Suggestions

It is also better to put some recommendations or suggestions in the end of a presentation.

We'd suggest...

Therefore, we strongly recommend that....

I believe we should...

Inviting Questions

Final Statement

Below are the expressions to give your final say. Thank you very much for your attention. So, that's all I have to say. Thank you all for listening

Strategies for Good Conclusions

There are many ways to end your presentation. Some presenter uses several techniques to give effective conclusions or impactful ending. Below are some tips to make an effective conclusion.

1. QUOTE A FAMOUS PERSON
2. ASK QUESTION

Technical and Non Technical Skills

Technical skills may be related to your field, non-technical skills are not related to any field and can be used and applied by anyone.

SOFT SKILLS

Soft skills are a combination of people skills, social skills, communication skills, character or personality traits, attitudes, career attributes, social intelligence, and emotional intelligence quotients that enable employees to navigate their environment, work well with others, perform well and achieve their goals with complementing hard skills.

KEY SOFT SKILLS INCLUDE:

- Attitude
- Communication (both listening and speaking skills)
- Work ethic

- Teamwork
- Leadership qualities
- Time management
- Decision making
- Conflict resolution
- Critical thinking
- Networking
- Empathy
- Problem-solving

Because soft skills are unquantifiable professional attributes, it can be difficult for hiring managers and others involved in the hiring process to assess them in potential hires, making them an important but elusive set of skills to look for.

Soft Skills in the Workplace

Soft skills in the workplace are becoming increasingly important as organizations look to add additional value to their business. Soft skills are an “essential” or “very important” element when making hiring decisions. What’s more, many employers reported that soft skills are more important than tech skills.

Creative and Critical Thinking

Employing a workforce of creative and critical thinkers is essential for introducing fresh ideas, services and products. In fact, creative and critical thinking skills were ranked second and third on the World Economic Forum’s top skills employees will need to thrive in the fourth industrial revolution.

As artificial intelligence and automation in business evolve, creative and critical thinking skills will be increasingly needed to complement the capabilities of machines.

Teamwork and Communication

Teamwork and communication are weak points for many organizations, and it's causing performance and productivity challenges. Gallup's State of the American Workplace report found that the majority of employees "believe that their organization's project performance would improve if their teams worked more collaboratively."

Successful collaboration is strongly related to good communication skills. Communication skills include actively listening to colleagues and willing engagement in conflict resolution to mitigate the effects of miscommunications as well as keeping projects and organizational initiatives on track.

Compassion in Leadership

Compassion is an important aspect of good leadership. Teams thrive when the members trust that their leader cares about them. According to an article in the Harvard Business Review authored by Rasmus Hougaard, Jacqueline Carter and Louise Chester, "Of the over 1,000 leaders we surveyed, 91% said compassion is very important for leadership, and 80% would like to enhance their compassion but do not know how."

Compassion is a pre-requisite for effective communication and other soft skills in the workplace that enhance interpersonal relationships in the workplace, which are essential to maintaining workplace cohesion.

Communication Skills

Good communication skills are a prime indicator of whether or not a candidate will make a good fit within an organization. A huge part of communication involves listening. During an interview, observe whether or not the candidate is listening and paying attention to the interviewer. Are they interrupting the interviewer? Are their eyes glazing over?

Verbal cues are also an important part of good communication. For example, when asking a candidate about a previous career challenge, did they use "I" or "we" more often? This will give you a chance to see if the candidate is a team player and whether or not they take or gives credit where it is deserved.

Also, be sure to observe whether or not the candidate asks you any questions about the company.

Check with References

Reference checks are essential in corroborating and verifying information about a candidate's work history and experience. A candidate's job references can also provide a candid window into the kind of person they are at work. When checking references, it may be beneficial to assess a candidate's soft and hard skills based on their relationship to the reference.

Body language

Body language is the use of physical behavior, expressions, and mannerisms to communicate non-verbally. Non-verbal behaviors can allow people to be at ease, build trust and connections with others.

Body language is a form of non-verbal communication, which includes actions and mannerisms such as:

- Facial expressions
- Gestures
- Posture
- Head movement
- Eye contact

All of these are universal to all humans, and people can perform them consciously or subconsciously to convey their thoughts and feelings towards countless things. In fact, body language is believed to constitute about half of what we are trying to communicate.

However, this can depend greatly on context; for example, a person does not always need to verbally say "no" to communicate that something is wrong or that they disagree with what a person is saying. Instead, they can shake their head from side to side to communicate the same

thing. Nonetheless, we all use various forms of body language in communication every single day, which is then interpreted by others. If a student is slouching in their chair in class and is making indirect eye contact, this will signal to the instructor that they are bored. It can also be used to enhance our verbal communication skills, and these often complement each other very well. For instance, if someone is asking for directions in a store on where to find a product and an employee merely says "over there," this information is not entirely helpful to the customer because it is too vague.

1. Facial expressions

There are six universal expressions in which individuals use facial features to convey basic emotions, including surprise, happiness, anger, fear, sadness, and disgust. Facial expressions play a prominent role in conversations, as individuals can perceive facial expressions, helping them to read the situation.

Facial expressions are dynamic features which communicate the speaker's attitude, emotions, intentions and so on. The face is the primary source of emotions. During oral communication, facial expressions change continually and are constantly monitored and interpreted by the receiver. Examples are: a smile, frown, raised eyebrow, yawn or sneer. Face is the index of the mind. We say, "she put on a long face" to mean that she was not in the best of her moods. However much one tries, his hidden feeling of anger, fear, confusion, uncertainty, enthusiasm and joy will get revealed by the facial expression. Sometimes, the words that you utter may be contradicted by your facial expression. A teacher might ask the student if he understood the idea, but he need not wait for an answer. A lackluster bewildered facial expression would reveal that the student has not grasped anything.

2. Body movement and posture

Your body movement and posture include aspects such as sitting, walking, standing, bearing, stance, and even subtle movements.

Body posture is the bearing or the position of the speaker's body. It is a more or less stable state and thus not to be confused with body gestures which are movements. Body posture can be

characteristic and assumed for a special purpose or it can correspond to the normal expectations in the context of a particular situation. Obviously, one can be lying down, sitting, or standing. Normally, these are not the elements of posture that convey messages. However, when the speaker is slouched or erect, his or her legs crossed or arms folded, such postures convey a degree of formality or relaxation. Once more, they can also transfer symbolic messages on the orator's attitude or intention with regard to the message. It is good to adopt a flexible erect posture rather than a stiff or slouching posture. Drooping shoulders, sagging in the seat, etc. reveal a feeling of depression and lack of interest.

3. Gestures

Gestures include actions such as waving, pointing, and even using hands when speaking. Personally, I talk with my hands quite often, especially when I am talking about topics for which I am incredibly passionate. For me, it helps me get my ideas across as it helps process and express my thoughts more effectively. Whenever I talk with my hands, I can think from thoughts more clearly, and at times, my hands help me get my point across more than my vocal features.

Movement of hands and fingers enhances communication. But, gestures are culture specific. A clenched fist may mean emphasis for an American but disrespect for an Indian. A thumbs-up sign or the movement of the index finger can communicate messages effectively. Continuous gestures should be avoided. Nonverbal communication, in short, adds, subtracts and amends our message. In an oral communication context, all the above features of body language play an important role. If you expect to communicate in a relaxed atmosphere, you have to terminate the stiffness with appropriate components of body language. Though gestures are culture-specific, some of them have become universal cutting across cultural boundaries. They have become emblematic. A 'V' sign with index finger and central finger stands for victory. A thumbs-up sign could be used to show approval or to ask for a free ride. A wave of the arm is for a 'hello' or a good-bye. Emblems directly stand for a verbal message. Certain gestures are illustrators for they illustrate a point. An arm can be used to draw a circle. The index finger shown with a little shake stands to emphasize a point as an illustrator. Certain gestures made unconsciously will reveal the mental state of the speaker. Anger, fear, nervousness, etc., are often revealed by fidgeting, shifting of legs, etc. Twisting the shirt button or cuff-links, rubbing the necktie, scratching the

cheek or nose, and stroking the chin are some of the innumerable unconsciously acquired gestures. If overdone, they may degenerate to the level of mannerisms. One has to avoid the habit of over gesturing in oral communication.

4. Eye contact

The visual sense is an imperative type of non-verbal communication as you are able to see a lot through one's eyes, including honesty, hostility, attraction, and affection. Eye contact also plays an essential role in maintaining conversations, as they can show an individual empathy, concern, and even how engaged they are in the conversation.

Eye movement is a key part of facial behavior because the eyes are invariably involved in facial displays. The different forms are observed to be cross-cultural. The frequency of eye contact may suggest either interest or boredom or may even betray dishonesty. The direct stare of the speaker can show candor or openness. Downward glances are generally associated with modesty; eyes rolled upwards are a sign of fatigue. Researchers have discovered that certain facial areas reveal our emotional state better than others. For example, the eyes tend to show happiness, sadness or even surprise. The lower part of the face can also express happiness or surprise; a smile, for instance, can communicate friendliness or cooperation; and brows and forehead could reveal anger.

The use of videoconferencing has increased exponentially due to the pandemic; unfortunately, it has its limitations! However, there are many ways that we can still convey positive body language during online communication, including:

1. Straightening our posture.
2. Leaving room to express ideas through our hands and upper body movements.
3. Always making and maintaining eye contact!
4. Being able to recognize and use facial features to increase expression.
5. Using vocals to convey different emotions!

4. Head Motion

The movement of the head plays an important role in oral communication. No one is expected to keep on shaking his head, but appropriate nods and shakes of the head enhance the level of communication.

5. Proxemics

People often refer to their need for 'personal space', which is also an important type of nonverbal communication. The amount of distance we need and the amount of space we perceive as belonging to us is influenced by a number of factors, including social norms, situational factors, personality characteristics and level of familiarity. For example, the amount of personal space needed when having a casual conversation with another person usually varies between 18 inches to four feet. On the other hand, the personal distance needed when speaking to a crowd of people is around 10 to 12 feet.

Interview

Interview is an important selection technique where there is two-way exchange of information either on one-to-one basis or by an interview panel. The interview gets important information from the candidates and can also judge whether or not they can fit into the organisation culture.

Interview is a two-way conversation. It is a personal form of communication between two people. It is a beneficial process for both the interviewer and the interviewee. The interviewer tells the applicant about the job preview and helps the interviewee make his mind about whether or not he wants to take that job. Though conducting interviews is not based on fixed rules, certain guidelines for the interviewer and interviewee can make interview an effective process.

It is face-to-face interaction between interviewer and the interviewee.

2. It has a definite purpose known to both the parties.

3. It is generally based on pre-structured questions to be asked in a defined manner.

Importance of Interview:

Interview serves the following purposes:

1. Interview helps in selecting the candidate most suitable for the job.
2. It provides the candidate information about the organisation and the job for which he applied.
3. Interview helps in knowing details about candidate's personality.
4. It is a method of direct contact between the employer and the candidate. Employer can observe physical characteristics of the candidates. It helps managers to check authenticity of details in the application form.
5. It helps interviewer and the interviewee know each other in detail. Complete information about the company can be given to the candidate and negotiations on salary and other terms can be made.

Types of Interviews:

Interviews can be conducted one-on-one, in a panel, or as a group. Interviews can be informal or formal, relaxed or stressful, directed or undirected.

Before preparing for an interview, the interviewee should find out how the interview will be conducted.

He can ask the following questions when the interview is being scheduled:

1. How many people will be interviewing him?
2. Will he be the only person interviewed at one time?
3. What kind of questions will be asked?
4. How can he best prepare for the interview?

Different types of interviews help him to prepare for the interview.

Interviews can be of the following types:

1. Exit Interview,
2. Stress Interview,
3. Appraisal Interview, and
4. Promotion Interview.

1. Exit Interview:

Exit interview is one of the most widely used methods of getting employee feedback. An exit interview is a meeting between at least one representative from the company's human resources (HR) department and the departing employee. (The departing employee may have voluntarily resigned or is laid off or fired). The HR representative asks the employee questions or asks him to complete a questionnaire, or both.

Exit interview is a survey conducted with an employee when he leaves the company. The information from each survey is used to provide feedback on why employees are leaving, what they liked about their employment and what areas of the company need improvement. Exit interviews are effective when the data is compiled and tracked over time.

2. Stress Interview:

The stress interview creates and promotes discomfort intentionally. The interviewer may adopt harsh attitude. He may stare, be silent, and spend time taking notes. He puts the interviewee in a position where he can observe how he acts and speaks under pressure. He looks specially at his reaction to stressful situations.

Employers use stress interview to:

- a) Create a stressful job environment and evaluate the candidate in terms of his ability to handle stressful situations.
- b) Evaluate the true nature of candidates to see if the candidate is likely to lose his cool and react intuitively and emotionally, under stressful conditions.

3. Appraisal Interview:

Once a year, all employees of the company have to undergo appraisal interview with their line manager. This interview evaluates the interviewee's performance over the past year, reviews the tasks and objectives for the next year. The appraisal interview is used as a tool by the managers of personnel department for planning training programmes.

On day-to-day basis, managers do not have time to discuss long-term and basic conditions with regard to employee's employment and commitments. Therefore, the companies want that all employees should have an opportunity to participate in annual appraisal interview to secure that competence of the individual employees is used in the best possible way in connection with company's goals.

This interview improves:

- a. Performance of employees on the job,
- b. Employer-employee relations, and
- c. Communication between managers and employees.

4. Promotion Interview:

This interview is faced by a person when he is due for promotion. This interview is conducted to test his aptitude for assuming job of higher importance, even if a person is the only candidate to appear for the interview. If there are more than one candidate for the promotion interview, management can select the best candidate on the basis of selected criteria. A promotion interview is linked to growth of the person and the organisation he is working for.

It is not possible for management to keep record of the successes and failures of all the employees on their jobs and have access to them in order to decide the candidate most suitable for the job. Managers have to find the kind of people suitable for higher positions and conduct the interview to that mind set.

Though interviewer and interviewee already know each other, this interview may start in an informal way, yet the interviewee cannot treat the interviewer as his friend. He should act professionally and consider the interview as a formal one.

Forms of Interview:

There are generally three forms of interview:

1. Structured interview:

The interviewer prepares a set of purely job related questions asked in the same sequence.

Some of these questions are:

- (1) Where were you working last?
- (2) Why do you want to change your job?
- (3) What are your expectations from this job?

Structured interview does not give flexibility to the interviewer to ask questions about the candidate's personality.

2. Semi-structured interview:

In a semi-structured interview, the interviewer asks the structured, pre-determined questions along with questions about the candidate's personality, strengths and weaknesses, his experience at other jobs, etc. This interview is more conversational and interesting and gets better response about the candidate's personality than a structured interview.

3. Un-structured interview:

An unstructured interview is not planned or based on systematic, predetermined list of questions. It is a spontaneous interaction between the interviewer and interviewee. The information that interviewer collects about the candidate may not be relevant or truly job related which can assess the candidate's suitability for the particular job. It may contain an element of bias or subjectivity on the part of the interviewer to select a candidate.

Weaknesses of an Interview:

Though interview is the most commonly adopted method of selection, it may not always prove to be effective because of the following weaknesses:

1. Imbalanced positions:

While interviewing, the interviewer is confident of his position. He can, therefore, ask any question to the interviewee but interviewees are normally tensed during the interview. Even knowledgeable and competent candidates may not perform well in the interview. Rejection of candidates purely on the basis of interview is, thus, not desirable.

Interviewer may also be biased against interviewee. Selection on the basis of biased interview is not correct. Interviews based on biases towards candidates does not give good results. It is the

assumption of the interviewer that a person good in one activity is good in all and a person bad in one activity is bad in all other activities also.

It, thus, evaluates a person on the basis of a single or few qualities and not all the qualities on the basis of which he should be ranked. It takes partial view of the person and evaluates him totally on that ground. It is like evaluating the whole on the basis of a sample. Though it may work in case of objects, it is not always true in evaluating people.

2. Wrong presentation:

Sometimes, the candidate answers to please the interviewer. This does not reflect true picture of his candidature. A wrong candidate can, thus, be selected.

3. Unstructured interviews:

When the interviewer does not plan an interview, he may ask questions not relevant to the job. This does not fully explore the potential of the candidate.

4. Theoretical details:

Interview only extracts theoretical details about the candidate's personality. Job related practical skills cannot be determined through interviews.

Ways to Improve the Interview:

Some of the ways in which weaknesses of the interview can be overcome are as follows:

1. Training of interviewer:

Before conducting an interview, the interviewer should be trained to ask questions related to the job, rather than asking unstructured or haphazard questions. He should decide the basis on which candidate is to be evaluated and weightage to be given to interview in the total selection process.

2. Maintain balance:

The interviewer should make the interview a comfortable interaction with the candidate where the candidate does not feel tensed and stressed to answer the questions. He should be mentally relaxed to answer the questions.

Sometimes, the interviewer deliberately asks questions to harass the candidate. Such an attitude should be avoided. The interviewer should make interview comfortable and stress-free by asking clear and simple questions in the beginning. Questions should be asked when the candidate overcomes the mental stress of interview.

3. Multiple interviews:

To avoid personal bias in the selection process, different interviewers should interview the same candidate and, jointly, they should decide the suitability of the candidate.

4. Supplementary facts:

Even if a candidate does not perform well in the interview, he should not be rejected straightaway. The details in his application form, his performance in the preliminary interview and responses of cross references should be considered before concluding the final result.

Suggestions to Ensure Success in an Interview:

Many people think they will get a good job after doing well in an interview. They think, they will find a company they want to work for, on the basis of their knowledge. However, this is not always true. Even the smartest student in the class, having more marks than any of his friends, from a good private school, or a famous college may not get the job if he walks to an interview unprepared. He should do research about the company, dress professionally and have reason to tell the interviewer why they should hire him.

Many people struggle on finding the right steps to have a successful interview. The job interview is usually the most stressful part of the job search. It does not have to be a stressful situation. The most important thing for the candidate is to be prepared. If he prepares for the interview, the stress level will be reduced dramatically.

The following suggestions ensure success in an interview:

1. The interviewee should research as much as he can about the company's products, services, markets, competitors, trends, current activities and priorities.
2. He should prepare answers for the type of questions he will be asked. He should be able to say why he wants the job, what are his strengths, how would he do the job, what are his best achievements etc.
3. He should ask for a copy of the company's employment terms and conditions or employee handbook before the interview, in order to save time covering routine matters during the interview.
4. He should collect evidence of his achievements in the past.
5. He should update his resume.

6. He should gather important material related to the company to be prepared for the interview, like the sales brochures and literature, a trade magazine covering the company's market sector, and a newspaper for the few days before the interview to remain informed about the world and national news.
7. He should review his personal goals and speak openly and honestly about them and how he plans to achieve them.
8. He should have two or three good reputable and relevant references who would be happy to be contacted.
9. He should adopt an enthusiastic, alert and positive mind-set in the interview.
10. He should positively deal with negative aspects of his profile and tell the truth rather than evading or distorting facts.

Group Discussion

Group discussion is an important activity in academic, business and administrative spheres. It is a systematic and purposeful interactive oral process. Here the exchange of ideas, thoughts and feelings take place through oral communication. The exchange of ideas takes place in a systematic and structured way. The participants sit facing each other almost in a semi-circle and express their views on the given topic/issue/problem.

Difference between Group Discussion and Debate

Debate is competitive in nature while group discussion is a co-operative group process. In a debate, a speaker can speak either 'for' the topic or 'against' the topic whereas in a GD, the speaker can express both. The final decision or result in a debate depends on voting while in a GD, the group reaches group consensus.

Why is a group discussion an important activity at college level?

As a student, it helps you to train yourself to discuss and argue about the topic given, it helps you to express your views on serious subjects and in formal situations. It improves your thinking, listening and speaking skills. It also promotes your confidence level. It is an effective tool in problem solving, decision making and personality assessment. GD skills may ensure academic success, popularity and good admission or job offer. Thus it is important to be able to take part in a GD effectively and confidently. Participants should know how to speak with confidence, how to exhibit leadership skills and how to make the group achieve the goals.

The panel which normally comprises of the technical and HR (Human Resource) experts of the company will observe and evaluate the members of the team. The rules of the GD – the time limit, panel's expectations etc are explained after the initial introduction by the panel, soon after the topic or case to be discussed is given to the group members. The panel does not interfere during the discussion, it only observes. The panel at its discretion may provide some time to think over the topic or may ask them to start immediately. Each candidate is supposed to express their opinion either supporting or against the topic. The discussion carries on till the panel signals termination. It is left to the discretion of the panel to extend or cut short the given time.

The **objective** of a selection in GD is mainly to check your team playing skills. You have to understand the other persons' point of view, while making your point and ensure that your team as a whole reaches a solution or agreement that is both feasible and accepted by all team members.

There are four major areas of evaluation in selection GDs: subject knowledge, oral communication skills, leadership skills and team management.

Subject Knowledge: Participants must possess a thorough understanding of the topic on which they are supposed to speak. You must prepare yourself to talk on a wide range of subjects. Be abreast of the current events, national and international affairs, burning social and economical topics, scientific and environmental issues, key newspapers' controversial topics and any experience that may be expected of an educated person. As a member of the group, you are expected to contribute substantially to the discussion. The originality of your ideas, your knowledge and initiative and your approach to the topic or case contribute to your success in the group discussion. The best way to equip yourself is to read daily newspapers, good magazines,

national and international journals and also watch new bulletins and informative programmes on the television. Internet is the greatest boon which provides you with everything you are looking for. The World Wide Web is a vast database of current authentic materials that present information in multimedia form and reacts instantly to a user's input. The greater your knowledge of the subject, the more enthusiastic and confident you will be during the discussion. Once you have understood the topic or issue, you should be able to generate ideas as well as organize them so that you present it well. You will have the ability to analyze facts or information in a systematic way. A person putting forward new ideas that may work will be accepted as the natural leader of the group. The panel will observe the ideas put forward, their originality, the depth of analysis and their relevance to the topic. Problem solving skills are essential and do not hesitate to give solutions. Your approach to the case study will be observed keenly by the evaluators.

Oral Communication Skills: If subject knowledge is important, communication skills is more important as without expression, the knowledge is of no use. As the exchange of ideas in a group discussion takes place through speech, one of the pre-requisites of success in a GD is the ability to speak confidently and convincingly. Good communication skills include active listening, clarity of thought and expression, apt language and proper non verbal clues. **Listening Skills:** One of the weaknesses of most human beings is that we love to listen to our own voice rather than listen to others. Listening is as important as speaking in a GD, unless you listen, you cannot contribute to the stated purpose of communication. It is extremely important to listen very carefully, only then you will be able to pick up the thread of discussion and continue. Only active participation as a listener in a group makes a person a good leader. A leader is identified by the panel.

Clarity of thought and expression: Clarity is the art of making yourself clear to the audience. Only when your expressions are clear, you can convince your team and the panel. More than words, it is the tone in which they are spoken that conveys the message. You should not be too loud or too soft. A lively and cheerful voice with appropriate modulations will attract the audience. Proper articulation of words, achieved through phonetic accuracy is very essential slang, and artificial accents are to be avoided.

Apt Language: The flow of language must be smooth. Use simple language and avoid long winding sentences. Appropriateness of language demands that there should be no errors of grammar. Do not use unfamiliar phrases and flowery language. Be precise. Be polite and courteous.

Proper non verbal clues: Non verbal clues include eye contact, body movements, gestures and facial expressions. The panel very keenly watches the non verbal behavior of the team. They generally evaluate the body language cues of the team to determine personality factors such as nervousness, co-operation, frustration, weakness, insecurity, self confidence, defensiveness, etc. A candidate who appears professional is more likely to be noticed by the panel. A confident posture, appropriate facial expressions and meaningful eye contact with the team will create a good expression.

Team behavior: Your group behavior is reflected in your ability to interact with the other members of the group. You must be mature enough to not lose your temper even if you are proved wrong. You must be patient and balanced. Your success in a GD depends on how well you play the role of initiator, information seeker, information giver, procedure facilitator, opinion seeker, opinion giver, clarifier, summarizer, social-supporter, tension reliever, compromiser, attacker, humorist and dominator. The selection panel notes the differences in the amount of participation of the members. They observe the silent spectators, the ever dominating but not contributing much, member who participates actively exhibiting his knowledge and the moderate ones. Your ability lies in analyzing the problem well and making others to endorse your view. Finally while appreciating others point of view, you should effectively present yours without contradicting other's opinions. Your ability in convincing the team is your success

Leadership Skills: The success of any team depends to a larger extent on its leader. The panel evaluates a candidate's personal skills which allow him to prove himself as a natural leader in the GD. Though there is no appointed leader in a GD, a leader emerges. Assertiveness, emotional stability, objectivity, self confidence, decision making, discretion, initiative, good communication skills, patience, persuasiveness and adaptability are some of the leadership qualities that are immensely useful in proving oneself as a natural leader in GD. A good leader should neither be very authoritative nor submissive but must be democratic. Such leaders see to it that all the members in the team participate and when there is a problem, try to deal with it

amicably. Leaders should know how to deal with the 'bull dozers', who make noise but do not have any logic.

Advantages of a GD:

- Ideas can be generated, shared and tried out.
- Groups provide a support and growth for any endeavor.
- Combine talents to provide innovative solutions.

Roles in a Structured GD:

- Initiator
- Information seeker and giver
- Procedure facilitator
- Opinion seeker/giver
- Clarifier
- Assertiveness
- Initiative
- Creativity (out of the box thinking)
- Inspiring ability

Elocution

Elocution is the study of formal speaking in pronunciation, grammar, style, and tone as well as the idea and practice of effective speech and its forms. It stems from the idea that while communication is symbolic, sounds are final and compelling. It came into popularity in England from the eighteenth and nineteenth century and in America during the nineteenth century. It benefitted both men and women in their different ways but overall the concept was there to teach both how to become better, more persuasive speakers, standardize errors in spoken and written English.

1. Articulation

All articulations, dynamics and durations should be exaggerated to their furthest extremes. For instance, the first rest after the opening note, a written suggestion of four seconds, is the longest silent duration in the movement and should therefore be treated as such. This does not mean that it must be four seconds exactly, but only that it should be longer in comparison with the following silences. The same idea applies to the loudness and softness of the dynamics, and the differing lengths of the articulations.. The overall character of the movement is quick and light, but the fast passagework should not be a temptation to rush over the long silences and prolonged notes.

II. Inflection

Inflection, in addition to the definition given on page 2 of this manuscript, is a potent musical concept, whereby notes of resolution (i.e., cadential notes) may change while the overall collection of notes or ‘tonality’ remains unvaried. Since this piece does not rely on tonal centers or “keys”, the performer must convey this idea with clarity. Notice that each small grouping of notes (anywhere from two to five notes) begins and ends in completely different ways. While the final resolution note may have occurred previously in the movement, the approach to it is different each time; the same can be said of each phrase’s beginning (phrases are clearly identified with a breath mark). Be deliberate with each successive note change by almost dwelling on the change to the next resolution. The tempo indication of Slowly only reflects the idea that each phrase should be expansive; in addition, when a phrase ends with a fermata over the resolved note, that note is to be held as long as the performer’s remaining breath allows.

III. Accent & Emphasis

The two opposing forces of Accent & Emphasis are Key Clicks and Residual Tones, the latter being a deliberate un-focusing of the sound. This is produced by holding the flute at a 35° - 40° angle downward from normal playing position; it can also be described as the position in which one plays when one wants to hear the result of their practicing but does not want to play loud enough for others in proximity to hear. The Key Clicks are notated with “x” note-heads. Normal note-heads are to be played as Residual Tones unless otherwise denoted as full tone. The indication to perform them is signified by the large beaming connections. This, of course, demands control over the positioning of the flute as these two oppositions alternate. A further addition to these two techniques is the speed at which they are played. The Residual Tones should be played as fast as possible; the Key Clicks, though almost always written as sixteenth notes, should be performed with the quarter-note near 72 to allow space for the “notes” to speak. (The marking in time near the center of the movement also refers to the quarter at 72).

IV. The Voice

As explained in the preamble (spoken part) to this movement, the natural pitch of the speaking voice involves a keynote (the pitch that the voice most readily returns to when it is tired). This is emulated musically with G#4, the center for the small range of this movement. If viewed as a spoken statement, it becomes obvious that G# serves as a “tonal center” for The Voice. The main musical force behind The Voice is the act of blowing air through the flute. This is notated with diamond shaped note-heads, those conventionally used to notate harmonics in string music (any other technical instructions are explained clearly in the score). Several ideas from previous movements apply to The Voice: fermatas should be held as long as possible, suggested durations can be altered so long as they balance with the remaining ones and the tempo indication only implies a general character for the movement. Syllabic pronunciations are taken further in this movement but are to be performed in the same way.

V. Gesture

This movement is divided into seven small phrases, clearly identified with either a rest or a breath mark. Each phrase is to be played as long as possible, as long as breath can be supported. If needed, one can stagger extra breaths; they are marked as (‘). Although the material in Gesture

is technically less difficult than the preceding movements and contains little to no extended techniques, it is the communicative properties that provide the challenge. Preparing breath distribution beforehand is essential to successfully communicating the seven phrases of Gesture. As with Articulation, the grouping of E's in the third phrase (fast to slow) are not limited to the seven written notes, but should instead include as many as the performer's remaining breath allows. In addition, these notes alternate between natural and harmonic fingerings, marked as n and o.