Short Questions

1. What is open communication?
2. What can you infer by good time management in terms of work?
3. What is smart work? Explain.
4. What classification should you do to prioritise your tasks?
5. Do you get affected by people who indulge in backbiting?

Analytical Questions

1. Is stress good or bad? Can you describe a situation in which stress can be helpful?
2. Imagine you are attending a technical interview. What would be your choice for last minute preparations?
3. You are a hard working employee in your organisation. Your boss has always supported you. Now it is time for you to climb the professional ladder about which your boss had given you clear indications. At the last minute, you see that another person, who is close to your boss, comes to the position which you were supposed to occupy on promotion. How would you react?
4. In an interview you are asked to describe a stressful situation which you had handled in a good manner. What would be your answer?

Resources for Further Reflections

1. Conscious Calm: Keys to Freedom From Stress and Worry (ebook) by Laura Maciuika.
2. 50 Things You Can Do Today to Manage Stress by Wendy Green.
3. Stay Calm Stay Healthy: Defend Yourself Against Stress and Improve Your Health by Linda Blair, Susan Balfour, Chris Idzikowski, Susan E. Kersley, Sheena Meredit.
4. Fighting Invisible Tigers: Stress Management for Teens (Revised & Updated Third Edition) by Earl Hipp.
5. The Inner Game of Stress: Outsmart Life's Challenges and Fulfil Your Potential (Hardcover) by W. Timothy Gallwey.
6. The Positive Power of Negative Thinking (Paperback) by Julie Norem.
7. http://www.webmd.com/balance/stress-management/stress-management-frequently-asked-questions: Stress Management Health Centre.
8. http://www.stresshacker.com/2010/07/do-you-know-the-answer-to-these-10-critical-questions-about-stress/: Some FAQ's on stress.

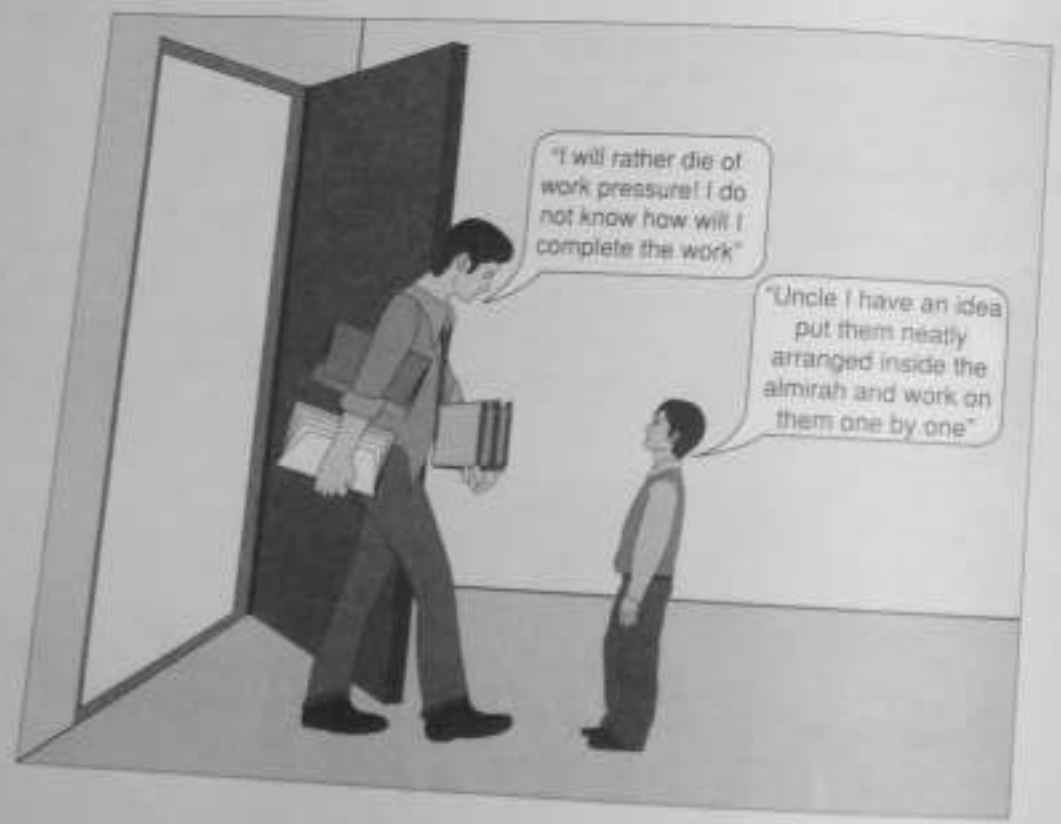
15.4.4 Smart Work

Good time management mean doing high quality work, the quantity is not important. Just doing continuous work is not smart work but doing it in an effective manner with a proper break can lead to more efficiency. Sometimes you feel frustrated thinking of the time you have spent in the office working on the desk for long hours but the result is not visible. You should not lose patience but think of the positive outcomes. If you remain frustrated for a long time, it will compound your stress and make you lethargic. Sometimes you become over-ambitious and work without taking proper breaks. But remember it may not be productive .It is a general rule that by taking a break for thirty minutes in the afternoon you will be more effective because the break replenishes your energy and zeal. During the break think and talk of something other than work and that will give you a new outlook and a renewed focus.

15.4.5 Prioritise your Tasks

Categorise your tasks into four groups

1. Urgent and important
2. Not urgent but important
3. Urgent but not important
4. Neither urgent nor important



Know how to deal with the work which is urgent and important. When you are working on urgent tasks, do not get distracted by any outside noises. For example, if your telephone is ringing, ignore it. Get back to the caller after finishing your urgent and important task. Because sometimes a small two-minute talk over the phone can distract you so much that you are unable to focus on your work for the next thirty minutes.

Categorise your work equally into four types as mentioned above and deal accordingly. Do not put too many tasks in the first category because that will make you crazy.

> *"Half our life is spent trying to find something to do with the time we have rushed through life trying to save."*
>
> —Yale Richmond

15.4.6 4 Ds of Email Decision Making

We have a very bad habit of going through our inbox a number of times daily. That makes us feel exhausted and many people suffer from this email stress. It is advisable to open your email just twice a day. This will keep you away from email stress. Donaldson-Feilder suggests to practise four Ds of decision making while dealing with emails. They are as follows:

1. **Delete:** The emails which are irrelevant must be deleted immediately.
2. **Do:** The urgent mail should be replied at earliest.
3. **Delegate:** If the mail has to be handled by someone else, forward it to that person.
4. **Defer:** If the mail needs to be answered elaborately, keep it aside to be handled later on.

Summary

In this fast moving world, everyone is loaded with a lot of stress. Remember, a few things are not in your control; therefore you must learn how to deal with it. You have no control over nature, devastations and calamities that can happen anytime. Similarly in the organisation, you have no control over the behaviour of your colleagues or your boss, but you can adapt yourself according to their behaviour. While solving problems, go for alternative ways if one does not work. You can control stress with your positive attitude. If you know the reason for your stress, avoid it. Otherwise, identify the source of stress and address it. The signs of stress are getting irritated, withdrawing from people, depression, lack of focus, negative attitude etc. These symptoms adversely affect your work and you become negative in your approach. Learn a few strategies to cope with stress, like change the situation, adapt to changes happening around you, accept the situation, find time to rejuvenate and go for a healthy lifestyle. If you encourage open communication at every level in your organisation, you can create a stress-free environment at the workplace. Time management is an important part for keeping your stress at bay. Know your priorities what you want to achieve. Focus on quality work not on quantity. Set your deadlines and adhere to them. Prioritise your tasks keeping the 4Ds of e-mail management in mind. That is, delete, do, delegate and defer.

Chapter Review

1. Rajiv, senior manager at a company, has to meet four deadlines in a day. He is caught in traffic. He is getting perplexed and stressful. What should he do?
2. What are the negative ways of coping with stress? Do those ways help in the long run?
3. How can you avoid stress and how does stress reflect on your physical health?
4. How can you change the situation during stress?
5. Are ethics and stress related in some way? Explain with proper example.
6. Explain the 4Ds of email management.

15.4.1 Open Communication

The root cause of many of the problems is lack of communication. The restrictions in the organization can suffocate the employees. Therefore, it is important to:

1. Periodically share with your employees the important decisions taken in the organisation. It will help reduce the uncertainty that the employees might have about their future.
2. Assign clearly the job responsibility to individual employees.
3. Do not make your communication to the employees sound authoritative. Be friendly while communicating with the employees so that they not feel terrorised.
4. Create amiable social climate.
5. Give ample opportunities to the employees to come out of their shell.
6. Provide no room for harassment of any kind.
7. Management policies should be open and consistent which are ethically correct.

This will certainly reduce the workplace stress levels and motivate the employees to work with their full potential and zeal.

> *"The only time that exists in life is now."*
>
> — Ken Poirot

15.4.2 Time Management

'Time is money' is an old adage but is very appropriate in today's time. If you manage your time well, stress will not grip you. It has been found that the root cause of stress is bad time management. If you miss one deadline, it causes a chain reaction making you miss subsequent deadlines, causing you more stress. If you stay ahead of your deadlines, it will make you happy and you will enjoy your work better. It has been

observed that the submission deadlines of reports, documents, etc. are met till the last hour. This is not the right practice as last-minute hassles cannot be seen. You do not have control over external factors. That is why it is of utmost importance to manage time.

Managing time properly is essential in the work environment as it keeps pressure at bay and also wards off stress. Even if you have less time but better time management will enable you to have control over yourself and the work.

Good time management does not mean that you are working more but it means that you are more focused on your work and that makes all the difference in your personal life or at work.

> If you organise your life in advance, you will find time for everything.

15.4.3 Working towards Your Goals

The first initiative for time management is to pose some questions to yourself: What do you want to achieve in your life? What is more important to you – personal life or professional life? If you are clear about your objective then you can manage your time well. Also find out your long-term and short-term goals. This will help you prioritise the goals for which you have to work first. It is better to make a list of things you have to do according to your priority. A to-do list marked with priorities and deadlines helps you focus on urgent tasks and deal with non-urgent tasks later on.

15.3.1.2 Step 2: Change the Situation

In some situations, you just cannot avoid being stressed. Here the way out is to try to alter your behaviour or your way of talking to prevent those situations from developing. In this regard, you can use the following tips to great advantage.

1. **Be assertive:** Do not just keep taking what is thrown by others. Deal with situations in a way that is advantageous to you. If you have a guest at home and you also have an assignment deadline to meet the next day, frankly express your limitations to the guest. He/she will surely appreciate your frankness.
2. **Be open for compromise:** Sometimes you may take an extreme stand on an issue and are not willing to budge from it. In such situations it is better to compromise by taking a middle path. You soften your stand and also request the other person to climb down from his/her stand. This approach will lead to a win-win situation for both.
3. **Express your disapproval:** If you are hurt by the language or arguments used a person, then do not keep fuming inside. Simply tell the person in a polite way that you are hurt. If you do not communicate your disapproval to the other person, he/she will not realise his/her mistake and will continue behaving with you in the same way.
4. **Manage your time well:** Time management is very important in today's fast-moving world. Wasting time on unimportant tasks can cause you a lot of stress. If you are rushing to do urgent tasks at the last minute, you make yourself prone to accidents because of pressure, risking your life. If you plan ahead, you will always be relaxed.

15.3.1.3 Step 3: Adapt Yourself

If you cannot change the reasons of your stress, take a look at yourself for making yourself adaptable to changes in your personal and professional life. You must reduce your expectations from others. The following tips can help you adapt to the changes happening around you.

1. **Look at wider perspective:** If a problem is causing you stress, ask these questions to yourself: Will the problem matter to you tomorrow? Is it really worth being upset? Is it worthwhile to be obsessed with the problem? If your answer to these questions is no, then just forget the problem.
2. **Redefine your standards:** We all want to be prefect and achieve our goals fast. This ambition is a major reason of our stress. Be ready for failures and rejections too. They are part of life. Do not set too high standards for yourself or your employee. Failure to achieve them would cause stress. It is also fine to be just good enough.
3. **Reframe the problem:** Sometimes the grave problem can be seen from different angle and worded differently. It makes huge difference in dealing with it. A difficult situation is best dealt when that you work with more vigour and energy. Do not get stuck in a suffocating situation but pause and try to come out of it. Enjoy listening to your favourite music and just have some me-time.
4. **Bank on your positives:** When you feel down or frustrated, try to think of your positive qualities and start appreciating natural surroundings. This attitude can help you see things in a proper perspective.

> *"The problem with procrastination is it's been around since the beginning of time it seems."*
> — Stephen Richards, Overcoming Procrastination

15.3.1.4 Step 4: Accept the Situation

Sometimes you have no control over a situation that is causing you stress. For example, you cannot reverse the death of close relative. Or, you may not have a say in the decisions taken by your seniors. In this case, the best way is to accept the situation and adapt to it. There is no point brooding over it. The best thing is to change the gears. The following tips can help you accept unfavourable situations.

> The problems should not scare you to the limit that you find it impossible to deal with it. Start afresh.

1. **See the other side:** The Bhagwat Geeta preaches 'as we sow, so we reap'. So, if you keep patience, you will reap benefits. When you see the positive side of life make best use of it. Encash the opportunities that come your way at the earliest and keep growing. Sometimes your bad decision can put you in a stressful situation, then do not repent, learn from your mistake and move on.
2. **Share your feelings with a friend:** If you are overpowered by a lot of negative feelings towards someone, just share them with a friend. After sharing your negative feelings with your friend, you will feel relaxed mentally. Some people feel that sharing your feelings or problems is a sign of weakness, but that is not true. It actually strengthens your bonding with the people with whom you share.
3. **Do not attempt to control uncontrollable:** It is not possible for you to change basic nature of some people or their unpleasant actions in response to some adverse situations. If you lose your cool while

1. What are the negotiation objectives?
2. Are you going to address critical factors like time, prices, performances and technology?
3. What is the scope of your negotiation plan? What you may surrender or what you may not compromise with?
4. Are you planning to take a greater risk for greater margins of return?
5. Are you prepared to face the consequences if negotiation breaks down?

Summary

Decision making and problem solving abilities are the key skills for doing good in business and life. How we explore a problem and come to a solution exhibit our managerial acumen and leadership vision. Decision making is the process of weighing our choices, comparing them and taking the right call. For making a good decision, a leader must have clear thinking, strong conviction and effective implementation of decision. His/her ability to take right decisions has an important bearing on the future and growth of his/her organisation. Every organisation emphasises on right and timely decision making and effective negotiations as they are vital for its progress and productivity. Effective and successful decision making requires following a systematic process: identifying and analysing a problem, gathering all the facts, pondering over available choices, choosing the best option and taking action for implementation of the chosen. There are many techniques that leaders can use, like brainstorming, multi-voting, decision matrix and nominal group, to assess their alternatives before coming to the final choice. Negotiation is the organised process through which two parties try to settle a dispute or reach an agreement. The negotiation process demands that we listen to our counterparts in negotiations, respect them and treat every issue seriously. Negotiation ability is a skills that we use all our life time. It is not about winning every time but succeeding while collaborating with others. It is exploring a common link between two or more groups to resolve a dispute and reach an agreement.

Chapter Review

1. What is decision making and why it is essential at the workplace?
2. Discuss in detail the importance of decision making and negotiations at the workplace.
3. What is the role of knowledge in decision making?
4. Explain the major techniques commonly employed to arrive at a decision.
5. How does power and trust influence the process of negotiation?

Direct Questions

1. Discuss how the brainstorming technique is different from the nominal group technique.
2. Explain the requirements for the decision making process and negotiations.
3. How would you analyse a problem for effective decision making?
4. Why decisions taken by gut instincts are not proper?
5. What are the basic steps followed for effective decision making at the workplace?

Analytical Questions

1. As a project leader usually what leads you to choose a particular alternative over others options and how often your choice proves right?
2. How important is people's feedback in decision making and how would you obtain it?

Resources for Further Reflections

1. http://smallbusiness.chron.com/importance-business-decision-making-43457.html Importance of decision making in workplace.
2. http://theconversation.com/when-negotiating-who-should-make-the-first-offer-37643when negotiating, who should make the first offer?
3. https://www.youtube.com/watch?v=NQuhJdVqxKk video on decision making and negotiation through role playing.
4. A decision making perspective to negotiation http://www.hbs.edu/faculty/Publication%20Files/10-002.pdf.

Caselet 1

Negotiating During Interview

AT and T is a Telecom giant that was started in Texas by Delaware on 5 October, 1983. Today it has several offices around the globe. It considers young minds the best talent to bank upon. So it recruits final year graduating students every year from many reputed universities. For the academic year 2014, they came for recruitment to the campus of University of Mumbai. The recruiting team comprised of University Relations Manager, HR Manager, Technical Manager and two support staff. The University Relations Manager short listed the candidates based on their requirements and the CVs of students. The Technical Manager interviewed the candidates and finally the HR Manager started conducting interviews. Soon came the turn of Harsha Vardhan, final year Electronics Department student, to face the HR Manager. The conversation between them went like this:

HR Manager: Well! Mr. Harsha, (looking at his profile) do you think you will be selected here?

Harsha: Of course, Sir.

HR Manager: Why?

Harsha: As it is clearly mentioned in my CV that I probably possess the best skills for the advertised job and have done hands-on internship in the same field.

HR Manager: So, if I recruit you, I would be able to pay you only INR 24 lakhs per annum because our company is not performing well these days. Are you ready to work for this pay?

Harsha: Sir, as you saw my profile, you understand my consistency in scoring full marks in analytical subjects and hopefully you are having my technical interview score also with you. So INR 24 lakhs is less in terms of your expectations and my expertise but I'm sure I will work for AT & T because this is my dream company.

HR Manager: OK. Then what are you expecting us to pay?

15.3 WAYS TO COPE WITH STRESS

If you regularly experience some of the symptoms of stress listed above, you need to learn how to cope with them. Prepare a journal to identify the regular reasons of stress in your life. Keep analysing them. Are your ways to deal with stress healthy or unhealthy? Many people opt for wrong ways to deal with stress which aggravates their problem. People opt for negative ways to cope with stress which cause them great problem in the long run. Some of the wrong ways to fight stress are:

Do not let stress take toll on your health.

1. *Overeating*
2. *Becoming introvert*
3. *Showing lethargy*
4. *Procrastinating*
5. *Dozing off*
6. *Drinking*
7. *Smoking*
8. *Sitting too long in front of television*
9. *Outburst of emotions*

"Stop over-loading yourself with numberless tasks. Give time to yourself for rest and positive deliberations. You can't think better and plan better when you are under stress!"

— Israelmore Ayivor

Trying to ward off stress with the ways listed above could ruin one's health and the recovery might be impossible. Therefore, one should learn the positive ways to deal with stress.

15.3.1 Healthier Ways to Combat Stress

You can cure your stress if adopt healthy ways to cope with it. Among many healthy ways that are available to manage stress, you can choose the one that suits you. The first one is you can try to change your reaction or twist the situation. After choosing a way, think about the four As: accept, alter, avoid and adapt.

Remember there cannot be one solution to the stress-related problems of all people as every individual is unique. That is why you have to experiment with different methods and strategies to zero in on those solutions which can make you calm and composed.

The best thing in life is to avoid the stress rather than combating it. Try to quash it at the inception level.

Identify stress at the right time and deal with them in an apposite way.

15.3.1.1 Step 1: Avoid Stress

Although you cannot avoid encountering every cause of stress, you may adapt the following strategies to escape stress.

1. **Do not say yes when you want to say no:** Have a true measure of your capabilities and limits. This is essential for happiness in personal life and success in professional life. Never try to appear good in others' eyes by offering to take up those tasks or responsibilities which cannot handle efficiently. This will make you unnecessarily stressed.
2. **Prepare your to-do list:** If you maintain your work schedule systematically in a diary, you would know how to manage your time. Do not maintain your schedule in a way that makes it appear cluttered. Always distinguish between 'should' and 'must' tasks. Eliminate those tasks which are completely unnecessary and give priority to the ones which are most necessary.
3. **Adjust to the environment:** Avoid anything in your environment that makes you anxious. If you do not like watching news channels, do not sit in front of television and get stressed. If you think going to the crowded market will make you stressed, start buying online.
4. **Ignore people who stress you out:** If you observe that you get irritated in the company of some people, simply ignore those people. Reduce your chances of meeting them. If you cannot ignore them completely, then limit your time with them.
5. **Avoid controversial topics:** Discussion on some topics may irk you, if while discussing such topics, like religion or politics, you end up being at loggerheads with people, avoid discussing them or when such topics crop up during a conversation, just excuse yourself.

"Both positive and negative thinking are contagious."

— Stephen Richards, Overcoming Procrastination

"If you are feeling stressed out, stop and take 10 deep breaths... it really does help! Then focus your mind on one thing and one thing only; things are only overwhelming when you look at them all at once."

— B. Dave Walters

15.2.1 Identify the Stress Source

When you decide to manage your stress, the first step is to identify the source of your stress. It is not an easy task because life is not well defined. You may ignore or fail to identify the real source or thought that cause you stress. The most common cause of stress among students and employees is meeting deadlines. They fail to honour deadlines due to overwork or because of their dilatory approach to work. So you must identify the real cause of stress –overburden or procrastination. You can recognise true sources of stress by analysing your attitude, behaviour and habits. You may ask these questions to yourself – Is your stress ephemeral –it just comes and goes away quickly? Or has stress become an integral part of your life and you have got habituated to it? Do you feel the cause of your stress is the people surrounding you or the events? Unless you find answers to these questions, you will remain engulfed in stress.

15.2.2 Signs of Stress

Signs of stress in the individual can be gauged quickly as the work efficiency mitigates. The person starts showing the following signs:

Perennial stress leads to major health problems, therefore must be kept at bay.

1. Lack of interest in work
2. Getting irritated at small things
3. Withdrawal from working groups
4. Muscle tension
5. Upset stomach
6. Body pain
7. Getting addicted to smoke and alcohol
8. Fatigue
9. Unable to focus
10. Depression
11. Negative approach

dealing with these people, then it reflects poorly on your personality. Remember, you cannot change the behaviour of other people but you can change your own behaviour.

4. **Forgive and forgot:** The world has many imperfect people. Do not let your resentment against such people pile up. Show your large heartedness by forgiving such people. Otherwise, the negativity caused by your continued resentment will bring down your work efficiency.

15.3.1.5 Step 5: Find time to rejuvenate

Life is so much loaded with work pressure and meeting deadlines that we forget what we are living for. It is necessary that you should find time for fun and frolic. This will keep you stress free and increase your efficiency. Me-time is a necessity. The following tips can help you rejuvenate yourself:

1. **Set aside time for relaxation:** Do not let your working hours encroach on your personal space. Keep some time out for such activities which can relax you. To recharge your energy, you must relax, else you may fall ill.
2. **Talk to people:** You cannot remain isolated, lost in your own world for a long time. Nor you will feel happy enjoying your success alone. So, it is necessary that you stay connected with people around you by talking to them. It is important to know about others, what they are doing and telling them about yourself.
3. **Indulge in what you enjoy every day:** Whatever gives you joy, get yourself involved in that activity. It can be painting, playing badminton, listening to music or driving.
4. **Let humour be part of you:** Do laugh aloud on yourself and laugh with people. The burst of laughter keeps stress at bay.

> Me time can do wonders to individuals in rejuvenating themselves.

15.3.1.6 Step 6: Go for healthy lifestyle

Your body will have better resistance if your lifestyle is healthy. The following tips can help you make your lifestyle healthy.

1. **Eat healthy food:** Balanced and well-nourished diet can keep you healthy, so be conscious that you eat right stuff. Never skip breakfast which gives you the energy to begin your day on the right note. Later meals also should be balanced. Do not depend on junk food.
2. **Exercise regularly:** Physical activity keeps your metabolism perfect. You can increase your immunity by doing 30 minutes exercise every day. Aerobic exercise helps a great deal in reducing stress.
3. **Say no to cigarettes and alcohol:** People opt for cigarette and alcohol as easy way to release stress. But this gives them a temporary relief. Gradually, smoking and drinking also become causes of their. So do not get habituated to smoking and drinking. Rather deal with stressful situations with right frame of mind.
4. **Sleep adequately:** Deep and adequate sleep reflects healthy body and mind. Proper sleep certainly reduces stress and makes you feel fresh and active.

> *"Don't interpret anything too much. This is time waster number 1."*
>
> — Dee Dee Attner

15.4 STEPS TO BE TAKEN IN THE ORGANISATIONS

It is the moral responsibility of the seniors in the organization to make the environment friendly so that the employees can work with enthusiasm. The stress may be initiated because of lack of time management, but if the superior observes this problem, the measures can be taken to quash it. However, lending the ears to the person under stress can be very helpful.

Remember you should not let stress take a toll on you. You must take initiatives to deal with it. However the leaders have bigger role to play. It is in their interest to be ethical and objective in their approach. They have to create positive and open communication environment that the employees feel free to share their problem. The head should listen to the problem with calmness. For this they can include:

> A negotiation is basically an act of giving and taking. You should know what you can give in return of what you get from others.

Ethics: Trust between the parties involved in negotiations can be built only if both the parties conduct themselves in an ethical way. They must fulfil the promises made to each other after reaching certain decisions during negotiations. Whatever be the decisions, both the parties should respect what has been agreed upon.

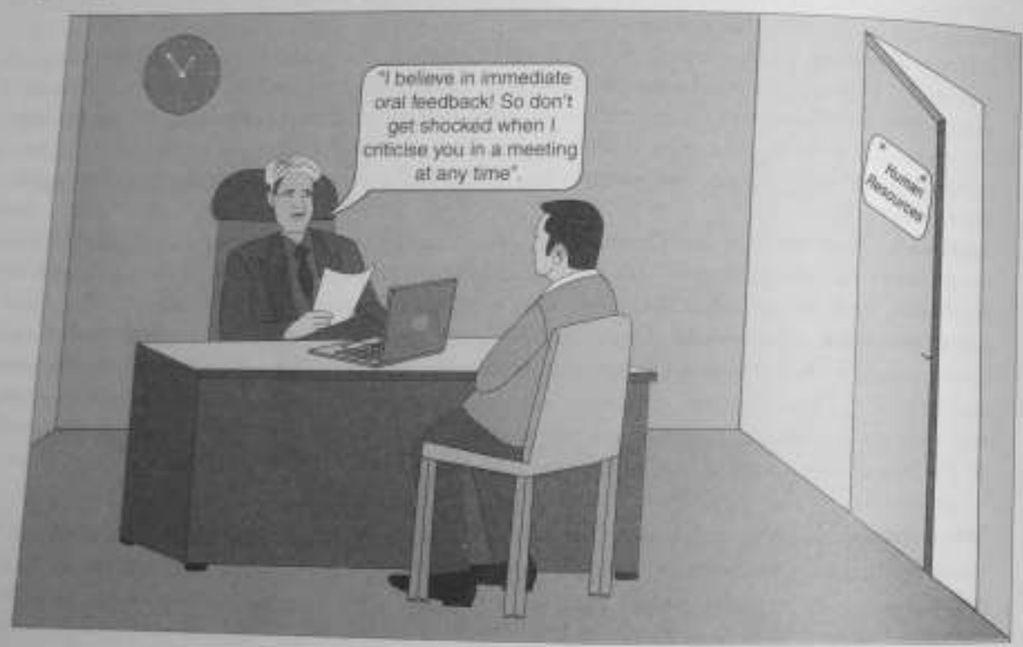
> *"You can't negotiate with people who say what's mine is mine and what's yours is negotiable."*
> — John F. Kennedy

14.6 NEGOTIATION STYLES

There are three basic negotiation styles a negotiator can adopt. These styles are explained below.

14.6.1 Red Style

The Red Style negotiators' are highly competitive and therefore considered intensely competitive/ distributive bargainers. They follow the ideology that one side's gain is other side's loss (also called zero sum or value claiming). They are self-centred, hard negotiators who do not trust the other party and therefore focus on gaining the maximum share of the pie.



14.6.2 Blue Style

The Blue Style negotiators adopt a cooperative style and believe in looking for a wide range of interests to be addressed and served. They focus on building long-term relationships for mutual benefit of the parties involved in negotiations and create value for them (also called non-zero sum or value creation).

14.6.3 Purple Style

The Purple Style negotiators represent a fusion of Red and Blue Style negotiators. They believe in Give/Get principle, that is having a trading behaviour where they gain something of their choice and give something of others' choice. They are called principled negotiators as they use a strict tit-for-tat strategy. They are open, learnable, cautious and decent.

14.7 MAJOR NEGOTIATION CONCEPTS

The following concepts help both the sides make informed decisions about possible options for a deal. With these concepts, they explore what are their 'best' and 'worst' points and how are they going to negotiate them along any alternative deal.

14.7.1 BATNA (Best Alternative to a Negotiated Agreement)

While preparing for negotiations, you investigate which resources you control or influence that can serve your interests. This establishes the baseline of your walking-in BATNA. This helps you create a benchmark against which you can measure whether the negotiation process is strengthening, weakening, or changing your BATNA. The term BATNA was coined by Roger Fisher and William Ury in 1981. It means the best you can do if your counterpart refuses to negotiate on terms acceptable to you. BATNA provides you a clear picture of what is in your piggy bag if you decide to walk away from the negotiation table without an agreement. For instance, you go to buy a watch. One shopkeeper offers you a watch for Rs. 2500. You move to the next shopkeeper who offers the same watch at Rs. 2550. You start negotiating for a price reduction. You already have a BATNA of Rs. 2500 and want the shopkeeper to settle for a price below Rs. 2500.

BATNA is crucial for negotiations as no decision can be made without knowing what alternatives are available. Before starting negotiations put all the possible choices on your side. Having a good BATNA enhances your negotiating power because if you are aware of good alternatives then you need not concede much. You can also force the other side harder. You will not even care much whether you achieved the target or not. If you do not have a good BATNA, then you will give in to the other person's demand. So improve your BATNA as much as possible to be a good negotiator.

> Be clear about your negotiation style. Know and chalk out your list of goals and decide which issues you can compete, compromise, or avoid to cut a deal.

14.7.2 WATNA (Worst Alternative to a Negotiated Agreement)

The term WATNA defines the leverage the other party has over you in the negotiation process. It works positively for your counterpart in negotiations than you.

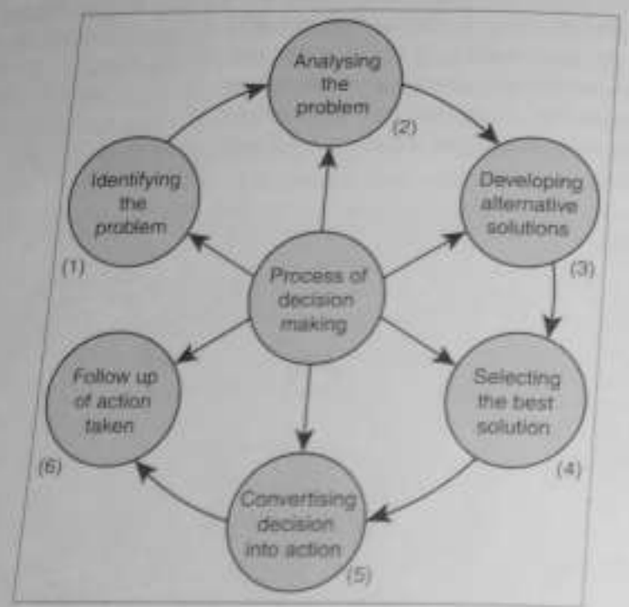
14.7.3 ZOPA (Zone of Possible Agreement)

It refers to the overlapping of the aspiration ranges of the two negotiating parties. In other words, it represents a range of prices within which the negotiating parties may reach an agreement.

Before every negotiation, one should be prepared to handle the following questions:

14.3 STEPS FOR DECISION MAKING

Decision making is at the heart of everything that happens in an organisation: planning, organising, controlling, directing and staffing. Nothing moves at the modern workplace without decision making. Good decision making addresses all management and organisational issues, leading to meaningful solutions. To make right decisions, one must go through the steps described in the following sections.



Decision-making process.

14.3.1 Know Your Problem

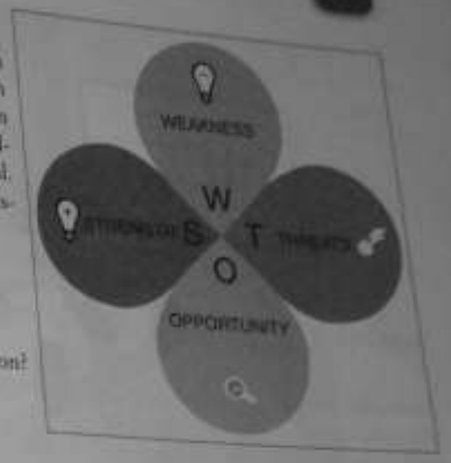
No decision making could be complete and meaningful unless we have a clear idea of what is to be decided. Therefore, first try to zero in on the actual problem. Smart leaders take complete stock of the situation to reach the crux of the problem.

Thinking, analysing, scrutinising and finalising involves decision making.

14.3.2 Analyse the Problem

Any issue or problem that is to be settled needs thorough probing from different perspectives to avoid poor decision making about its solution. The problem must be analysed in totality. If the problem is diagnosed well, the decision regarding its solution is more likely to be positive and beneficial. You need to answer the following critical questions to investigate a problem or issue in depth:

1. How important is to make a decision?
2. What is its probable impact?
3. What would happen in case of no decision?
4. What information do you need to come to a decision?



14.3.3 Collect your Data

The kind of information or knowledge that you are going to apply to solve a specific problem matters most in effective decision making. The workplace is inundated with information easy access to which has been facilitated by communication technology. It is advantageous to have relevant and updated information that can help make decisions based on facts about reality. Use of well-researched knowledge in decision making brings clarity about possible solutions and infuses confidence in the decision makers.

14.3.4 Develop Alternatives

It is a crucial stage of the decision making process in which you think of all possible solutions that could be applied to the problem under consideration. Alternatives which are practical and cost-effective should be considered. Many factors are considered while developing alternatives. Great leaders consider time, technology, resources and budget along with other constrains while devising alternative solutions for a problem. All the people involved in finding the solution should be encouraged to expresses their ideas for the best alternatives.

14.3.5 Choose the Best Alternative

After devising possible alternative solutions, it is the time to select the best one. The most suitable alternative usually has more merits and fewer demerits. Leaders look into each alternative in terms of its feasibility, effectiveness and consequences. Sometimes choosing the best alternative is not easy. When faced with this situation, leaders analyse probability estimates for the success of each alternative and select the one with a higher probability of acceptance or success in terms of cost, times and human resources.

14.3.6 Make the Decision

It is the moment to give your best shot. After examining thoroughly all the alternatives, you make your decision and communicate it to everyone affected by this decision. All the important stakeholders should be taken into confidence and explained how and why you have arrived at this decision. An action plan is to be put in place for implementing the solution and people should be encouraged to support the solution. A good decision creates a positive work environment by solving the problem. It gives good results and positive future directions. Further, a decision needs constant monitoring and evaluation to know how it is implemented, what are its consequences, what is people's feedback and what adjustments are needed.

14.3.7 Have a Back-up Plan

If your best decision fails to solve the problem, you need to figure out what went wrong. Improper identification of the problem, inappropriate alternatives, illogical assessment of the problem and poor implementation could be some reasons behind the failure of your decision. This requires a re-look into the problem from a new perspective. Smart managers always prepare themselves to face the adverse fallout of their decisions as they know things may not go well as planned. They always have something to fall back upon when things go wrong.

14.4 DECISION MAKING TECHNIQUES

As a leader you intend to take the best possible decision to solve a problem. However, every problem needs thorough investigation for taking the best possible decision to solve it. For this, you need to apply one or more problem-solving techniques to understand how best the problem could be resolved with available

The five questions one should ask to make a decision.

alternative solutions. Described below are some of the practical and widely used techniques for finding an optimal solution of a problem:

1. **Brainstorming:** This is a clear and creative approach for developing alternatives. In brainstorming all members of a group, entrusted with solving a problem, think together about the problem and contribute their ideas to arrive the most viable solution. The basic idea behind brainstorming is to get fresh ideas from all group members. For the success of brainstorming, every idea should be welcomed and the group members should refrain from judging each other's ideas on the spot.
2. **Nominal group:** It is one step ahead of brainstorming as it includes a voting process to rank the ideas or solutions generated by group members. Every member gets equal representation in the group to contribute to decision making. First, every member states his/her solution briefly explaining the reasons why he/she opted for that solution. Then all the solutions are listed and later on ranked through voting to choose the most valued one. The idea receiving the maximum votes is accepted for implementation. In this decision making technique, it is the job of a facilitator to encourage all group members to share their choices and then invite them to rank all the choices to select the best one.
3. **Delphi technique:** This technique engages all group members to express their ideas through questionnaires about a possible solution of a specific problem. The group leader facilitates filling up questionnaires by individual members who never meet in person. This process of solution search keeps repeating as members share their responses, refines them until a consensus solution is reached.
4. **5 Whys:** No problem can have only one root cause or reason. The '5 whys' technique enables you to know the multiple causes of a problem. In this technique, a single problem is explored extensively by repeating the question 'why.' This technique is used to establish the cause and effect relationship of a given problem. The success of this technique depends on how appropriate are the questions asked to find the cause of the problem and its solution.
5. **Cost/Benefit analysis:** This technique helps in weighing the financial implication of each alternative proposed for a project or business solution. It analyses potential costs and profits associated with different alternative solutions. The best part of this analysis is that it will explain whether the cost exceeds beyond the projections or benefits fall short of expectations.
6. **Multi-voting:** Brainstorming generates many ideas to handle a problem, whereas multi-voting is effective when many people are part of decision making. Through multi-voting a large list of choices is reduced or narrowed down to a small list of top choices for further consideration or research. This technique is greatly helpful when an option or decision is favoured by most people but is not the top priority of any one of them.
7. **Decision matrix analysis:** It is a powerful technique for making a decision. It enables leaders to assess all available options and prioritise them when searching a solution for a complex problem. This technique is highly useful when you have a number of good alternatives and many other factors to look into

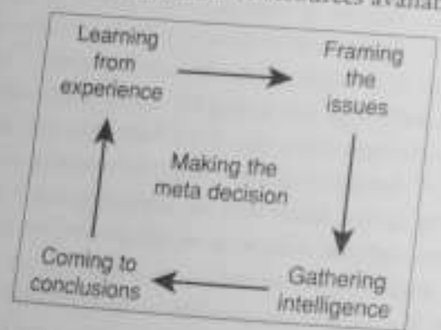
14.1 INTRODUCTION

We take decisions every day – big or small, personal or professional. Decision making is intrinsic to our existence and growth. We all have our fair shares of decisions that we regret we should not have taken. A right decision taken at the right time leaves a significant influence on our personal and professional lives. How to take right decisions is a skill that we need to master and implement like other skills which are essential for personal and professional growth. This skill assumes importance when we take decisions for our people, organisation or nation. It is the wisdom of taking sound decisions that transforms a professional into a great leader. Often we see leaders making poor decisions because they opt for a poor choice or option. The outcome of a decision can make or mar a leader. Decision making and problem solving skills are essential for our personal and professional growth. While dealing with problems, how we balance and move forward is a strong reflection on our ability to negotiate and solve our problems. Today organisations critically assess the decision making ability of the people they recruit because decision making and negotiations play a vital role in the progress and productivity enhancement of organisations.

14.2 WHAT IS DECISION MAKING?

Whether taking up a job, selecting a college for higher education, deciding on a movie to watch, or opting for a loan, we do take decisions. Decision making is integral to our life 24 × 7. Decision making is the process of examining the available options, comparing them and choosing the most viable option in the given circumstances. An important part of any decision making process is to find a way to evaluate plenty of complex information related to the subject or issue of decision making for timely selection of the most suitable option. Great leaders are characterised by the value they add to a decision making process. They are endowed with the virtue of correctly analysing information and choosing the right course of action to settle a crisis or diffuse a dilemma. Mike Myatt endorses the need for 'hierarchy of knowledge' or the kind of information or resources available to decision making.

Movie or magic show? Shopping or sleeping? Decision making is integral to our life. We select options and form opinions about every day issues on the basis of various reasons and emotions.



He finds that hierarchy of knowledge is instrumental in effective decision making and it could have the following attributes:

Gut feelings: Sometimes decisions taken on the basis of gut feelings turn out to be good decisions. However, it is not prudent to always take decisions purely on the basis of gut feelings or instincts. Gut feelings operate like an emotional filter in the absence of other decisive filters to support a decision. Our instincts work great when we combine them with other reliable analytics to arrive at a decision.

Data: Raw data is just a complex set of facts, statistics or inadequate resources that may not be of much value in decision making. Poor and incomplete data may lead to worst decision making.

Information: It is somewhat complete and independent data set that has been gathered after processing random facts and statistics. It is considered a more clear and valuable form of knowledge for use in decision making.

Knowledge: It is the best form of information which results from in-depth analysis and verification. It is high-quality robust knowledge based on research that leads to real performance and right decision making. It is real action oriented insight that you amass after churning up the oceans of information. It is 'doable' thing that gives authenticity and confidence of decision making to leaders as it is based on research and testing.

The hierarchy of knowledge is the most critical factor for consistent sound decision-making. The better the source of knowledge, the easier we can move from speculations to making strategic choices.

Unauthenticated and vague data would mislead the decision-making process.

However, it is mandatory to confirm the source of knowledge leading to a particular decision. Any bias in the inputs that go into decision making may lead to wrong decisions and their adverse impact. Sources of knowledge must be credible and what they offer and why they offer a particular information should be evaluated before using that information in decision making.

"The key to good decision making is evaluating the available information - the data - and combining it with your own estimates of pluses and minuses. As an economist, I do this every day."

— Emily Oster

13.7.1 Team Development Stages

The four stages of team building are: forming, storming, norm setting and performing. It takes time to pass all these stages and build a strong team.

13.7.1.1 *Forming Stage*

In this stage team members are selected and team goals are defined. Those goals are set which are attainable. The selected members are delegated roles as per their individual capabilities. Normally, one dominant strength of each individual is identified, and accordingly he/she is given a role. For better team work the members should understand each other and work in an atmosphere where each member's freedom to work is respected.

While forming a team for designing an ad campaign, team goals are set for preparing and launching the ad. There will be different stages of making an ad: defining objectives, identifying targets and choosing formats, making roughs and thumbnails, proofreading and finally launching the ad in the right media. It is necessary that the schedule for reaching the team goal is set in the beginning with a proper time frame.

13.7.1.2 *Storming Stage*

This stage involves coordination for the activities for the work undertaken-it can be a project or a campaign. If there are problems on the way to team goals or project arrest them in the beginning. The project should start on the right track. All members of the team should work for the success of the project and shall look for any shortcomings in the project. They should continuously observe whether the project is moving in the right direction. Every member's perspective should be considered and the project should be handled creatively. Effective communication among team members is of utmost importance in this stage. For successful team work, the communication should be clear and precise. Gaps in the communication tend to create misunderstanding among members causing them stress. The communication should be task-oriented and truthful. It must be responsive, reflecting team members' willingness to collect information, taking risks and building and developing on each other's ideas.

> Success of a work depends on how smoothly the stages are completed.

13.7.1.3 *Norm Setting Stage*

This stage establishes tools, behaviour and rules which the team is going to follow. Rules and values are defined properly. The team reflects positive behaviour, trust, high motivation and good/open communication skills, energy and the group focus is visible. Team members recognise the potential of each other and channelize it in the right direction. There is a lot of encouragement for the team members. There is a high level of loyalty, motivation and group decision making. The energy of team is directed in one direction, that is, to work to achieve the team goals. Personal as well as team growth is encouraged throughout. Leaders also act as facilitators helping team members clarify the team objectives or goals.

13.7.1.4 *Performing and Adjourning Stage*

This is the final stage, where results are noticeable. This stage is marked with high productivity and a lot of support, unity and loyalty is reflected. Each member is capable of decision making by the time they come to this stage. The team work comes to an end. The work of team members is recognised and celebrated. Team member also get sentimental as they prepare for making another team. The gratitude to each other is conveyed in different forms. In new teams, individuals are put at higher level of positions and new people are also engaged. Continuity is maintained by revisiting the stages and guiding the new members.

It takes time and patience to move through various stages of team building. Every team goes through the above four stages. The timeline may vary for each stage depending on the skill and knowledge levels of team members. The leader plays a pivotal role in taking the team in the right direction.

13.8 TYPES OF TEAMS

Depending on the nature of the task to be accomplished, teams are formed. There are different types of teams. However, the most common types of teams are cross-functional and problem-solving teams.

13.8.1 Cross-functional Team

In this type of team, the level of participation of all members is same but their areas of expertise and specialisation are different. Suppose a university wants to relook into the structure of the courses in for its degree programmes, then it will form a team consisting of professors teaching all the subjects. Such a team will look into the issues related to the relevance, suitability, applicability, etc. of the existing degree programmes. Maybe towards the last stage of the team functioning experts from another university can give their inputs.

13.8.2 Problem-solving Team

Sometimes the organisation faces a particular problem to solve for which a problem-solving team is formed on temporary basis. It consists of people from all levels in the organisation, depending on the type of the problem to be solved. If the problem is related to the construction of a building, the team will include civil engineers, architects, workers, finance officers, etc. All members of the team put in concerted efforts till the problem is fully solved.

Summary

Leaders are epitome of good qualities. They are followed by the masses because of their charismatic personality and good behaviour. There is a difference between a manager and a leader but sometimes these terms are used interchangeably. For any organisation to be successful it should be working under a strong leadership. Leaders should motivate employees and inspire them to scale new heights in their careers. For this open communication is needed so that people can share their thoughts with free mind. Rewards create motivation among employees, therefore these should be given to employees from time to time. To nurture good work culture, the organisation should instil ethics, cooperation and trust, creativity, risk taking ability, empathy, etc. among its employees. There are several leadership styles and the one which suites best for the organisation should be adopted. Common leadership styles are: democratic, autocratic, laissez-faire, transformational and transactional. Each style has its advantages and disadvantages. Leaders should give equal treatment to employees. This will bring positive energy to work for achievement of organisational goals. Trust and support, job satisfaction, clarity in objectives, effective communication can be developed among team members by making them to work cohesively. The four stages of team formation are: forming, storming, norm setting and performing stages. Depending on the nature of the task to be undertaken a team can be cross-functional or problem-solving. Whatever be the type of team, there should be good understanding among its various members.

Chapter Review

1. How can you differentiate leadership from management?
2. Describe some key points of corporate culture?
3. What are the different leadership styles? Explain each of them.
4. Explain the current leadership trends.
5. What are the four stages of team building? Explain each stage briefly.
6. You have to organise the convocation in your college. What kind of teams you will form? How will you assign tasks to each team?

Direct Questions

1. How would you define a leader?
2. Which are the different traits that form the core characteristics of an effective leader?
3. What is cognitive ability?
4. What is a problem solving team?

Analytical Questions

1. Imagine you are at an interview for an important managerial post. You are asked 'What is your communication strategy as a leader? What are your communication beliefs?' Give your answer.
2. Imagine you are the person responsible for training newbies. If you could teach one thing about 'leadership that drives growth' to them, what would it be?
3. Consider yourself as an entrepreneur for a big start-up. In the initial stages, will you help people get what they want, or will you help them get what is right for them? Justify your answer.

Resources for Further Reflections

1. http://www.gallup.com/businessjournal/736/leadership-discussion-questions.aspx: Leadership Discussion Questions.
2. http://www.jqassociates.com/assessment/tools/leadership-effectiveness-analysis.asp: Leadership Effectiveness Analysis.
3. http://www.forbes.com/sites/piyankajain/2013/08/19/3-key-traits-of-head-of-analytics/: 3 Key Traits to Look For In An Analytics Leader.

13.7 TEAM BUILDING

Ask yourself these questions. Can you do a big project all by yourself? Do you have enough resources to undertake the project? Do you have all the expertise to complete the project? If your answer to these questions is no, then you must form a team.

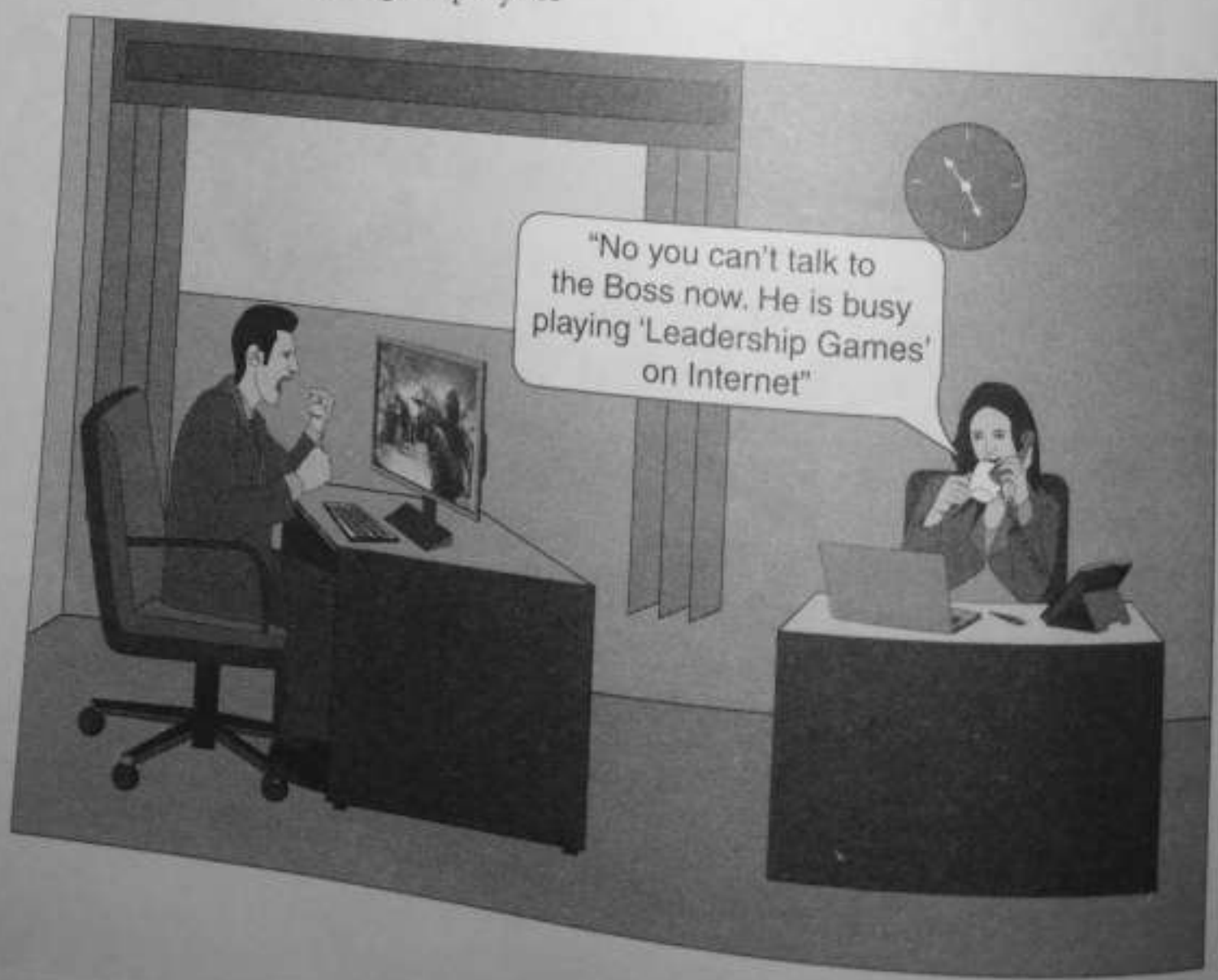
When we think of teamwork, we think of common goals of a team for which every member of the team works. Each member is equally responsible for achieving the team goals. Team building is a process where different activities are undertaken to establish positive communication among team members and encourage them to work hand-in-hand for better performance of the team. It aims to leave no room for disputes among team members and keep their morale high.

Advertising agencies use teamwork to design creative ad campaigns. An ad agency team, working on an ad campaign, includes the copywriter, one or more actors, singers, the director, the music composer, etc. Without forming a team like this, no ad agency can design an ad campaign.

In any organisation, goals are achieved only when its staff works cohesively as a well-knit team and give higher productivity. If the staff members work alone, then it will take more time for the organisation to achieve its goals. Team building is continuous process at the workplace. It enables people to work with mutual trust, support each other and also respect individual opinions of fellow team members. Team building is not an easy task. It takes lots of effort to nurture a team and keep it intact. If you have a good team, it can lead to:

1. Trust and support
2. Job satisfaction and dedication
3. Collaborative problem-solving
4. Creativity and productivity
5. Motivated employees
6. Strong policies and strategies
7. Clarity in objectives
8. Effective communication among employees

An individual should quash self interest and work for the common goal to get satisfaction.



cu[illegible]y and a high level of motivation and coherence among [illegible] ight act as a hindrance to any change in the organisation. It can act as an impediment to [illegible]rmance of the organisation. Under the influence of bad corporate culture, employees may target wr[illegible]s and achieve dubious means to achieve them.

> *"Example is not the main thing in influencing others. It is the only thing."*
>
> — Albert Schweitzer

13.4.1 Salient Features of Corporate Culture

Some of the key features of corporate culture are as follows:

1. **Ethics:** Organisations which want to be known for good corporate culture just cannot do without ethics. In such organisations, leaders are quite clear about their duty to ensure adherence to ethics. They provide clear written information about the ethics to be followed to employees. By doing so, they facilitate enforcement of ethics among employees. They also evaluate the employees' performance by assessing their adherence to ethics.
2. **Target:** Achieving targets is essential for an organisation to progress. Leaders must have clarity about the targets of their organisation. It is their duty to explain to the employees organisational targets and make them realise the importance of their role in achieving these targets. Because it is essential for the employees to know where the organisation is heading and their role in its progress. If problems crop up in realising organisational targets, leaders can change strategies or take corrective measures to overcome the problems. For this, first, leaders themselves have to be open for change and then they should be able to convince the employees about the necessity of change.
3. **Cooperation and trust:** In an organisation the environment of openness can be created by inculcating the spirit of cooperation and trust among employees. Employees' trust in leaders is also a key measure of how effective is the leadership. For encouraging employees to work in team spirit, organisational environment will be such that leaders and employees should mutually trust each other. This helps in both leaders and employees concentrating on organisational goals which can be achieved faster.
4. **Creativity:** Creativity in the functioning of a leader implies that he/she is ready to face new challenges and think out of the box. If a problem is not solved in the usual way, creative leaders think differently. They do not hesitate in treading the path less travelled. In other words, creative leaders do not fear losing their job and challenge conventional thinking. They keep themselves in tune with the changing times.
5. **Risk:** No business or venture can be immune to risk. Therefore the ability to manage risk efficiently is an essential requirement for organisations and their leaders. They should be able to transform adverse circumstances into an opportunity to learn and grow. New strategy should be applied to draw an advantageous outcome from an adverse situation. While doing this, the reputation and good will of the organisation should also be protected.
6. **Empathy:** Employees must show empathy with those customers who are facing problems in their dealings with the organisation. They should also take the responsibility for their actions while dealing with customers. The empathetic attitude of employees helps in creating a positive environment for rendering high-quality customer service.

13.3 LEADERSHIP TRAITS

There are many theories that elaborate on the qualities of a great leader. Contemporary theories stress more on action than just statements uttered by leaders. In other words, their focus is more on action than leadership qualities because if not put to good use, qualities are worthless. Whenever you think of an effective leader you associate with him/her adjectives like energetic, passionate, ambitious, intelligent, motivated, confident, dynamic, etc. These traits are essential for a leader but do not guarantee that a person having these traits will surely be an effective leader. Some people are born with these traits while others acquire them. The core characteristics of an effective leader as cited in *'Leadership: Do traits really matter?'* by SA Kirkpatrick and EA Locke are as follows:

1. Motivation
2. Drive
3. Honesty and integrity
4. Self-confidence
5. Business knowledge
6. Cognitive ability

> *I suppose leadership at one time meant muscle; but today it means getting along with people.*
>
> — Mahatma Gandhi

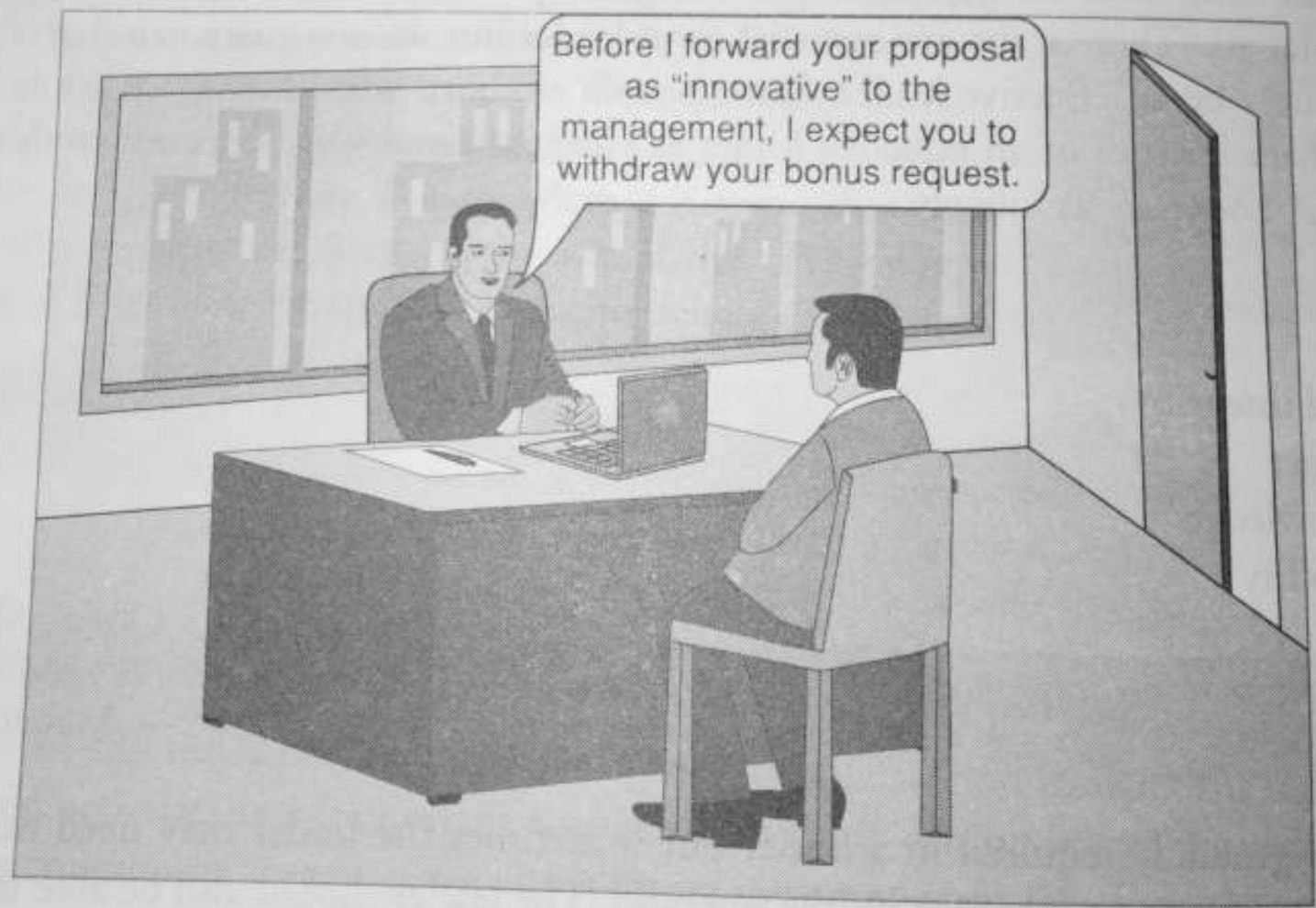
These qualities are required in a leader but sometimes the leader may need other qualities also

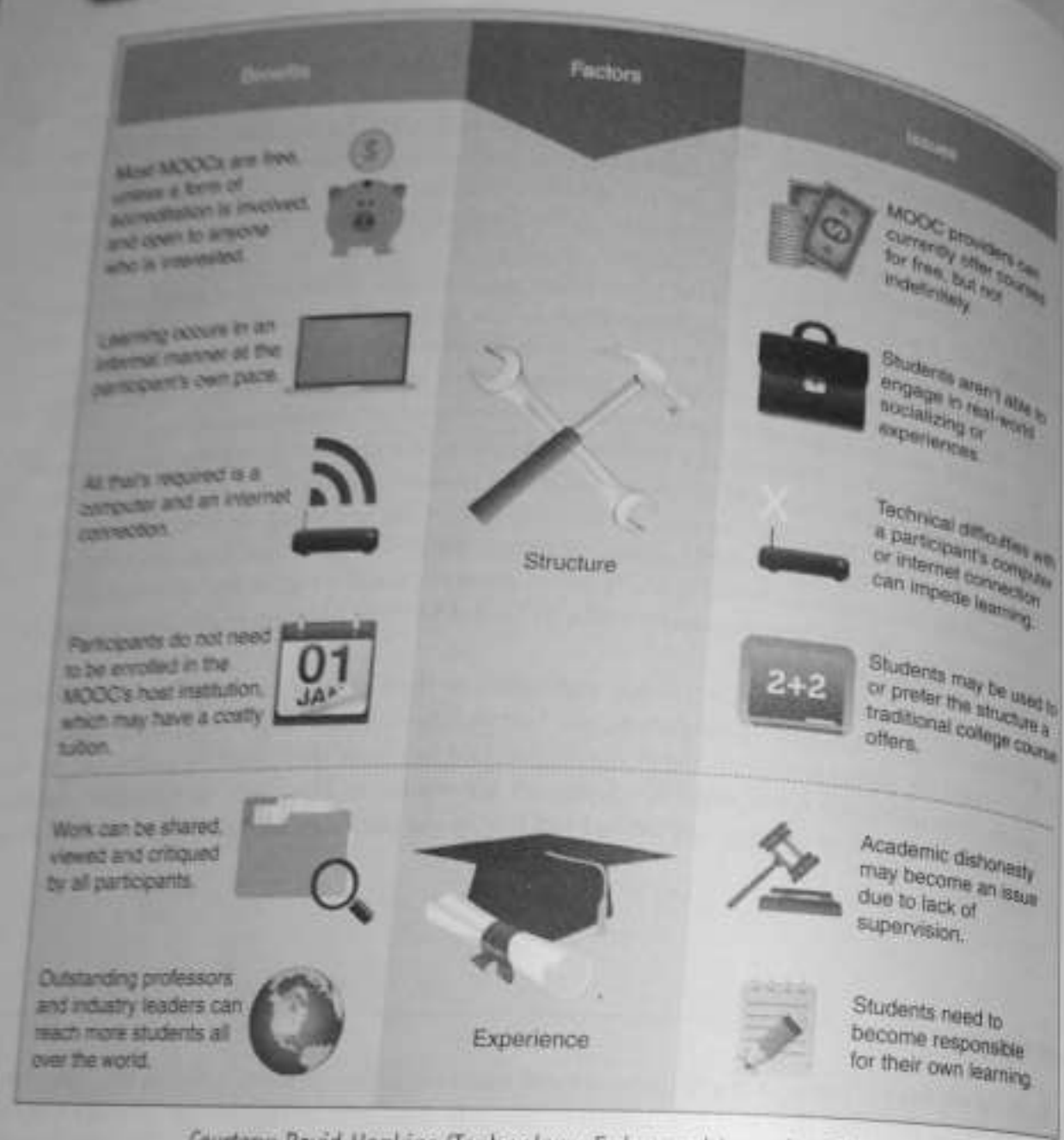
the employees' potential is tapped in the right way so that they could put in their best and reap the resulting rewards. The leader must develop an understanding of employees' work preferences and assign work to them accordingly. Rewards can be announced to keep the motivation of employees high.

13.4 CULTURE AND LEADERSHIP

Every organisation has a unique system of beliefs, values and ethics. This system broadly represents the corporate culture of the organisation. Corporate culture is an important element of the structure of an organisation. The corporate culture of an organisation is affected by its workplace environment, communication channels and managerial ideas and philosophies.

The employees are contented if their potential is tapped and they do the job of their interest.





Courtesy: David Hopkins 'Technology Enhanced Learning Blog' http://www.dontwasteyourtime.co.uk/elearning/mooc-infographic/.

Chapter Review

1. Describe the issues that make capacity building important.
2. What are the elements of capacity building? Describe them.
3. What are some of the opportunities provided by organisations for their employees to hone their skills and enhance their abilities?

4. What new ideas can you explore for learning?
5. How important do you think is learning 'networking skills' for the development of an organisation?
6. How does mentoring groom a professional for professional excellence?

Direct Questions

1. What do you understand by the term 'capacity building'? Why is it important?
2. What are matrix teams?
3. What is unlearning?
4. Name and describe some online learning programmes.

Analytical Questions

1. Being the HR Manager of your organisation, which methods would you prefer to build the capacity of your employees?
2. Imagine you are a newly appointed executive. You are asked to report weekly to your mentor and get feedback from him. How would you assess the comments that you receive from your mentor and how would you apply his advice to your job?

Resources for Further Reflections

1. Azim Premji: Capacity Building Helps Ethical Behaviour. http://forbesindia.com/article/third-anniversary-special/azim-premji-capacity-building-helps-ethical-behaviour/32932/.
2. Read a book: I Have A Dream By Rashmi Bansal.
3. edX | Free online courses from the world's best universities: https://www.edx.org/.

Caselet 1

Intel India Capacity Building

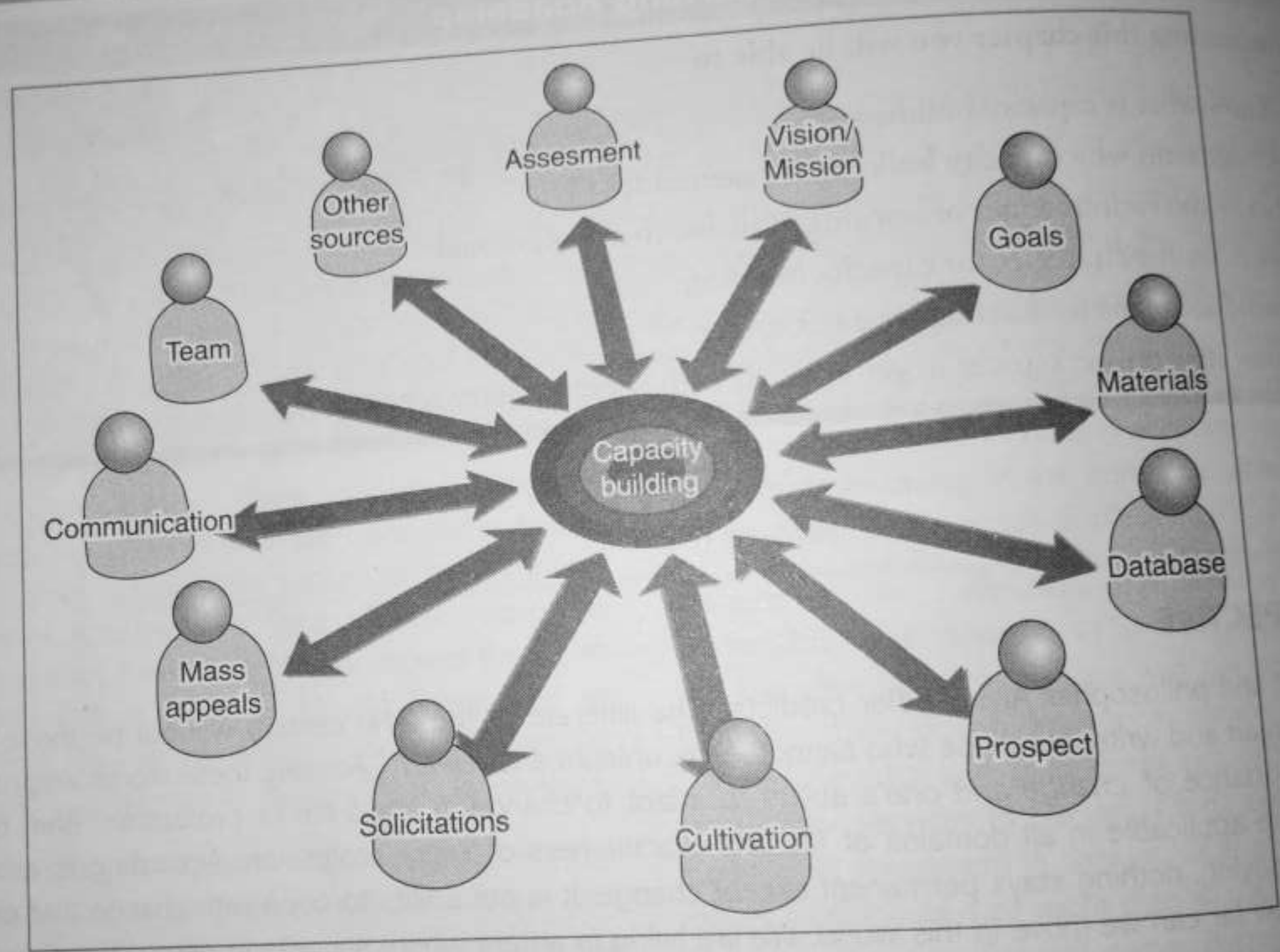
Vishnu graduated from NIT Warangal in the electronics discipline. He joined Intel India as a graduate engineer trainee and was trained in the designing process of embedded systems. After training, he was posted in Bangalore, a development centre of Intel India. He was required to report to Arjun, who was his manager. When Vishnu first reported to Arjun, he found Vishnu a bright professional. Arjun placed Vishnu in a project that had to be cleared within 12 days, but most of the project work was still pending.

Vishnu saw this assignment as an opportunity and worked hard. He helped his co-employees who were quite senior to him and completed the project

energy to face compe
learn new ones for succeeding in life and career. The

You don't learn to walk by following rules. You learn by doing, and by falling over.

— Richard Branson



12.1 INTRODUCTION

the college. And, their quest for professional growth has shifted to a new parad
and relearning' – a magical mantra that is gaining prominence at workplaces tod
capacity building is the real asset that professionals can bank on for facing competit
out their lives. Capacity building is the key to your survival as dramatic changes are
the work environment. It gives you the adaptability to unlearn and relearn with the ch
tuned to what's relevant in the workplace.

12.2 NEED AND IMPORTANCE OF CAPACITY BUILDING

In this era of fast and continuous development, it becomes critical for employees and organisations to move in step with the speed of the market and their competitors, otherwise they will lag behind with a severe impact on their productivity and profits. For this reason, capacity building through workplace training is vital to retain talent, keep the organisation growing and ensure development of all stakeholders. Lifelong learning for employees has become essential for increasing the productivity and efficiency of the organisation. The following are certain issues because of which capacity building has become important for employees and organisations to achieve their goals:

1. **Change is permanent:** Keeping pace with time and market is a big issue that companies and workers face every now and then. Their ability to cope with changes, particularly those brought by new technologies, HR practices, etc., makes their business or profession sustainable. Any resistance to new business learning or professional is like inviting a disaster. Learning new skills during one's job prepares one to face the dynamics of change and adapt accordingly.
2. **Technology is volatile:** Professionals cannot imagine to become resourceful, capable and productive unless they are tech-savvy. Technology empowers both employees and organisations to move forward for scaling new heights of progress.
3. **Innovation is the spice of business:** Continuous innovation by man to improve himself or being new technology is a prerequisite to survive in today's competitive market. Innovation makes things simple and people motivated. Capacity building ensures that innovative ideas are generated at the workplace to enable the organisation to handle new challenges and face competition effectively and create new growth records.
4. **It leads to greater productivity:** Capacity building improves efficiency of employees. Any training programme, aimed at capacity building, imparts new skills to employees for a better performance in workplace and in life. Such training programmes are necessary because with time, some skills of employees become useless, some do not match with new job responsibilities and some need revamping.

People fear change but the pressure of change is constant to the universe. It is human and natural to be safe and static but most times, change is inevitable. It matters more how we embrace and cope with the change.

5. **People are our most cherished assets:** Creating an environment for every employee's growth and engaging employees creatively are the best HR practices that an organisation can follow to efficiently manage its human resource and develop it further for facing new challenges. The organisation's capacity building efforts must focus on employing its own trained and skilled human resources to nurture new talent, motivating the old guard and maximising profits.

> *I try to learn from the past, but I plan for the future by focusing exclusively on the present. That's where the fun is.*
>
> — Donald Trump

12.3 ELEMENTS OF CAPACITY BUILDING

There are three major elements of capacity building which emphasise the importance of building correct relationships and enhancing the productivity of individual and employees as well as the organisation. There are three major elements of capacity building which emphasise the importance of building correct relationships, enhancing the productivity of an individual as well as group and developing the civic bodies.

Partnership, organizational development and societal strengthening lead to capacity building.

1. **Partnership:** This element refers to the initiatives aimed at building or strengthening partnerships and enhancing resources. Good partnerships and better resources help in building capacity and promoting empowerment of each individual in the organisation, which lead to better work and maximum productivity through innovation and management.
2. **Organisational development:** Capacity building finally leads to organisational development by maximising profits and stakes. It also helps the organisation acquire a leading position in the market ahead of its competitors.
3. **Civil society strengthening:** Strengthening skills and building capacity of an organisation in the areas of strategic planning, advocacy, project development and management finally lead to the empowerment of the society and the country. These contribute to the country's progress globally recognisable progress on the economic, technological and innovation fronts.

12.4 ZONES OF LEARNING

A lucrative career is the dream of every employee. To make a dream career, learning at the workplace is essential. Workplace learning action plans are the best medium for new recruits as well as the older ones to learn and new things and unlearn obsolete ones. Successful organisations provide many opportunities for their employees to hone new skills and abilities through training. Some modes of training are described below.

12.4.1 Cross-training

Cross-training can be extremely valuable to organisations as well as employees. It is important to cross-train employees for various skill sets so that businesses do not suffer due to the absence of a key person at a critical time. Cross-training offers employees opportunity to learn jobs and assignments across a wide range of workflows. Such training makes employees flexible and multitasking to handle different workplace assignments with ease.

12.4.2 Formal Training

Formal training is a primary employee development programme for the new staff in an organisation to expose them to specific projects, technologies and procedures of the organisation. Formal training may be given in-house or through an external trainer to prepare the new staff to work in line with the organisation's objectives and future strategies.

Internal training is an in-house capacity building mechanism where senior executives train the new and junior staff about major problems, solutions, technology, resources and practices to be followed in the workplace. It takes place in a cohesive manner as trainers and trainees belong to the same organisation. In external training, experts are invited and paid a fee to train the staff in certain skills which the organisation considers necessary to face new work-related challenges.

12.4.3 Matrix Teams

The organisation forms matrix teams by taking selected people from various sections, divisions and teams to work together for resolving a common problem or for executing a project jointly. Matrix teams help utilise varied skills of different people for doing a common task.

12.4.4 Mentoring

Mentoring is the process of one person helping another to learn and grow at the workplace. Mentoring is of two types – formal and informal. In formal mentoring, the mentor and the protégé have some official agreements on roles, expectations, objectives, and meeting schedules. It is a formal commitment from both the sides in the form of an officially sponsored programme. In informal mentoring, the mentor and the protégé find some commonalities in each other in terms of skill and behaviour and agree to work together. Although, mentoring of such nature is often less structured and free to engage both of them without any fixed objectives or agreements, but the mentor offers all the requisite support, counsel and challenging situations.

11.6 IMPORTANCE OF WORK ETHICS

The healthy and positive work culture improves the enthusiasm and eagerness of employees to perform better as it boosts their morale. It results in increasing their productivity and also improves the employee retention rate of the organisation. Hence it benefits the organisation in the long run. When leaders, known for their impeccable ethical behaviour, become role models for workers, the latter are encouraged to emulate them. If employees succeed in their efforts then thus enhance their own goodwill as well the reputation of the company. The ethics-based reputation of the company and integrity of its employees attract talented hands to join the company thus improving the company's business. The following are some of the advantages enjoyed by the company due to its ethics-based work culture.

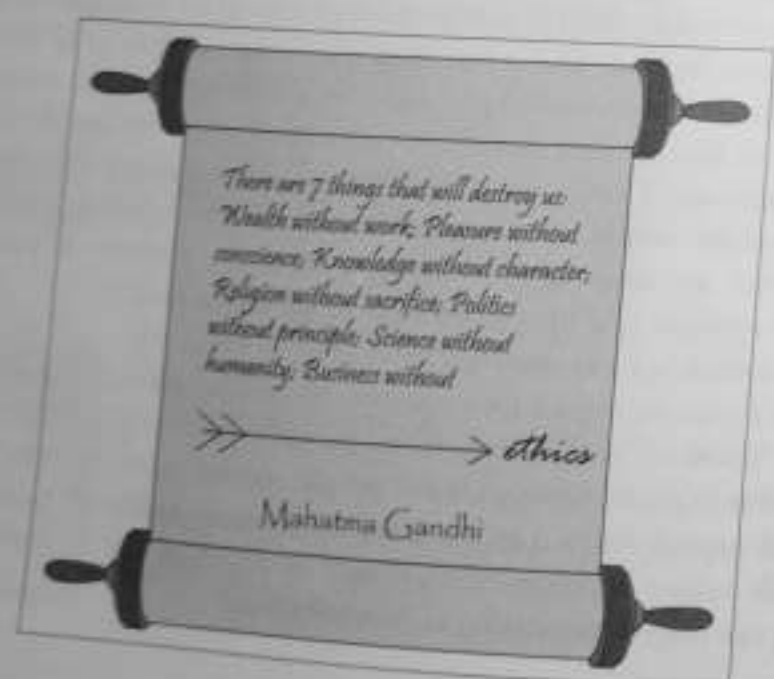
> Following good ethical practices bring positivity and enthusiasm in the organisation, bringing the efficiency high.

11.6.1 Teamwork and Productivity

The cohesiveness among the employees of a company increases because of the positivity in the workplace environment, generated by adhering to ethics. It surely enables the alignment of the company's business values with the employees' values. It nurtures openness, encouraging consistency and communication regarding values of the company's business and strengthens integrity of leadership and employees. If keeping employees loyal to the company is part of the company's business values then it results in the increased productivity and motivation of employees.

11.6.2 Wealth Protection

If the organisation is immersed in ethical culture then it helps in safeguarding its assets. The employees, who abide by the ethics of the organisation, will safeguard its business assets. They will never spend the organisation money to make personal long-distance calls or use office supplies or equipment for personal use. Ethics demand the employees should take care of the company's property and they certainly would if they are treated with respect and dignity. They should be proud to work in the organisation which is well known for following high ethical standards.



11.6.3 Positive Image

By following ethical choices, the organisation's management and its employees create a positive image of their organisation in the public domain. On such ethical choice could be proper discharge of the waste, generated by the organisation, as part of its social responsibility. This will disseminate positive vibes about the organisation among outsiders who will see it as company with strong integrity. Building positive public image will automatically attract more clients and the organisation's business will grow multi-fold.

> Biases should be completely removed to build integrity in the organisations.

11.6.4 Decision-making

If the decisions, taken in the organisation, are unbiased and based on ethics, the organisation will survive in tough times. Ethical practice encourages righteous decision making in the organisation. It also paves the way for conflict resolution without much turbulence and difficulty. Even the employees do not object to sudden changes in the organisation if they have a strong faith that the organisation management takes decisions in the righteous way. The employees are sensitised by adherence to ethical practices and, therefore, they act in the ethical way even in difficult times.

11.7 PROBLEMS IN THE ABSENCE OF WORK ETHICS

Described below are some problems caused by the lack of ethics in an organisation.

11.7.1 Adverse Impact of Company Credibility

If the codes not follow robust work ethics, and people public get to know about its malpractices, then the organisation will lose credibility among people who will not patronise its business. It is a myth that the information about malpractices in the organisation does not reach the outside world. You cannot conceal it through advertising or other business gimmicks. Sooner or later media will smell the rot within your organisation and will let people know of your malpractices. Even if months later your organisation will not be in the news, its tarnished image will stay in the mind of people for a long time. It takes a lot of money and time to restore the image of the organisation, and sometimes it is never restored.

11.7.2 Lack of Cohesiveness among Employees

When the leader of the organisation displays a lack of ethical behaviour, it spells disaster for the employees as well as the organisation. First, he/she loses respect among the employees and then his/her unethical behaviour generate animosity and lack of trust among the employees. This environment is detrimental for the progress of the company as it deters the employees from collaborating to achieve business goals.

11.7.3 Performance Deterioration

The lack of ethics in the organisation's functioning leaves a negative effect on its employees' performance. They tend to make quick money by flouting rules and regulations. The honest employees, who are ethical in their behaviour, get demotivated by seeing their colleagues making progress through wrong means. This lack of motivation is reflected in their performance which adversely affects the organisation's progress.

11.7.4 Discouraging Unethical Behaviour

Generally, unethical practices crop up because of poor planning or loopholes in the business conduct of the organisation. Therefore, the organisation must not set unrealistic goals for its employees to achieve which they may indulge in unethical practices. While monitoring the employees' performance, they should be given practical suggestions and tips so that they could achieve their goals. Workshops should be organised to train employees and they should also be given credit for their good performance. Transparency in the functioning of the organisation will nurture trust, cooperation and positivity.

Summary

Ethics have become very crucial in today's business world, which aided by technology is growing at a fast pace. Without rules and regulations which are the base of an ethical work culture, organisations go berserk blindly following their goals. Organisations need to adhere to ethical practices to have a good reputation. Their success is very much dependent on the ethical practices they adhere to. Considerations and compassion, social responsibility and financial ethics play a key role in an organisation's functioning. People's approach to ethics is very subjective and they keep learning them at every stage of their life. Ethics are the moral principles that govern a person's behaviour or the conduct of his/her activities. There is a correlation between values and behaviour. Values exert control over our attitudes and attitudes control our behaviour. Ethics should be nurtured in the organisation by reducing the gap between knowledge and real action. The new recruits must be assessed for their ethical values. They must be part of social gatherings organised by the organisation so that could learn about the organisational ethics and align their values with those of the organisation. The organisation must have a robust system to fix accountability. Leaders can impact positively the ethics learning of their employees by fair allocation of organisational resources and linking them correctly with organisational goals. Ethics is very important for the growth of the organisation as following them gives the employees positive energy.

> Lack of ethics can generate a lot of negativity and animosity among the workers.

Chapter Review

1. How do you think employee cohesiveness affects an organisation?
2. There is a woman employee who due to her close relations with the top management gets favours. This affects other employees who get demotivated. What can you do in such a situation?
3. Is it morally incorrect to use the stationery of your organisation for your personal purpose? Support your answer with appropriate citations.
4. Discuss ethical theories with reference to the practices followed in your organisation.
5. Why should an organisation be socially responsible? Do cite some important CSR initiatives of your organisation.
6. How can an organisation nurture ethics?
7. Describe the importance of work ethics. Is it equally important for the employees at all the levels?

Direct Questions

1. How can an organisation cultivate a strong and positive image?
2. Should new recruits be allowed to take part in the social gatherings of an organisation? Justify your answer.
3. If an employee in your organisation is wasting time watching objectionable pictures in the office, how will you convey to this person that he/she is committing a wrong?
4. Define ethics. Write five ways to nurture ethics.
5. Why an ethical organisation has more productivity?

Analytical Questions

1. Why is ethical behaviour an important value? What are the ways to inculcate these in an individual?
2. Mr. Satypal is a hardworking and silent worker who does not talk about his work with everyone. He suffers in terms of promotion every year. In the light of Mr Satypal's case compare smart work with hard work.
3. Mahatma Gandhi said, "The greatness of a nation and its moral progress can be judged by the way its animals are treated." Justify the statement.
4. You had written a research paper and your supervisor after making some minor changes get it published in her/his name. How do you deal with such a situation? Justify.
5. Unethical practices have spread to all spheres of life. What measures can you take to remove them from medical profession?

Resources for Further Reflections

1. Business Ethics: Concepts and cases by Manuel G. Velasquez. Pearson Education.
2. http://www.teachwithmovies.org/standard-ethics-questions.htm.
3. Film: Corporate.

Caselet 1

Alpha Chocolate Pvt. Ltd.

Yash Vardhan is the Senior Accounting Manager at Alpha Chocolate Pvt. Ltd. Alpha Chocolate, a chocolate manufacturer of India, has a turnover of about Rs. 20 crores. Its products include different flavoured wafers, chocolates, candies and cakes.

As a Senior Accounting Manager at Alpha Chocolate, Yash Vardhan with eight years of experience looks after the company's finance. Murthy, one of the Senior Associates, has around nine years of experience in the company and is close to Yash. Ravinder is junior to Yash and works under him. He has over five years of experience in the company.

In the festive season of December 2013, the actual demand for cakes and chocolates was extremely high than the estimated forecast. The workforce at Alpha Chocolate in its existing strength was not capable to fulfil this sudden high in the demand. The company's CEO asked the HR department to recruit 10 temporary chefs to meet the demand. Since the demand for cakes and chocolates was very high than the expected, the company raised the price of its products by 10–14% based upon the cost incurred on their production. Due to extra production and hiked product prices, the company earned good profit and the CEO appreciated the

11.4.2 Knowledge and Wisdom

Wisdom refers to your ability to convert the available information into something useful. Wisdom is derived from the individual experience of exploring information intelligently to come to a wise decision. Many times you may come across options which pose an ethical dilemma. In such situations, you must use your knowledge to distinguish between right and wrong.

11.4.3 Love and Empathy

Your love and empathy for someone is reflected through your caring words. In the context of an organisation, 'love' refers to profound positive reaction of employees to their colleagues in a given situation. The love, empathy and kindness expressed by employees for each other create positive vibes in the organisation, which enable them to behave ethically correct in all situations.

11.4.4 Fairness and Justice

All individuals must be treated equally by leaders in an organisation. In the leaders' behaviour towards employees objectivity and fairness must be keywords. They must not show biases towards any individual or group. All employees must receive positive and fair return for the energy and efforts they put in their work. Leaders must be just in allocation of funds and organisational resources.

11.4.5 Courage and Integrity

You must be courageous to be ethical in all situations without compromising your integrity. You should be able to recognise the difference between right and wrong and act accordingly. You must consistently follow the right path without bothering about consequences even when the path is not smooth.

> Follow the right path without bothering about the consequences, you will surely be successful.

All the values described above are interrelated. For example if the allocation of the funds in the academic institute is done by following the guidelines, no one objects. Sometimes because of personal interest or favours there are aberrations in the decision making which dissatisfies the employees. If the top authorities maintain integrity and stay by their words the environment will be cordial and faculty members will be satisfied.

> *Until he extends the circle of his compassion to all living things, man will not himself find peace.*
>
> — Albert Schweitzer

11.3 THEORIES OF ETHICS

There are three major theories whose basis is the competition among employees for influence, resources and information. So, it is very important that norms or criteria for righteous path should have been set by following employees can work efficiently. The first theory – the utilitarian theory – emphasises that the consequences will guide the plan and action. The underlying objective is more production in less time, that is, benefit should be maximum. The second theory is based on rights, that is, all people are entitled to exercise certain fundamental rights, for example, right to speech and expression, right to religion, right to education, etc. The third is the theory of justice which states that decision makers should be fair and unbiased while taking decisions. This right assumes importance during the time of promotions. If decisions about promotions are without fairness, the employees' trust in management dwindles.

11.4 CORRELATION BETWEEN VALUES AND BEHAVIOUR

Values are inculcated in the individual by whatever he/she learns from his/her surroundings. For example, elders and teachers influence a great deal the values children learn. In schools, teachers guide their students by telling what is wrong and right. Values exert control over our attitudes and attitudes in turn influence our behav
and activities is solely dependent on your attitude.
align with the right et

7. What roles does creativity play in entrepreneurship?
8. How are diversity among employees and creativity related?
9. Creativity and innovation go hand in hand. Explain.

Direct Questions

1. What were the major practices of business in the recent years?
2. What do you understand by the dynamic nature of current organisations?
3. Do you think creativity is teachable or learnable? Justify.
4. What are the different thinking roles identified by the six colours of the Thinking Hats?
5. How can you define a creative environment?
6. What are the ways to promote creativity in the workplace?
7. Discuss the factors in the workplace environment and people who discourage creativity? How can these factors be rectified to promote creativity at workplace?
8. How do confidence and motivation promote creativity? List some ways to improve self-confidence and enhance motivation of employees to make a workplace more creative.

Analytical Questions

1. Google is famous for providing an enjoyable workspace with many facilities for its employees like unlimited availability of chocolates, game room, etc. Do you think this has something to do with Google being one of the world's best corporates? Justify your answer.
2. Many people and books nowadays use the phrase 'thinking out of the box'. What do you infer from this phrase? Give an example of the out of the box thinking.
3. Assume you were asked to provide some ideas to improve the creative environment at your workplace. What idea would you suggest? Explain in detail.

tion functions in ... become employees. Few organisational ethics are unwritten but ... part of an organisation, you realise what is expected from you in terms of adhering to its ethics. An organisation can work smoothly if the workplace behaviour of its managers and staff is strongly embedded in its ethics. It has been observed that employees will be more efficient if they behave ethically. If we analyse the success of great companies, we will find in it a reflection of the observance of a decent code of conduct by its employees.

Whenever managers or staff loosen their adherence to organisational ethics, it adversely affects t environment. So nowadays organisations take it as their priority to ensure adherence to ethics by th ers and staff. They view lack of ethics quite seriously.

appear drab and routine. [illegible]
tivity in an organisation, its creativity bar must be [illegible]
That is why more and more organisations are now thinking of taking steps to incorp[illegible]
their working. Creativity is helpful in problem solving. De Bono has used the concept of lateral thinking which forces people to generate a lot of new ideas. His Six Thinking Hats Method helps organisations come up with creative products.

Chapter Review

1. How can you define creativity and why do you think creativity is necessary in today's organisations?
2. Describe the role of a leader in nurturing the creativity of an employee.
3. Explain briefly the Six Thinking Hats technique.
4. How can you nurture hobbies at work? Give some examples.
5. How can creativity be employed to solve workplace conflicts and problems?
6. How can hobbies help in relieving stress and encouraging creativity? What kinds of hobbies are more suited for the development of creativity?

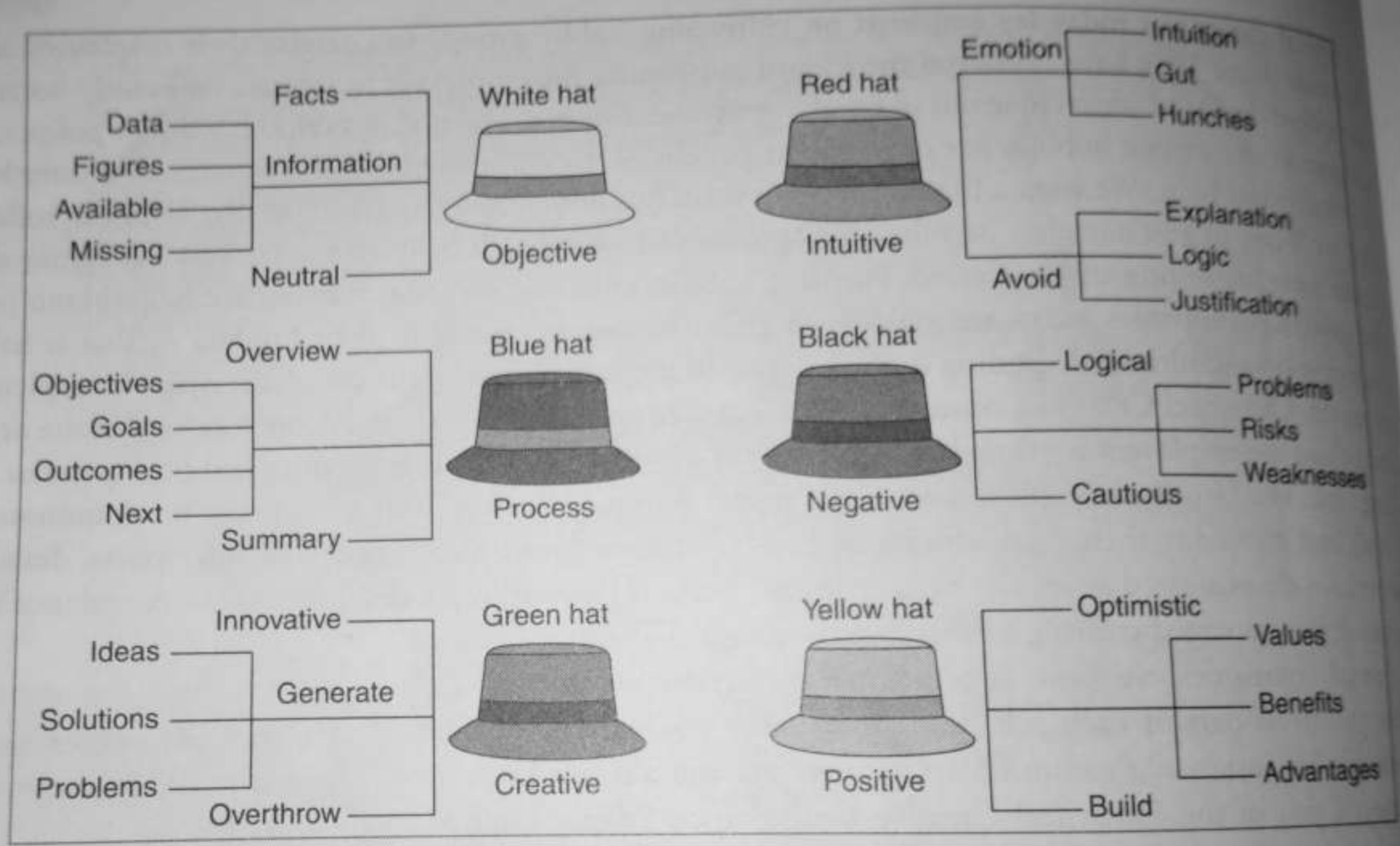
Direct Questions

1. What are the personality traits a candidate should possess to be successful in a GD?
2. Define GD?
3. What is the basic rule of conducting GD?
4. What is the main difference between a GD and panel discussion?
5. Discuss some GD summarization techniques.
6. What are the types of GDs?
7. What roles can a candidate play during a GD?

Analytical Questions

1. Imagine you are in a GD. The topic is decline of fresh water resources. If you were to initiate the discussion, what would you speak? Describe.
2. Imagine there are two friends of yours in your group for GD. How would you choose your positioning then? Describe why.
3. Assume you are in the middle of a GD. You identify that one of the group mates is discussing something which is irrelevant to the given topic. What would you say then? Describe.

Resources for Further Reflections



Edward de Bono's six thinking hats.

1. **White hat:** Information – what information do we need? Do we have it? If not, how to get it?
2. **Red hat:** Feelings, intuition, hunches, emotions, need not be apologetic, explanation, justification.
3. **Black hat:** Exercising caution; preventing mistakes; being critical; assessing potential danger?
4. **Yellow hat:** Benefits and feasibility which are logically based.
5. **Green hat:** Creativity, alternatives, new ideas, thought provoking.
6. **Blue hat:** Process-control, overview, agenda of thinking steps, summaries, conclusions, decisions.

GD is a very [illegible] skills of job aspirants. In GD job aspirants are free to share their ideas, feelings and opinions without any inhibition. They are usually face-to-face but with the technological advancements social media is also used to conduct GD. There are different kinds of sitting arrangements — U-shape, V-shape, semicircle and full circle. The main objective of the sitting arrangement is to ensure that each participant is able to make eye contact with the other participants. To be an active participant in GD, you must be updated about the current topics and must have knowledge in the areas of human concerns. Be sure that you know the difference between panel discussion, debate and GD, as each is conducted in a different way. The traits of the participants, evaluated in GD, are: knowledge on subject of the GD topic, ability of work in team, communication skills, ability to take initiative, reasoning ability, creativity and adaptability, taking own stand, assertiveness – power to prove own point, listening skills, leadership qualities and nonverbal cues. There are two types of GDs – topic-based and case-based. The topic-based GDs are of three types – factual topic-based, abstract topic based and controversial topic-based. While participating in GD, take care of individual traits like creativity, ability to take initiative, listening, articulation and non-verbal cues. The participant must have confidence throughout the GD.

Chapter Review

1. What is a GD and its purpose?
2. What qualities in a person do you think a GD can test?
3. How is a GD different from a debate? Explain.
4. How does a friendly and cooperative ambience during GD help the evaluator as well as the candidates?
5. Describe the seating arrangement in a GD?
6. What points should you keep in mind during GD?
7. What are the traits for which candidates are evaluated in GD?
8. Describe and explain the types of GDs.
9. What is a controversial topic? What is the motive of giving a controversial topic in a GD? Give an example.
10. How does being assertive and not aggressive during GDs help a candidate to be successful?
11. Discuss the roles of panellists in a Panel Discussion. What are the benefits of panel discussion?
12. Discuss the importance of citation of quotes, statistics and live examples in a GD.

9.7.1 Group Discussion Proforma

The grid given below helps the evaluator to rate the candidates on give parameters:

Candidate Name	Initiative	Leadership	Knowledge	Communication Skills	Listening	Non-verbal	Total

9.8 INDIVIDUAL TRAITS

9.8.1 Creativity

While you are discussing a topic, be as creative as you can be, else the discussion will come to a standstill. Let your lateral thinking work. When discussing a topic like "All roads lead to Rome," try to interpret it from different angles. There is one obvious interpretation of this topic, but there can be other interpretations as well. Discuss the topic in the light of a different interpretation. This way you will prove yourself different from the other participants. This will also give clue to the other participants to pick the discussion.

9.8.2 Initiative

Non-verbal cues are less noticeable in GD but create a significant impression on the evaluator.

Start the discussion at the earliest; never think that someone else will help you to begin. The participant who broaches the topic is in an advantageous position. But never be in a haste to begin. If you have not understood the topic, take time to understand it. Give your opinion after fully understanding the topic. But you must not sit quiet for a very long time. You have to grab the opportunity to speak.

9.8.3 Listening

Everyone can be a good speaker but listening is an art. In GD if you do not listen properly, you will have no connectivity with the discussion threads started by the other participants. Whenever you are communicating your views, pick up from where the speaker preceding you has left, else that will show that you are a poor listener. To reflect that you are a good listener, keep nodding your head (not too much), tilt towards the side of the person who is speaking and show interest through your eyes.

9.8.4 Articulation

Lee Iacacco, America Automobile Executive has said, "if you have ideas and you don't put them in words you are nowhere". It is an apt advice to articulate your ideas effectively to make yourself counted in GD. After a GD, many participants say that they had been flooded with ideas but they could not express them. The reason of their inability could be hesitation on their part or dominance of GD by the other participants. But remember you are not going to be rewarded for keeping mum. So, if you have ideas then put them in words, say what have in your mind.

9.8.5 Non-verbal Cues

There is little scope for using nonverbal cues in GD. However, you must take care to use your hand gestures, postures and body movements properly. Do not overuse them because that shows you are restless. You must

9.6 TYPES OF GROUP DISCUSSIONS

The most popular GDs are classified into two types – topic-based or case-based. Topic-based GDs can be further classified as factual topic-based, abstract topic-based and controversial topic-based. Let us discuss each one of them.

9.6.1 Topic-based Group Discussion

The following sections explain three types of topic-based GDs.

9.6.1.1 *Factual Topic-based GD*

As the name suggests, these GDs are about the factual topics which are related to individuals on the day-to-day basis. Whatever is contemporary news or information falls under factual topics. Factual topic-based GDs can be organised on something universal as well. For example, the issues related to the environment, education policy, women rights, etc. are universal and can be given for GD to observe how aware or sensitive the participants are to the environment and society.

9.6.1.2 *Abstract Topic-based Group Discussion*

Participating in a GD on an abstract topic is little tricky. It demands creativity on the part of the participant to form his/her views on abstract topics. Abstract topics are intangible and are rarely given for GD. Such topics could be — 'Zero is a number,' 'Grass is greener on the other side,' 'A is an alphabet,' etc. When you are tense and you face such topics, your ideas get blurred. You grope for words to express your ideas. When deliberating on an abstract topic, let your lateral thinking work on all directions to have several interpretations. There is nothing right or wrong about abstract topics, your success depends on how convincingly you put across your ideas. While expressing your views, open up new vistas so that other participants also get new threads for discussion. By doing so, you will be displaying your ability to take initiative and your leadership qualities. Give up hesitation and think positively. Avoid being aggressive because that can pull the participants and the evaluator away from your points. Being assertive is more fruitful.

9.6.1.3 *Group Discussion on Controversial Topics*

Controversial topics are argumentative in nature and can generate a lot of controversy. In fact, the participants discussing a controversial topic get charged up with emotions. Sometimes the discussion becomes a free for all, with everyone trying to put forth his/her opinion at the earliest. The participants become aggressive. The objective behind giving controversial topics for GD is to assess the maturity level of participants – whether they can keep a check on their temperament. While deliberating a controversial topic, the participant must be logical and rational rather than being emotional and personal. Keep a check on your temperament. You should be assertive, not aggressive. Most of the participants enjoy discussing controversial topics as they provide ample opportunity for expressing views freely. Some of the controversial topics given for GD are "Ragging should be banned completely," "Euthanasia is justifiable," and "Man and woman can never be equal."

> Be as creative as possible in GDs and you will be able to generate innumerable ideas.

9.6.2 Case-based Group Discussion

The case GDs are slightly different from topic-based GDs. One needs to understand the situation clearly and then provide an action plan so to that it is a win-win situation for both the parties. It should not be

imaginative solution but a practical one which could be implemented effectively. Let us consider a situation. Your friend Sourabh has been a very intelligent student throughout his life. When he progresses to third year of his graduation course, suddenly he starts withdrawing from his social circle. His performance in studies drops and he starts feeling lethargic. You take him to the doctor who diagnoses that Sourabh is suffering from a psychological disorder. The doctor prescribes the medicine Trika for Sourabh in limited dose. Sourabh starts taking medicine and gradually starts behaving normally. He regains his interest in studies and also becomes socially active. However, with the passage of time, he becomes addicted to the drug. In the long run, this can prove to be harmful for his body and mind. Now as a good friend, how will you help Sourabh withdraw from this medicine to which he has become adamantly addicted.

When students take part in case-based GDs, they should thoroughly understand the given case and then give their suggestions discussing pros and cons. If they adopt the practical approach to the case of GD then it will enable them get a good score.

Some popular GD topics are as follows:

1. God is myth
2. Grass is greener on the other side
3. The goal and not the means is important
4. All roads lead to Rome
5. Women can become better managers
6. Home makers vs working women
7. There is no social justice in the world
8. Advertising is completely bilge
9. Women policy in India
10. Should bar dancing be legalized in India?
11. Indian economy — Where are we?
12. Should foreign universities come to India?
13. Brain drain?
14. Social Media: Pros & Cons
15. Ethics: Relevance in today's world

Take care of the following points which are to be followed and avoided in GD:

Do's	Don'ts
Sit alert	Be lethargic
Dress appropriately	Shabbily dressed
Start at the earliest	Be quiet for long
Make eye contact with everyone	Make eye contact with audience
Smile a while	Laugh
Listen carefully	Speak continuously
Nod sometimes	Nod too much
Have pleasant expression	Frown
Exude confidence	Be timid and shy
Have composed attitude	Shy attitude
Be assertive	Be aggressive
Show interest	Be lackadaisical

As against public speaking, GD gives you more freedom as you are not exposed to public eye. You are more comfortable sitting with the peers and speaking in the group discussions.

To do better in a GD, go by the following tips:

1. Keep yourself abreast with the latest topics highlighted in the print and electronic media. Topics could range from economics, politics, science, management and social/ cultural issues.
2. Research well on the issues that are bothering the humankind. Be thorough with these issues.
3. Dress immaculately and professionally. If you smell foul, no one would like to sit near you. Even if you wear a strong perfume, someone may be allergic to it and would avoid sitting with you.
4. Occupy the most comfortable seat if you are given the freedom to choose.

9.4 DIFFERENCE BETWEEN GROUP DISCUSSION, PANEL DISCUSSION AND DEBATE

The following sections explain the distinction between three forms of discussion – group discussion, panel discussion and debate.

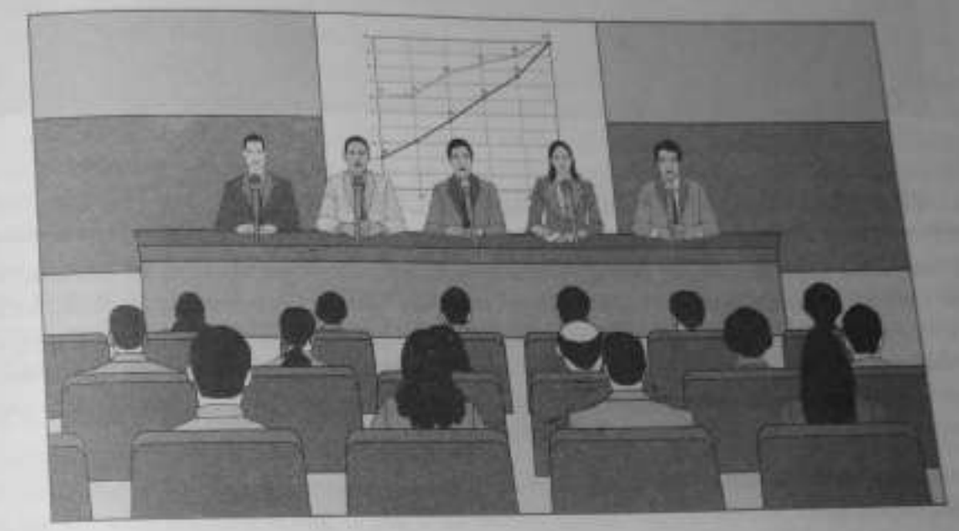
9.4.1 Group Discussion

In a GD nothing is decided prior to the discussion on a topic about the degree of involvement of the individual participant. GD is free flowing of ideas, opinion, knowledge and information about a given topic. The topic may be known or unknown to the participants. GD is usually not very systematic and you participate whenever you get an opportunity. A GD topic has two sides. You may have points to speak for both the sides but you may choose to support only one side of the topic. However, you should not have a closed mind not to change your stance when you get convinced by the arguments given in support of the other side of the topic. You are judged based on your performance during GD.

Newspapers are a great source of information; therefore, you must develop the habit to read them daily.

9.4.2 Panel Discussion

Panel discussions are organised for the benefit of the audience. Those participating in a panel discussion, that is, panellists, are experts on the topic of panel discussion. They throw light on different aspects of the topic of panel discussion. It would be preposterous to bring in someone for panel discussion who is not at all related to the discussion topic. For example, if we have a discussion on "Need for Commonwealth Games in Developing Countries", we will invite some prominent players representing various sports, some coaches, sports journalists and some stakeholders in sports. The judicious mix of these people would make the panel discussion fruitful. Usually in a panel discussion, the role of audience is also active, as they are invited to pose questions to the panellists on the any aspect of the topic or to clarify some points emerging from the discussion. The expertise of panelists enables them to answer these questions. Panel discussions are very popular on TV. A panel discussion usually has an anchor or a moderator to take it in the right direction. The responsibility for the success of panel discussion partially lies on the shoulders of the moderator as he/she is expected to elicit the relevant information or analysis on different aspects of the discussion topic from the panellists.



9.4.3 Debate

Debates or declamations started long back during the time of Socrates. The mode can be impromptu or extemporaneous. During a debate the participants take a stance either in favour of the given topic or against it. Debates are governed by certain rules. In a debate each speaker has to convincingly prove his/her point in the stipulated time. For better performance, the speaker must be convinced himself/herself about his/her stand on the topic. Otherwise, he/she will not be able to convince the audience about his/her views. In a debate, both the content and delivery method are important. The language, choice of words and phrases, tone, non-verbal cues and paralinguistic features play a significant role in making an impact on the audience Use of adages, anecdotes and personal experience can make your arguments stronger.

9. What is the importance of "questions for the interviewer" which is offered by the interviewer to the candidate to ask?
10. What are the ways to handle stress and pressure during a job interview?
11. Discuss the importance of locating the information about the interviewing organisation/company before the interview.
12. Write a brief statement describing why you think you are suitable for a particular post in a multinational company. Support your answer with your qualifications and experience. List your strengths and weaknesses and how you would contribute to the development of the organisation.

Direct Questions

1. What is the basic purpose of an interview?
2. What is the difference between achievements and accomplishments?
3. What is an analytic interview?
4. What is the purpose of a technical interview?
5. Which types of details and information about the interviewing company/organisation/post you should locate?
6. Explain the roles of the following in a job interview:
   a. Stress
   b. Motivation
   c. Self-confidence
   d. Body language
   e. Self-grooming
7. What is a virtual interview? Discuss the role of technology in job interviews.
8. What are the major focus areas of a job interview?
9. What are the types of employment interviews and how are they different from one another?
10. What are the non-verbal cues which can affect an interview? Discuss the ways in which non-verbal communication can be important in an interview?
11. What is a case interview and when is it used? How can a case interview be different from a normal job interview?

Analytical Questions

1. Imagine you are facing a technical interview. You are given a technical question along with a pen and paper to solve, but you do not have any idea how to solve it. What are you going to do? Justify your answer.
2. Assume that you are a student with degree in civil engineering but sitting for an IT placement. You are being asked to tell about yourself and why you have opted for a degree in civil engineering instead of computer science. What would be your answer?

perturbed. Do rehearse most commonly asked questions so that you are not taken by surprise when faced with these questions.

Chapter Review

1. What information should you collect in a company research before interview and why?
2. Describe an informational interview. How can you prepare well for an informational interview?
3. Describe some guidelines for a personal interview. How can you build a positive support from the interviewer in a personal interview?
4. How can you relate the changes in the interview process to self-managing team concept?
5. Describe in brief the preparatory steps for a job interview.
6. What is an ideal response to a question asking about your weaknesses?
7. What is a good strategy to respond to biographical questions?
8. Why is it important to consider your social media profile before an interview?

Interviews with the ... and
These interviews can be very tiring. It is important to ...
answer every question with confidence, maintaining a proper eye contact at all times.

8.9 FREQUENTLY ASKED QUESTIONS DURING INTERVIEWS

Here are some of the frequently asked questions (FAQs), which are common in any interview with tips on how to answer them. It is recommended to have answers to these questions prepared and rehearsed before the interview. But during the interview the answers should not sound like well-rehearsed answers.

1. **Tell me something about yourself?** It is one of the most common questions asked at the beginning of the interview. It is advised to keep answer to question professional rather than making it personal. An effective way to start answering is by listing out one's objectives in life and any work done till now to achieve them. Also list out the internships and projects which have helped in moving on the path towards the objective. This gives the interview panel an idea of the student's expectations from the job and helps in assessing whether the student will be the right fit.
2. **Why would you like to work for our company? Or, why would you like a job in this field?** The answer to this question requires an extensive research beforehand on the company's profile as well as the job description of the position offered. It is best to make the requirements for the need of the job and prepare answers accordingly. It is important to make the panel believe that they are recruiting a student who will be adding value to the company.
3. **Where do you see yourself in 5 years? Don't you want to pursue a degree in Management?** This question is asked to confirm whether the student will be staying in the company for an appropriate period of time. The company invests a lot of money and resource in the training of a new employee and the panel does not want to see this money go waste. This is a tricky question and the answer to

it must be prepared carefully. Some safe answers to this question – "I have not yet planned for higher education", "I see myself managing a team of my own in the next 4 years", "My plan is to pursue MBA after getting a corporate experience of 4-5 years".

4. **Tell me about an instance where you handled a difficult situation?** The answer expected for this question usually changes from company to company depending on what they are looking for. If the position in the company requires leadership skills, narrate a situation where you solved a group's problem by effective communication and integrity. If the panel is looking for technical skills, give the instance of a difficult situation encountered in a project and how an innovative idea helped solve it.

Even if you know how to answer some questions beforehand, it depends on your handling of the interview how best you answer them. So, maintain your composure and answer with a cool mind. Try to make the best of your abilities.

Summary

Interview is a purposeful talk between two people – one who wants the job and the other who wants to hire.

8.7.6 Smile

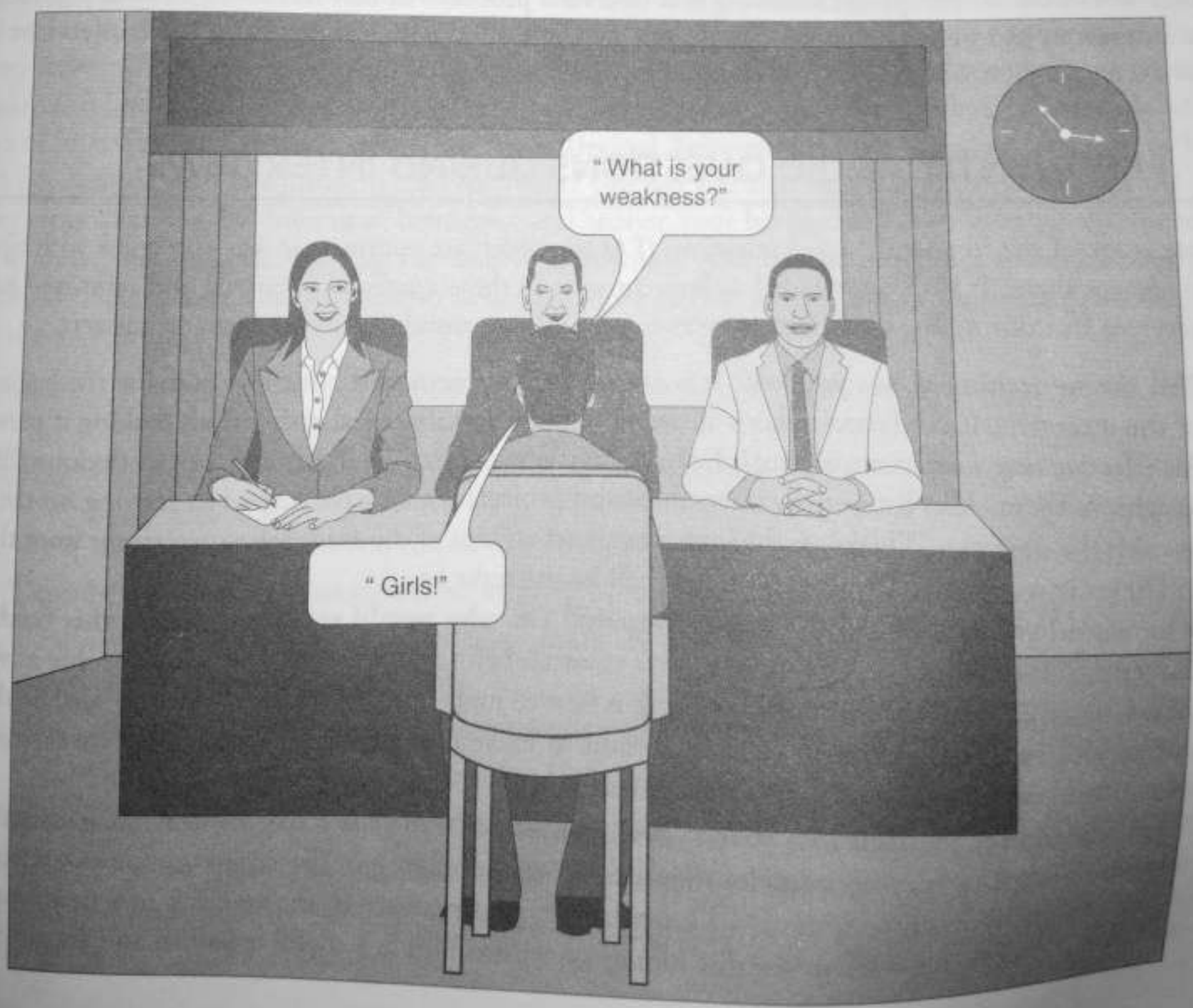
No one likes a sullen-looking person. So, make it a point to smile after entering the interview room. Smile can put you and the interviewer in a receptive mood. But if you have a nervous smile, the interviewer will know it. Unnecessary laugh must be avoided. It's not acceptable that you crack a joke just because you have to smile.

8.7.7 Eye Contact

Eye contact assures that the candidate is confident and lack of it shows evasiveness and insecurity. Do not stare at the interviewer as that can make him/her uneasy. If you are facing many people, maintain eye contact with all of them while answering questions as that involves everyone in the interaction.

8.7.8 Emulate the Interviewer Behaviour

Behave or act almost in the same way as the interviewer so that you can connect with him/her through his/her body language. If the interviewer is sitting upright you may too adopt that posture. If he leans forward, you too lean but make sure not to overdo it. If it is noticed that you are emulating the interviewer, it might put him/her off.



8.7.1 Body Language in the Interview

You have already learnt about body language in Chapter 2. You must be highly cautious about your body language during the interview. Your posture, gesture, eye contact and facial expressions communicate more than your words. If you are not truthful about what you are saying, it will be reflected through your non-verbal cues. Your first impression is created by the way you dress and behave. Through your dress and body language, you will be subconsciously making the interviewer form opinion about you. To leave an indelible good impression on the interviewer, you must demonstrate the appropriate body.

8.7.2 Opt for the Best Position

If the interview room is big and you can choose a place to sit, then opt for the chair which enables you to see every member of the interview panel. They should also be able to see clearly. Also see if the light is falling on the chair you have chosen.

8.7.3 Right Posture

If you have a table in front of you do not sit very close to it. Do not bend too much on the table, but let your arms be on the table with elbow slightly outside the table. The ideal distance between the chest and the table is around 4 inches. Your feet should be grounded properly on the floor. Bend slightly forward to reflect you are listening. Avoid slouching if you do not have a table in front of you. Then keep your hand on your lap.

The right posture should be maintained in an interview.

8.7.4 Respect Your Own Space

Do not be conscious of the fact that you are under scrutiny so that you have to manage sitting in an uncomfortable place. Relax a bit as it shows confidence. Do not be too tight with any posture.

8.7.5 Control Your Hand and Arm Movements

Let your hand and arm movements be natural but too much of these movements can distract the attention of the interviewer. Be your natural self. Avoid fidgeting with your hands or break the knuckles. Never cross your arms as it reflects you are close to ideas.

1. Why do you think we should hire you?
2. What makes you fit for the position?
3. What is your greatest strength?
4. Why only you and not others?

Keep your things properly organised the previous day!

While narrating your skills, use the adjectives such as creative, pleasant, amicable, reliable, sincere, energetic, enthusiastic, reasonable, tactful, resourceful, friendly, successful, zealous, etc. to describe yourself. These adjectives have positive connotations, so use them lavishly.

8.6.6 Pre-interview Preparation

You must do your homework properly before facing the interview. One of the most common mistakes is to not know about the company where you have applied. When you are asked the question "Tell about the company you have applied for", you will start on a bad note if you have not done enough research on the company. As mentioned earlier, you must research about the company properly. You must also know about the competitors of the company. The following tips about the pre-interview stage preparation will make you confident:

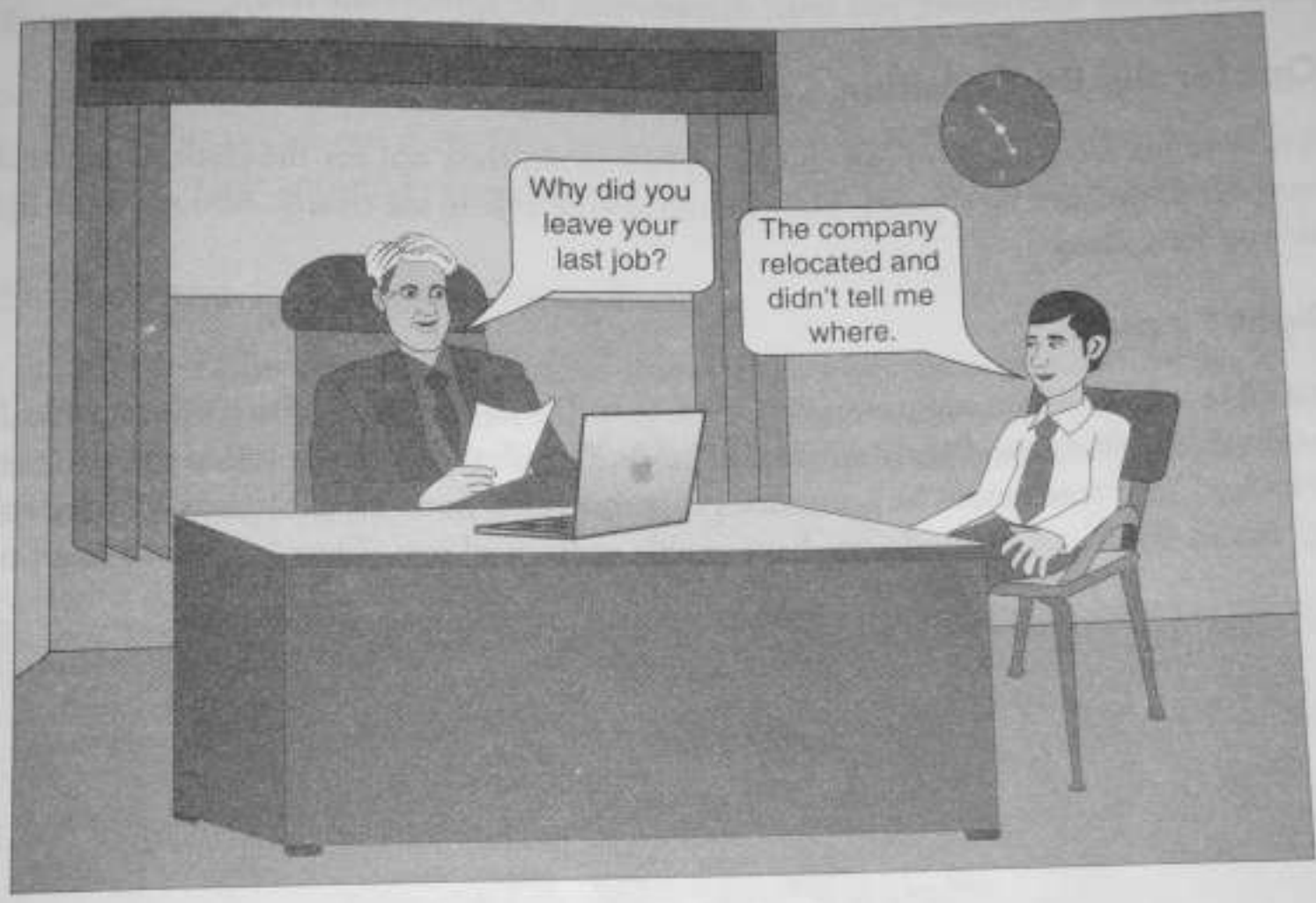
1. Do not forget to keep all your certificates and important document in a file.
2. Plan appropriate dress code.
3. Polish your shoes and have matching accessories.
4. Scan newspaper headlines without fail.
5. Get up early to reach the interview venue in time.
6. Prepare and review the main topics and areas.
7. Cultivate the right attitude.
8. Show relaxed expression.

8.6.7 Behaviour During the Interview

The following tips will help you show decent behaviour during the interview:

1. Control your nervousness.
2. Seek permission to enter the room.
3. Greet politely.
4. Sit only when asked by the interviewer.
5. Carry yourself smartly.
6. Remain cool and calm while answering the questions.
7. Listen attentively.
8. Take time to think.
9. Accept if you don't know the answer.
10. Don't grin, you can smile.
11. Sit smart, don't slouch.
12. Accept tea/coffee if offered.
13. Maintain eye contact.
14. Reflect zeal and enthusiasm.
15. Create good impression by your pleasant disposition.

16. If given a chance to ask anything about the company, you may ask whatever you want politely.
17. Keep your answers short between 1.5–2 minutes and to-the-point.
18. Structure your answers in 3-4 points.
19. Explain your answers with personal experience.
20. Use positive tone.
21. Use active verbs and power verbs to describe yourself.



8.6.8 Post-interview Behaviour

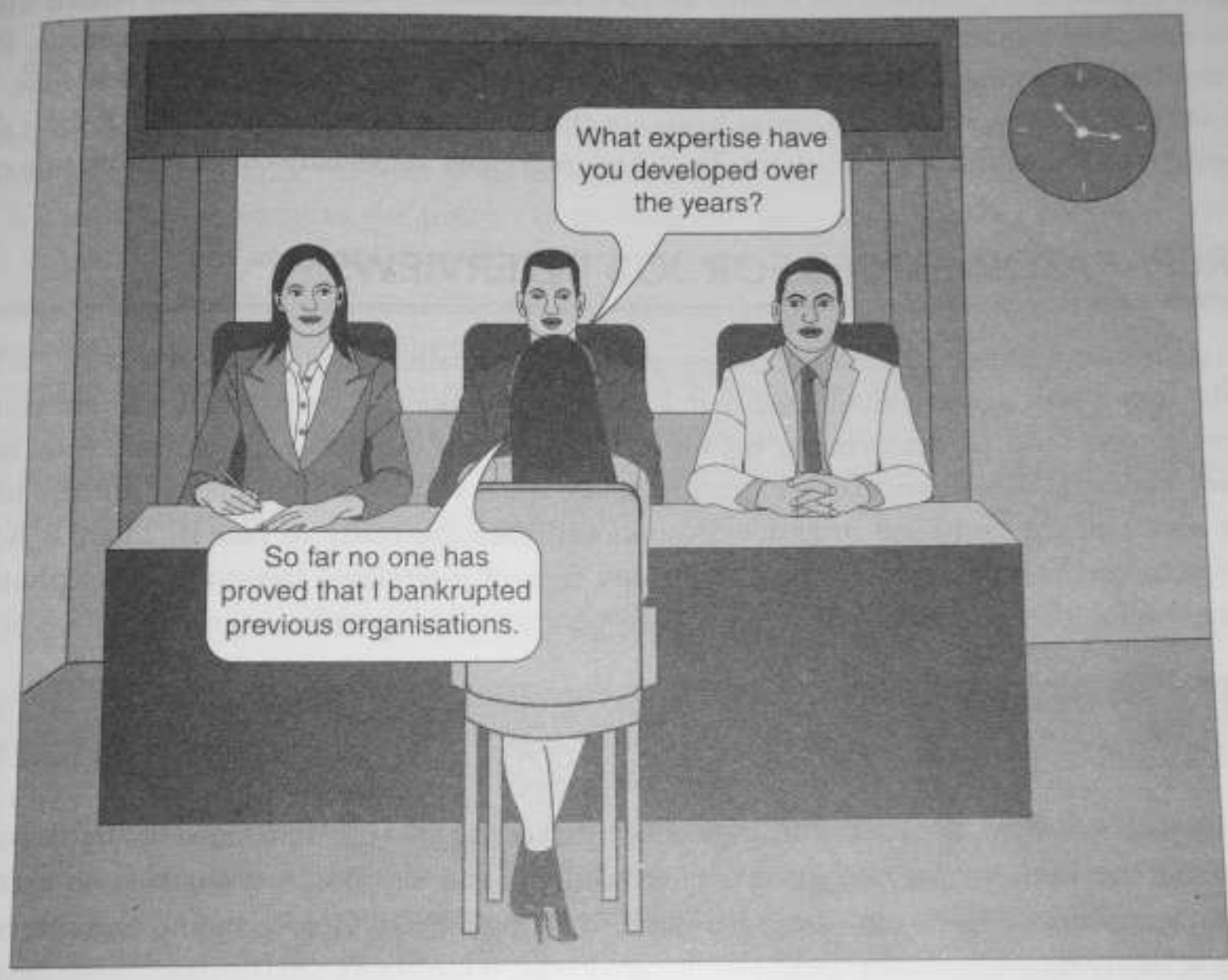
After your interview is over, do not hang around. Send a thanking note to the company and ask when you will be intimated of the results. Do not annoy the company recruitment staff by sending repeated messages. Be open to accept whatever the results may be. Once you have put your best efforts, do not think too hard. Remember you may be very good but the company may be looking for someone just average. So, you may not fit in the company's requirements. Do not let your spirits down.

- Computer skills
- Mathematical skills
- Problem solving skills
- Analytical skills
- Communication skills
- Listening skills

8.7 INTERVIEW SKILL TIPS

You must appear very positive and confident in the interview. Sometimes you become overzealous and then over-react which makes you appear supercilious, leading to your rejection. Some of the techniques, described in the following sections, will help you in improving your interview skills and present yourself as a competent candidate.

when he/she is operating out of his/her comfort zone. These are usually many-on-one kind of interviews where one of the panellists might remain quiet the entire time giving different expressions to the answers. The purpose of the stress interview is to put pressure on the candidate so to test him/her further the vague expressions are reflected by the interviewers.



8.5.8 Case Interview

In this interview, the candidate is given a case study involving a problem which needs to be solved in the given time. The interviewer looks for the problem solving skills of the candidate and the procedure followed to solve the problem. While judging the candidate's effort, a lot of importance is given to the question he/she asks while solving the problem. This gives the interview panel an idea whether the student will fit into the team where the position is available or will it cause a disruption in the team. Management consultancy firms, such as BAIN Compatibility Centre and Zinnov, are famous for conducting such interviews.

8.5.9 Analytic Interview

This type of interview is usually taken by analytics and marketing companies. Puzzles and guesstimates form the major line of questioning. These interviews test of student's attention to detail as an analytics job in requires handling huge amounts of data and even a small mistake could cost the company a lot. Companies like Tata Analytics conduct analytic interviews.

8.5.5 Second or On-site Interview

Once you have cleared the first-round interview, the interviewer calls you for the second or on-site interview to ensure that you are the right choice.. In the second interview, your goal is to receive an offer of employment from the company. So you have to take care of all those things which you did for the first round. Follow the tips given below to do well in the second interview:

1. Make sure you are appropriately dressed.
2. Take care of your personal grooming–clean nail, short hair, shining shoes. Keep the use of perfumes and jewellery to the minimum.
3. Have enough copies of resume.
4. Show up at the interview place 15 minutes earlier than the scheduled time.
5. Take care of your body language.
6. Keep good eye contact, smile, speak confidently and maintain the right tone.
7. Be truthful and positive when you speak.
8. Be enthusiastic and do not get irritated to answer the same question if it is asked more than once.
9. Reiterate your interest in the position and the company.
10. Establish a follow-up time-frame.

8.5.6 Behaviour-based Interview

This interview is conducted by HR professionals to identify your suitability for the job. HR professionals go by the assumption that your past behaviour will have an important impact on your future behaviour. The interviewer checks out whether you have skills and competencies to perform the role you have applied for, by asking subjective questions on your past experience and actions. It enables him/her to judge your qualities. Therefore you should be able to articulate your abilities properly. You may be asked, "If someone in the team is not cooperating, how you would make him work?", to evaluate your ability to work in a team. You must answer the question in a way which presents you as a team player. Do corroborate your abilities with real-life examples to strengthen your claim for the position you want to be hired for.

If you have good memory, it will be an asset if you remember the names and designations of the interviewers.

8.5.7 Stress Interview

Stress interviews are conducted to find out how the candidate behaves in stressful situations. If you do not have skills to handle stressful situations, you may ruin a few projects. It has no connection with your personality as this trait is unique in the individual. The interviewer may ask irritating questions like "Why are you wearing this shirt on this hot day?" Or, "You look awkward with this frame of your specs. Why have you opted for this frame?" Handle such situations with a cool mind as there is a purpose behind asking such preposterous questions. Do not get perturbed and answer rudely. For example, you can answer the shirt question saying that it is a gift given by your mom so it is very special rather than telling the interviewer that he/she had no business asking such personal questions. There is no right or wrong answer to such questions but the interviewer wants to see how you deal with them. Stress interviews are mostly conducted by sales and marketing companies for positions which deal with a lot of deadlines. These are conducted to see the candidate's behaviour

Real life examples strengthen the stand of the candidate for the position!

you are applying for match your skillset, values, abilities and interest? This interview is a highly focused session with networking contact design to choose the appropriate career path by considering insider views. The areas discussed in this interview are: industrial trends, lifestyle, work environment, required qualification, typical compensation, rewards and challenges, career growth. This interview works better when it is conducted face to face in the same organisation where you want to work. You can alternately have it on telephone, email chat group, Facebook or internet. Never ask for a job during an informational interview. To find appropriate contacts for the informational interview ask family friends, colleagues, faculty members and former employers for a referral to a candidate for an information interview. Prepare well for the informational interview by:

1. Reading about the organisation
2. Knowing about the career area in which the interviewee is affiliated
3. Working on the opening statement that gives a brief profile and your interest in the field
4. Developing well thought questions to have stimulating discussion
5. Dressing well to give good first impression if it is a face-to-face interview

8.5.3 Individual Interview

Also called personal interview, this interview is the most common for selecting employees. In this interview the individual job aspirant faces the interviewer in the latter's office. It is one-to-one gruelling which lasts 30 to 90 minutes. While giving this type of interview, you should be succinct and precise with your answers. Do not beat around the bush, as each word you utter is a reflection of your personality. Following are the guidelines to face the individual interview with confidence:

1. Be polite and courteous
2. Greet with zeal
3. Prepare to respond behavioural questions
4. Be assertive and not aggressive
5. Listen attentively and reflect that you understand their needs
6. Show interest in what you are saying by smiling.

Build positive support of the interviewer during the individual interview by behaving in the following way:

1. Making proper eye contact as it demonstrates honesty and confidence.
2. Smiling which shows you are comfortable and interested; it also reflects your positive attitude.
3. Emulating the interviewer's style by following his posture, speech pattern and mannerism. Do not mimic exactly as it will look like mockery.
4. Address the interviewer appropriately as that gives him/her importance.

8.5.4 Small Group or Committee Interview

In this type of interview, you face two or more people constituting the interview panel. Every member of the panel will interpret the answers given by you in his/her own way. Therefore be prepared to face several decision makers simultaneously. Ensure to make eye contact with everyone, no matter who asks the question. You should also be audible to each member. If possible, know the names and designations of the people sitting across the table.

do talk to people who are part of the organisation to get a real feel of it.

8.5 TYPES OF INTERVIEWS

Organisations select employees for various jobs through a variety of interviews. Some of these interviews are described in the following sections.

8.5.1 Screening or Telephone Interview

This is type of interview helps in shortlisting the number of candidates in the initial stage of the recruitment process. The company incurs nominal cost and devotes less time in conducting this interview. A telephone interview usually lasts only 30 minutes. While giving interview on telephone, you must keep your resume in front of you and also have easy access to the information you have gathered about the company. Remember, you are communicating vibes through the telephone, so have vibrancy and positivity in your voice. Your energetic tone and inflection play an important role in getting you shortlisted for the main interview.

8.5.2 Informational Interview

The main objective of this interview is to know about the career field, employer or the prospective job. If you are not sure of your career goals, this interview will help you decide your career path. Basically, the objective of the informational interview is to know whether the job is a fit for you. Does the job

resource experts who devise effective techniques and strategies to conduct the recruitment process in a highly professional manner.

The recruitment process may differ, depending on the size and composition of the company — whether the company is an established concern or a new one started by a young entrepreneur. These days the number of the latter type of companies is swelling. The established companies conduct more structured interviews than the newly-formed companies.

8.2 IMPORTANCE OF RESUME

You may have already learnt about resume writing in Chapter 7 which is the first step for getting in the interview. The interview is said to be the second meeting between a job aspirant and the company representatives. The first is resume of the job aspirant on the basis of which he/she has got the interview call. Thus it is very important to have a resume which catches the attention of the company's interview panel. A resume with details of doing some interesting internships, handling projects or working on positions of responsibility will make the panel eager to meet the job aspirant in person. But remember you as a job aspirant should be able to explain confidently each and every thing written in your resume. It will not be acceptable to the panel that you fumble on a question asked about a point in the resume.

Resume should be meticulously prepared and regularly updated.

It is recommended to keep separate resumes for core and non-core companies. A core resume should highlight any technical projects done as well as achievements in your core field. A non-core resume should contain information about work done outside your core field and any remarkable breakthroughs in them.

> *"Emphasize your strengths on your resume, in your cover letters and in your interviews. It may sound obvious, but you'd be surprised how many people simply list everything they've ever done. Convey your passion and link your strengths to measurable results. Employers and interviewers love concrete data."*
>
> — Marcus Buckingham

8.3 DEFINITION OF INTERVIEW

mary

Effective presentations are based on a clear analysis of their objectives and their audience. Planning of a presentation involves a decent beginning, a proper middle and a good ending. While preparing a presentation, it has to be ensured that the beginning defines the topic, provides a preview and captures the audience's attention. The body or middle of the presentation focuses on the key points with explanations and verbal signposts to engage your audience throughout the presentation strengthen the issues. The conclusion or ending recapitulates the main points and leaves the presentation open for questions. The presenter plans certain visual aids to make his/her objectives clear, convincing and memorable for the audience. Be clear about of the mode of presentation delivery – whether you are going to speak impromptu or with help of notes. It helps a lot to plan and rehearse the presentation before the final day. Dressing, adhering to the announced duration, eye contact, and handling of visual aids are some of things that are crucial to make your presentation successful and acceptable. Everyone feels some kind of nervousness or anxiety while facing the audience, but thorough preparation and stress reduction techniques can help overcome the stage fright.

Chapter Review

1. Explain various reasons why presentations are an effective tool of communication in organisations and institutions.
2. Discuss the ways through which you can research to develop a topic for a presentation at the workplace using an example.
3. Do you think using visual aids in the presentation makes it effective? Give reasons for your answers with examples.
4. What are the various presentation organisation formats available for organising the presentation content?
5. Discuss the importance of rehearsal before a presentation. What points should be followed during rehearsal to ensure that the presentation is delivered smoothly?
6. How important are the body language and dress code for an effective presentation? Justify your answer with examples.

rect Questions

1. What are verbal signposts?
2. Explain the format of an ideal presentation.
3. What are the types of visual aids that could be used in presentations and how?
4. Discuss ways to combat stage fright and deliver a perfect presentation at the workplace.
5. Describe the modes of delivering an effective presentation. Discuss the pros and cons of each mode.
6. Discuss the importance of summarizing the presentation properly.

Analytical Questions

1. How to make PowerPoint presentations lively and informative? Why is using too many visual aids considered a wrong designing plan? Give reasons for your answers with examples.
2. As a first-time presenter, how would you cope with stage fright and what would be your strategy to handle the audience.

Resources for Further Reflections

1. How to give the best presentation http://www.huffingtonpost.com/karl-gude/how-to-give-the-best-pres_b_3932280.html?ir=India&adsSiteOverride=in.
2. 5 important questions to ask before your next presentation http://www.huffingtonpost.com/ellevate/frozen-in-translation ooc_b_6024058.html?ir=India&adsSiteOverride=in.
3. Interview presentation http://www.theguardian.com/careers/careers-blog/eight-tips-how-make-interview-presentation-shine-job-offer.
4. 10 tips to move your audience through presentation http://www.theguardian.com/small-business-network/2014/nov/04/how-to-give-a-presentation-10-tips.
5. Appearances count! http://www.forbes.com/sites/cherylsnappconner/2013/01/14/appearances-count-in-business-presentation-is-everything/.
6. Cisco's obsession with presentation skills: real life example http://www.forbes.com/sites/carmine-gallo/2014/08/13/ciscos-obsession-with-presentation-skills-makes-managers-better-leaders/.

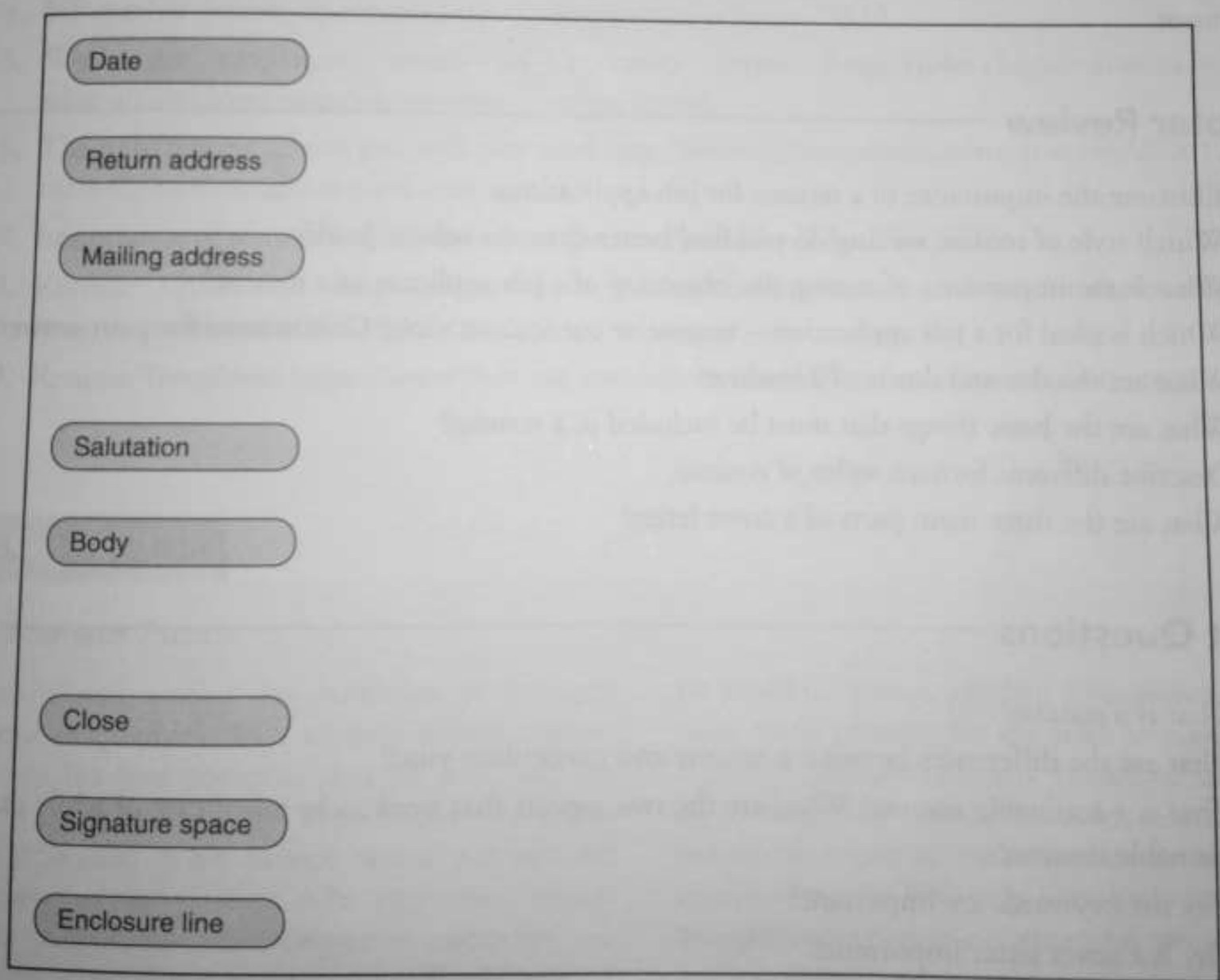
Caselet 1

Crusader of Women Empowerment

Manika was a crusader of woman education and empowerment. She was against young girls being forced to marry without giving them opportunity to complete their education. She had closely observed the lives of girls around her – the maid's daughters, Sharmaji's niece, Mr. Chowdhury's granddaughter and herself. All these girls and many more suffer the ignominy of being illiterate and be treated as uneducated puppets for the rest of their lives. But Manika was brave enough to be different. She wanted to study, be a doctor. She also wanted the maid's daughter to study and be whatever she wanted to be. So she raised her voice against her parents will and against the society's wishes. She would go to people and ask them to let their daughters study. She would tell them why it would be better to not get their daughters married early and let them study. Some parents did get convinced by looking at the spark in Manika's eyes, her zeal and her desperation for education. Others did not. But Manika never gave up.

Gradually, her efforts started giving fruitful results. She became a well-known figure among the activists working for women education. The word about her contribution to the society's progress by

The sample format of a cover letter, listing all its parts, is shown below.



Parts of a cover letter.

Summary

A résumé is a small document that captures your professional experience. It is a

must be clearly stated, explaining how you can be useful to the organisation. A powerful resume will create a positive impact and bring the expected outcome. It can go a long way in leading you to greater heights in your career.

Chapter Review

1. Illustrate the importance of a resume for job applications.
2. Which style of resume writing do you find better than the others? Justify.
3. What is the importance of stating the 'objective' of a job applicant in a resume?
4. Which is ideal for a job application – resume or curriculum vitae? Give reasons for your answer.
5. What are the dos and don'ts of a resume?
6. What are the basic things that must be included in a resume?
7. Describe different formats styles of resume.
8. What are the three main parts of a cover letter?

Direct Questions

1. What is a resume?
2. What are the differences between a resume and curriculum vitae?
3. What is a scannable resume? What are the two aspects that need to be taken care of while making a scannable resume?
4. Why the keywords are important?
5. Why is a cover letter important?

Analytical Questions

1. Why do you think bluffing is not advisable in a resume?
2. Is it advisable to summarise all your skills, listed in your resume, in a cover letter as well? Justify your answer.
3. Imagine you were a part of five major academic projects. You were also a member of a sports team that had represented your institute in various tournaments. You can accommodate only five points in your resume. What would you do? (Either you mention five projects or mention four projects along with a sporting achievement?) Explain your reasons.

Resources for Further Reflections

1. Cover letters that makes hiring managers smile http://www.forbes.com/sites/dailymuse/2014/02/06/the-cover-letters-that-make-hiring-managers-smile-then-call-you/.
2. How to tailor your resume and cover letter for different posts http://www.huffingtonpost.com/her-campus/how-to-tailor-your-cover_b_5034837.html?ir=India&adsSiteOverride=in.

I have great interest in learning and excelling new technologies relating to my career. Promotion through Social Media and Content Web Designing are two core technical skills that make me a desirable choice for this position.

I believe that my experiences and credentials match the requirements you have outlined in the job advertisement. To support my candidature, I enclose my resume for more details about me. I can be reached anytime on my Mobile phone (+91 9786823464) or at my email (Vkb1@gmail.com). I am excited to speak with you about this employment opportunity.

Thank you for your time and consideration.
Sincerely

(sign here)
Vikas Vikram Bhalla
Enclosure: Resume

A sample cover letter.

You may have noticed in the sample cover letter that apart from introduction, it has three essential parts: opening, body and closing. The following sections explain the contents and objectives of these parts.

6.7.2.1 Opening

In the opening of your cover letter, you:

1. Include the job name and vacancy reference
2. Mention how you came to know about the job vacancy
3. Explain that you have done enough homework about the organisation by including the relevant information

6.7.2.2 Body

In the body of your cover letter, you

1. Sell your skills and experiences the way expected by the employer
2. Tell how company can be benefited by hiring you
3. Highlight your prominent job-related accomplishments that make you stand out as the only choice for the job

6.7.2.3 Closing

In the closing of your cover letter, you

1. Reaffirm how your candidature aligns with the organisation's goals
2. Restate how your professionalism will help the organisation
3. Request for an interview or meeting
4. Thank them for their time and consideration

A cover letter demonstrates that you know about the organisation and are curious in its businesses. You should explain why you chose this organisation.

6.7.1 Need for Cover Letter

You need to write a cover letter:

1. To emphasise why you are the best choice for a particular job or office
2. To assure that you have done homework about the department you are applying to work in
3. To demonstrate how you can help the company grow with your addition

6.7.2 How to Develop a Cover Letter

Resumes and cover letters go hand in hand. An impressive resume needs an equally great cover letter. Like a formal business letter, a cover letter provides a preview of your resume. It prepares the prospective employer to decide whether to look at your resume or not. A cover letter is developed in full block business letter format, where the text is left-aligned. A sample cover letter for the resumes, presented in the figures above, is shown here.

Flat No. 100

Triveni Apartments
New Delhi 110034

January 15, 2014

Ms Shalini Verma
Human Resource Manager
Hindustan Unilever Ltd.
Empire Building
Mumbai

Dear Ms Shalini,

VACANCY FOR CHIEF MANAGER, CORPORATE COMMUNICATIONS

My extensive corporate experience in public relations and marketing, coupled with my management and engineering degrees, has better prepared me to apply for the position of Chief Manager, Corporate Communications, HUL as advertised in Times Ascent on Wednesday, January 1, 2014.

HUL is a company of particular interest to me. My homework of the organisation gives me a clear understanding about its business philosophy to work ethically as a team and to serve the clients best and solve their business problems. This professionalism builds lasting relationship with the customers and the employees and inspires me further to practise my communication and human resource skills that I have acquired over the years from companies and academia for your organisation.

In my current position as a Senior Manager with Tata Motors, I coordinated all the operations of corporate communications including websites, newsletters, and advertising. Further, I mobilised the company business by putting all the major brands on Social Media and garnered a new younger consumer base for the company. By working collaboratively with senior management, I have honed my HR skills in planning, goal setting, recruiting and training.

I have excellent PR skills and as a Public Relations consultant, I have initiated community education programmes to raise awareness of consumer rights and formed consumer forums to strengthen the movement. Throughout my professional life, I have served my clients and organisations exceptionally in meeting their objectives and expectations.

- **Bachelor of Technology**
  May 2006 IIIT Allahabad, India

EMPLOYMENT EXPERIENCE

- **Senior Manager,** Corporate Communications, Tata Motors
  December 2012 – current
- **Project Manager,** Publicity and Advertising, Vibgyor Communications
  January 2010–November 2012
- **Copywriter and Marketing Consultant,** Ogilvy & Mather
  August 2008–December 2010

AFFILIATIONS AND ASSOCIATIONS

- Honorary Member, Association of Indian Asian Marketing Federation
- Founding Member, Global Media Planning
- Joint Secretary, Press Council of India

INTERESTS

- Scuba diving, Elizabethan theatre, Travelling, Beatles

REFERENCES

- Available upon request

A sample functional resume.

6.6.3 Hybrid Resume

A hybrid resume:

1. Suits most to the students who have acquired valuable experience by performing many unrelated projects, courses and jobs.
2. Combines the best features of the chronological and functional resume formats.

6.7 JOB APPLICATION OR COVER LETTER

1. Suits most to the students who have acquired valuable experience through internships, projects, courses and jobs.
2. Combines the best features of the chronological and functional resume formats.

6.7 JOB APPLICATION OR COVER LETTER

Your job application, also known as cover letter, is your first interface with hiring managers. It expresses your objective or goal for joining a particular organisation. A job application is duly supported by a well written resume. It covers or communicates the most promising features of your professional life for the prospective employer. It can be of two types – one, the solicited application letter, which is designed in response to an advertised post, and two, the unsolicited application letter, through which an aspirant makes his/her own efforts to secure a job that has not been advertised.

The cover letter is the first contact point between you and the potential employer. It gives you an edge to make you stand out from the crowd and get you the desired call for the next round.

6.6.2 Functional Resume

The functional resume format is important for people who have varied job experiences. The following are some important features of a functional resume:

1. It features your skills without mentioning the dates associated with your work.
2. It includes those skills that are most relevant to job you are trying to get regardless of dates of employment.
3. It is suitable for applying a job even when you have gaps in your employment history.

Vikas Vikram Bhalla
Vkb1@gmail.com

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OBJECTIVE

Public Relations position in a multinational company to enhance the global reputation and brand image of a corporate and its business. Resourceful marketing professional with a proven track record of effective people-management skills and rich sales and public relations background.

SKILLS

CORPORATE COMMUNICATIONS

- Worked extensively on Social Media for brand awareness and consumer preference at Tata Motors.
- Initiated award winning CSR campaigns for many top companies.
- Was 'Corporate Student Manager' in the final year of MBA.

PUBLICITY and BRANDING

- Assisted the Indian Culture Fest at the United Nations as a PR consultant.
- Developed branding manuals for top three English newspapers in India.
- Created integrated web-based marketing strategy at Vibgyor Communications.

PEOPLE MANAGEMENT

- Launched a nationwide public relations campaign focusing on better employee engagement and growth at Tata Motors.
- Supervised human resource development programmes for Jet Airways.

SPECIAL SKILL

- Trained Copywriter
- Web Content Designer
- Strong and persuasive interpersonal skills
- Proficient in handling latest graphic design software
- Strategic planning and team building competencies
- Fluent in French and Spanish
- Well versed in corporate laws and practices
- Extraordinary PR and negotiation skills

EDUCATION

- **Master of Business Administration**
  August 2008 Melbourne Business School, Australia

EMPLOYMENT EXPERIENCE

Senior Manager, Corporate Communications, Tata Motors
December 2012 – current

- Initiated Social Media networking for major brands and garnered a new young consumer base.
- Coordinated all the operations of corporate communications including websites, newsletters and advertising.
- Launched a national public relations campaign focusing on better employee engagement and growth.

Project Manager, Publicity and Advertising, Vibgyor Communications

January 2010–November 2012

- Led marketing strategic plans including recruiting, training and managing six zonal areas.
- Implemented a comprehensive marketing plan to increase brand awareness and brand image.
- Created integrated web-based marketing strategy.

Copywriter and Marketing Consultant, Ogilvy & Mather

August 2008–December 2010

- Assisted the creative team in brainstorming and developing the copy for top brands.
- Analyzed the advertising case studies and came out with new creative plans.

EDUCATION

August 2008 Melbourne Business School, Australia

Master of Business Administration
Distinguished Student Program
May 2006 IIIT Allahabad, India

Bachelor of Technology
Graduated with Gold Medal

SPECIAL SKILLS

- Strong and persuasive interpersonal skills
- Strategic thinking and team building competencies
- Proficient in handling latest graphic design software
- Wide international exposure and fluent in French and Spanish

AFFILIATIONS AND ASSOCIATIONS

- Honorary Member, Federation of Indian Asian Marketing Association.
- Founding Member, Global Media Planning.
- Joint Secretary, Press Council of India.

INTERESTS

Scuba diving, Elizabethan theatre, Travelling, Beatles

REFERENCES

Available upon request

A sample chronological resume.

6.4 WHAT IS A SCANNABLE RESUME?

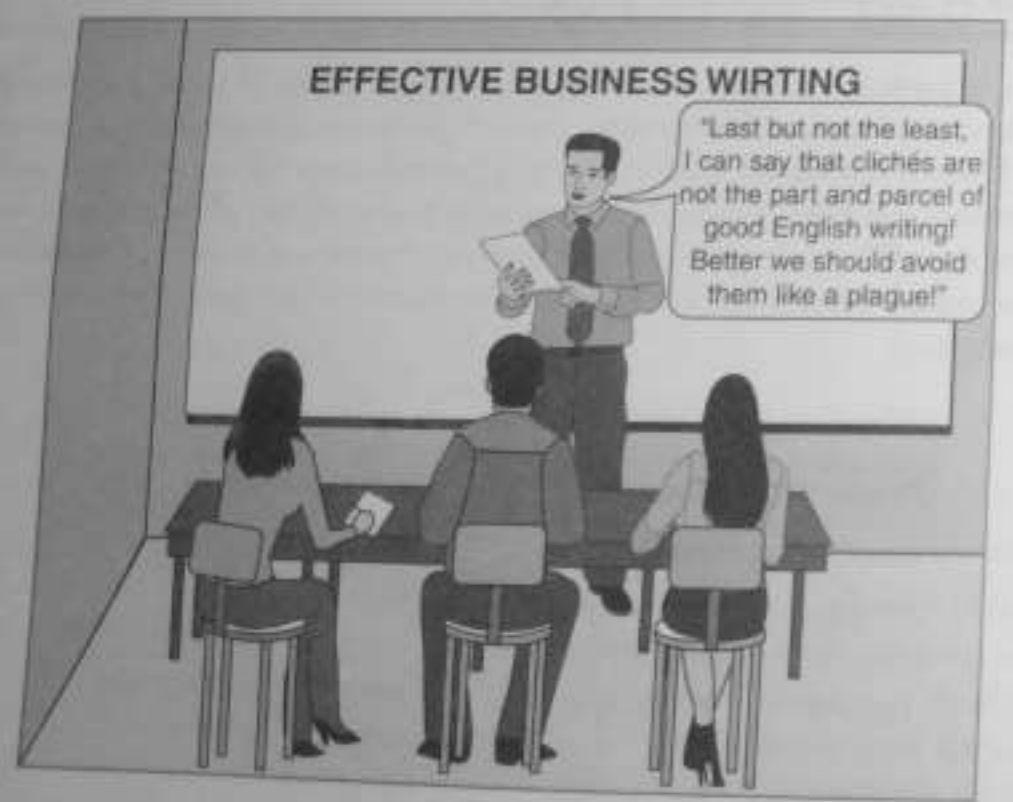
A scannable resume is an electronic resume that is viewed using a scanning machine or document imaging technology to store it in a computer database. It is no different from the regular resume as the basic sections remain same in both. More and more employers are using image technology to manage and screen job applications. This technology saves time and resources for recruiters by automatically extracting key information from the resumes received from job aspirants. To ensure that important information about you gets extracted when your resume is scanned by prospective employers, you need to work on two aspects: keywords and formatting. The following points explain how to take care of these aspects:

1. Use most appropriate and job-related keywords, particularly nouns. For instance, a computer would scan for 'Human Resource Management', not 'manage human resources'. For example, 'team work' and 'interpersonal skills' are relevant keywords for a business professional.
2. Keep the resume format simple and font face consistent to avoid any misreading by the scanner.
3. Do not use fancy design with graphics and pictures. Avoid bullets, tables and visuals.

Your resume should be designed to match the job advertisement and complement the skills asked for.

6.5 HOW TO DEVELOP AN IMPRESSIVE RESUME

The following are some useful tips to help you master resume writing so that you could write an impeccable and impressive resume and win an interview:



"The secret of success is making your vocation your vacation."

— Mark Twain

6.5.1 What to Do

1. Know your **purpose**. Be clear that your resume is to help you get an interview call, not the job.
2. Keep your resume **simple**, **direct** and **concise**.
3. Create short and meaningful sentences and use **Standard English**.
4. Make sure to use appropriate **keywords**. They are your identity and strength. By using the suitable keywords, you will attract more interview calls. Job ads will give you an idea what the hiring managers are searching for. For example, for the position of **accountant**, you could include **accountancy**, **finance**, **budget** and **firm** as keywords.
5. Get your resume proofread.
6. Make sure to use **bold type** or **bulleted points** to represent your credentials. Times and Arial fonts are advisable.
7. Use **action verbs**. Words such as '**pioneered**' or '**championed**' get more attention rather than '**commenced**' or '**initiated**'.
8. **Update** your resume on a regular basis with every new change in your position or experience.

Ensure that your resume is in a logical order, easy to skim, readable with clear layout and has a positive tone and action words.

Use spell-check while typing your resume, and run it through a friend to be sure.

6.5.2 What not to Do

The following should not be done:

1. Include **insignificant details** such as sexual, religious and political preferences.
2. **Bluff** and kill your candidature for good.
3. **Stretch** your resume **more than two pages**; the shorter the better.
4. Load your resume with **too many details** of your qualifications and experiences.
5. Use fancy **design**, coloured **graphics** and **photos**.
6. Include **personal pronouns** 'I' and 'we'.
7. Use of **CAPITAL letters** and **exclamation marks** is unnecessary. Avoid **jargon** and **slang** in resume.
8. Decorate your resume with **empty phrases** such as '**extremely creative**', '**noble hearted**' or '**problem solver**'. Try to connect with real-life experiences.
9. Mention people as **referees** without their prior consent.

7. Referees

6.6 DIFFERENT FORMATS OF RESUME

Depending upon your experience and job for which you are applying, you can choose any one of the formats for designing your resume, introduced in the following sections.

6.6.1 Chronological Resume

The chronological resume format is the most widely used format. The following are some important features of a chronological resume:

1. It is effective for those with a steady employment history.
2. In it, your work history is showcased by job title with the most recent mentioned first.
3. It works well when your professional experience matches the desired job.

Vikas Vikram Bhalla

Local Address:	**Permanent Address:**
123 Manglam Apartment Kasturba Hospital Lane, Mumbai – 400011	Flat No. 100 Triveni Apartments New Delhi 110034

Mobile: +91 9786823464
Vkb1@gmail.com

OBJECTIVE

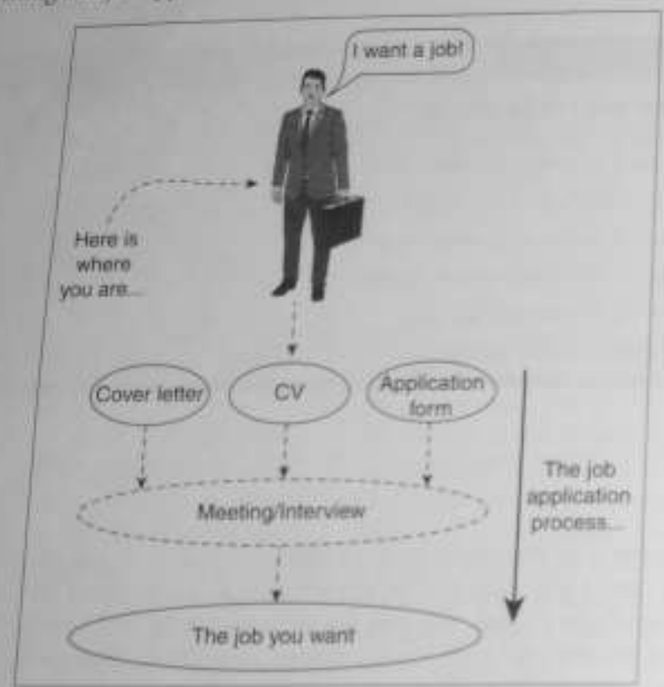
Public Relations position in a multinational company to enhance the global reputation and brand image of a corporate and its business. Resourceful marketing professional with a proven track record of effective people-management skills and a rich sales and public relations background.

"The supreme accomplishment is to blur the line between work and play."

— Arnold J. Toynbee

6.1 INTRODUCTION

You earn your degree and prepare yourself to embark on a rewarding journey as a professional. Young graduates like you dream to have a decent job. In your quest for better placement, one essential step that you have to take is designing a meaningful resume that may help you get the first interview call. To write a good resume you must be aware of the requirements of job markets and plan your career accordingly. You also need to assess your personality, identify your skills and set your goals to lead a successful professional life. Hence, resume writing and job application are two very vital segments of career management.



6.2 WHAT IS A RESUME?

A resume is a self-promotion summary that enables you to tell your story, express your personality and gain a competitive edge in the job market. In other words, your resume is a short and crisp written snapshot highlighting your education, skills and work experiences. It is a clear indicator of your past laurels and future aspirations. It is the passport to your dream job. Resume should be designed attractively so that it could immediately capture the attention of a prospective employer. A good resume is developed in a way that it can be skimmed quickly.

"You are not your resume, you are your work."

— Seth Godin.

A well-planned and well-written resume elucidates that you meet all the requirements for the position you are applying for and you deserve an interview call. The ultimate aim of any resume is to land an interview. The best resume is the one that enables prospective employers to know everything about the job applicant in the shortest possible time. Ideally, within 15–20 seconds of resume reading, your prospective employer should know who you are, what are your strengths, what are your future aspirations and how would you serve the company's interests. So, the real challenge in resume writing lies in presenting all the information, concerning a job aspirant through a neat, simple and concise resume.

A resume is like a sales statement in which you are promoting yourself. A clear, well written resume will cut through the competition and get you the much awaited job call.

I do wonders for my company or I can put any company in Forbes Top 100 companies.

6.3 WHAT IS A CURRICULUM VITAE?

A CV, also known as curriculum vitae or vita that means course of life in Latin, is a complete sketch of your accomplishments – education, employment, research projects and university engagement or community work. In the USA, CV is mostly used to present a person's academic status and achievements. What academic appointments you hold, which research projects you work on, where you publish, etc., are the main ingredients of your CV. CV is usually longer than the resume and it may run more than three pages depending on your profile. Broadly, a CV is a reflection of your scholarly identity while a resume constructs your professional identity.

Differences between resume and curriculum vitae

Parameter	Resume	Curriculum vitae
Length	Shorter	Longer
Format	Chronological, functional and hybrid	Varied by careers
Purpose	All-purpose	Mostly for academic and scientific positions
Experience	Professional	Scholarly

"Choose a job you love, and you will never have to work a day in your life."

— Confucius

a computer or a television is not needed, and yet the video conferencing is possible through a videophone. Because of these qualities, videophone is widely preferred in business circles.

Every corporate is waking up to the reality that how best it can employ new-age communication tools to have greater bonding and effective management of its employees. If used correctly, new communication technology provides businesses various cost-effective ways to connect with their business partners and forge new bonds for efficiency and productivity. Real-time conversations, enabled by communication technology, energise the work place and speed up operations and decision making. To optimise the use of communication technology, it is important to leverage it strategically and treat it as an integral part of a company's overall strategy. The new media, based on communication technology, have tremendous power to save businesses' time, money and work force.

Summary

Communication skills are akin to life skills. Mastering them is essential to make our presence felt in this world. Communication skills enable us to express ourselves confidently and communicate anything that we wish. Communication is principally a process of transmitting information from one place to another, from one group or individual to the other through vocal, written or non-verbal media. The communication process is meaningful and complete only when we try as clearly and accurately as we can to convey our ideas, intentions and objectives. It becomes successful when both the sender and the receiver understand the true meaning of a message. Our ability to transfer and receive information effectively determines how good our communication skills are. Good communication skills are an asset for any individual and can help him/her in every sphere of life — from the professional circle to the social world and everything in between. Genuine listening is a rare art. Listening takes place when we not only pay attention to the ideas, but how they are expressed, the type of words used, the voice and tone, and how the speaker uses his/ her movements. With companies focusing on diversity at the workplace, it has become increasingly important that we become more inter-culturally sensitive and competent in spite of our cultural differences. Having the desire to connect effectively with persons of different cultures is essential to enhance our ability to communicate inter-culturally. Businesses are becoming online and they expect their employees to be more digital-savvy. Everything is online and the way market communicates with the customer has changed forever. This new communication technology impels us to re-examine our abilities to communicate and redefine our notions of successful communication in terms of the digital world.

Chapter Review

1. What is communication?
2. What are the features of non-verbal communication?
3. Explain why listening is most important of all communication skills?
4. Why does the communication cycle need to be repeated?
5. How has technology affected workplace communication? Discuss the pros and cons of the same.
6. What measures will you suggest to improve the intercultural communication?

Direct Questions

1. Discuss GSC's3M model of communication?
2. What do you mean by the barriers to listening? Name some barriers to listening.

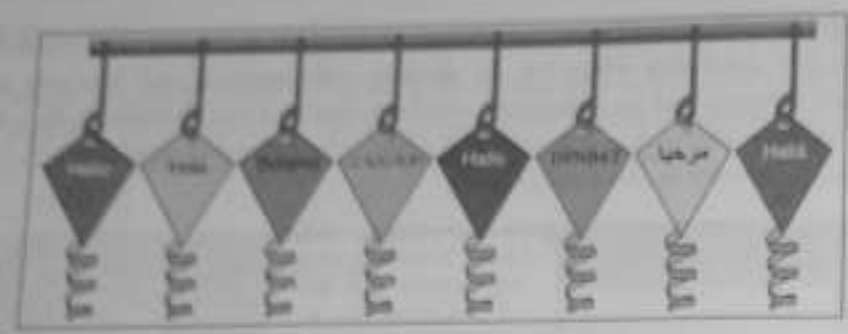
3. Why is feedback necessary for effective communication?
4. Why there is need for intercultural communication at the workplace? Justify your answer.
5. How technology has facilitated faster communication in the business world? Discuss some new communication technology tools that have been practised recently in the workplace.

Analytical Questions

1. As the saying goes that there is a difference between listening and hearing just as there is a difference between seeing and knowing. What can you infer from this saying? Justify the saying in the context of professional communication.
2. As a project manager of a team comprising members from different cultures and nationalities, how would you plan your cross-cultural communication strategies to avoid any confusion and achieve your business objectives with everyone's participation?
3. How can listening skills be a decisive factor in a workplace environment such as a business setting or a negotiation meeting? How can listening skills make or mar prospects of a significant business venture?

Resources for Further Reflections

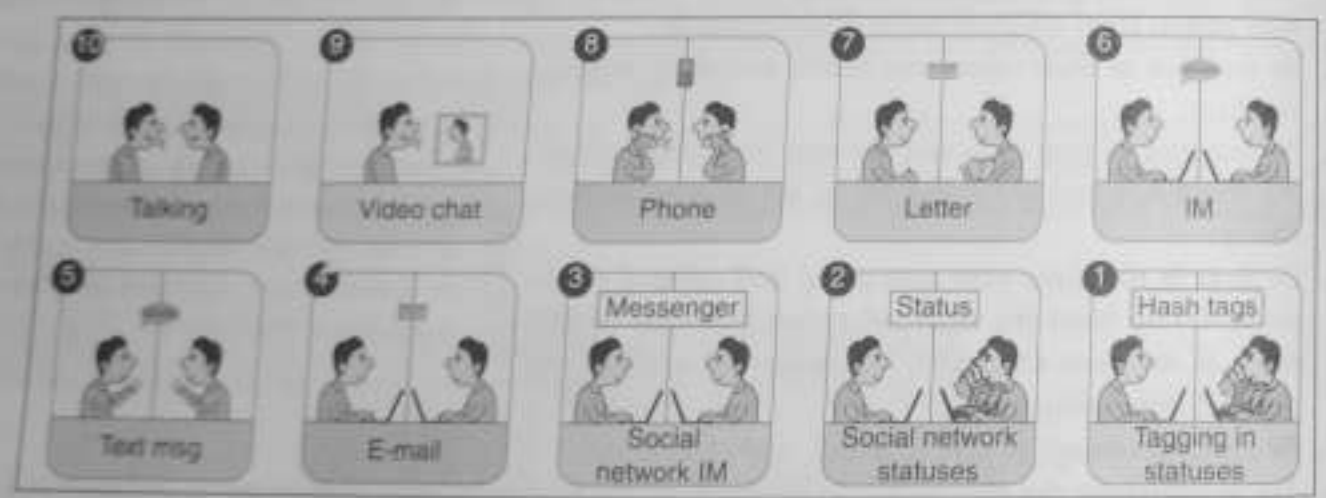
1. Example of effective communication skills: video of President Obama's first public address after being elected as the president of the Unites States. http://www.youtube.com/watch?v=tPG-6g2AA8o.
2. A relationship between body language (non-verbal communication), communication and confidence. http://www.ted.com/talks/amy_cuddy_your_body_language_shapes_who_you_are?language=en#.
3. A guide to effective cross cultural communication. http://www.colorado.edu/conflict/peace/treatment/xcolcomm.htm.
4. Technology and workplace communication http://www.forbes.com/sites/unify/2013/12/10/how-technology-has-changed-workplace-communication/.
5. Effective communication for managers http://www.business.vic.gov.au/hiring-and-managing-staff/staff-management/communication-skills-in-the-workplace-for-managers.
6. Susan Adams. "The 10 skills employers most want in 20-somethingemployees." *Forbes*. http://www.forbes.com/sites/susanadams/2013/10/11/the-10-skills-employers-most-want-in-20-something-employees/.
7. Scot Ober. Contemporary business communication. Fifth edition. *Biztantra*: New Delhi 2004.
8. Dianne Schilling. "10 steps to effective listening." *Forbes*. http://www.forbes.com/sites/womensmedia/2012/11/09/10-steps-to-effective-listening/.
9. John H. Bryan. "The diversity imperative" *Executive Excellence*, 1999; Sage Publication: New Delhi.
10. Intercultural communicative competence. http://www.teachingenglish.org.uk/knowledge-data/intercultural-communicative-competence.
11. Modern Means of Business Communication Jason Gillikin, Demand Media. http://smallbusiness.chron.com/modern-means-business-communication-2819.html.



Saying "Hello" in different languages.

5.9 COMMUNICATION IN A DIGITAL WORLD

Today communication technology is one of the essential elements needed for running businesses. Everything is online and the way market communicates with the customer has changed forever. Organisations are now using communication technology to communicate faster, facilitate decision-making, train employees and promote business. We cannot imagine a business activity that is devoid of the use of communication technology. It has played the role of a powerful enabler for young corporate India that is ambitious and tech-savvy and eagerly waiting to make a difference at the workplace. The modern workplace uses a host of new technologies to communicate to with consumers and general public. Professionals are quickly adapting to global practices with faster, smarter and easy applications and replacing their old communication methods. Emails, voice/video chat, newsletters, magazines, intranet, digital media and, not to forget, the latest sensation social media — all are being used increasingly for organisational communications. The digital age driven by online networks and computers has completely overtaken businesses and their communication practices. As shown in the figure below, many new technologies of communication have been developed in recent years. The following sections describe the use of some of these communication technologies.



New ways of communication.

5.9.1 Email

It is a very quick and smart way of connecting to the outside world. Sending email messages is much quicker and easier than writing letters. Professionals rely on email technology for its effectiveness, as it has made presentation of traditional memos and letters paperless. The advantage of email lies in its cost and convenience.

Companies can send thousands or millions of emails each year with almost no incremental cost per piece. Email is easily archived to facilitate compliance in regulated industries for protecting previous data and improving credibility of the businesses.

5.9.2 Websites

Websites anchor public marketing for most small businesses. A well-designed website shares basic information like product and service lists and associated costs. Some companies go a step further and use their websites to host customer discussion forums, videos, documents and blog posts. With website interaction customers believe they are getting something of value, while businesses increase their goodwill among their target market.

5.9.3 Social Media

Today the hottest trend in business communication is social media marketing – that is, the careful use of social networking sites like Facebook, My Space, YouTube and Twitter to engage consumers within the context of their trusted circle of friends and family. Consumers create online profiles on social networking sites, and businesses create "fan pages" or Twitter accounts that customers may 'like' or otherwise associate with. Although some communication consultants oversell the promise of social media, it is truly becoming a new game changer for a corporate leader who wants to leverage the collective intelligence of its talent.

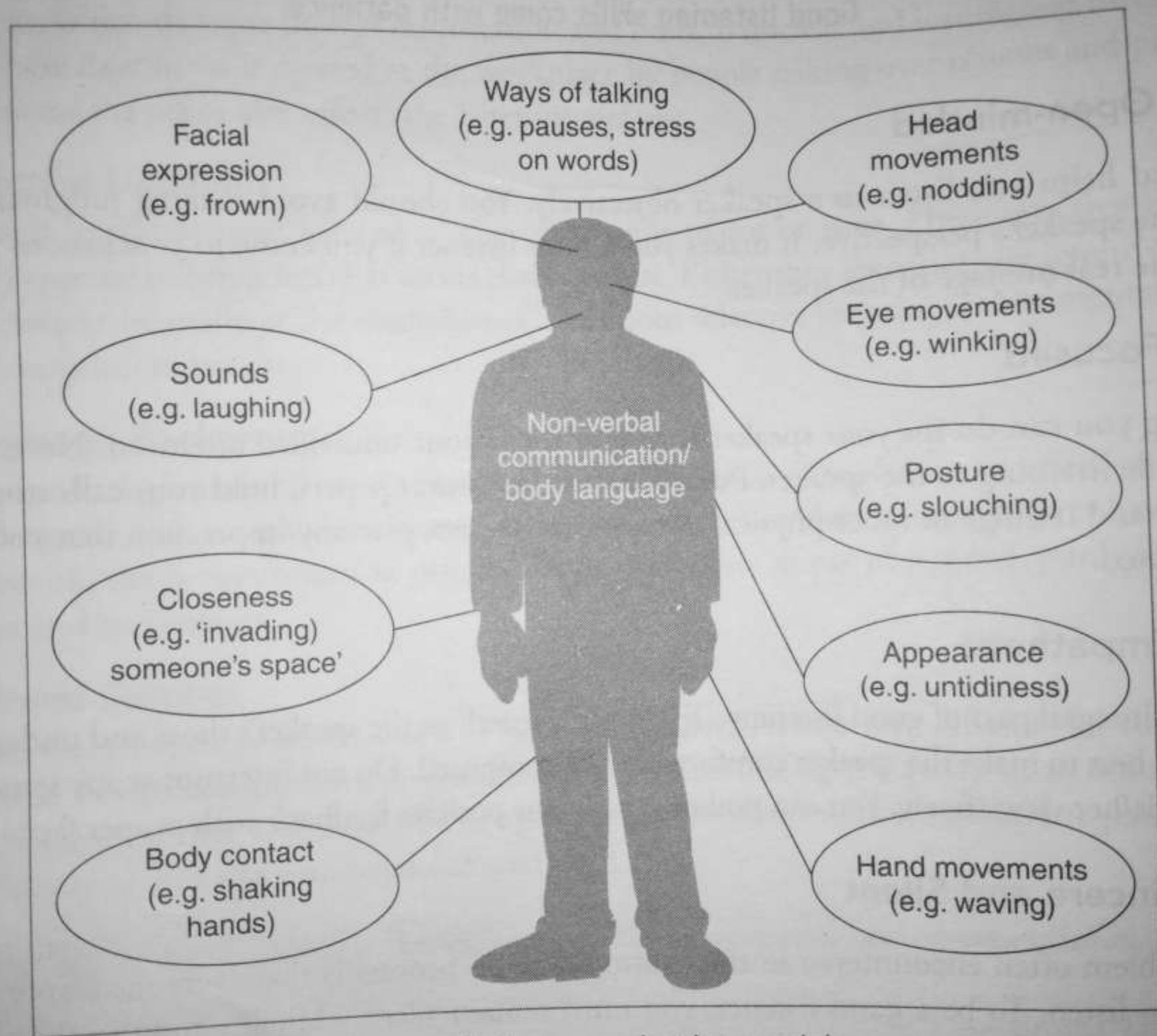
5.9.4 Video-conferencing

A video-conference is a live video connection between people placed in separate locations, established for the purpose of communication or interaction among them. Video-conferencing allows people to communicate visually from anywhere in the world. Groups see each other and interact in real time, although they may be worlds apart. Companies are using this communication technology regularly for business promotion and smart communication. It benefits immensely in terms of savings on travel time and communication expenses, and enhances the effectiveness of communication, productivity and collaboration.

5.9.5 Videophone

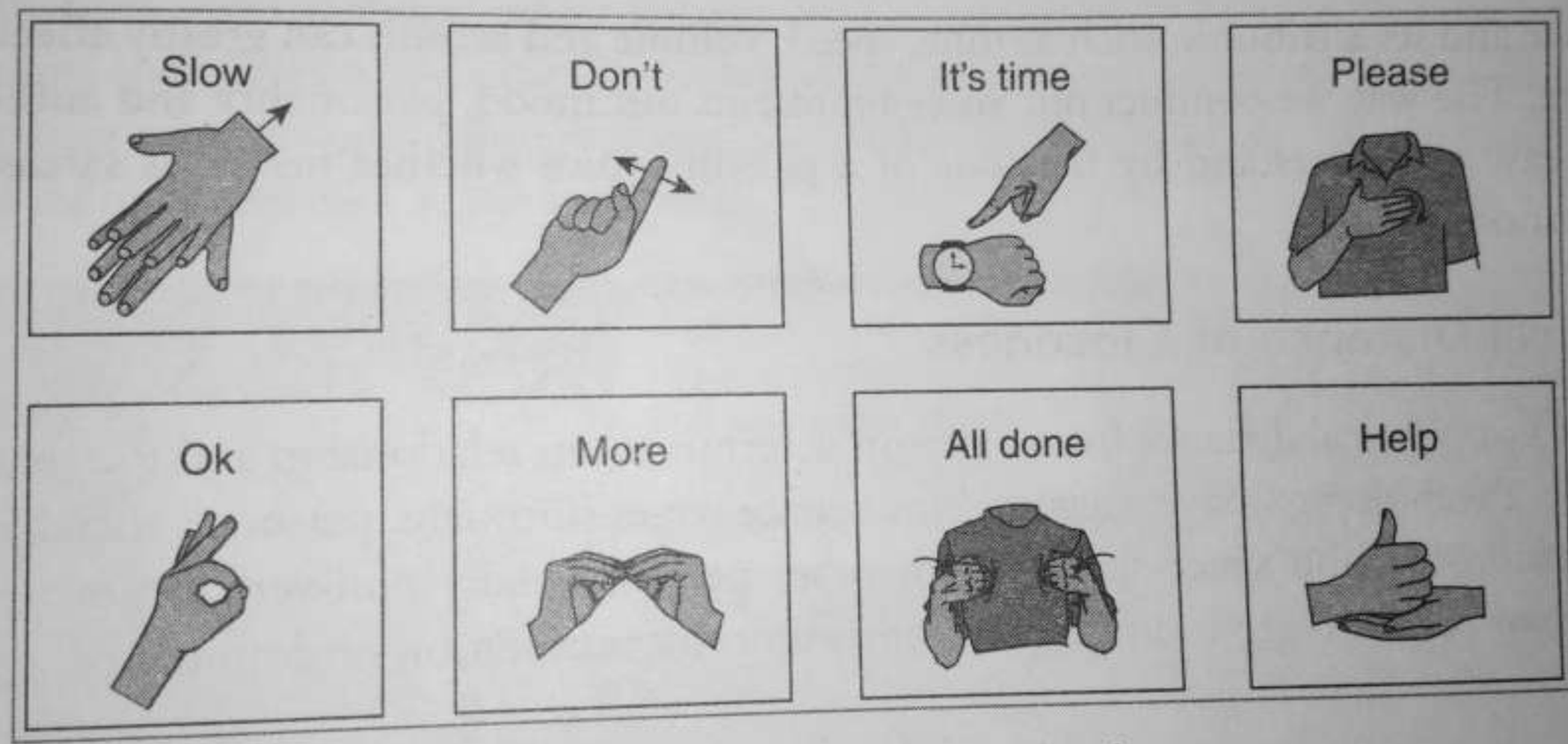
It is also called video telephone. It is a device that simultaneously transmits and receives both audio and video signals over telephone lines. To facilitate an effective audio-visual engagement between two partners,

accounts for between 50% and 70% of all communication.



Non-verbal communication model.

The most widely practised forms of non-verbal communication are mentioned in the following sections.

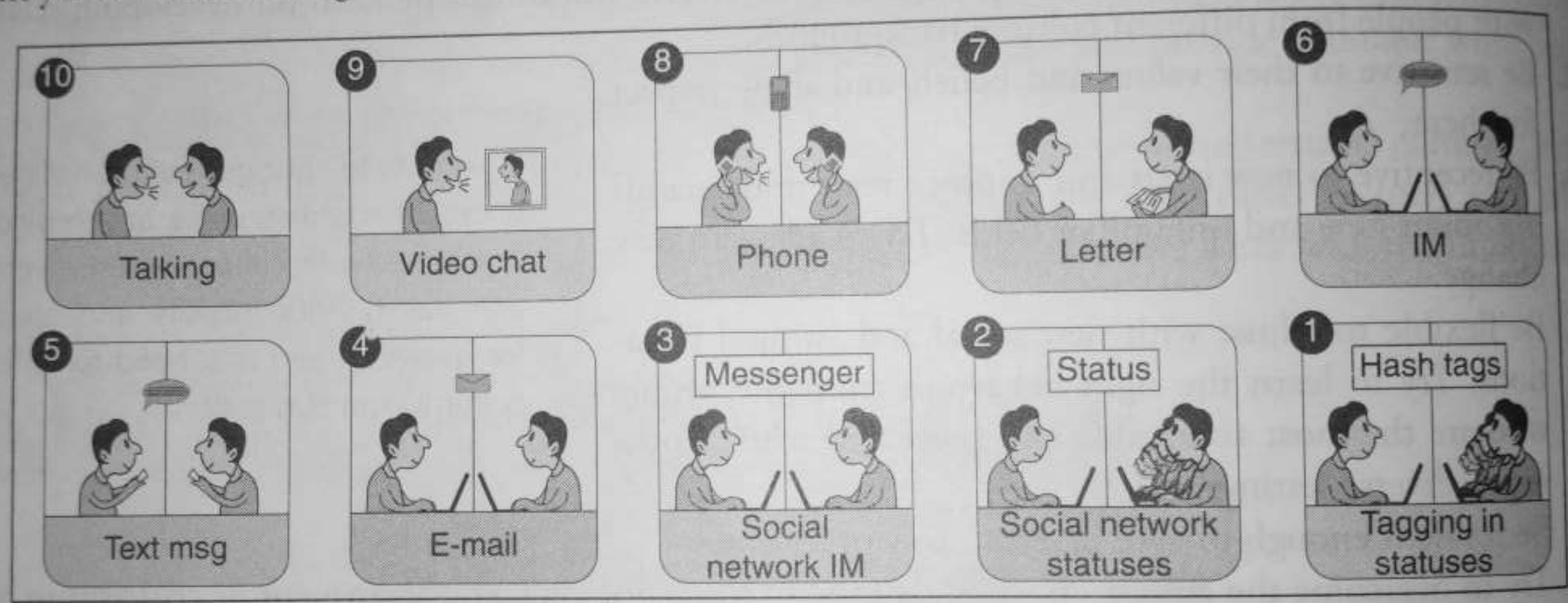


Ways of non-verbal communication.

5.7.1 Body Movement

Facial expressions (eye contact and lip movements), gestures and body stances including various postures can speak a lot about a person and further help him to reinforce his/her verbal message.

tech-savvy and eager to communicate to with consumers and general public. Professionals are quickly adapting new technologies to communicate to global practices with faster, smarter and easy applications and replacing their old communication methods. Emails, voice/video chat, newsletters, magazines, intranet, digital media and, not to forget, the latest sensation social media — all are being used increasingly for organisational communications. The digital age driven by online networks and computers has completely overtaken businesses and their communication practices. As shown in the figure below, many new technologies of communication have been developed in recent years. The following sections describe the use of some of these communication technologies.



New ways of communication.

5.9.1 Email

It is a very quick and smart way of connecting to the outside world. Sending email messages is much quicker and easier than writing letters. Professionals rely on email technology for its effectiveness, as it has made presentation of traditional memos and letters paperless. The advantage of email lies in its cost and convenience.

5.5.1 Listening is not Hearing

There is clear distinction between listening and hearing. Hearing is about perceiving sounds, whereas listening requires complete attention. Listening is an active process involving focus not only on the meaning, but how the meaning is formed through the type of the language used, the tone and voice and other physical cues. Listening takes note of both verbal and non-verbal content of a message. Any auditory message not received well would just create sounds. This is what happens with 'hearing' and we fail to understand.

Poor listening definitely creates a gap between the sender and the receiver of the message, generates a poor feedback and affects the productivity and moral of an individual.

Listening is fundamental to successful communication. It is an important skill to understand and interpret the message correctly in the communication process.

5.5.2 Barriers to Listening

Listening is probably the most ignored of all communication skills. Fortunately, if you are interested, you can improve your listening. To be a good listener you need to take care of the following hindrances to listening.

5.5.2.1 Prejudice

Mostly people are driven by their preconceived set of beliefs and assumptions. When we are prejudiced about something, we usually are unreasonable and draw our own impressions and judgments which may not match the reality. This not only derails the communication process but also leads to irrational behaviour and strained relationships.

5.5.2.2 Self-concentration

People are so much obsessed about their own self that they hardly care for others' views and sentiments. They behave like Mr. Know-All and do not allow enough space for new perspectives of an information or better engagement with members in a team.

5.5.2.3 Distractions

If the distraction is physical it may be the problem of workplace. One such distraction is noise in the workplace environment, which disrupts flow of information and leads to unclear and insufficient listening by the target listener. These days noise is created at the workplace by people talking over phones and playing loud music. Traffic around the office also affects the listening process.

5.5.2.4 Selective Listening

Some professionals would see and hear only what they want to see or hear. These selective listeners pay attention to only specific information that serves their interest. Either they intentionally ignore other details or they are not present mentally at the workplace. Continuous selective listening is detrimental to the success of the communication process.

5.5.2.5 Language Background

Different language backgrounds of the sender and the receiver pose a hindrance to effective listening, as both fail to understand each other's ideas. Sometimes even when the sender and the receiver have a common linguistic framework, the communication process breaks down due to use of jargons, puns, foreign terms, complex phrases and local usages.

5.5.2.6 Cultural Setting

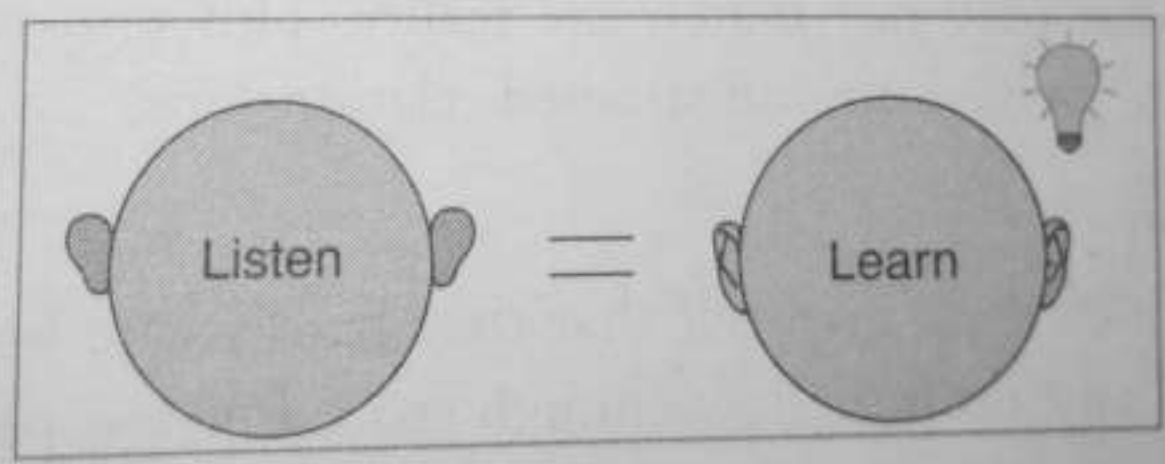
As the workplace attracts people from diverse cultures and regions, it becomes difficult for them to understand and response to a communication in the same way. While working as a group in an office, professionals should be attentive listeners and sensitive enough to accommodate such cultural and regional differences for harmonious co-existence and improved compatibility.

> *Any problem, big or small, within a family, always seems to start with bad communication. Someone isn't listening.*
>
> — Emma Thompson

5.5 VIRTUES OF LISTENING

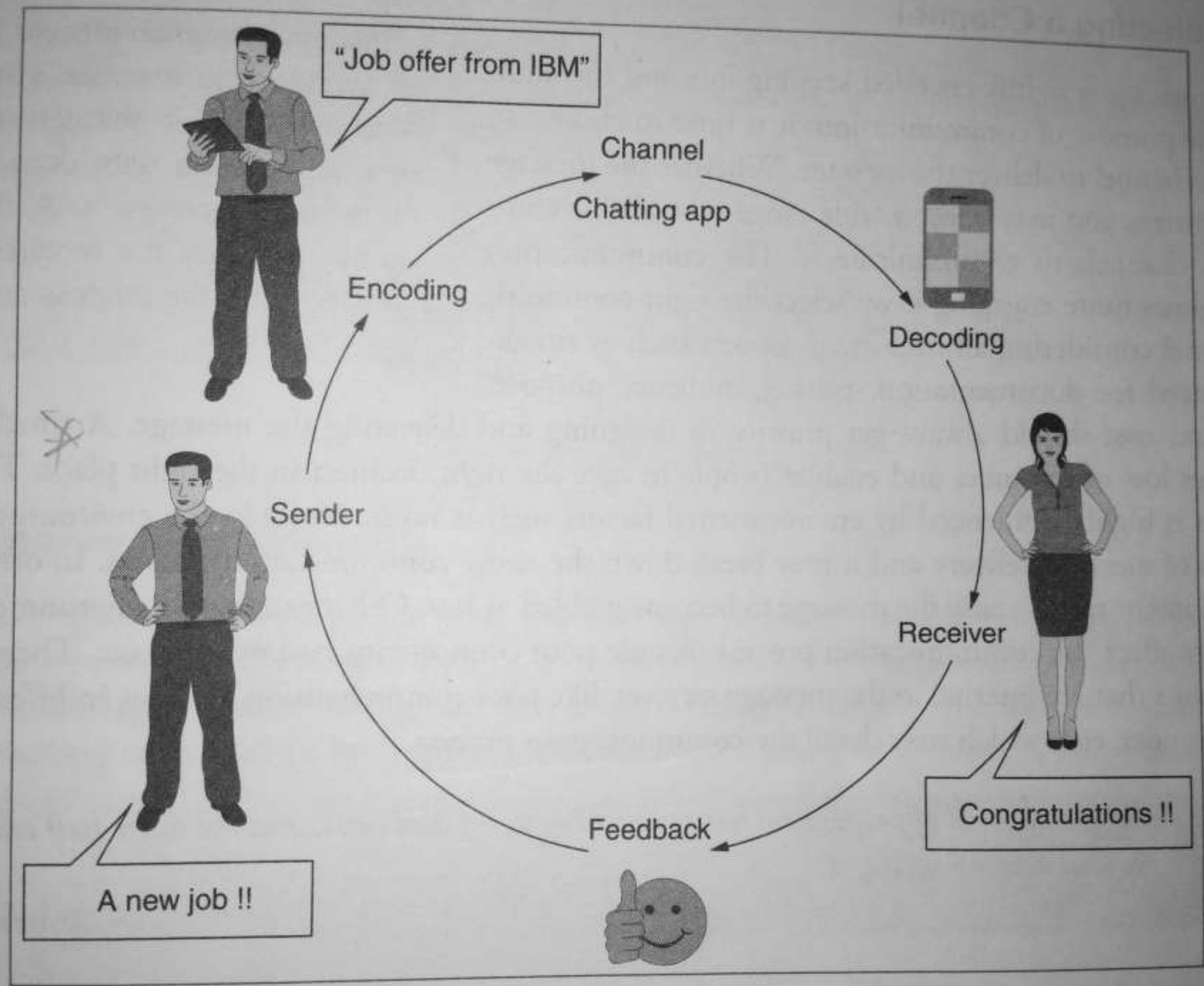
Listening is fundamental to successful communication. It is an important skill to understand and interpret the message correctly in the communication process. It is a paradox which means that the more sophisticated communication we have, the less sensitive we are as a listener. We are swamped with several digital means of communication, but still struggle to communicate and to understand what is communicated to us.

Though listening is considered a very easy and effortless activity, in reality it demands greater observation and adaptability from the listener. Adaptability is the capability that prepares a person to catch with other person's speed (delivery), message and sense of immediacy. Good listening skill is an asset for any individual. In fact, many corporate czars, political leaders and social activists attribute their success to listening skills. Effective listening skills are instrumental in fostering good relationships, optimising productivity, improving oneself and creating a harmonious environment at the workplace.



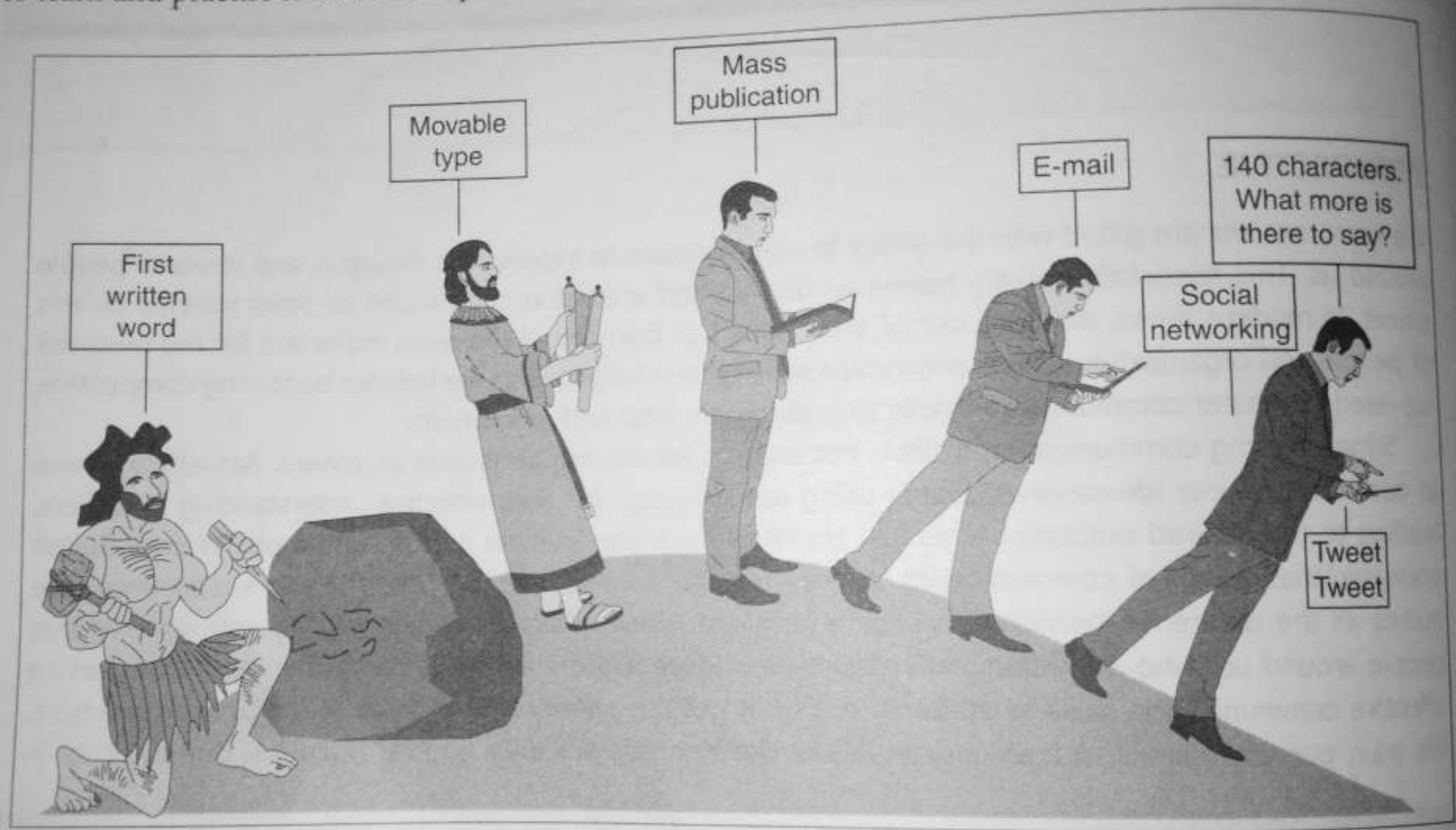
Importance of listening.

Idea, Sender, Receiver, Feedback



The communication process.

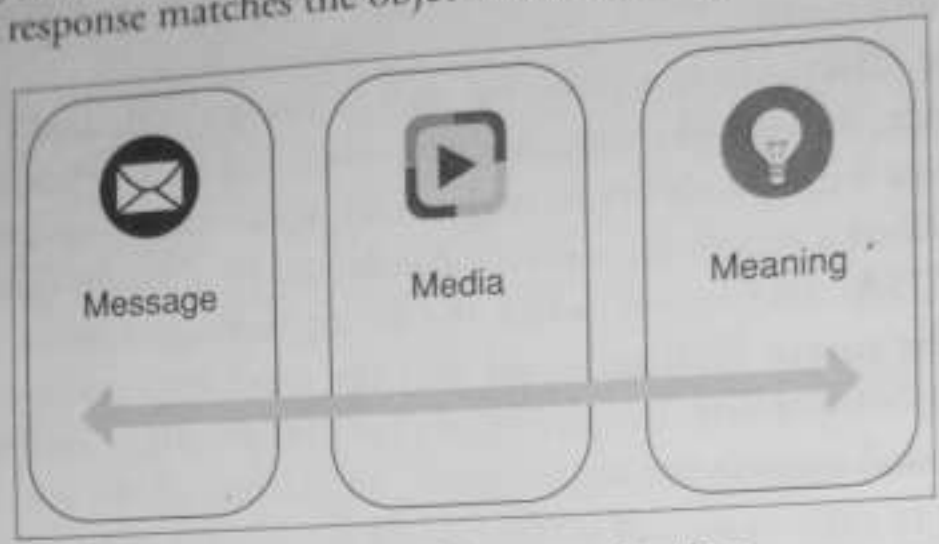
themselves is a core activity of all human beings. ... communication as something smooth and effectively in any given situation. But despite assuming the art of communication as something smooth and simple, we tend to make mistakes while communicating with others, failing to say what is appropriate at that particular moment. A sound understanding about how effective communication takes place and how to learn and practise it at the workplace will benefit every processional in their organisations.



How means of communication are changing with time.

5.3 GSC'S 3M MODEL OF COMMUNICATION: A SIMPLE APPROACH

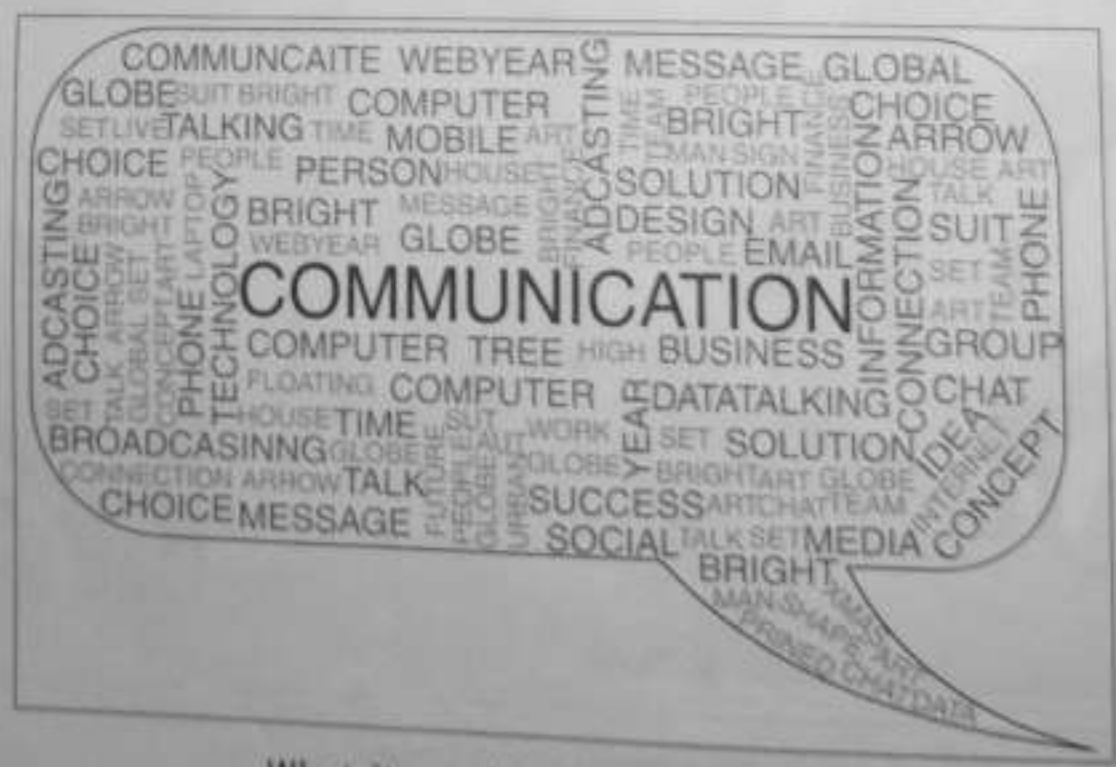
All other things being equal in a situation, message, media and meaning determine the outcome of any communication process. These three elements combine to make GSC's 3M Model of Communication, as shown in the figure below. The message strongly reflects the idea to be communicated; the media facilitates transmission of the message; and the meaning as understood by the target audience provides the confirmation whether the audience response matches the objective of sending the message.



The 3M model of communication.

The 3Ms make the communication process quite easy and practical to achieve the desired result. The first M, that is, the message is strongly associated with the person who wants to initiate communication to convey an idea or thought. The type of message gives a clear understanding about the channel or media (the second M) through which the message travels. The message could be oral, written or non-verbal, but the urgency to deliver it also helps in deciding an appropriate media. The third M, that is, meaning is all about the understanding of an idea to communicate for which the message was initiated by the person. The communication process or cycle keeps repeating until the desired meaning of the message is delivered. There could be many internal or external factors that may lead to the distortion of meaning and consequently rendering the communication process incomplete. The workplace environment and physical distractions are also the critical areas to be taken care of while trying to execute the communication process effectively.

> Three elements combine to make GSC's 3M Model of Communication: Message, Media and Meaning.



What it needs to communicate.

People behave very casually while talking on the phone or writing emails, making blunders and repenting later on. When you are using social media, remember its impact is great because of its greater reach; therefore, be alert and careful while using it.

Chapter Review

1. Explain the differences between etiquette and mannerism with examples.
2. Give some tips for dining etiquette.
3. There are a few settings where it is impolite to use mobile phones. Describe such situations in detail.
4. Describe email etiquette which may help a firm get as many clients as possible.
5. How does technology play an important part in business etiquette and mannerisms?
6. What etiquette can be followed during a business meeting?
7. How can you improve your business and workplace etiquette?
8. Discuss the role of social media in business etiquette?

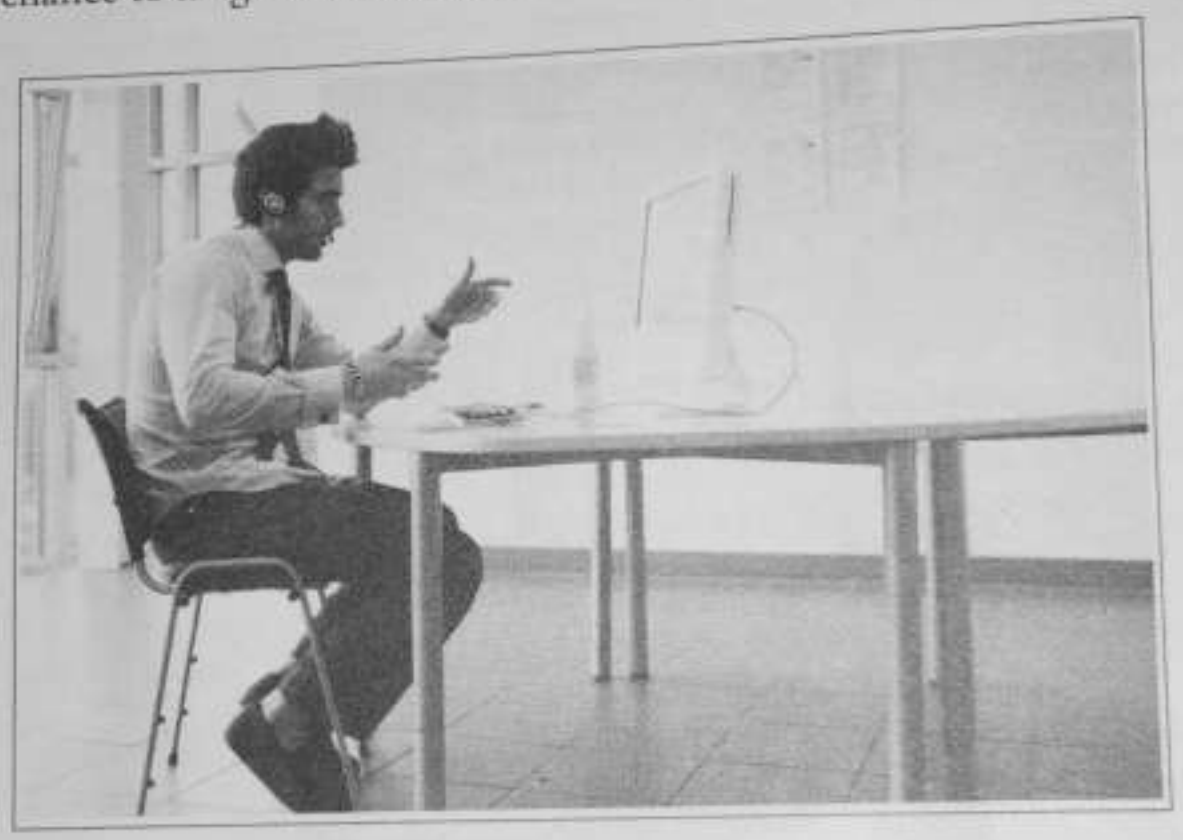
Direct Questions

1. What does it mean to be polite?
2. Give your own example of being a sport.
3. How do you define being amicable?
4. What are the general mobile etiquette that can be followed at workplace?
5. List the ways by which you can make a successful positive impression of yourself at your workplace.
6. What is the importance of communication in business etiquette?
7. How can self-assessment help in improving your business etiquette?
8. How can dining etiquette be important for maintenance of a positive image at workplace? List some dining etiquette.

Analytical Questions

1. Imagine you do not like a picture of you posted by your friend on a social media website. How would you request him/her to remove and not share such pictures?
2. Imagine you were invited for dinner by your friend/workmate but could not make it due to an emergency. How would you inform him/her the situation on phone? Describe the conversation.

6. **Dress appropriately:** Avoid visually distracting dresses. Bold colours like red, black, white must be replaced by pastel shades. Accessories should be kept simple.
7. **Be natural:** Enjoy and give opportunity to others to laugh and smile. People will be more focused if you give them chance to laugh and that can be done by indulging in jokes.



4.4.5 Web Interview Etiquette

Facing an interview is a challenge be it face-to-face or on web. The most common interview on web is Skype interview. In fact, some people feel it is tougher than interview in person. Keep the following points in mind while facing a web interview:

1. Download the software and get familiar with it before the actual interview
2. Have the similar name as your email id name so that it is recognised fast and look professional
3. Have immaculate sitting space, without clutters around
4. Keep track of time and log in at the right time; if you are in other country be more careful
5. Have your resume with you and ensure to send it as an attachment to the interviewer
6. Your web camera must be always focused
7. Do not allow others to prompt you during the interview
8. Have professional screen setting rather than pictures from informal settings
9. Microphone must be placed at the right place.

Summary

1. **Your social media profile must be complete:** When someone visits your profile and finds that you have not uploaded complete information about yourself, the person gets disheartened. Photos are a good beginning as you can be identified with them. Complete the information about yourself in your profile as this will create a good impression.
2. **Avoid multiple profiles:** Remember the world is very small and everything is connected. If you have multiple social media profiles and they do not match, this will create mistrust. So you must be aware of what you have in private settings and what is to be revealed to the public.
3. **You become what you post:** Through your social media interactions you are leaving an imprint of your personality on the Internet, so do not be frivolous while making comments. If you keep quiet, then it shows lack of sensitivity. Be confident in voicing your opinion and stand strong on your views without hurting the sentiments of any community, society or class.
4. **Be minimal on automation:** Automation lacks personal touch and overuse of it is not very encouraging. If you do it very often you may get distanced from your social media circle.
5. **Do not be ubiquitous in all media:** Choose one or two sites – maybe Facebook and LinkdIn, as you will not have enough time to be everywhere; so be realistic.

Keep abreast of social media etiquette as they are labile.

6. **Be amicable:** If someone asks you questions, try to send the reply. Do recommend your friend whenever required. Try to strengthen the connection by asking feedback or writing a helpful post on your blog.
7. **Do not be desperate:** Do not ask for 'Likes' and 'retweets'; go for creative solutions. Be smart enough to get what you want rather being direct.
8. **Be careful of spam:** Do not get carried away by the followers. If you have followers who do not have any followers, there are chances they are fake. Do not open the links sent by them. Avoid joining too many groups to post self-promotional messages and then not visiting them again. That is not polite at all.
9. **Be transparent to be trustworthy:** Remain transparent by not being indulging in activities that cause controversy. Neither keep secrets, nor delete comments. Do respond in the best possible way without getting defensive. Whenever possible, resolve the issues and let the other person know about it.
10. **Be careful about grammar and spelling:** You look uneducated with bad grammar and spellings. Ensure the language correctness before making your message public.
11. **Do not write in all capitals:** Writing in all capitals does not communicate anything significant because whatever you want to emphasise cannot be emphasised entirely by using capital letters. Nor does it reflect creativity. However, it just shows you are upset about something.
12. **Do not share the same message again and again:** If you share the same message repeatedly, it reflects your lazy attitude–whether on Tweeter, LinkedIn or any other site. Remember, social networks are smart to show your repeat posts to less number of people. Also, why do you want to have the epithet of lazy and careless?
13. **Engage in constructive comments:** While posting your comments do introspect if people really care to read about what you are posting. If something is of your interest, it is possible that others may not be interested. So go slow and find out the interest of others and once you have made connections, match your interest with that of others.
14. **Do not be miser in giving credit:** This rule is applicable in social media in the same way as in print media. If you are tempted to take up somebody's update, be polite in acknowledging it. Send tweets to the people whose work you like and enjoy. This will reflect humility and you will develop more connections.

4.4.4 Video Conferencing Etiquette

Introduce politely to others: The first thing you should do is to tell your name to others and also know the others by names. Do inform others how they can address you- by name or whatever way you want.

1. **Clarity in voice:** Check the microphone before the conference begins. Ensure that everyone is able to hear you. Do not get conscious, be natural. Affected voice puts off the listeners. Do not yell to be audible. If you adjust the microphone properly, you will not face problems. Take care of obstructions between the microphone and your mouth – piece of cloth or your hand should not come in between.
2. **Control the body movement:** Keep the body movement to the minimum as the hand movements distract the attention. If your body moves back and forth or sideways your voice will get affected.
3. **Look at the camera:** Be focused and look at the camera. All your movements are noticeable, so avoid the temptation of looking at your mobile phone.
4. **Do not interrupt:** Let the speaker complete the statement before posing a question. Be a patient listener as it is a bad manner to cut in between the sentence.
5. **No side conversation:** The rules of video conferencing are exactly same as face-to-face meeting. Do not pass on the notes or start side conversation as it distracts the speaker.

7. **Avoid attaching unnecessary files:** If you attach with your email the files that do not serve the purpose of your client, then you are annoying them. Also avoid sending large files as they take several minutes to download and also can bring down the email server.
8. **Do not write in capital letters:** If you write in capital letters people assume that you are implying things and that does not leave a good impression on your client. This may trigger an unwanted response from the client.
9. **Use expressive subject lines:** The subject line of your email is a key factor in setting the priority by your client – whether to read the email immediately or later. For example, if you do not want some actions on a matter but you want to just share, it would be good to have 'FYI' as the subject line.
10. **Go through the email once again before you click 'send':** A lot of people do not bother to revise their emails for correcting inadvertent mistakes. Such mistakes send a wrong signal to the email recipient. Have someone to read your email before sending it, as he/she would be giving you the perspective of the recipient.

4.4.3 Social Media Etiquette

cal and smart. If the call is for someone else say, "One moment please, I'll just call the concerned individual, place the phone mouthpiece down. You must not shout in the mouthpiece him/her. If you don't find that individual, tell the caller that you will inform him/her and he/she will get back.

4.4.2 Email Etiquette

To run their business successfully, companies need to have a competitive edge over their competition. To win new clients a company needs to communicate with them in a professionally effective manner. Many companies do not give due importance to email communications with their clients. To deal professionally with their clients, it is essential for the company's employees to save themselves from awkward situations while writing emails to them. Following are some rules that should be implemented for writing better communication for their clients:

1. **Be concise and to the point:** Reading an email is harder than reading printed papers. Keep in mind that the other party may not be able to focus on and understand all the facts if your email is too long. The shorter it is, it is more likely that you will get a faster response. A thumb rule is to limit emails to one or two lines.
2. **Number your questions:** You must follow this rule. If you are not numbering your questions, it may be possible that your clients may answer those questions which are in the first line. By numbering questions you structure your email in such a way that every question gets the desired attention from your client and you do not have to ask again.
3. **Make usage of proper spellings, grammar and punctuation:** Improper spellings, grammar and punctuation not only leave a bad impression about your lack of writing skills but also make the sentences difficult to read and understand. Remember a good sentence should be not more than of 12 words.
4. **Mention deadlines:** One might think that mentioning deadlines may seem imposing conditions on a client, but it is not so. Professionals are very busy nowadays, so if a deadline is mentioned then they become conscious to fit that in their schedule and manage their accordingly.
5. **Avoid abbreviations:** Many of us have become habitual of using abbreviations like U for you, plz for please, etc. They may deem fit when we are talking to a friend but not with business professionals. Business emails should be more formal in nature in order to leave a good impact on the recipient.
6. **Try to reply fast:** Someone emails to you because they expect quick response, or else they could fax or send a letter. If an email is long and requires some thought, it is worth a reply that you will get back soon. This will assure the sender of your detailed response and he/she will wait patiently.

Keep your email short and sweet!

4.3.2 Etiquette at Dining

Indian habits of eating and dining have a lot of variety; therefore, one has to learn the dining and eating etiquette consciously. Sometimes during a job interview you may be made to eat a meal so that the interviewer could observe your dining habits. If you do follow the dining etiquette, chances of your rejection increase.

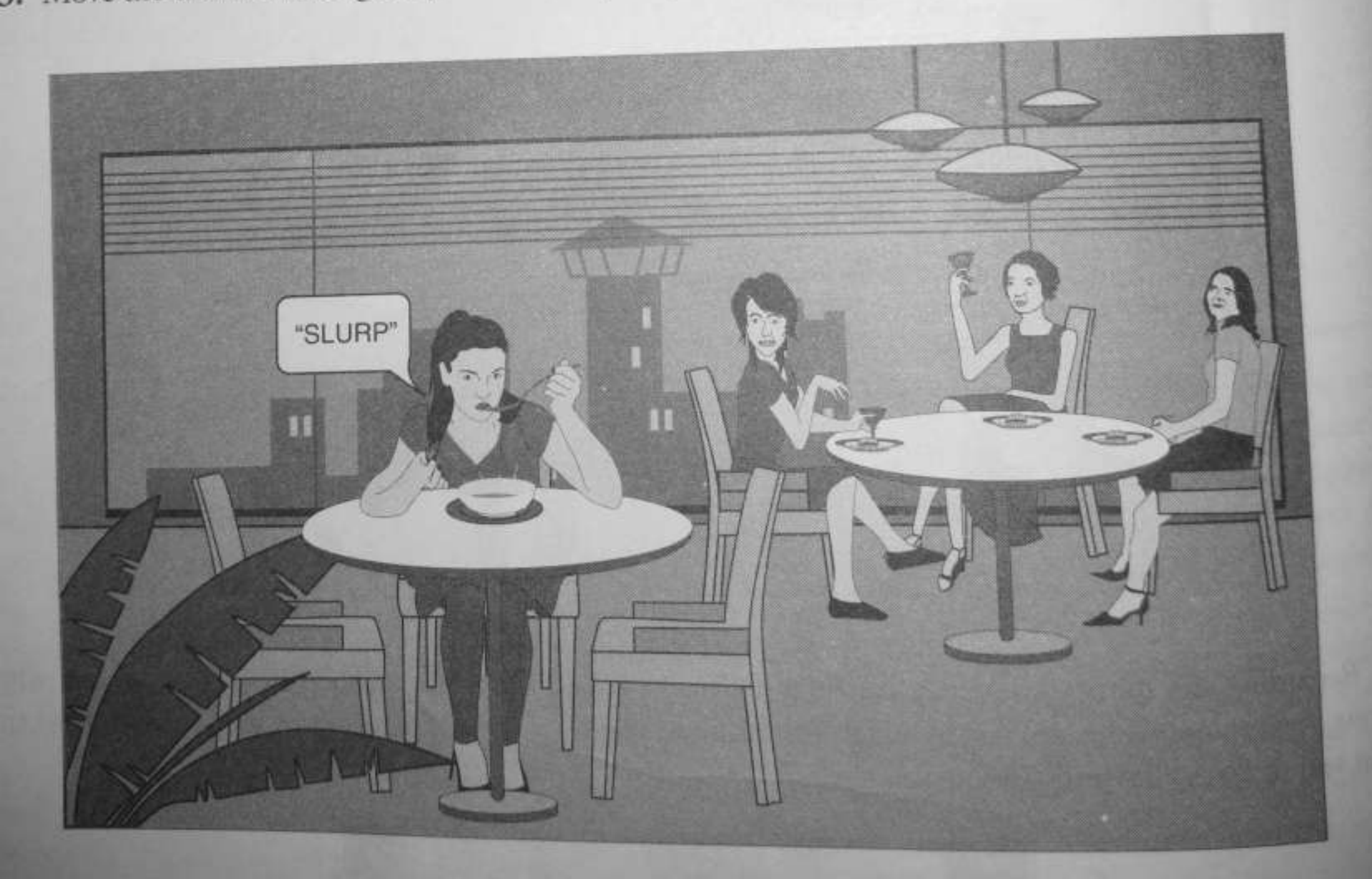
Regarding the dining etiquette, you may be interested to know the proper use of your hands while eating, how to use table napkins, in which hand should you hold the fork and spoon, etc. The following tips help you to learn the dining etiquette:

1. Look for the host to indicate your seat on the table
2. Put the napkin in your lap before beginning to eat
3. If you have to order, always opt for easy to eat dishes
4. Do not impose your choice of food on others. Let others also give their choices
5. Wait for all to start

LIBRARY.

. Put your hands on your lap if not eating
. Sit in the right posture with arms close to your body
. Do not bring your head to the plate, but take food to your mouth
. Match your eating pace with that of others
. Keep the conversations rolling on
1. If you have to excuse yourself, keep napkin on the chair
2. At the end, place the napkin close to the plate
3. Move the chair to its original position after you get up

Always eat with your mouth close.



.3.3 Involuntary Awkward Actions

with others. Remember, professional etiquette keeps changing, but the principle, earlier addressing your boss by his/her first name was totally unaccepted. Today, it is in vogue. Good manners do evolve with common sense, that is, if you observe what is going around you, you will learn manners automatically. However, when facing certain situations for the first time, a few tips will be useful. Of course there are some common courtesies which you must follow when you are interaction with people professionally.

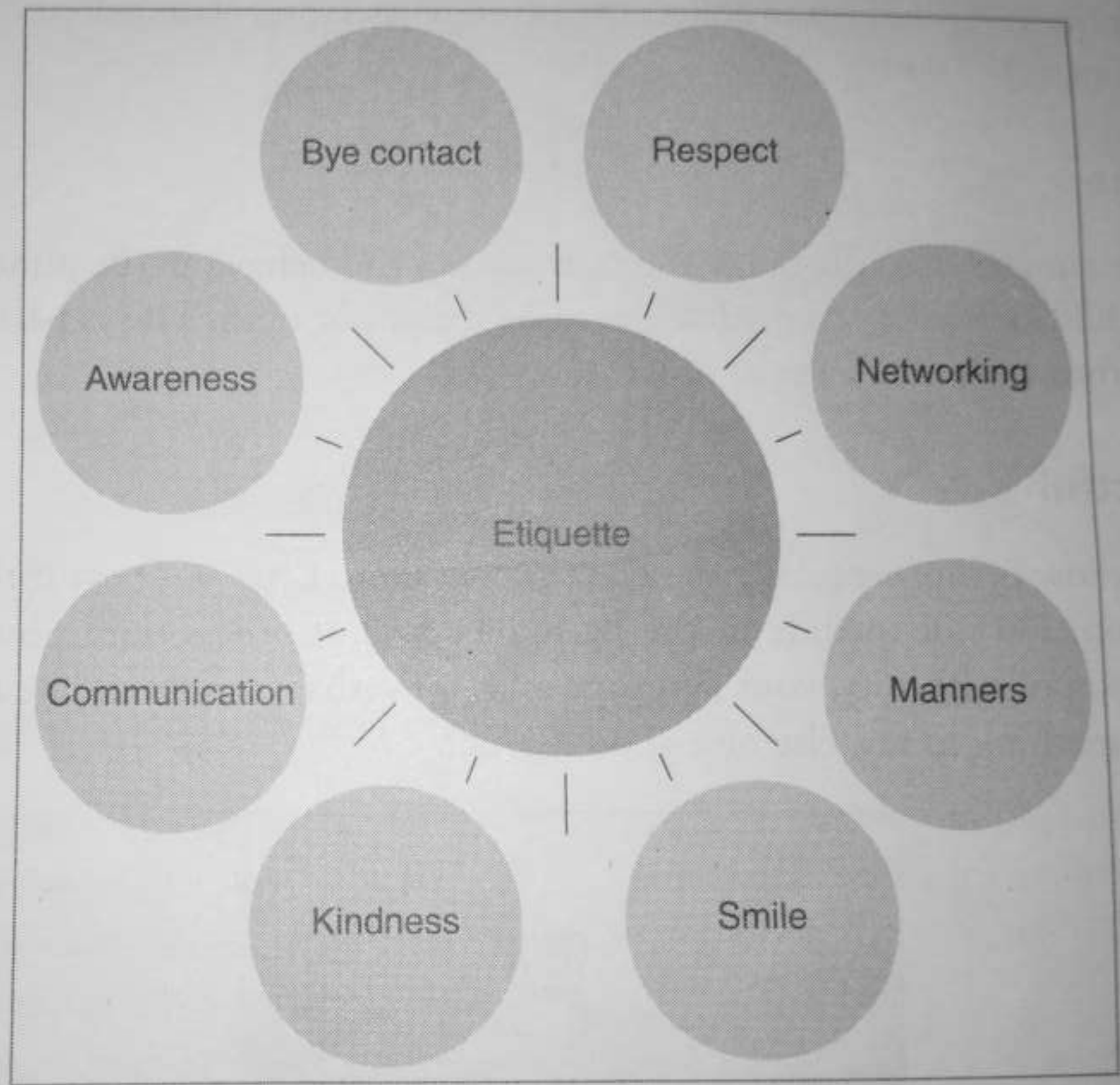
4.3.1 Etiquette at Meetings

As you meet a person, you are expected to greet him/her. Your first impression on the person must be good. For this you should smile and do a handshake or Namaste, as appropriate in the given situation. During a handshake you should also make an eye contact to exude confidence and your interest in the meeting. If you make a firm handshake, it reflects your confidence. A limp handshake shows a lack of confidence and gives the impression that you are not interested in the person. To make a good impression at a meeting, adhere to the following etiquette:

- Do stand while introducing others or being introduced.
- While introducing the participants, provide essential information about them along with their names. For example, "Kalpana, please meet Dr. Sharma, Dean Research and Consultancy Unit, BITS, Pilani"; Or, "Seema, this is Kalpana Kannan, Professor at the IIT Bombay".
- Try to address people by their titles and last names. The way to address people varies country to country.
- Do a confident handshake along with a simultaneous eye contact.

Etiquette is behaving yourself a little better than is absolutely essential

— Will Cupp



4.2.1 Be Polite and Amicable

At home or outside, your friendly behaviour can pull many people close to you. To appear friendl

3.5.2.2 Relationship Management

Whether you have your own business or work for a company, your prowess to manage and work with people effectively makes you a magnetic professional and a great team leader. It is your effective relationship management across the organisational hierarchy that sets you ahead of your peers and helps you win accolades. The ability to build effective interpersonal relationship is an essential ability for those aspiring to work and win in the global workplace. This competency equips a professional to identify, negotiate and manage with different sets of people in the practical world. The following skills are the key to successful management of relationships:

1. **Influence:** One of the most vibrant relationship management skills is your ability to influence others. It is reflected in the way you get along with others through your arguments and behaviour.
2. **Leadership:** Your quality of being a people-friendly leader makes you acceptable to one and all in your organisation. Genuine leaders always get the support of their teams and deliver the best in rain or shine.
3. **Developing others:** It refers to your ability to make your team members or colleagues perform to the best of their abilities. Professionals endowed with this competence not only recognise their co-workers' qualities and performance but also inspire them to change and grow with the organisation.
4. **Communication:** It refers to your ability to communicate and build bonds with people and bring new clients and more profits for your organisation. An open communication climate would improve the loyalty of the staff, create healthy relationships and enhance productivity in the organisation. Professionals need to master the communication ability to build rapport with their colleagues and clients. Many ways are available to acquire or improve this competency which will help you devise better ways for soliciting information, giving feedbacks, putting an argument forcefully and listening attentively.

Fortunately emotional intelligence can be developed. It helps you manage better relationships, achieve your professional goals and find peace and happiness in life.

The noblest pleasure is the joy of understanding.

— Leonardo da Vinci

Chapter Review

1. What are the attributes affected by emotional intelligence? How are they affected?
2. Why is emotional intelligence quotient (EQ) an essential ingredient of social and personal bliss in spite of intelligence quotient (IQ) being a well-accepted measure?
3. What are the five components of emotional intelligence described by Daniel Goleman?
4. What are the attributes which people endowed with great self-management show?
5. What are the characteristics which people endowed with great social awareness show?

Direct Questions

1. What role does effective communication play in emotional intelligence?
2. Define emotional intelligence.
3. Why is EQ more important than IQ?
4. What do you understand by the term empathy? Why is being empathetic important in professional life?
5. What are the key skills for successful relationship management?
6. Describe the skills to develop emotional intelligence.

Analytical Questions

1. How do you use your emotional intelligence when you are negotiating certain issues in an important deal for your company?
2. If you were an employee, which causes/factors do you think would make you angry at the workplace and how would you resolve them with emotional intelligence?
3. As a leader of a project team you have a day left from the deadline to submit the project but you do not expect it to be complete in time. How would your emotions be? What possibly would you do to tackle this disturbing situation?
4. What initiatives and methods would you employ to train employees in your organisation for developing or enhancing their emotional intelligence?

Resources for Further Reflections

1. Emotional intelligence by Daniel Goleman: http://www.danielgoleman.info/topics/emotional-intelligence/.
2. Emotional intelligence and why it matters: http://www.mindtools.com/pages/article/newCDV_59.htm.
3. How to build emotional intelligence: https://www.youtube.com/watch?feature=player_embedded&v=hlfPjCviTxA.

3.5.1.2 Self-management

Self-management is built on the understanding that has been gained by self-awareness. It involves controlling emotions and not allowing them to control you. In other words, it can be termed as self-control which includes maintaining equilibrium while facing any problem or provocation. It is important because it establishes your trustworthiness and conscientiousness. It also reflects on how motivated and how optimist you are.

People with great self-management show several noteworthy virtues some of which are described below:

1. **Self-control:** It is your ability to remain composed and balanced whatever the situation you are in. It is your capacity to keep unruly thoughts and impulses under control. People endowed with self-control effectively manage their impulsive feelings, urges and distressing emotions in order to stay composed, positive and unflappable even in difficult moments.

> Self-management is a training to control our feelings and impulses and channelise them in positive ways. It helps in creating an environment of trust and fairness.

2. **Trustworthiness:** Your trustworthiness implies that you always stick to your words and people always look for and trust your wisdom. People with this ability are known to act with high standards of honesty and integrity. They develop their credibility through their actions and are not hesitant to admit their own mistakes. Such people are not reluctant to take tough, principled stands, even if they become unpopular and regardless of how much they have to fight for the right. When managers behave reasonably while controlling their impulses, they are able to create a healthy ambience of trust and harmony. They minimise infighting at workplaces and improve relationships among employees and their productivity.
3. **Conscientiousness:** It is the quality of being a highly caring and competent employee. People with this virtue attempt to set new standards in professionalism and excel in every task they undertake. Highly conscientious employees do their jobs perfectly. They set their goals and work hard to achieve them, reach office on time and are supportive and thoughtful towards their co-workers. They hold themselves accountable for meeting their objectives and are organised and careful in their work. They do have the knack of keeping themselves motivated and organising their lives well.
4. **Adaptability:** It is one's capability to adapt oneself to the prevailing circumstances. It is a much needed job skill, as workplaces today offer multiple roles and responsibilities for the employees to perform. When professionals adapt themselves to the changing business needs, technical skills and multitasking roles, they make themselves the most sought after employees in any organisation.
5. **Orientation towards achievement:** It refers to the driving force in individuals to raise their excellence bar to new heights. People endowed with this virtue challenge themselves by setting goals and measure their own performance against those goals. They actively seek the information needed to get their work done and use their time productively.
6. **Initiative:** It refers to one's ability to identify new opportunities and execute them proficiently. People with this ability are enterprising and proactive in everything assigned to them. These professionals are highly motivated and contribute something new and innovative at the workplace. Through their initiatives, they take control of adverse and risky situations and help in amicable resolution of problems.

3.5.2 Social Competencies

> Social competencies enhance our abilities to interact positively and get along well with people using a range of skills aimed at resolving conflict.

The last two components of EI (motivating yourself and using emotions/managing relationships) are effectively expressed in social competencies. These competencies

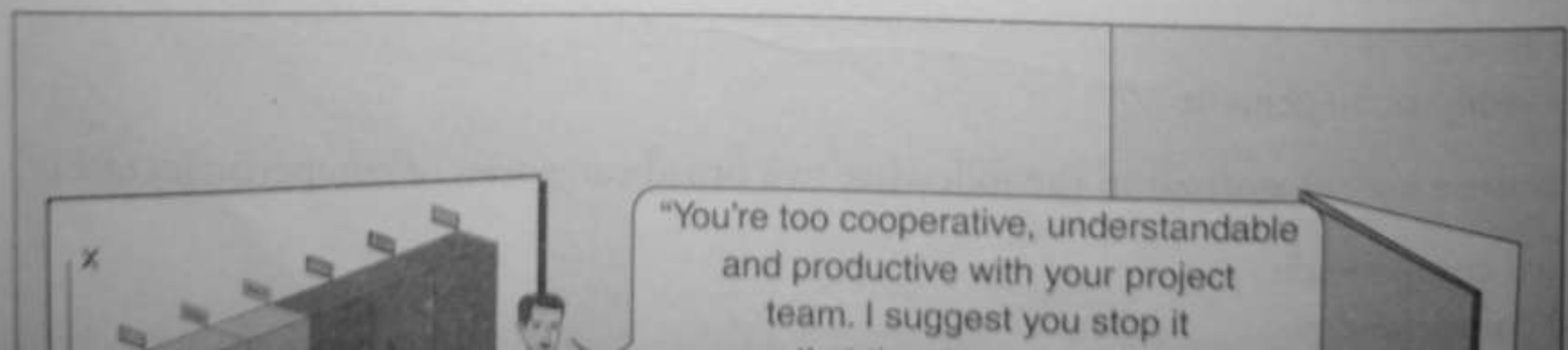
fall into personal competencies. The last two — self-awareness and self-management — come under the category of personal competencies.

3.5.1.1 Self-awareness

The best virtue that you can have is to become self-aware. It is the power to evaluate your strengths and weaknesses. Being self-aware means you can perfectly feel and accurately understand the level of your own emotions and how they reflect on your behaviour and performance. Self-confidence is an important aspect of self-awareness that guides and trains your emotions in a way that you feel comfortable and competent in whatever situation that comes up in life. Professionals with strong self-awareness know what their behaviour is, how it affects others and how it drives them and their productivity. People with strong self-awareness are:

> Self-awareness is the power to evaluate your strengths and weaknesses as well as their effects on others.

1. Aware of their strengths and weaknesses
2. Self-believers and are capable of learning from experiences
3. Open to candid feedback and new perspectives
4. Always honest to themselves and others
5. Able to speak directly and correctly
6. Capable of reacting sensibly, neither over-critical nor over-joyous
7. Interested in continuous learning and self-development
8. Able to show a sense of humour and perspective about themselves



Workplace	Team leader, good at networking, and collaborator	and research aptitude
Tests	Mayer-Salovey-Caruso test Daniel Goleman model score	Stanford-Binet test; Wechsler; Woodcock-Johnson tests of cognitive abilities

3.4 COMPONENTS OF EMOTIONAL INTELLIGENCE

Daniel Goleman, in his landmark book *Emotional Intelligence: Why It can Matter More than IQ*, argues that we need a special kind of competence that he called emotional intelligence to conduct ourselves and interact with others effectively – whether to work in teams, to overcome differences or to motivate people for achieving goals. He proposes the following five components of EI which have become essential guiding principles for any professional to practise meaningfully in the workplace:

1. Recognising emotions
2. Understanding emotions
3. Regulating emotions
4. Motivating yourself
5. Using emotions/managing relationships

The first three components of EI (recognising emotions, understanding emotions and regulating emotions) fall into personal competencies.

Emotional intelligence is the foundation for critical skills.

3.5 COMPETENCIES OF EMOTIONAL INTELLIGENCE

The five components of EI proposed by Goleman are generally grouped in the following four clusters:

1. Self-awareness
2. Self-management
3. Social awareness
4. Relationship management

These four clusters are categorised in the following two broad categories of competencies of EI:

1. Personal competencies
2. Social competencies

	What I see	What I do
Personal competence	Self-awareness	Self-management
Social competence	Social awareness	Relationship management

Emotional intelligence is made up of four core skills.

pre-requisite examinations for certain jobs. EQ certainly helps in handling interviews and team work and giving good job performances, but the role of IQ in professional excellence can never be completely ruled out. There has to be a balance between the two. IQ is something a person is presumed to be born with or enhanced by a person's intellectual ability. There is a lesser scope for IQ development in a person. However, unlike IQ, EQ can always be improved by social interactions, observation and practice.

Classification	EQ	IQ
Stands for	Is a measure of a person's level of emotional intelligence	Is a number derived from a standard mental test
Definition	The ability to perceive, evaluate, and express ones own emotions and others	Is used to determine academic abilities and apply information to appropriate conclusion
Brain	Right Brain	Left Brain
Prospect	Gets you promoted	Gets you hired
Domain	Social and emotional competence	Academic and technical competence
Workplace	Team leader, good at networking, and collaborator	Highly talented professional with analytical and research aptitude
Tests	Mayer-Salovey-Caruso test Daniel Goleman model score	Stanford-Binet test; Wechsler; Woodcock-Johnson tests of cognitive abilities

3.4 COMPONENTS OF EMOTIONAL INTELLIGENCE

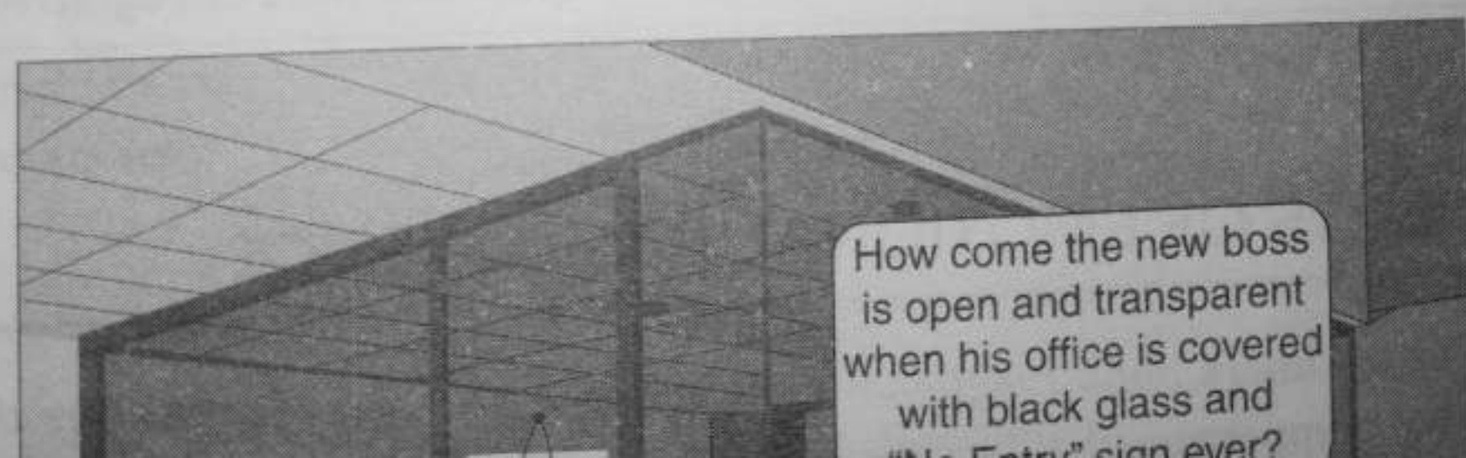
Daniel Goleman, in his landmark book *Emotional Intelligence: Why It can Matter More than IQ*, argues that we need a special kind of competence that he called emotional intelligence to conduct ourselves and interact with others effectively – whether to work in teams, to overcome diff
ing goals. He proposes the following

> *The only way on earth to influence the other fellow is to talk about what he wants and show him how to get it.*
>
> — Dale Carnegie

3.3 INTELLIGENCE QUOTIENT VERSUS EMOTIONAL INTELLIGENCE QUOTIENT

Generally people strive to have a high intelligence quotient (IQ) thinking that it is all they need to be successful. Not long ago, the business world used to emphasise that smart and dynamic leaders with high IQ were the only people capable of writing the success story of growth and fame for companies. But soon they realised that professionals with high IQ may not always be the right choice for building successful businesses. Research carried out by the Carnegie Institute of Technology shows that 85% of your financial success is due to skills in 'human engineering, your personality and ability to communicate, negotiate and lead. Shockingly, only 15% of financial success is due to technical knowledge. Therefore, high IQ would improve marginally the prospects of a successful life. It is EQ that is the essential ingredient of social and personal bliss. There are many examples of leaders worldwide who are acclaimed for their high IQ, but they are frustrated and unsatisfied with themselves regardless of their high IQ level.

Usually, a degree from a reputed university and a high IQ are the most cherished values in any job scenario, but these do not guarantee a professional's successful career or high social status. Though people



5. **Leadership:** Research has proved that those who show outstanding leadership at the workplace or in any other field are endowed with a high level of EI. Leadership comes naturally to such people as they understand, motivate and build strong rapport with the people across an organisation. This aspect of EI makes them acceptable as leaders of choice to everyone.
6. **Crisis management:** EI brings people closer. So it helps people working in groups resolve their conflicts and misunderstandings amicably preventing any blow-ups. With this ability, they are open and receptive to each other and try to control explosive situations swiftly.

> *The only way on earth to influence the other fellow is to talk about what he wants and show him how to get it.*
>
> — Dale Carnegie

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— Dale Carnegie

it is something which can be groomed or nurtured, whereas other ... behaviour.

3.2 NEED FOR EMOTIONAL INTELLIGENCE

Certain important aspects of a person's life are greatly affected by the level of the person's EI. Some of these aspects are explained below:

1. **Professional excellence:** Higher EI is a great motivating factor in life. It helps us achieve many things professionally and socially. We plan and lead our career in a better way by setting new goals and working hard for achieving them, engaging people and leading them and thus contributing to the growth of our employer or own business.
2. **Physical wellness:** EI has a direct correlation with our physical and mental wellness. In other words, EI plays a significant role in maintaining our body and nervous system in good shape. It helps improve our stress management and strengthens our immune system.
3. **Mental health:** Poor management of emotions leads to psychological disorders and other serious ailments. EI keeps us mentally alert and calm. It is a great help in tackling stress and mood swings and generating creative ideas.
4. **Relationship management:** By understanding our emotions, we can better reciprocate to others' feelings and moods. In this respect, EI makes it easy for us to engage with new people and share our ideas with them. It brings compatibility among the members of groups and teams and empowers them to work and deliver effectively.

rceive and react to the emotions and feelings of others. EI (E-IQ/EQ). It primarily gives a measure of one's ability to hat positively affect oneself and others, and help in relieving thy, resolving conflicts and overcoming challenges.

ables us to recog- may affect others s of others which s. Whether we are ds and colleagues ssional excellence, The emotionally for amiable social 's competence and tive. Psychologists t nature or otherwise of emotional intelligence. Some believe d, whereas others feel it is an instinctive behaviour.

> Emotional intelligence is the "something" in each of us that is a bit intangible. It affects how we manage behaviour, navigate social complexities, and make personal decisions that achieve positive results. — Travis Bradberry

2.5.2.6 Space

Everyone needs a physical space although one's need for space depends on factors like culture, situation and the proximity that exists in a relationship. Physical space can be used to communicate many different nonverbal messages, including those like intimacy and affection or aggression and dominance. Sometimes people may feel uncomfortable if someone stands very close to them while talking. They feel that their personal space is being violated.

2.5.2.7 Voice

In a communication, other than what one says, it is also important how one says it. Listeners judge a speaker by the quality of his/her voice. They pay attention to the quality, timbre, tone etc. of the speaker's voice. Sounds that convey understanding like 'Hmm' and 'Uh-huh' are important. Think about how someone's tone of voice, for example, can indicate sarcasm, anger, affection or confidence.

2.5.3 Tips to Improve Non-verbal Communication

Developing stress management skills to handle stress in the heat of the moment is one of the most important things one can do to improve non-verbal communication. Stress compromises one's communication abilities. When under stress, people are more likely to misread others. They send confusing or off-putting non-verbal signals and lapse into unpredictable patterns of behaviour. Furthermore, emotions are like a contagious disease. If someone is upset, it is very likely that the people around him/her become upset too, making a bad situation worse. More is explained on this topic in chapter 13 on stress and time management later in the book.

To cope with stress, it is best to take time out. Efforts should be made to calm down before jumping back into the conversation. Only after one regains emotional equilibrium does one become better equipped to deal with the situation in a positive way. You will learn more on this in Chapter 13 — Stress and Time Management.

> *The most basic of all human needs is the need to understand and to be understood.'*
>
> — Ralph Nicolas

personality as it reflects positive energy and outlook. People with positive thoughts are respected more than others and are sought after for company. To create a positive image think you are the best, observe others, focus on success and choose ethical paths. Johari's window helpsone assess oneself so that one's relationship with others could improve. Good communication skills, both verbal and non-verbal, boost your confidence and hence your personality. Communication is defined as the transfer of information, knowledge, ideas, behaviour etc. An individual needs to communicate effectively while participating in group discussions, facing an interview, giving instructions etc. The communication ability is also needed while writing reports, policies, notices, agenda and minutes. It can be improved by reading books and newspapers, participating in group discussions and by talking to others. Non-verbal communication through gestures, postures, eye contact and space distancing is equally important as they communicate a volume. Physical fitness is another attribute which must not be ignored. Regular exercises help one attain a high level of physical fitness. By keeping healthy you can spread positive energy and work efficiently to go up in your career.

Chapter Review

1. Explain some ways in which you could know more about yourself.
2. Describe the ways with which you can create and keep a positive image about yourself.
3. Explain the roles played by non-verbal cues in communication.
4. What determines a person's personality?
5. List ways to enhance self-awareness for proper personality development?
6. What role does communication skills play in development of a positive personality?
7. What is the importance of body language in overall personality development?
8. How can Johari's window be used to create better and stronger relationships?
9. What do you think can be the ways for self-motivation for a positive personality development?
10. What can be the features of a good personality for making a positive first impression?

Direct Questions

1. Define personality development?
2. What do you mean by an introvert?
3. What is non-verbal communication?
4. What are the critical features of development of positive personality and attitude?
5. What are the traits of a positive personality?
6. How are the following important in personality development:
   a. Personal grooming
   b. Self-esteem and confidence

   c. Emotional stability
   d. Diverse experiences
7. What are the four quadrants/perspectives of Johari's window?

Analytical Questions

1. Imagine that at an interview you are asked to tell about your weaknesses. What would be your answer? Justify.
2. Imagine you are facing an interview for your dream job. You are being asked where you see yourself in fiveyears. Give your answer with proper justification.
3. You are being invited to a college to give a motivational speech on personality development to the students. Write down your speech.

Resources for Further Reflections

1. Some questions to ask yourself: http://www.oocities.org/halzmarty/3rdedition/QFPD.html.
2. Personality interview question and answer: http://www.job-interview-site.com/personality-interview-questions-and-answers.html.
3. A blog on personality development: http://sadhuji.blogspot.in/.
4. Personality development: http://vrsiddhartha.ac.in/cse/files/Personality%20Development%20study%20material.pdf.
5. Johari's window: https://www.usc.edu/hsc/ebnet/Cc/awareness/Johari%20windowexplain.pdf.
6. Building relationships with Johari's window: http://www.theinnovationcenter.org/files/doc/A4/CIW%20pp%20120%20Building%20Deeper%20Relationships%20with%20the%20Johari%20Window.pdf.

Caselet 1

Harsha Real Estates

Harsha Real Estates is a company known for its development teams, whose members wear T-shirts with this quote: 'We work long and still love it!' Starting as a very small firm in 2006 in Chennai, Harsha Real Estates had grown to become one of the most sought-after companies to work with by the end of 2007, that is, in just two years of its inception. It captured 14% of market share just two years. Its employees enjoy the flexibility, given to them, to work from home. The company's career portal says, 'Apply only if you have a personality to work round the clock.' Actually, the company has found out that its employees work more from home as compared to their output in the office.

Harsha, CEO of Harsha Real Estates, started off his business along with his friend as partner.

learning that teaches skills such as playing guitars to assembling a robot in a simple and straight forward experience. Finding music of a particular genre to searching live footage of the civil war going on in a neighbouring country, have all become easy, hence contributing to personality development.

2.5 NON-VERBAL COMMUNICATION

The process of communicating information through wordless (non-verbal) cues, is called non-verbal communication. It involves the use of cues related to voice, touch, distance, physical surroundings, appearance etc.

2.5.1 Importance of Non-verbal Cues

Many times our words and non-verbal cues do not match. In such instances, it is the listener's choice whether to believe the verbal message or the non-verbal message. Mostly the listener will choose to believe the non-verbal message because it is an instinctive and natural expression that showcases our true feelings and intentions.

The way one hears, sees, moves and reacts tells people whether one is interested in a particular task, whether one is being truthful, and also how much attention is one paying. Trust, clarity and understanding increase if non-verbal signals complement the words; otherwise they lead to tension, mistrust and confusion. Thus, in order to communicate effectively, it's important to give due attention to non-verbal cues.

In *The Importance of Effective Communication*, Edward G. Wertheim says that non-verbal cues can play the following five roles:

1. **Repetition:** They can repeat what a person is speaking.
2. **Contradiction:** They can also contradict a message that a person is trying to get across.
3. **Substitution:** They can substitute for a verbal message. For example, a person's facial expressions may sometimes convey much more than his words do.
4. **Complementing:** They may complement a verbal message. For example, an approving nod from a listener can imply understanding.
5. **Accenting:** They may accent or enhance a verbal message. Banging the table, for instance, can accentuate a message.

2.5.2 Components of Non-verbal Communication and Body Language

There are various components that contribute to non-verbal communication. Together, they combine to communicate one's interest in a particular thing. These components are described in the following sections:

> The process of communicating information through wordless cues is called non-verbal communication. It involves the use of cues related to voice, touch, distance, physical surroundings, appearance etc.

2.5.2.1 *Facial Expressions*

Our faces are capable of emoting countless feelings. Interestingly, unlike some forms of non-verbal communication, facial expressions are universal. Facial expressions for emotions like surprise, happiness, sadness, fear, anger, disgust, etc. are the same across countries and cultures.

> The various components of non-verbal communication are facial expressions, body movement and postures, gestures, eye contact, touch, space, voice etc.

2.5.2.2 *Body Movements and Postures*

People's perceptions of others are affected by the way they walk, sit, stand up, etc. The way one moves and carries speaks volumes about one's personality. This type of non-verbal communication includes one's postures, bearing, stance, etc.

2.5.2.3 *Gestures*

Gestures form an inseparable trait of our personality. We express ourselves with gestures on auto-pilot when we wave, point, beckon and use our hands while arguing or speaking animatedly. However, the meaning of gestures may vary across cultures and regions, so it is important to be careful to avoid misinterpretation. Thumbs up, facial expressions, palm movements, etc. are examples of the gestures that we regularly use in communication.

2.5.2.4 *Eye Contact*

Visuals are much more powerful than words as most people give importance to visual perception in communication. Eye contact is one of the most important types of nonverbal communication. The way one looks at someone can convey many things, including interest, affection, enmity, jealousy or attraction. Eye contact is especially important to continue conversation and for determining the other person's response.

2.5.2.5 *Touch*

Touch is a very effective means of communicating one's feelings. For example, a pat on the back may reinforce praise while a controlling grip on the arm may convey aggression. Think about the messages conveyed by the following types of touch: a timid handshake, a weak tap on the shoulder, a warm embrace and a patronising pat on the head.

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Johari's window model emphasises and influences soft skills, interpersonal relationships, empathy, cooperation and intergroup development. It is, therefore, helpful in the field of personality development and is specifically helpful for understanding the employer–employee relationship.

bers. This

3. **I am okay, you are not okay:** Such people forcibly impose themselves on others. They behave like bullies and are demanding. They think their life is more important than others and give negative vibes.
4. **I am okay, you are okay:** Such people are positive about life. They get along with others with mutual respect, accept themselves and others as they are and give and get positive vibes.

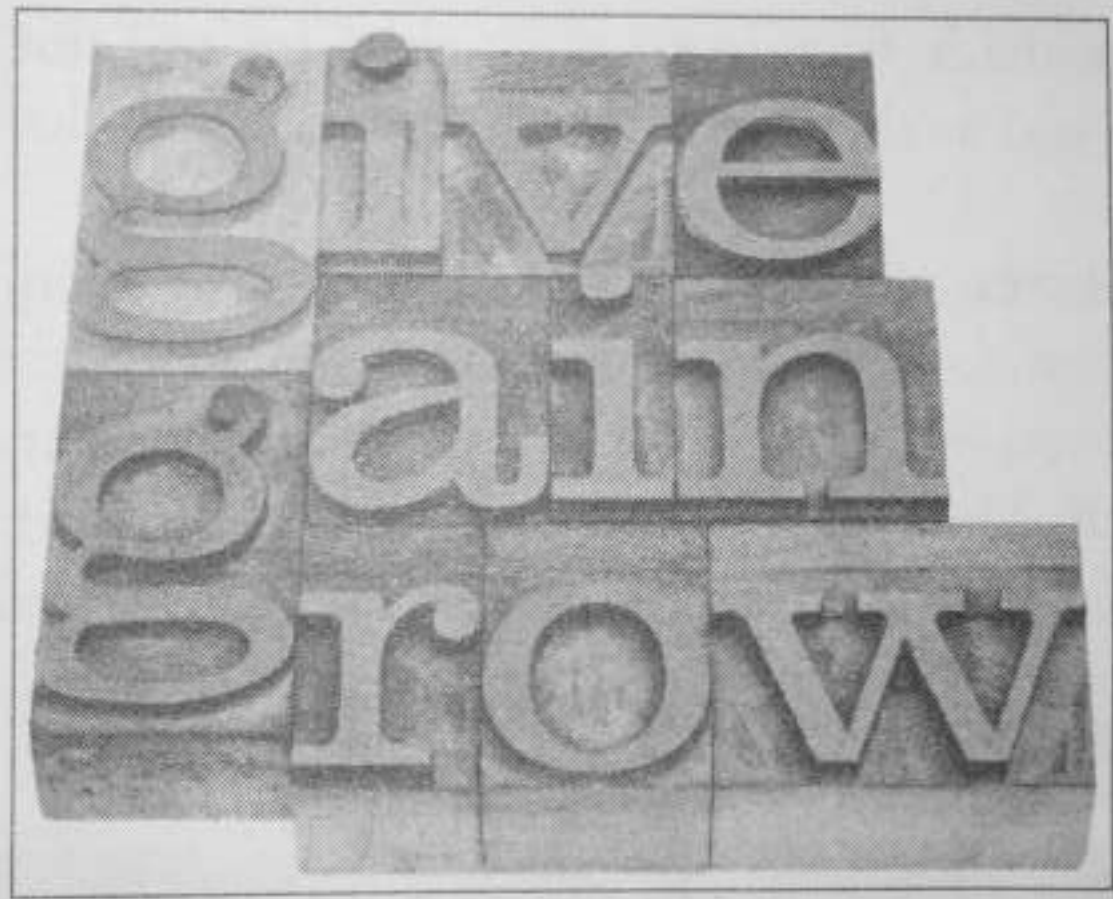
To create a positive image about yourself keep the following five points in your mind:

1. **You are the best:** God has made you a unique person and gifted you with special talents. Do not make a mistake of comparing yourself with others. Like an entrepreneur, compete only with yourself; must learn from Usain Bolt, the fastest runner, who is the champion for 50 metres and 100 metres run and is constantly reducing time duration because he wants to be his best.
2. **Polish yourself:** Know your weaknesses and work on them or know your strengths and develop them. Keep polishing yourself because you have control over you and you can change. If you think you have something which you dislike, it is time you got rid of it.
3. **Observe others:** You have made friends for what they are and not because what they should be. Accept the people around you as they are and influence them to change by posing yourself as a role model.
4. **Think of success, not failures:** Most of the time you may be recalling your bad times and failures and keep sulking. Instead, you keep telling yourself that you are born to succeed. Think of the success stories and the good times you have had in the past with your near and dear ones.
5. **Choose the righteous path:** Many people influence you by telling what you should do and what you should not, but nobody has a clear idea of ethics. It is your responsibility to keep your moral standards high and live up to them. Certainly you will be respected by all.

about the ups and downs of your mood so that you can find ways to enhance the ups. Try to get rid of your bad mood by doing meditation or by pursuing the hobbies you like.

2.2 POSITIVE THINKING

If you remain positive you will reflect a lot of energy to motivate yourself as well as others. So have a positive self-image of yourself because it is an important factor for learning new skills, for maintaining your emotional health and for overall development of your personality.



Negative thinking about yourself will lead to acquiring the following negative characteristics:

1. Insecurity, scepticism and fearfulness
2. Low or no self-confidence
3. Dearth of pride in achievements
4. Often feeling embarrassed in public

Positive thinking enables you to accept yourself as you are and also accommodate others as they are. You will have the feeling of security and confidence for whatever you do and you will accept people's compliments with pleasure.

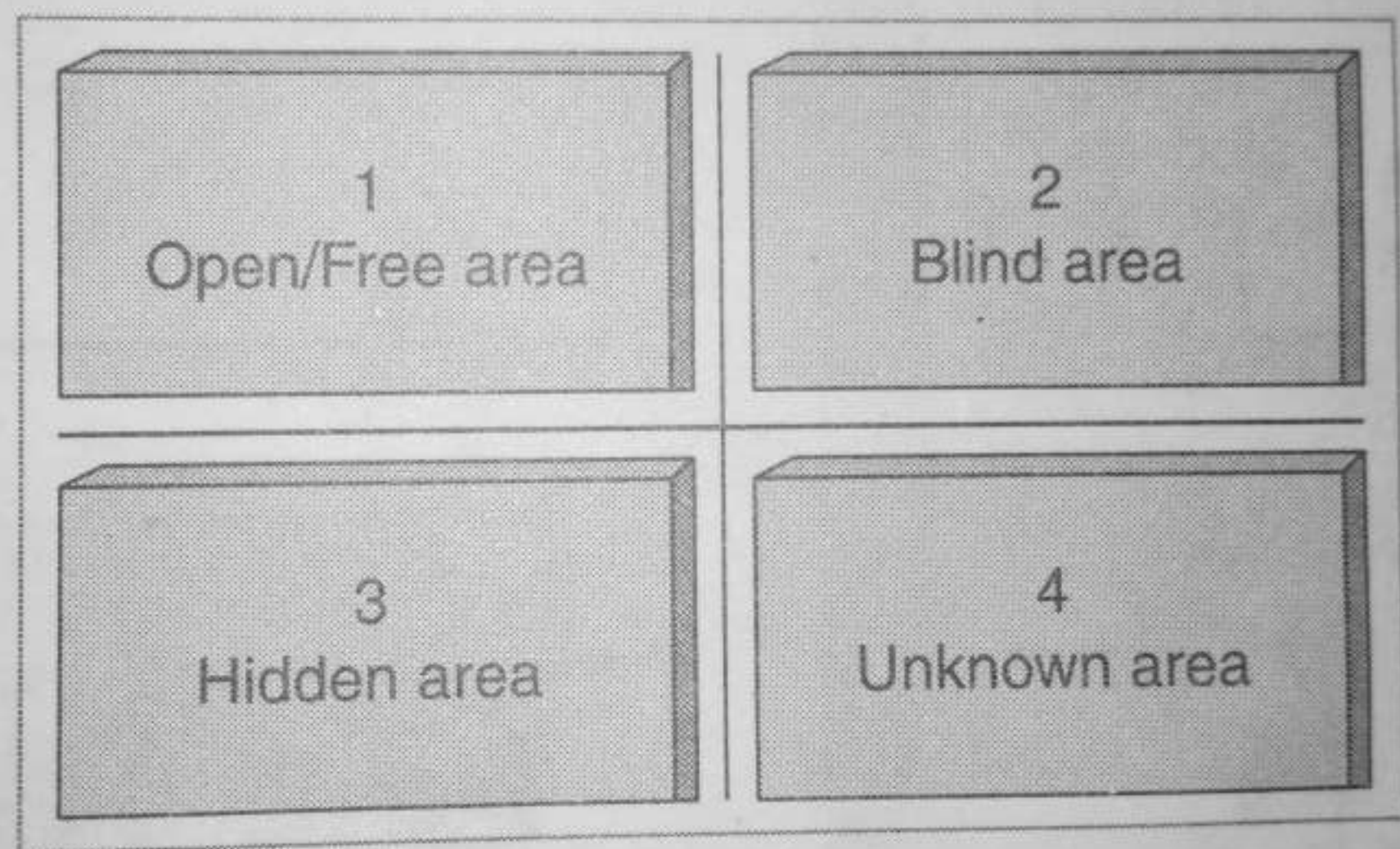
> Positive thinking enables to have a feeling of security and confidence.

Late Dr. Eric Berne studied attitudes of people towards themselves and others. Through his research he had identified the following four attitudes which people generally have towards their life:

1. **I am not okay, you are not okay:** People with this attitude are introvert and cannot accept themselves, as they always feel inferior. They suffer from inferiority complex. Things in their life are not worth and they get negative vibes.
2. **I am not okay, you are okay:** Such people cannot get along with others easily. They reject themselves thinking their life is not worth living. They blame others for their problems and give and get negative vibes.

nd others are people of other groups. Actually, this model provides information a
tude, feelings, motivation and depression of a person or group in relation with oth
spectives.

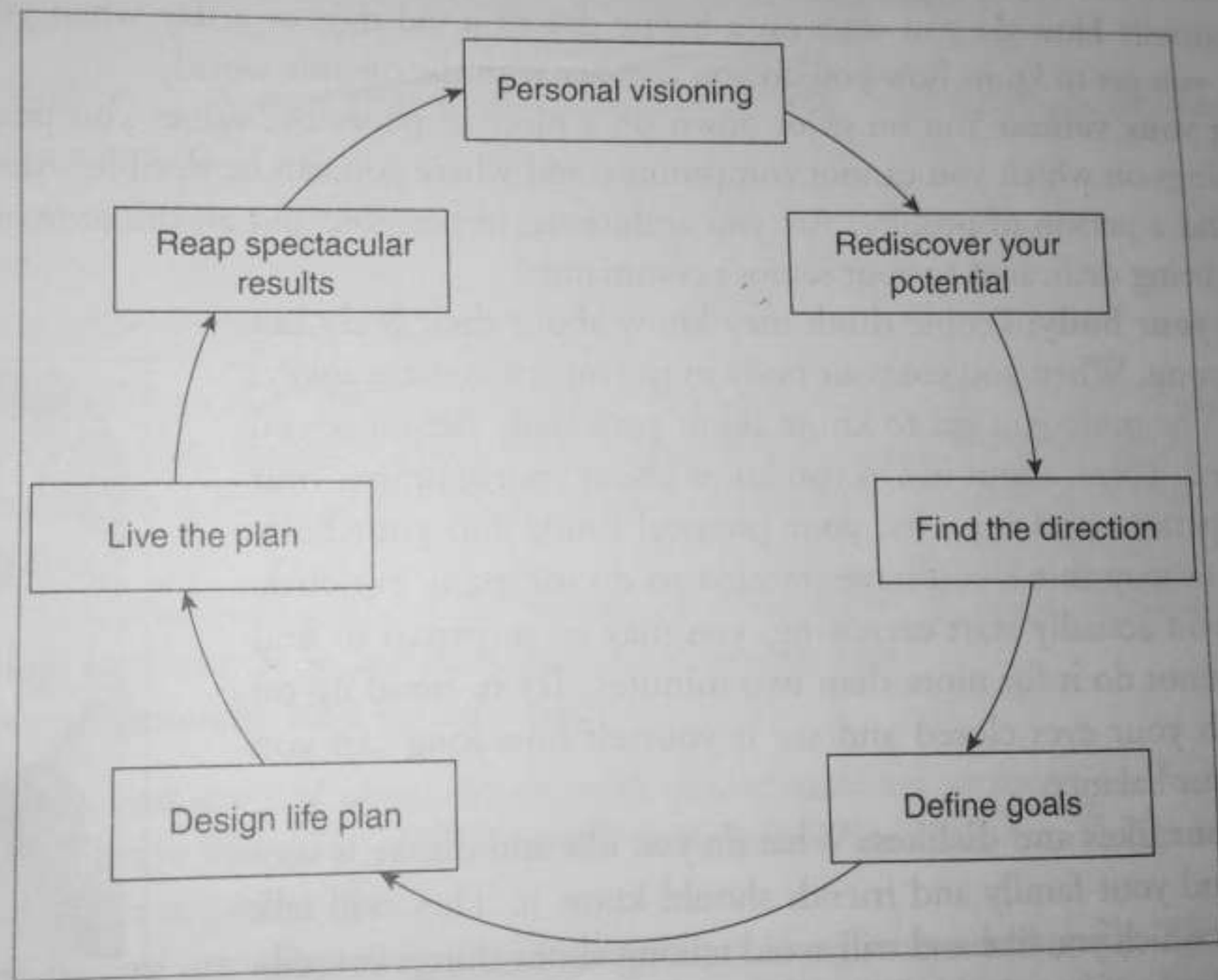
our perspectives of Johari's window are called areas, regions or quadrants. Each p
rmation, feelings, etc. related to a person. It also tells whether the information
d whether the information is known or not known by other members in the gro



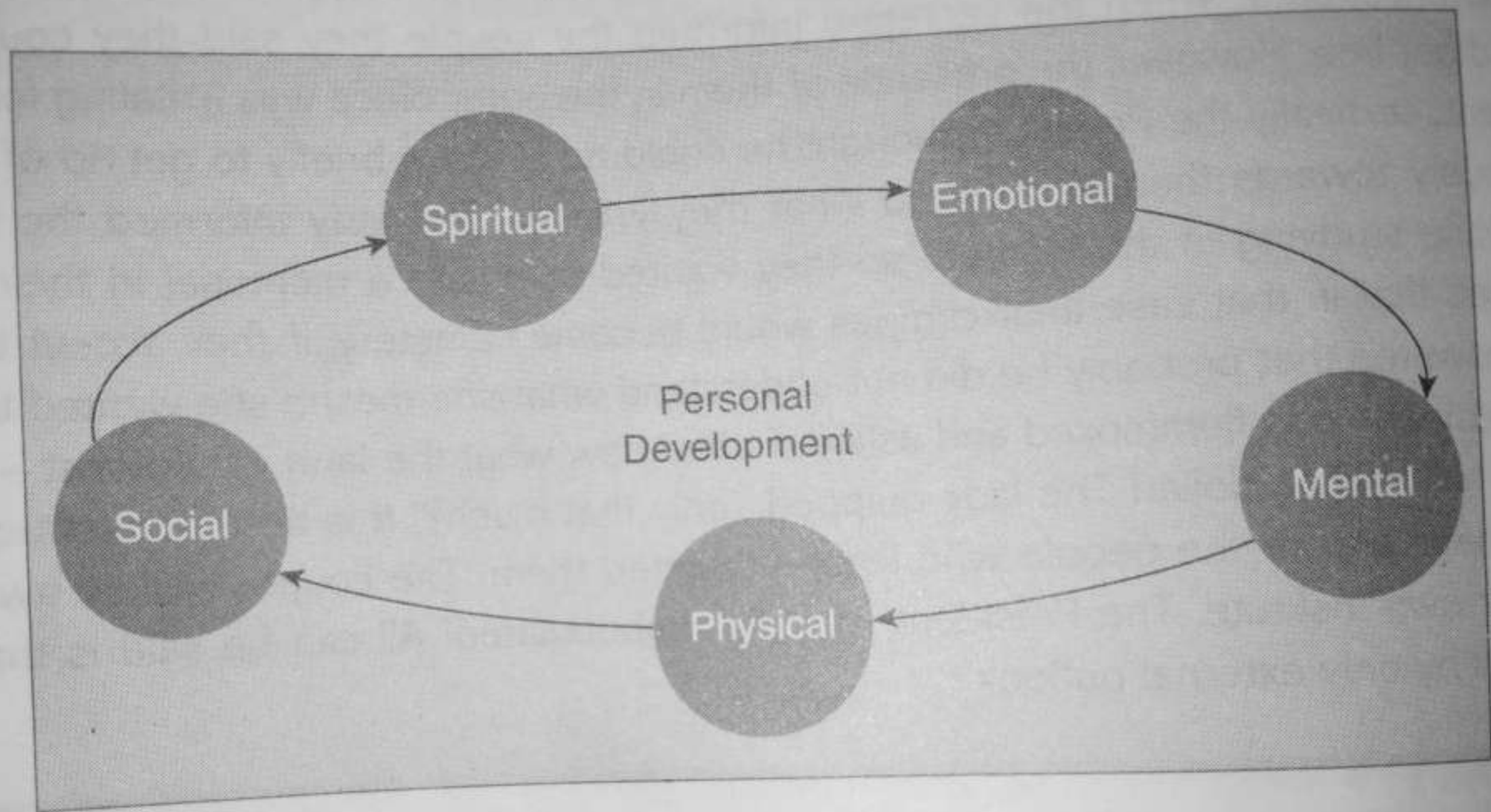
Four quadrants of Johari's window for self-assessment.

irst area of Johari's window is called open or free area which is also known a

favourite friend, favourite pastime, favourite number, favourite dress, etc. Knowing yourself is not going against your parents, but it is more profound than that. To know yourself, you have to see how confidently you deal with different situations. To know yourself is not an easy job, it is a long and slow process. It is like a meandering road where you do not see the end, and you have to travel yourself to reach the end. This travelling helps you clear your doubts and increase your confidence while moving towards your destination or goal. You can then cherish the journey because it gives you a new experience at every stage.

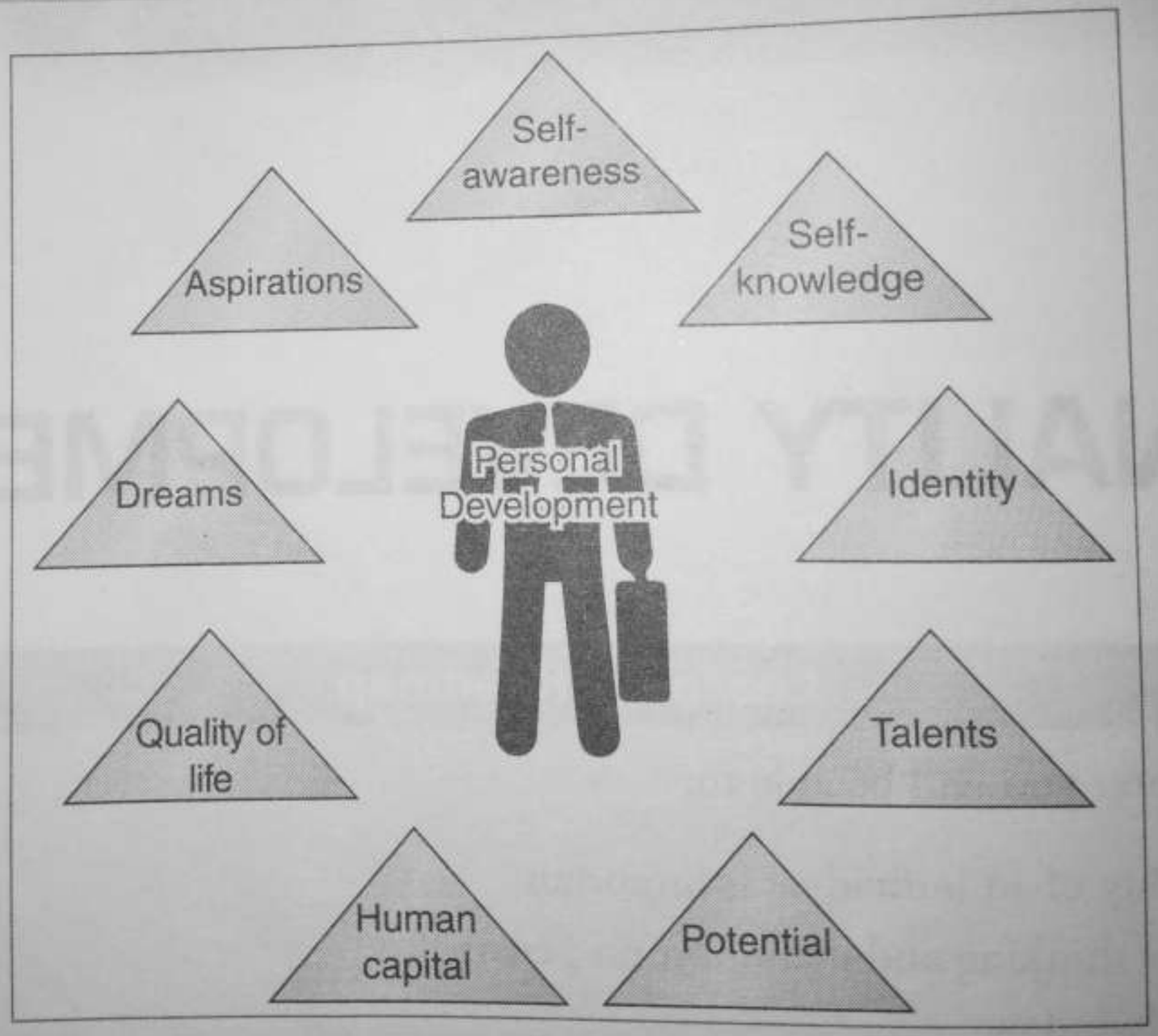


ned looks, nobody would want to get closer to you. When y
to behave as per the norms of the organisation. More you conform to the expectations of the o
better chances you have of acceptability.



Personality has power to uplift, power to depress, power to curse, and power to bless.

— Paul Harri



4. Why do you know by 'Skilled India' programme initiated by the Indian government and how it helps to strengthen the knowledge economy?
5. Why is communication an essential part of soft skills? How does clear communication improve the performance of an organisation on the whole?
6. Why it becomes crucial for technical professionals to acquire soft skills?

Direct Questions

1. What you mean by hard skills?
2. Why soft skills are considered mobile skills?
3. What types of soft skills could help make a person employable and how? Explain each in detail.
4. State the significance of soft skills in a workplace.
5. How can soft skills help employees work well even under pressure?
6. Explain how grades and degrees have become a secondary factor when it comes to hiring for jobs?

Analytical Questions

1. State an example of any organisation that has moved on to focusing more on development of soft skills than hard skills. How do you believe has this affected the organisation's receptivity, demand, productivity and profits?
2. State and explain the plans that can be envisaged by universities and corporates together to enable graduates to improve their soft skills for employability.

Resources for Further Reflections

Chapter Review

1. Why it becomes necessary to have a fine blend of soft and hard skills to be a successful professional?
2. How do soft skills help in dealing with unprofessional behaviour? Explain with examples.
3. What disadvantages do you think are associated with being task-oriented and not people-oriented?