

ଓଡ଼ିଶା ରାଜ୍ୟ ମୁକ୍ତ ବିଶ୍ୱବିଦ୍ୟାଳୟ,
ସମ୍ବଲପୁର, ଓଡ଼ିଶା

**Odisha State Open University
Sambalpur, Odisha**

CERTIFICATE IN COMMUNICATION SKILLS (CCS)

SOFT SKILLS - I





ଓଡ଼ିଶା ରାଜ୍ୟ ମୁନ୍ତ୍ର ବିଶ୍ୱବିଦ୍ୟାଳୟ, ସମ୍ବଲପୁର, ଓଡ଼ିଶା
Odisha State Open University, Sambalpur, Odisha
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Certificate in Communication Skill (CCS)

**CCS-04
Soft Skill**

Block – 1

Soft Skill-1

UNIT : 1 Introduction to Soft Skill

UNIT : 2 Communication Skill

UNIT : 3 Presentation Skill

UNIT : 4 Time Management Skill



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Table of Contents

Unit-1 Introduction to Soft skills	1
Unit -2 Communication Skills.....	16
Unit -3 Presentation Skills.....	44
Unit-4 Time Management Skills	65

UNIT-I: INTRODUCTION TO SOFT SKILL



LEARNING OBJECTIVES

The objectives of the Skill Soft Training are to give each student:

- A realistic perspective of work and work expectations
- To develop problem solving skills,
- To guide students in making appropriate and responsible decisions,
- To create a desire to fulfil individual goals,
- To educate students about unproductive thinking, self-defeating emotional impulses, and self- defeating behaviours.

This course is designed to develop leadership skills, communication skills, and body language skills by having the student read aloud each page and discussing the content of the material.

Structure

- 1.1 Introduction
- 1.2 What are Soft Skills
- 1.3 Importance of Soft Skill
- 1.4 Types of Soft Skill
- 1.5 Essential Soft Skills to be stressed upon
- 1.6 Let's Sum-up
- 1.7 Key Terms
- 1.8 Evaluate your Progress
- 1.9 References and Further Readings
- 1.10 video link for References

1.1 Introduction



Soft skills get little respect but have enough power to make or break your career -Peggy klaus

Soft skills play an important role for achieving professional growth and employment. With the knowledge of soft skills, one stand out in a crowd of job seekers with even mediocre skill and talent. There is no doubt that hard skills i.e. knowledge and technical expertise are prime requirement, for employability but without soft skills it becomes difficult for even highly talented people to corner a job. The most common traits asked by every prospective employer are positive work ethics, good attitude, and desire to learn and be trained.



Source :Google

Good attitude being a behavioural skill cannot be taught. But consistent practice and training can instil that in a person. Right perspective and readiness to learn and turn the situation to a positive outcome, take responsibility of one's action with the capacity to take any challenge, so the job seekers must possess soft skill to attract the employer.

Soft Skills are the non-technical skills, abilities, traits that workers need to function in a specific employment environment. They include four sets of work place competencies:

1. Personal Qualities and Work Ethics
2. Problem- Solving and Decision making skills
3. Oral Communication Skills
4. Impersonal and EQ skills

1.2 What are Soft Skill?

Soft skills are a combination of interpersonal people skills, social skills, communication skills, character traits, attitudes, career attributes and emotional intelligence quotient (EQ) among others.

Technical knowledge of any subject is considered hard skill. Soft skills are also called corporate skills. Soft skills can be more useful and practical. A definition based on review literature explains soft skills as a cluster of productive personality traits that characterize one's relationships in a social environment with other people and the key three abilities/elements are people skills, social skills and personal career attributes, in

other words social skills is an umbrella term for skills under this functional elements.



Source :Google

Soft skills are related with insights, emotions, feelings, gut-instinct and (some would say) an inner knowing. Because of this they are not taught passively as in the way of "hard skills". Hence soft skills are associated with EQ (Emotional Quotient) and EI (Emotional Intelligence) rather than with IQ.

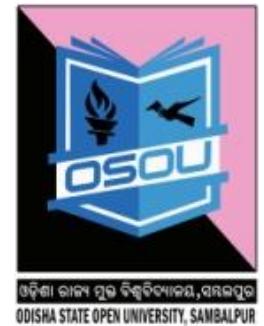
Soft skills can be said to incorporate all aspects of generic skills that include the cognitive elements associated with non-academic skills. Soft skills are identified to be the most critical skills in the current global job market especially in a fast moved era of technology. The reorientation of education which is one trust of education for sustainability also relates the importance of these so-called - soft skills.

1.3 Importance of soft skill:

Soft skills are the skills concerned with working with other people, ensuring customer satisfaction, being a team player while delivering a high-quality product within budget and on time, and exceeding the expectations of stakeholders.

Soft skills, on the other hand, are subjective skills that are much harder to quantify. Also known as "people skills" or "interpersonal skills," soft skills relate to the way you relate to and interact with other people.

During our childhood days our parents probably correct us if we behave in a rude or harsh way with our friends or siblings. But in workplace under similar situation no one will be there to correct us and the ultimate consequence may be firing off from the organization. There is a significant difference in the perception of soft skills for a student and an employer. Instructors teach the skills students need to get and keep a job, while employers are more concerned with the skills needed to perform the task at hand.

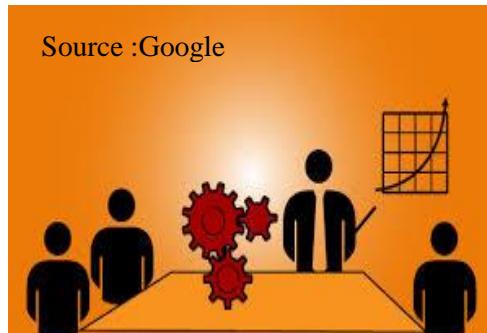


- Hard skills and soft skills are both important skills to have in the working world.
- Employers need employees who are reliable, responsible problem-solvers with good social skills who have the ability to work on a team so they seek graduates with soft skills obtained during study and work experience rather than degree-specific knowledge and often opt to hire graduates from any discipline.
- Soft skills are essential for those entering the working world because these workers are the business leaders of the future. Business leaders must obtain soft skills as well as hard skills in order to be viewed as effective leaders.
- The skills most demanded by today's employers are soft skills such as the ability to work with others, to communicate effectively, to demonstrate initiative and self-direction, to solve problems, and to demonstrate a positive work ethic.

Soft skills are very important as they help:

- To handle interpersonal relations
- To take appropriate decisions
- To communicate effectively
- To have good impression and impact to gain professional development.

Source :Google



Soft skills describe career attributes that individuals should possess skills, such as team skills, communication skills, ethics, time-management skills, and an appreciation for diversity. In the twenty-first century workforce, soft skills are important in every business sector. However, employers in business continuously report that new employees are deficient in these soft skills.

Soft skills are character traits and interpersonal skills that characterize a person's relationships with other people. In the workplace, soft skills are considered a complement to hard skills, which refer to a person's knowledge and occupational skills. Sociologists may use the term soft skills to describe a person's "EQ" or "Emotional Intelligence Quotient," as opposed to "IQ" or "Intelligence Quotient."

1.4 Types of Soft Skill

Expert opinions have been sought in the effort to determine the specific soft skills to be implemented and used in higher institutions of learning. Based on the research findings obtained, seven soft skills have been identified and chosen to be implemented in all institutions of higher learning here. They are:

- i. Communicative skills.
- ii. Thinking skills and Problem solving skills.
- iii. Team work force
- iv. Life-long learning and Information Management
- v. Entrepreneur skill
- vi. Ethics, moral and professionalism
- vii. Leadership skills



Source :Google

Each of the above soft skills comprised of several sub-skills. These sub-skills are divided into two categories of implementation. The first category delineates the soft skills that every individual **must have** and the second category represents soft skills that are **good to have**. Despite the emphasis being put on the soft skills that must be present (**must have**), it is also encouraged to inculcate the soft skills that are **good to have**. All elements of soft skills must be acquired by each individual student and evaluated effectively and comprehensively. Table -1 shows the seven soft skills and the two categories of sub-skills respectively.

Table -1 Type / Elements of Soft Skills

“Must Have” and “Good To Have”

No.	Soft Skills	Must Have Elements (Sub-Skills)	Good To Have Elements (Sub-Skills)
1.	Communicative Skills	<p>Ability to deliver idea clearly, effectively and with confidence either orally or in writing</p> <p>Ability to practice active listening skill and respond.</p> <p>Ability to present clearly and confidently to the audience.</p>	<p>Ability to use technology during presentation.</p> <p>Ability to discuss and arrive at a consensus.</p> <p>Ability to communicate with individual from a different cultural background.</p> <p>Ability to expand one's own communicative skill.</p> <p>Ability to use non-oral skills.</p>



2.	Critical Thinking and Problem Solving Skills	<p>Ability to identify and analyse problems in difficult situation and make justifiable evaluation.</p> <p>Ability to expand and improve thinking skills such as explanation, analysis and evaluate discussion.</p> <p>Ability to find ideas and look for alternative solutions.</p>	<p>Ability to think beyond..</p> <p>Ability to make conclusion based on valid proof.</p> <p>Ability to withstand and give full responsibility.</p> <p>Ability to understand and accommodate oneself to the varied working environment.</p>
3.	Team Work	<p>Ability to build a good rapport, interact and work effectively with others.</p> <p>Ability to understand and play the role of a leader and follower alternatively.</p> <p>Ability to recognize and respect other's attitude, behavior and beliefs.</p>	<p>Ability to give contribution to the planning and coordinate group work.</p> <p>Responsible towards group decision.</p>
4.	Life-Long Learning & Information Management Skill	<p>Ability to find and manage relevant information from various sources.</p> <p>Ability to receive new ideas performs autonomy</p>	<p>Ability to develop an inquiry mind and seek knowledge.</p>

		learning.	
5.	Entrepreneurship skill	Ability to identify job opportunities.	<p>Ability to propose business opportunity.</p> <p>Ability to build, explore and seek business opportunities and job.</p> <p>Ability to be self-employed.</p>
6.	Ethics, Moral & Professional	<p>Ability to understand the economy crisis, environment and social cultural aspects professionally.</p> <p>Ability to analyse make problem solving decisions related to ethics.</p>	<p>Ability to practice ethical attitudes besides having the responsibility towards society.</p>
7.	Leadership skill	<p>Knowledge of the basic theories of leadership.</p> <p>Ability to lead a project.</p>	<p>Ability to understand and take turns as a leader and follower alternatively.</p> <p>Ability to supervise members of a group.</p>



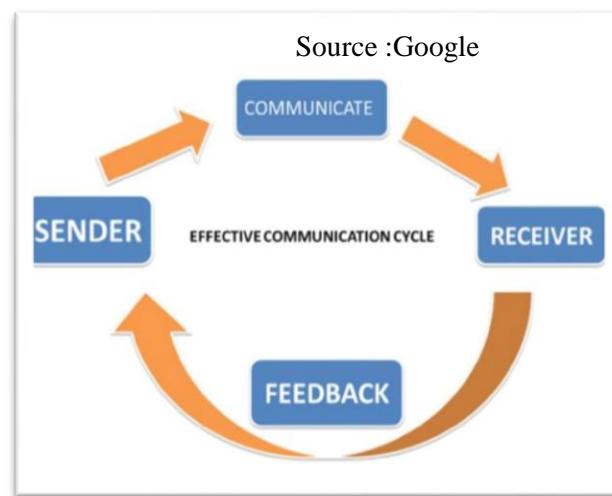
ଓଡିଶା ରାଜ୍ୟ ଉତ୍ସମ୍ପଦନାଳ୍ଯୁ, ଶମ୍ବଲ୍ପୁର
ODISHA STATE OPEN UNIVERSITY, SAMBALPUR

It can be observed that education is an essential tool for achieving sustainability. We all realized that the current economic development trends are not sustainable and that public awareness, education and training are the key elements to move our society towards sustainability. Only a quality future human capital can envision development of its nation to meet the needs of the present without compromising the ability of future generations to meet their own needs. Therefore, the inculcation of soft skills among the students will be two prongs, to produce quality human capital and to develop their knowledge, understanding, values and skills as well. How the two skills blend together will be discussed here.



(1) Communicative Skills

The communicative skills involve effective communication in both the national language and English language in different contexts and with different people. There are eight sub-skills under communicative skills of which three are the **must have** skills and five are the good to have skills. Communicative skills are an integral part of any education system either in higher education or lower education. As mentioned earlier, in many countries, basic education or primary education is mandatory and it focuses on reading, writing and ciphering. People learn to read books, write letters, figure accounts and develop skills necessary to fulfil their expected roles in their households and community. At this very level, emphasis has been given to develop the communicative skills of individual so that by the time they leave college, they are able to participate in public and community activities and decision making. What is found to be missing in the nation's present human capital is the lack of communicative skills. The absence of good communicative skills somehow or rather has an influence on the poor presentation of their views and decisions made to gain other's confidence and respect. Communicative skills have also been greatly emphasized in the reorientation of basic education for ESD (Education for sustainable development) which is: the ability to communicate effectively (both orally and in writing). The communicative skill seemed to be one important component that lacks in the future human capital. The incompetence of the future graduates to master both languages will be a set-back to a lot of potential development and advancement of the country. Thus, this is a good time for reorientation of the curriculum of higher institutions to embed communicative skills.



(2) Critical Thinking and Problem Solving Skills



This skill includes the ability to think critically, creatively, innovatively and analytically. It also involves the ability to apply knowledge and understanding to new and different problems as well. For ESD to be successful, it must give people practical skills that will enable them to continue learning after they leave school, to have a sustainable livelihood and to live sustainable lives. The critical thinking skills, skills to organize and interpret data and information, skills to formulate questions and the ability to analyze issues that confront communities are greatly addressed in the reorientation of basic education in ESD. The following are some examples of skills that comply with ESD and some of these skills are similar to the soft skills being emphasized in the curriculum of higher education. The ability to think about systems (both natural and social sciences).

- i. The ability to think in time-to forecast, to think ahead, and to plan.
- ii. The ability to think critically about value issues.
- iii. The ability to separate number, quantity, quality and values.

All the above skills are important and students will require them as adults.

(3) The Skill of Team Work

The ability to work with people from different social cultural background to achieve a common goal, students are encouraged to play their role in the group and to respect opinions and attitudes of others in the group. They are also expected to contribute to the group's plan and coordinate the group's effort besides being responsible to the group's decision. This skill is also part of ESD as stated in the reorientation of basic education: the ability to work cooperatively with other people. If the future human capital can attain these skills, we can be rest assure that the future generation will collaborate ideas and cooperate a taskforce towards the well-being of the nation.

(4) Life-Long Learning and Management of Information

This skill involves an effort to learn to be independent or self-regulated learning in acquiring skills and new knowledge. The ability to find and manage relevant information from various sources is also a criterion of this soft skill. Besides this, students are also expected to develop an inquiry mind and crave for knowledge. As mentioned earlier, these characteristics are equally important in ESD in order for an individual to be media literate and consumer knowledgeable. Life-long learning will enable individuals to accumulate as much knowledge and skills over the

years. The ability to manage information well will allow an individual to distinguish between good and bad, to adopt the best practices and to make sound decisions.



(5) Entrepreneurship skill

Entrepreneurial skill is the ability to seek business opportunity and develop risk awareness. It also involves being creative and innovative in activities related to business and tasks. To design and plan business propositions and the ability to be self employed. This skill can in some ways contribute to the society if the training and practice is done for a good purpose.

(6) Ethics, Moral and Professional

The ability to practice a high moral standard in professional tasks and social interaction. This skill also includes the ability to analyze ethical problems and make problem solving decisions. Having a sense of responsibility towards society is another criterion of this soft skill.

(7) Leadership skill

Leadership skill is the ability to lead various activities and tasks in an organisation. This is an important criterion in ESD for planning and implementing ideas in a group. This skill is also important to lead in discussion and make decision.

1.5 Essential soft skills to be stressed upon

Here are few essential soft skills that may improve your career prospects and enhance your personality as a whole:

- Communication Skills: Effective Communication is a two way process – sending the right message and to the right person. Effective communication is the communication which produces intended or desired result”
 - Body Language or grooming skills: Body language is controlled by your subconscious mind, so a reader can actually understand if there’s a difference in what we are saying and thinking.
-
- Points to remember:
 - ✓ Never be up tied or stiff while making movements.
 - ✓ Avoid body language that may be misunderstood or look unprofessional. E.G. Winking .
 - ✓ A consistent eye contact is a positive sign and must be used.

- ✓ Avoid fiddling with things around. It may distract the attention.
- ✓ Each body part movement signifies something and helps in interpreting. E.G.
Standing with hands on hips signifies aggressions, nodding signifies agreement and active listening, biting nails signifies nervousness.
- ✓ Unlike emails, body language does not give time to think. Hence they must be used appropriately.
- Etiquettes: Etiquette in simpler words is defined as good behaviour which distinguishes human beings from animals. Human Being is a social animal and it is really important for him to behave in an appropriate way. Etiquette refers to behaving in a socially responsible way.
- Group discussion skill: Group discussions occur in many different formats – from very informal ones between friends to highly structured and challenging discussions included as part of a selection process. Developing group discussion skills is useful for everyday life as we regularly find ourselves having discussions amongst friends, family and colleagues. These may vary from very informal chats about day-to-day things, to more serious topics, for example a discussion about a recent news story or a problem that needs to be solved.
- Presentation skills: Presentations skills and public speaking skills are very useful in many aspects of work and life. Effective presentations and public speaking skills are important in business, sales and selling, training, teaching, lecturing, and generally feeling comfortable speaking to a group of people. Developing the confidence and capability to give good presentations, and to stand up in front of an audience and speak well, are also extremely helpful competencies for self-development and social situations.
- Interview skills: Interviewing skills are actions candidates take during job interviews that make them stand out. These actions can include proper interview behaviour, controlling nervousness or asking intelligent questions. If you have interviewing skills, you will probably receive more job offers than those without them. You are better at convincing interviewers you are the right candidate for the job. The best way to acquire interviewing skills is through practice. Hiring managers must also have interviewing skills so they choose the right candidates for jobs.
- Emotional Intelligence.: Emotional intelligence (EI) is the capability of individuals to recognize their own, and other people's emotions, to discern between different feelings and label them appropriately, to use emotional



information to guide thinking and behavior, and to manage and/or adjust emotions to adapt environments or achieve one's goal

- Time Management: Time management is the process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency or productivity.



The basis of time management is to take care of:

- ✓ Creating an environment conducive to effectiveness
- ✓ Setting of priorities
- ✓ Carrying out activity around prioritization.
- ✓ The related process of reduction of time spent on non-priorities
- ✓ Incentives to modify behavior to ensure compliance with time-related deadlines.

1.6 Let's sum up:

Soft skills are personal attributes that enhance an individual's interactions, career prospects and job performance. Unlike hard skills, which tend to be specific to a certain type of task or activity, soft skills are broadly applicable. Soft skills are personal attributes that describe an individual's ability to interact with others. Soft skills, also known as people skills, complement hard skills to enhance an individual's relationships, job performance and career prospects. Soft skills differ from field to field, mostly due to different career attributes requirement though the basic people and social skills remain the same. Soft skills are the basic requirement for today's employability.

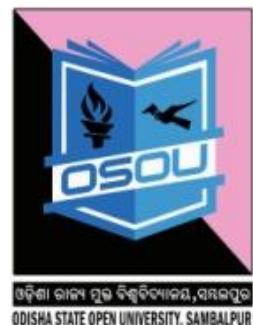
All the above mentioned skill we shall discuss in detail in coming units.

1.7 Key Terms:

- Stakeholders :A stakeholder is a party that has an interest in a company, and can either affect or be affected by the business. The primary stakeholders in a typical corporation are its investors, employees and customers.
- Etiquette: is a code of behavior that delineates expectations for social behavior according to contemporary conventional norms within a society, social class, or group.
- ESD : Education for Sustainable Development (hereafter referred to as 'ESD') is an interdisciplinary approach to learning that covers the integrated social, economic and environmental dimensions of the formal and informal curriculum. ESD is a pedagogical approach that can help staff assist

graduates who wish to develop the skills, knowledge and experience to contribute to an environmentally and ethically responsible society, and pursue a career that reflects those values. Winking

- Hard skills : Hard skills are specific, teachable abilities that can be defined and measured, such as typing, writing, math, reading and the ability to use software programs.
- Entrepreneurship : the activity of setting up a business or businesses, taking on financial risks in the hope of profit.
- Group discussion : A discussion group is a group of individuals with similar interest who gather either formally or informally to bring up ideas, solve problems or give comments. The major approaches are in person, via conference call or website.
- Work ethics :Work ethic is defined as a belief in laboring diligently.An example of someone with work ethic is a person who gets to work on time every day and always works long days to get the job done.



1.8 Evaluate your progress:

Answer in your own words

Q.1 What do you mean by softskill?Explain its relevance.

Q.2 Explain the importance of soft skills in present world.

Q.3 Enumerate various types of soft skills and explain them.

Q.4 What do you understand by:

- Time management skills
- Creative and critical thinking
- Emotional intelligence
- Life skills

1.9 References and further readings:

- The Hard Truth About Soft Skills Book by Peggy Klaus
- Personality Development and Soft Skill Textbook by Barun Mitra
- Soft Skills - Enhancing Employability: Connecting Campus with Corporate Book by M. S. Rao

- The ACE of Soft Skills: Attitude, Communication and Etiquette for SuccessBook by Gopalaswamy Ramesh



1.10 Video Links for references:

To have a basic idea about soft skills please go through the video links provided below for a better understanding of subject.

- WhatAreSoftSkills?https://www.youtube.com/watch?v=Tiy2LONr050&list=PL2n89DCIolGAXtotA-U6PwusRW85mLN36
 - Professional Career Guidance For Jobs in Hindi-Importance Of
 - Soft Skills ସୋଫ୍ଟସିଲ୍ସକ୍ୟୋଚାସ୍ତିଯେ
 - <https://www.youtube.com/watch?v=8ktDvgjgOXQ>
 - 10 Soft Skills You Need
 - <https://www.youtube.com/watch?v=mGtHgRFgYZ4&t=13s>
 - Motivational Video in Hindi -How Soft Skills Training helps
 - <https://www.youtube.com/watch?v=DCaPZt4ZEnY>
 - Soft Skills By Raghavendra - Part - 1 (Campus Recruitment Training) <https://www.youtube.com/watch?v=caJJyoAyBBS>
 - Soft Skills By Raghavendra - Part - 2 (Campus Recruitment Training) <https://www.youtube.com/watch?v=KDNPyJOC0fg>
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Learning Objectives

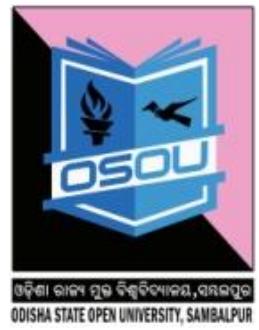
After completion of the unit, you should be able to:

- Explain the meaning and definition of Communication.
- Understand the purpose and significance of Communication.
- Describe various types of Communication.
- Explain the elements involved in the Communication Process.
- Understand the Barriers to Effective Communication.
- Know the importance and relevance of Soft Skills.

Structure

- 2.1 Introduction
- 2.2 Definitions
- 2.3 Scope and Importance of Communication
- 2.4 Types of Communication
- 2.5 Levels of Communication
- 2.6 Effective Listening
- 2.7 Communication Process
- 2.8 Barriers to Effective Communication
- 2.9 Overcoming Communication Barriers
- 2.10 Let's Sum-up
- 2.11 Key Terms
- 2.12 Self-Assessment Questions
- 2.13 Further Readings
- 2.14 Video links for references
- 2.15 Model Questions

2.1 Introduction



Every day at work and at home, in politics, commerce, education, sport, entertainment and the financial world whatever we do in everything there is the involvement of communication. Communication touches every sphere of our lives. It is the basic requirement for anyone in any job or position for anyone in any public or private company to hold his or her job without mastering the skills of how to communicate with employees, handle the media or speak in public. But the essential thing is balance - it is important to have knowledge but you must also have the ability to communicate that knowledge effectively.

To communicate with one another is a compulsive urge of human beings. There can be no mutual understanding without communication; mutual understanding is the core of human relations. Communication is like birth, death, breath and wanting to be loved as a part of itself. Man is a communicating animal; he alone has the power to express in words. Sight, sound, touch, smell and taste are the modes of exchange of messages. Communication is the story of man and his efforts to communicate effectively. Civilisation and culture progress to the extent communication has made these possible.



Source :Google

The word "communication" is derived from the Latin word *communis*, which means common. In its application, it means a common ground of understanding. It is a process of exchange of facts, ideas, and opinions and as a means that individuals or organisations share meaning and understanding with one another. In other words, it is the transmission and interacting of facts, ideas; opinions, feelings or attitudes. Communication is an interdisciplinary concept because theoretically, it is approached from various disciplines such as mathematics, accounting, psychology, ecology, linguistic, systems analysis, etymology, cybernetics, auditing etc.

2.2 Definitions

Communication means sharing or exchange of thoughts or ideas. **Oxford Dictionary** defines communication as, “the transfer or conveying of meaning”.

Communication is the art of being understood- **Peter Ustinov**

“The process of passing the information and understanding from one person to another. It is essentially a bridge of meaning between the people. By using the bridge a person can safely cross the river of misunderstanding”.

- **Keith Davis**



Communication is transfer of information from one person to another, whether or not it elicits confidence. But the information transferred must be understandable to the receiver

-G.G. Brown

American Society of Training Directors: 'The interchange of thought or information to bring about mutual understanding and confidence or good human relation."

Newman and Summer: "Communication is an exchange of facts, ideas, opinions, or emotions by two or more persons. Communication is also defined as an interrelated approach by words, letters, symbols, or messages and as a way that one organisation member shares meaning understanding with another.

"Leland Brown: "Communication is the transmission and interchange of facts, ideas, feelings, or course of action."

Most of the scholars use a working definition of communication that is "Communication is a process of sharing or exchange of ideas, information, knowledge, attitude or feeling among two or more persons through certain signs and symbols or language- as you may call it".

2.3 Scope and Importance of Communication

It is essential for the sender to understand the scope, and for the recipient to understand the purpose of the communication. If these understandings do not exist, then there is little chance of the communication being effective. Additionally, although the recipient who must understand the purpose, it is the responsibility of the communicator to ensure that the purpose is clearly identified.

Scope

The scope of communication is very wide and comprehensive. It is a subject of almost unlimited dimensions and is an interdisciplinary one. It is a two-way process involving both transmission as well as reception. It is a continuous process of exchange of facts, ideas, feelings, attitudes, opinions, figures, and interactions with

others. In the process, it uses a set of symbols; symbols may be words, action, pictures or figures. Communication, however, does not mean downward movement of sending directions, orders, instructions etc. It is only one-way communication. The scope of communication can be evaluated and analysed from different point of views.



1. **Communication in social dimensions:** Communication helps to ensure the social enlightenment of the people. It really plays a vital role in the determination of the social behaviour of the human being. It motivates the people according to their own interest and makes them aware of the hazards as well as beneficial things. It works as an instructor and means of transformation in the fast changing society. The different forms of communicative techniques entertain the society that they can be relaxed and prepared for the life struggles.
2. **Communication in management:** Management is the means of achieving organizational goals. Efficiency and effectiveness of management depend on effective communication with the various internal and external parties. Every function of management depends on communication. In fact, without information plans cannot be formulated, activities cannot be organized, directives cannot be issued and control cannot be ensured.
3. **Communication in education:** Communication system is the part and parcel in educating the people. In the past centuries where there were no much facilities also the people could use different techniques of communication for the educational purpose. The various tools that we use in mass communication work as instructors to the people who are in search of knowledge. The educational objectives of modern communication system are increasing day by day.
4. **Communication in industrial relations:** Industrial relation means a labour management relationship in the industry or in an organization. Congenial industrial relation is a precondition for business success. On the other hand, free and fair communication is a pre-requisite for creating good industrial relation. Free flow of information reduces the chances of doubt, confusion and controversies between workers and management. As a result, harmonious relationship develops in the organization.
5. **Communication in Decision Making:** Managers have to take decisions on various issues daily. Proper information is vital to make perfect decision and **Communication** plays pivotal role here by supplying relevant information.

6. **Communication in international relations:** Communication is the one which connect people from different parts of the world. It develops integration and tolerance towards each other. The different cultures are merged together through the medium of communication. It integrates different people from the different background of the world. It works as a source of persuasion. The well-functioning of the society depends on the integrating element of communication.

7. **Communication in Publicity:** In this world of information, every organization is keen to advertise itself through some distinctive ways. By Communicating with concerned parties an organization does publicity also.

8. **Communication in cross-cultural environment:** Communication provides an opportunity for the promotion and preservation of culture and traditions. It makes the people fulfil their creative urges. The cultural settings of a particular society can be known to the public through communication. Communication helps to spread the cultures into different areas. The concept of enculturation is developed in the postmodern context of communication.

9. **Communication in Entertainment:** To break the routine life and divert our attention from the stressful life we lead today, entertainment is an essential part of everyday life. Communication opens a wide possibility of entertainment to the people. It begins from the interpersonal communication to the vast ocean of mass communication. The scope of films, drama, music, comedy etc is really wide in the entertaining aspect of it.

Communication of message takes place through different medium. The main functions of communication are information entertainment and education. Communication means transferring messages from one to another through any medium. So the scope of communication is never ending. The communication will be the part of society as long as it exists. But the possibilities of communication will develop in the course of time since man is curious being. So we shall look for the latest communicative techniques.

Importance of Communication

Effective communication is an important life skill that enables us to better understand and connect with the people around us. It allows us to build respect and trust, resolve differences and foster environments where problem solving, caring, affection and creative ideas can thrive. Lack of effective communication relatively

leads to conflict and frustration in both professional and personal relationships. The following points highlight the importance of communication:

- Communication helps to spread knowledge and information among people. For example, authors write books to impart knowledge to the world, and teachers share their experience with their students. Also, friends or co-workers discuss their ideas with each other, and companies exchange information with their subsidiaries and customers.
- The advent of the internet not only allows people to have better access to knowledge and information in all fields, but also makes it easier and faster to contact with people around the world.
- Communication is the foundation of all human relationship. At first, strangers start talking and getting to know each other, and then the relationships are formed when they have more interaction and communication.
- Communicating helps people to express their ideas and feelings, and it, at the same time, helps us to understand emotion and thoughts of the others. As a result, we will develop affection or hatred toward other people, and positive or negative relationships will be created.



It is no doubt that communication plays a vital role in human life. It not only helps to facilitate the process of sharing information and knowledge, but also helps people to develop relationships with others. Every day, we communicate with a lot of people including our families, our friends, our colleagues, or even strangers. We should learn how to communicate effectively to make our lives better.

2.4 Types of Communication Flow

Communication can be of many types and can be summarized in short as WOVEN, i.e

- ✓ Written Communication
- ✓ Oral or Verbal Communication
- ✓ Electronic Communication
- ✓ Non-Verbal.

Oral and written forms of communication are the most common and frequently used forms of communication. Below is a consolidation so as to help you understand in detail about forms of communication.

1. ORAL OR VERBAL COMMUNICATION



Oral communication is transfer of information from sender to receiver by means of verbal and visual aid. Examples of oral communication include presentations, speeches, discussions, etc.

Though the message is conveyed through words, most of the times oral communication is effectively carried out with the help of non-verbal communication like body language and tone modulations. Oral communication is also at times mixed with visual aid to help establish the conveyed message in a clear manner.

Examples include usage of presentations in a seminar or meeting to put across the message in a clear manner. Oral communication can also be mixed with written communication methods to ensure that maximum effectiveness is achieved.

There are many benefits of oral communication.

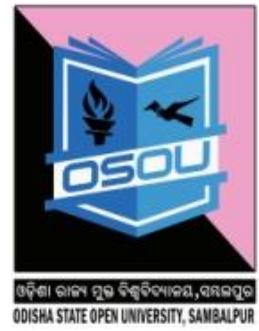
- This form of communication is a quick and direct method of communication.
- Be it a criticism or praise or information, it helps to convey the message immediately to the receiver.
- This method of communication enables in obtaining immediate feedback and hence is a form in which two-way communication can be enabled.
- The other main advantage of this communication method is that it helps in conveying the message with the desired pitch and tone that is needed for the message.
- It also saves on time in a huge way and saves enormously on effort that is spent.
- Oral communication is a less formal method as compared to others and hence adds a personal touch to your message.
- Combined with the right kind of verbal communication, oral forms can create confidence and loyalty on the sender from the receiver's side.

Source :Google



There are many ways to create an effective oral communication. It is important to ensure that the words are framed properly and are delivered in the right pitch and

tone. Clarity, brevity and precision are mandatory features of an effective oral communication system. It is advisable to avoid complicated sentences and jargons so as to make sure that the message is conveyed across properly. It is important to establish an eye contact and to modulate body language based on the message. For example, a strict order can be conveyed better when communicated with a formal and stern body language as opposed to a casual and friendly one.



Though it has many advantages, oral communication has its set of limitations also.

- This form of communication can be misinterpreted or misunderstood very easily.
- Communicating effectively through oral forms require high skills and is not something that everyone can master.
- It is also not a form of communication that can be used as a form of documentary evidence.

2. **WRITTEN COMMUNICATION**

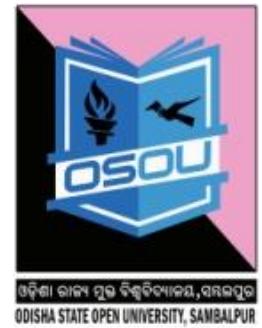
Next to oral communication, written communication is the oldest known form of communication. Any form of communication which is written and documented from the sender to the receiver is known as written communication. Examples of written communication include letters, memos, research papers, reports, etc.

It is a very concrete form of documentary evidence and can also be used for future reference purposes. As the information is written, it can be easily distributed to many people thus making it a bulk communication method. As the information does not change from person to person, the accuracy of the information conveyed is same across the entire audience.



To ensure an effective written communication form, it is a must to follow completeness, clarity and correctness in your writing. As there is no immediate

feedback that can be received, it is important that written communication is detailed and accurate to ensure that the write message is communicated.



Also remember to keep the communication simple and without any errors. Written communication also has its limitations like lack of feedback, absence of modulations to convey message effectively, etc. These can be overcome effectively by mixing oral communication with written so as to combine the advantages of both along with eliminating the disadvantages.

Communication flows in a variety of ways in an organization. Some flows are planned and structured, others are not. Some communication flows can be formally depicted, whereas some defy description. The flow of communication occurs both **formally and informally**.

Formal Communication

It is in the form of official messages and news that flow through recognized channels or routes formally laid by the organization. This communication may take place between a superior and subordinate, a subordinate and superior or among employees at same level or departmental managers.

The **formal network flow** often follows a company's formal organization chart, which is created by management to control individual and group behaviour and to achieve the organization's goals.



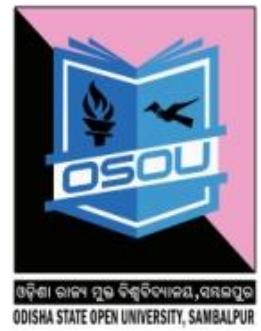
Source : Google

Formal communication refers to interchange of information officially. The flow of communication is controlled and is a deliberate effort. This makes it possible for the information to reach the desired place without any hindrance, at a little cost and in a proper way. This is also known as 'Through Proper Channel Communication.' The formal system is dictated by the cultural, technical, political and economic environment of the organization.

Informal Communication

It is in the form of unofficial messages (work related or people related) that flow outside the officially designed channels. Technically called as grapevine

communication. Result of natural desire to communicate with each other freely and frequently.



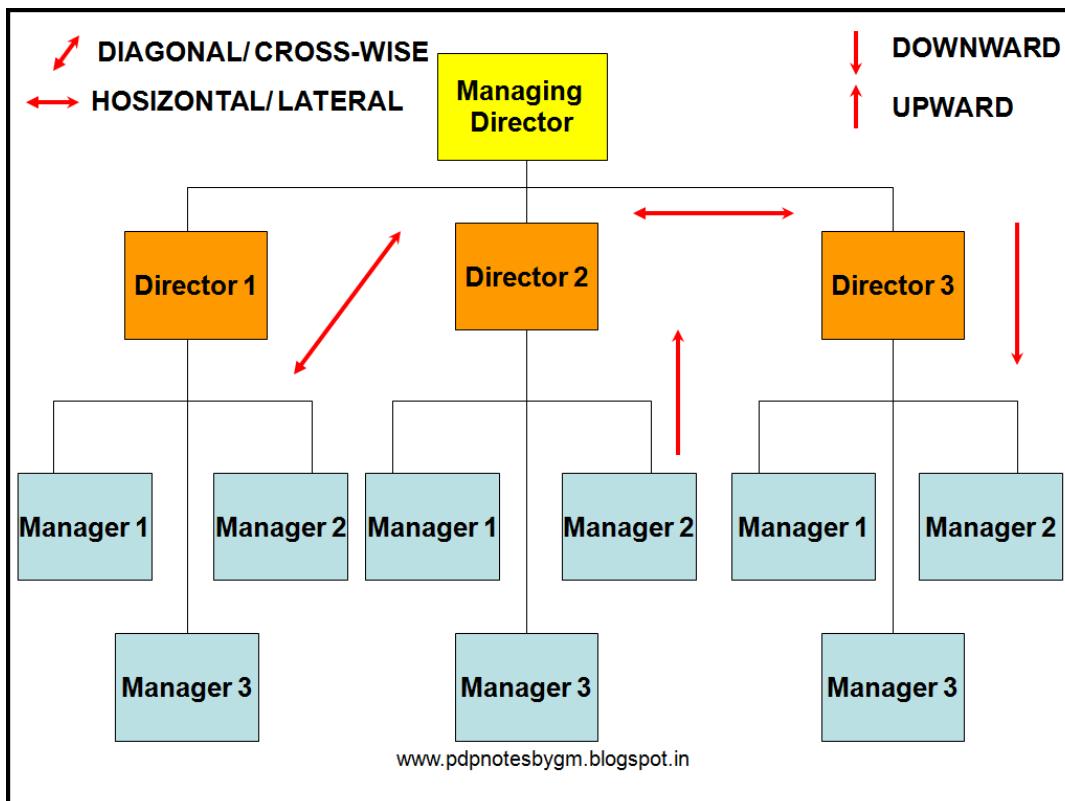
The **informal network flow** develops as people interact within the formal communication system and certain behaviour patterns emerge, patterns that accommodate social and psychological needs. Because the informal network undergoes continual changes, it generally cannot be depicted accurately by graphic means.

• FORMAL NETWORK FLOW

The direction in which communication flows formally within an organization may be downward, upward, horizontal or lateral, diagonal and external. Although the concept of flow seems simple, direction has meaning for those participating in the communication process.

In an organization, communication flows in 5 main directions-

1. Downward
2. Upward
3. Lateral / Horizontal
4. Diagonal
5. External





1. **Downward Flow of Communication:** Communication that flows from a higher level in an organization to a lower level is a downward communication. In other words, communication from superiors to subordinates in a chain of command is a downward communication. This communication flow is used by the managers to transmit work-related information to the employees at lower levels. Employees require this information for performing their jobs and for meeting the expectations of their managers. Downward communication is used by the managers for the following purposes –

- Providing feedback on employees' performance.
- Giving job instructions.
- Providing a complete understanding of the employees' job as well as to communicate them how their job is related to other jobs in the organization.
- Communicating the organization's mission and vision to the employees.
- Highlighting the areas of attention.

Organizational publications, circulars, letter to employees, group meetings etc. are all examples of downward communication. In order to have effective and error-free downward communication, managers must:

- Specify communication objective.
- Ensure that the message is accurate, specific and unambiguous.
- Utilize the best communication technique to convey the message to the receiver in right form.

2. **Upward Flow of Communication:** Communication that flows to a higher level in an organization is called upward communication. It provides feedback on how well the organization is functioning. The subordinates use upward communication to convey their problems and performances to their superiors.

The subordinates also use upward communication to tell how well they have understood the downward communication. It can also be used by the employees to share their views and ideas and to participate in the decision-making process.

Upward communication leads to a more committed and loyal workforce in an organization because the employees are given a chance to raise and speak dissatisfaction issues to the higher levels. The managers get to know about the employees feelings towards their jobs, peers, supervisor and organization in general. Managers can thus accordingly take actions for improving things.

Grievance Redressal System, Complaint and Suggestion Box, Job Satisfaction surveys etc. all help in improving upward communication. Other examples of Upward Communication are -performance reports made by low

3. Lateral / Horizontal Communication: Communication that takes place at same levels of hierarchy in an organization is called lateral communication, i.e., communication between peers, between managers at same levels or between any horizontally equivalent organizational member. The advantages of horizontal communication are as follows:

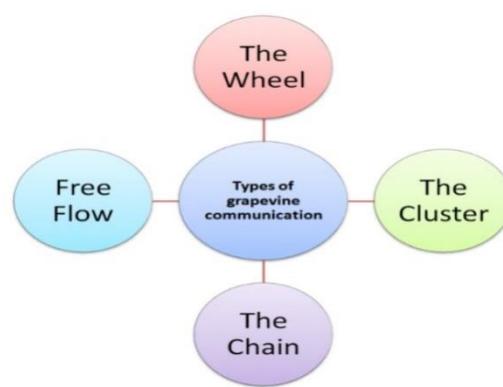
- ✓ It is time saving.
- ✓ It facilitates co-ordination of the task.
- ✓ It facilitates co-operation among team members.
- ✓ It provides emotional and social assistance to the organizational members.
- ✓ It helps in solving various organizational problems.
- ✓ It is a means of information sharing.
- ✓ It can also be used for resolving conflicts of a department with other department or conflicts within a department.

4. Diagonal Communication: Communication that takes place between a manager and employees of other workgroups is called diagonal communication. It generally does not appear on organizational chart. For instance - To design a training module a training manager interacts with Operations personnel to enquire about the way they perform their task.

5. External Communication: Communication that takes place between a manager and external groups such as - suppliers, vendors, banks, financial institutes etc. For instance - To raise capital the Managing director would interact with the Bank Manager.

• INFORMAL NETWORK FLOW (the GRAPEVINE)

The grapevine is a communication system or process which is barely informal communication system. It is comprised of gossip and rumour. More and wide information can be transmitted through grapevine communication system.



The *grapevine*, often called then *rumour*

mill, is perhaps the best – known part of the informal communication system. As people talk casually during coffee breaks and lunch periods, the focus usually shifts from topic to topic. One of the usual topics is work – job, company, supervisor, fellow employees. Even though the formal system has a definite pattern of communication flow, the grapevine tends to emerge spontaneously and operates within all organizations.



According to Prof. Keith Davis,

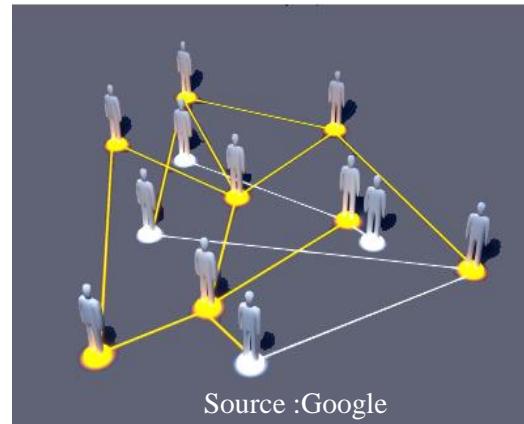
"Grapevine arises from social interaction, it is as fickle, dynamic and varied as people are. It is the exercise of their freedom of speech and is a natural, normal activity".

➤ Characteristics

Informal or grapevine communication has the following characteristics:

(1) Formation through Social Relations:

This communication is born out of social relations who mean that it is beyond the restrictions of the organisation. No superior-subordinate relationship figures therein. A more sociable superior can gather much information through this channel.



(2) Two types of Information:

Through this communication, information about the work and the individual can be collected.

(3) Uncertain Path:

Since it is beyond the restrictions of the organisation, it follows no definite channel. Like a grapevine, it moves in a zigzag manner.

(4) Possibility of Rumour and Distortion: Responsibility for the true or false nature of communication does not lie on any individual and, therefore, not much attention is paid to its meaning while communicating. Consequently, the rumours keep floating.

(5) Quick Relay: Informal communication makes news spread like wildfire. Not only this, people start adding something of their own which sometimes changes the real meaning of the communication.

Differences



► **FORMAL**

- **Used in a professional setting e.g forms**
- **No slang**
- **Pronounce words correctly**

► **INFORMAL**

- **Usually used with friends and family**

- **Contains shortened version of words**

Contains slang words



Source Google

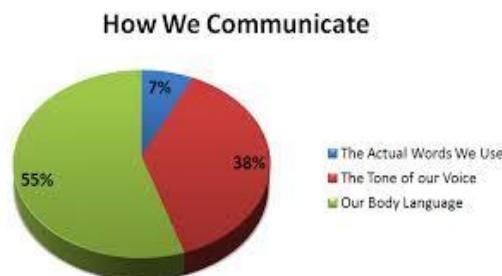
3. Nonverbal Communications:

Nonverbal communication is the process of sending and receiving messages without using words, either spoken or written. Also called manual language. Non-verbal messages express true feelings more accurately than the spoken or written language. Both kinds of data can be transmitted intentionally or unintentionally. Even smile symbolises friendliness, in much the same way as cordiality is expressed in words.

Types of Nonverbal Communication

Seven different nonverbal dimensions:

- Kinesics or body movements including facial expressions and eye contact;
- Vocalics or paralanguage that includes volume, rate, pitch, and timbre.
- Personal appearance.
- Our physical environment and the artefacts or objects that compose it
- Proxemics or personal space
- Haptics or touch and
- Chronemics or time. To this list we would add signs or emblems.



Source : Google

Dr. Albert Mehrabian, author of Silent Messages, conducted several studies on nonverbal communication. He found that 7% of any message is conveyed through words, 38% through certain vocal elements, and 55% through nonverbal elements (facial expressions, gestures, posture, etc.). Subtracting the 7% for actual vocal content leaves one with the 93% statistic.

4. E-Communication

E-communication is a common form of interaction for many people. The use of e-communication allows people to interact in different ways and combine many forms of media in the process. E-communication makes it easy to interact with groups through chat interfaces or video conferencing. Companies use electronic communications to enhance their business and avoid obstacles, such as long-distance communication with their clients or partners. The Internet and electronic communications (also called computer mediated communications, or CMC) doesn't just mean new tools for communication; it means new ways to communicate. Today an organization interacts with its various constituents differently - employees, board members, customers, partners and others - depending upon the nature of the message, the goals you are trying to achieve and the strengths (and weaknesses) of the available media - telephones, voice mail, fax machines, print, etc.



Electronic communications helps us to combine numerous media - text, graphics sound, video, etc. - into a single message. That can result in far more meaningful communications tailored to the nature of your particular audience. In contrast to broadcasting, narrowcasting reflects the ability to develop numerous communications for subsets of your market or constituencies.

With the Internet you have the ability to transmit and receive large amounts of information quickly to and from individuals and workgroups around the world. Many organizations are using electronic communications facilities, such as the World Wide Web, as internal communications tools to enhance team work. Many individuals at different locations can work on the same documents, hold meetings and integrate research findings.

2.5 Levels of Communication

We communicate with one another on many different levels. Because we do not have direct access to the thoughts and feelings of other people; we must rely on communication to convey messages to one another. There is more to communication than simply using language to speak to one another. Communication exists on a number of levels and in a variety of forms.

Communication can involve sending messages to both large and small audiences. Internal messages are intended for recipients within the organization. External messages are directed to recipients outside the organization. When considering the intended audience, communication can be described as taking place on five levels i.e. **intrapersonal, interpersonal, group, organizational, and public.**

Intrapersonal Communication- It is within oneself because it does not involve a separate sender and receiver, and some do not consider intrapersonal communication to be true communication. Others, however, believe that intrapersonal communication when conceived of as the degree of our self-awareness is an important foundation of effective communication. Accurate perception of our self and an understanding of how others see us



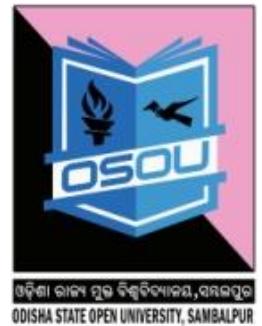
is the first building block of effective communication. Self-awareness is generally achieved through self-reflection or what might be thought of as intrapersonal communication.

Interpersonal Communication- It is the communication that occurs between two people. Its goals are to accomplish the tasks and to help the participants to feel better about themselves and each other because of their interaction. Examples of interpersonal communication include that occurring between a supervisor and subordinate and that occurring between two co-workers.

Group Communication- It occurs among more than two people, generally in a small group. It's the goal of group communication to achieve greater output through the collaboration of several individuals than could be produced through individual efforts. Examples of group communication include that occurring within a committee or within a work team.

Organizational Communication- It generally involves large groups working together in such a way as to accomplish complex, ambitious tasks. The goal of organizational communication is to provide adequate structure communication flow, and channels and media for communication to allow that to happen.

Public Communication- This type of communication is intended to help the organization to reach out to its public to achieve its external communication goals.



Examples of public communication include advertisements, public relations, crisis management, and website communication about the company and its products and services. Some forms of public communication, such as advertisements and public relations, might be characterised as mass communication since they are often transmitted using media.



2.6 Effective Listening

Listening is a significant part of communication process. Communication cannot take place until and unless a message is heard and retained thoroughly and positively by the receivers/listeners. Listening is a dynamic process. Listening means attentiveness and interest perceptible in the posture as well as expressions. Listening implies decoding (i.e., translating the symbols into meaning) and interpreting the messages correctly in communication process.

Effective listening requires both deliberate efforts and a keen mind. Effective listeners appreciate flow of new ideas and information. Organizations that follow the principles of effective listening are always informed timely, updated with the changes and implementations, and are always out of crisis situation. Effective listening promotes organizational relationships, encourages product delivery and innovation, as well as helps organization to deal with the diversity in employees and customers it serves.

Effective Listening Skills

Discover your interests' field.

- Grasp and understand the matter/content.
- Remain calm. Do not lose your temper. Anger hampers and inhibits communication. Angry people jam their minds to the words of others.
- Be open to accept new ideas and information.
- Jot down and take a note of important points.
- Work upon listening. Analyse and evaluate the speech in spare time.
- Rephrase and summarize the speaker's ideas.
- Keep on asking questions. This demonstrates that how well you understand the speaker's ideas and also that you are listening.
- Avoid distractions.
- "Step into the shoes of others", i.e., put yourself in the position of the speaker and observe things from his view point. This will help creating an atmosphere of mutual understanding and improve the exchange of ideas in communication process.

To improve your communication skills, you must learn to listen effectively. Effective listening gives you an advantage and makes you more impressive when you speak. It also boosts your performance.



2.7 Communication Process

Process of communication begins with ideation. Ideation means generating a thought or an idea or an emotion. Now, this idea needs to be expressed to others in a meaningful manner. Therefore, the idea takes the shape of a coded message. Code, here, refers to the language or signals used for creating the message. Encoding is done by the sender, who wants to communicate. This message uses a channel and a medium to reach the receiver. The receiver receives and decodes the message and reacts to the message which is called feedback. This process is affected by the understanding of the sender and the receiver, physical distances and disturbances etc. These barriers that affect, distort or impede the process are represented as noise. Some scholars say that it is difficult to get rid of noise, although it can be minimized through effective communication skills.

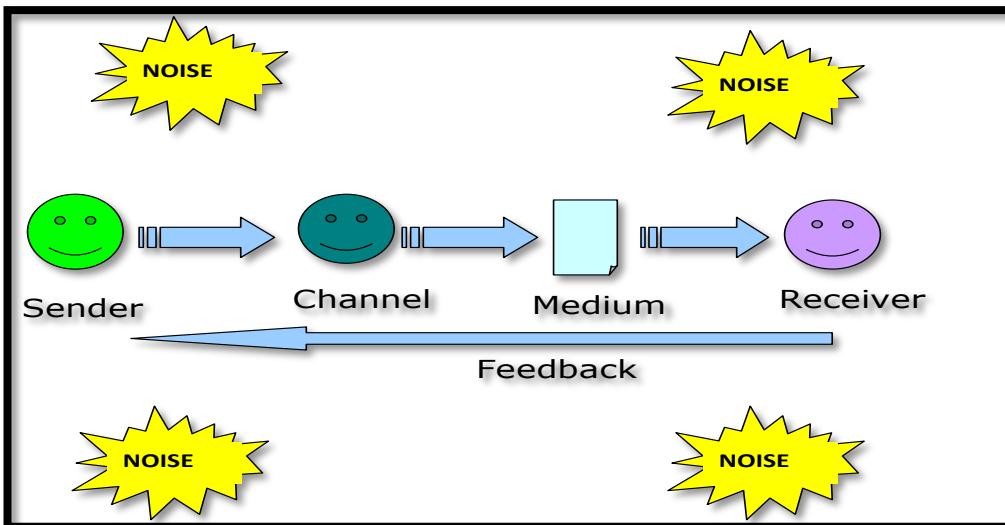
The basic elements of communication are sender, receiver, message, channel, medium and feedback.

Sender: Sender is the person who intends to send a message to others. The sender receives a stimulus, perceives it, generates an idea and encodes that idea into a message. The sender needs to be careful about the codes used for coining the message because an uncommon code can break-down the communication process. For example, speaking in English to a person who does not know English will not complete the process of communication. The sender has to be aware of six variables when communicating with another person.

- Receiver's Communication Skills
- Receiver's Attitudes
- Receiver's Knowledge Level
- Receiver's Social Position

- Receiver's Culture
- Receiver's Feedback

This is known as receiver centred communication.



Source : Google

Receiver receives the message from the sender and decodes it. The receiver understands the message and expresses that to the receiver in the form of feedback. The receiver is guided by his or her background, experience, education, and attitude etc... to understand the meaning of the message. Therefore, receiver's perception plays an important role in the successful completion of a communicative act. For example, the sender cracks a joke, but the receiver's sense of humour is poor then the experience for both the sender and the receiver will be bad as the intended message is not understood in the right spirit. To make communication effective the receiver should also try and understand the following aspects:

- Sender's Communication Skills
- Sender's Attitudes
- Sender's Knowledge Level
- Sender's Social Position
- Sender's Culture
- Message received by Sender

Message: It is the coded content. It is the piece of information or expression that moves from the sender to the receiver. It is basically the subject matter that sender intends to share with the receiver. This can be a greeting, an order, information, instruction and so on. The message has three components:



- Content- It is simply communicating what you desire to communicate i.e. the subject matter.
 - Context- It involves adapting your presentation to the situation in which the audience is.
 - Treatment- It is the arrangement or ordering of the content by the speaker. The treatment directly supports the context and content of the message.
- **Channel:** It is the pathway the sender uses to send a message to the receiver. It can be formal or informal. Formal channels that are used in organizations include upward, downward, horizontal and diagonal. Formal channels connect various departments and hierarchy levels with one another. Informal channels can be in the form of one-to-one spontaneous transactions or even a group gossip.
 - **Medium:** It is the carrier of the message. The medium used by the sender will depend on sender and receiver's mutual convenience and requirement. It can be oral, written, audio-visual, electronic etc... For instance, if the sender wants to send a message to the receiver who stays in another town, the sender may choose to speak over the phone, or use mobile phone, or send SMS, or write a letter, or send an email, or sit for videoconferencing etc... The choice of the medium depends on the mutual convenience and requirement of the participants.
 - **Feedback:** This is the reply or reaction of the receiver towards the message sent by the sender. It is vital for the success of communication process. Without feedback, it is difficult to assess the impact of the message sent. For example, to assess whether a TV programme is successful or otherwise, production houses ask viewers to write in about the programme. If there are no responses from the audience, the production houses may not be able to know their performance. Or, in an organisational situation a manager must seek and provide feedback to make the communication process effective.
 - **Noise:** The “noise” or the gap that remains between the communicated message and the interpreted message is barrier in the process of communication. These gaps are created due to various factors both human and environmental. It is important to reduce these gaps for a fair understanding between the communicating partners. The lesser the gap the more is the understanding and vice-versa.

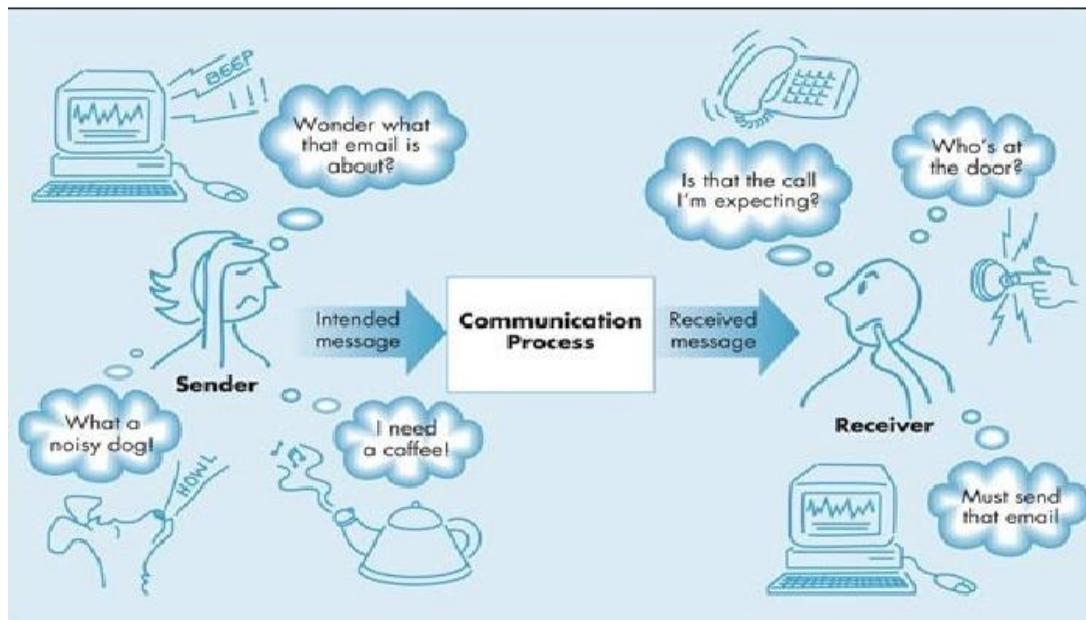
To communicate effectively, one needs to be familiar with the factors involved in the communication process. Awareness helps plan, analyse situations, solve problems, and in general do better in work no matter what the business might be.

Communication is a concern to many people. So a lot of thought, work and discussion has gone into different communication situations. Today, such people as psychologists, educators, medical doctors, sociologists, engineers and journalists represent only a few of the professional groups whose members have developed ways of looking at and talking about the communication process in their specialized fields.

2.8 Barriers to Effective Communication

Communication is a process beginning with a sender who encodes the message and passes it through some channel to the receiver who decodes the message. Communication is fruitful if and only if the message sent by the sender is interpreted with same meaning by the receiver. If any kind of disturbance blocks any step of communication, the message will be destroyed. Due to such disturbances, we may face severe problems at our workplace. Thus we must locate such barriers and take steps to get rid of them.

Barriers to Communication



Source : Google

There are several barriers that affect the flow of communication. These barriers interrupt the flow of communication from the sender to the receiver, thus making communication ineffective. It is essential for us to overcome these barriers. The main barriers of communication are summarized below.

Following are the main Communication Barriers / reasons for Communication Breakdown:

- Perceptual and Language Differences:** Perception is generally how each individual interprets the world around him. All generally want to receive messages which are significant to them. But any message which is against their values is not accepted. A same event may be taken differently by different individuals.

For example: A person is on leave for a month due to personal reasons (family member being critical). The HR Manager might be in confusion whether to retain that employee or not, the immediate manager might think of replacement because his team's productivity is being hampered, the family members might take him as an emotional support.



Source : Google

The linguistic differences also lead to communication breakdown. Same word may mean different to different individuals. For example: consider a word “value”.

- What is the **value** of this Laptop?
- I **value** our relation?
- What is the **value** of learning technical skills?

“**Value**” means different in different sentences. Communication breakdown occurs if there is wrong perception by the receiver.

(ii) Information Overload: We are surrounded with a pool of information. It is essential to control this information flow else the information is likely to be misinterpreted or forgotten or overlooked. As a result communication is less effective.

(iii) Inattentive: At times we just not listen, but only hear. For example a traveller may pay attention to one “NO PARKING” sign, but if such sign is put all over the city, he no longer listens to it. Thus, repetitive messages should be ignored for effective communication. Similarly if a superior is engrossed in his paper work and his subordinate explains him his problem, the superior may not get what he is saying and it leads to disappointment of subordinate.

(iv) Time Pressures: Often in organization the targets have to be achieved within a specified time period, the failure of which has adverse consequences. In a haste to meet deadlines, the formal channels of communication are shortened, or messages are partially given, i.e., not completely transferred. Thus sufficient time should be given for effective communication.

(v) Distraction/Noise: Communication is also affected a lot by noise or distractions. Physical distractions are also there such as, poor lightning, uncomfortable sitting, unhygienic room also affects communication in a meeting. Similarly use of loud speakers interferes with communication.

(vi) Emotions: Emotional state at a particular point of time also affects communication. If the receiver feels that communicator is angry he interprets that the information being sent is very bad. While he takes it differently if the communicator is happy and jovial (in that case the message is interpreted to be good and interesting).

(vii) Complexity in Organizational Structure: Greater the hierarchy in an organization (i.e. more the number of managerial levels), more is the chances of communication getting destroyed. Only the people at the top level can see the overall picture while the people at low level just have knowledge about their own area and a little knowledge about other areas.

(viii) Poor retention: Human memory cannot function beyond a limit. One can't always retain what is being told specially if he is not interested or not attentive. This leads to communication breakdown.

2.9 Overcoming Communication Barriers

There are lot of communication barriers faced these days by all. The message intended by the sender is not understood by the receiver in the same terms and sense and thus communication breakdown occurs. It is essential to deal and cope up with these communication barriers so as to ensure smooth and effective communication.

As, in the previous section we have discussed the major barriers of communication. Let's talk about **how to overcome these barriers of communication.**

TACTFUL Conversation.

- T: Think Before You Speak
- A: Apologize quickly when you blunder
- C: Converse, don't compete
- T: Time your comments
- F: Focus on behavior - not on personality
- U: Uncover hidden feelings
- L: Listen for feedback

Source : Google

1. **Clarify Ideas before Communication:** The person sending the communication should be very clear in his mind about what he wants to say. He should know the objective of his message and, therefore, he should arrange his thoughts in a proper order.
2. **Use of Simple Language:** Use of simple and clear words should be emphasized. Use of ambiguous words and jargons should be avoided.
3. **Reduction and elimination of noise levels:** Noise is the main communication barrier which must be overcome on priority basis. It is essential to identify the source of noise and then eliminate that source.

4. **Communicate According to the Need of the Receiver:** The sender of the communication should prepare the structure of the message not according to his own level or ability but he should keep in mind the level, understanding or the environment of the receiver.
5. **Consult Others before Communication:** At the time of planning the communication, suggestions should be invited from all the persons concerned. Its main advantage will be that all those people who are consulted at the time of preparing the communication plan will contribute to the success of the communication system.
6. **Be Aware of Language, Tone and Content of Message:** The sender should take care of the fact that the message should be framed in clear and beautiful language. The tone of the message should not injure the feelings of the receiver. As far as possible the contents of the message should be brief and excessive use of technical words should be avoided.

7. **Active Listening:** Listen attentively and carefully. There is a difference between “listening” and “hearing”. Active listening means hearing with proper understanding of the message that is heard. By asking questions the speaker can ensure whether his/her message is understood or not by the receiver in the same terms as intended by the speaker.



Source :Google

8. **Convey Things of Help and Value to the Listener:** The subject matter of the message should be helpful to the receiver. The need and interest of the receiver should specially be kept in mind. Communication is more effective in such a situation.

9. **Emotional State:** During communication one should make effective use of body language. He/she should not show their emotions while communication as the receiver might misinterpret the message being delivered. For example, if the conveyer of the message is in a bad mood then the receiver might think that the information being delivered is not good.
10. **Ensure Proper Feedback:** The purpose of feedback is to find out whether the receiver has properly understood the meaning of the information received. In the face-to- face communication, the reaction on the face of the receiver can be understood. But in case of written communication or some other sort of communications some proper method of feedback should be adopted by the sender. Avoid giving negative feedback. The contents of the feedback might be negative, but it should be delivered constructively. Constructive feedback will lead to effective communication between two persons.

11. Avoid Information Overload: We should know how to prioritize our work. We should not overload ourselves with the work. We should spend quality time with Our speakers and should listen to their problems and feedbacks actively.

12. Proper Media Selection: We should properly select the medium of communication. Simple messages should be conveyed orally, like: face to face interaction or meetings. Use of written means of communication should be encouraged for delivering complex messages. For significant messages reminders can be given by using written means of communication such as:Messages, Memos, Notices etc.communication such as:Messages, Memos, and Notices etc.

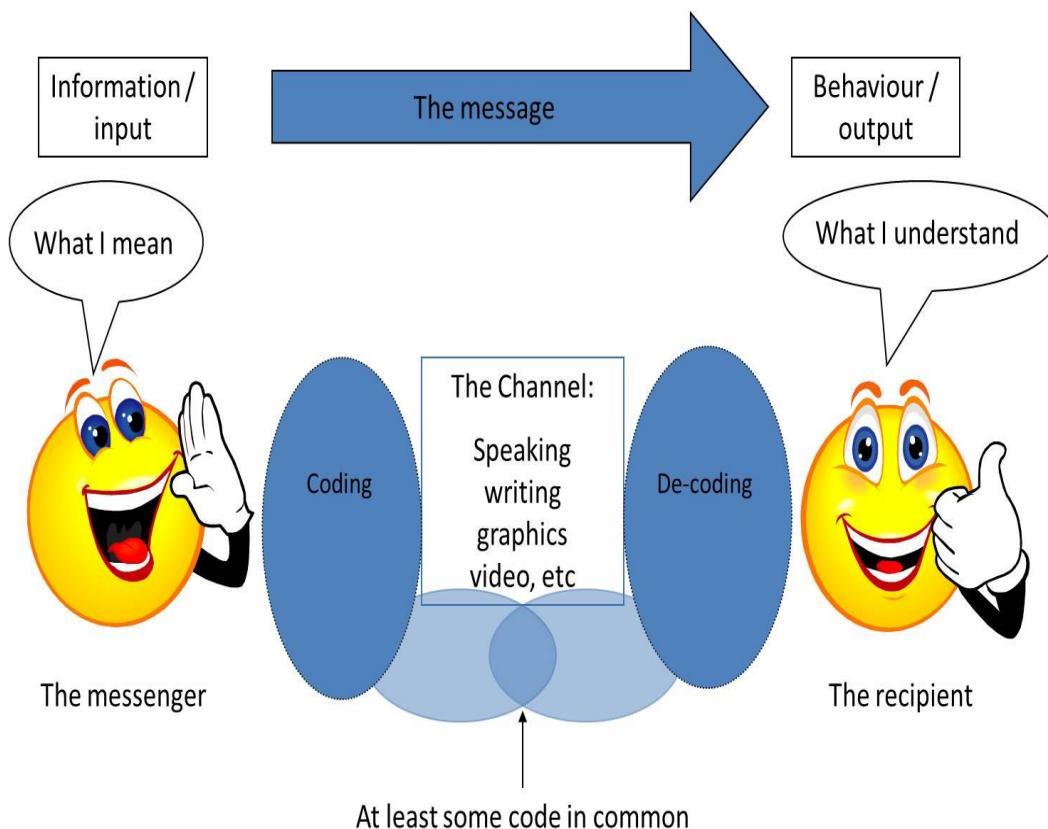
DO'S	DON'TS
<ul style="list-style-type: none"> • Do Be Clear & Direct • Do Paraphrase • Do Be Respectful • Do Tailor Conversation to Audience • Do Face-To-Face 	<ul style="list-style-type: none"> • Don't Give More Attention To Cell Phones Than People • Don't Overuse Abbreviations • Don't Overuse Abbreviations • Don't React Or Get Upset • Don't Interrupt

Source :Google

2.10 Let's Sum-up



Communication is the sharing or exchange of thoughts. During this process, there is an exchange of ideas, information, feelings, attitudes, and an attempt to build rapport or develop mutual understanding. This process uses oral, written or nonverbal means to establish mutuality. Business communication occurs in a business context. It can be defined as the sharing of information between people within an enterprise that is performed for the commercial benefit of the organization. In addition, **business communication** can also refer to how a **company** shares information to promote its product or services to potential consumers. Business communication is important for any organisation because it helps in smooth functioning of business, taking proper management decisions, maintaining industrial relations, managing publicity and media etc...



Source :Google

2.11 Key Terms

- **Encoding** – the process of selecting and organizing the message.
- **Decoding** - the process of interpreting the message.
- **Feedback** – the response the receiver gives to the sender of the message.
- **Organizational Communication** – communication concerned with the movement of information within the company structure.
- **Intrapersonal communication** – communication that occurs within oneself.
- **Interpersonal communication** – communication that occurs between two people.
- **Group communication** – communication that occurs among more than one people.
- **Public communication** – communication intended to help the organization to reach out to its public to achieve its external communication goals.
- **Formal network flow** – communication that often follows the company's formal organization chart.
- **Informal network flow** – flow of communication that develops as people interact within the formal communication system.

2.12 Self-Assessment Questions

1. Elucidate the scope of business communication.
2. Business communication is the nervous system of any organisation. Explain.

2.13 Further Readings and references

- Bovee, Courtland, L., John V. Thill and Barbara E. Schatzman. [Business Communication Today](#). Delhi: Pearson Education (Singapore) Pte. Limited, 2003.
- www.google.com
- Chaturvedi, P. D. and MukeshChaurvedi. [Business Communication: Concepts, Cases and Applications](#). Delhi: Pearson Education (Singapore) Pte. Limited, 2004.
- Lesikar, Raymond V. and Marie E. Flatley. [Basic Business Communication](#). New Delhi: Tata McGraw-Hill, 2005.

- Sen, Leena. Communication Skills. New Delhi: Prentice-Hall of India Limited. 2004.
 - Subramanian, Sharmila. Essentials of Communicative English. Delhi: Vrinda Publications. 2013.
 - http://www.managementstudyguide.com/communication_barriers.htm



2.14 Video links for references

- **Extraordinary Communication Skills - By Sandeep Maheshwari I**
Hindi & English Speaking Practice Tips
<https://www.youtube.com/watch?v=VczVqHJW0gg>
 - **Effective Communication Skills Training Video in Hindi**
<https://www.youtube.com/watch?v=kxAxOOh5RmwU>
 - **A guide to effective communication**
<https://www.youtube.com/watch?v=JwjAAgGi-90>
 - **A Failure to Communicate**
<https://www.youtube.com/watch?v=8Ox5LhIJSBE>
 - **Non Verbal Communication**
<https://www.youtube.com/watch?v=SKhsavlvua0>
 - **Nonverbal Communication- Gestures**
<https://www.youtube.com/watch?v=0cIo0PkBs2c>

2.15 Model Questions

1. As a manager of a factory, do you think informal communication can help you manage workers better? why?
 2. Explain the formal network of communication flow in an organisation with suitable examples.
 3. Acquiring various types of soft skills will certainly help you to emerge successful in the competitive job market of today. Do you agree? Why?



Learning Objectives

After completion of the unit, you should be able to:

- Explain the meaning and definition of presentation.
- Describe importance of presentation.
- Know the various skills and techniques of presentation.

Structure

- 3.1 Introduction
- 3.2 Definitions
- 3.3 Importance of Presentation
- 3.4 Essentials for making a Presentation Work
- 3.5 Use of power point slides for making a presentation
- 3.6 Let's Sum-up
- 3.7 Key Terms
- 3.8 Self-Assessment Questions
- 3.9 Further Readings
- 3.10 Video links for references
- 3.11 Model Questions

3.1 Introduction

Management is the art of getting things done. A Presentation is a fast and potentially effective method of getting the message through to people. In managing any project, presentations are used as a formal method for bringing people together to plan, monitor and review its progress. Effective presentations and public speaking skills are important in business, sales and selling, training, teaching, lecturing, and generally feeling comfortable speaking to a group of people.

Developing the confidence and capability to give good presentations, and to stand up in front of an audience and speak well, are also extremely helpful competencies for self-development and social situations.



The formats and purposes of presentations can be very different, for example: oral (spoken), multimedia (using various media - visuals, audio, etc), PowerPoint presentations, short impromptu presentations, long planned presentations, educational or training sessions, lectures, and simply giving a talk on a subject to a group on a voluntary basis.

3.2 Definition

A presentation is a means of **communication** which can be adapted to various **speaking** situations, such as talking to a group, addressing a meeting or briefing a team. To be effective, step-by-step preparation and the method and means of presenting the information should be carefully considered.

The web dictionary defines presentation as a speech or talk in which a new product, idea, or piece of work is shown and explained to an audience.



Source :Google

Merriam Webster dictionary defines presentation as a descriptive or persuasive account (as by a salesman of a product).

A presentation is the process of presenting a topic to an audience. It is typically a demonstration, introduction, lecture, or speech meant to inform, persuade, or build good will. The term can also be used for a formal or ritualized introduction or offering, as with the presentation of a debutante. (Wikipedia)

A business presentation is a formal tutorial or introduction of business practices or products. A business presentation is typically carried out using audio/visual presentation material, such as projectors and statistical documents created with presentation software, or more rudimentary materials such as flip charts and whiteboards. (wisegeek.com)

Companies and organizations often utilize business presentations as a means of selling an idea or product, for training purposes, or to motivate the audience. (Anna Windermere)

A formal presentation is divided into two broad categories:



Presentation Skill and

Personal Presentation.

These two aspects are interwoven and can be described as the preparation, presentation and practice of verbal and non-verbal communication. (G. Blair)

Thus, business presentation can be defined as a formal speech communication about a product, service or an organisation or any business proposal/ report, intended to inform or persuade the audience. A business presentation may use various aids to make the idea incorporated in the speech more explicit. These aids could vary from flipcharts to white boards, from audio-visuals to power-point.

3.3. Importance of Presentation

Being an excellent presenter can give your career a boost ~~and bring Google opportunities~~. Whether your presentation is for a large or small, formal or informal event, choose an appropriate topic, research it thoroughly, prepare audio-visuals and handouts to accompany your talk, and practice your presentation all the while being mindful of your allotted time. Practicing your presentation and using correct techniques can enhance your skills. These aspects will be discussed further.



Source :Google

1. Presentation is Important for Individual Success in the workplace:

For many individuals the first important presentation they deliver might be to get selected in an organisation. It might be labeled as a "job interview" but it is really a presentation. Success rides on their presentation outshining the competition. In most organizations, schools, colleges, conferences etc, day-to-day life we may get an opportunity for presentation. Career growth necessitates presenting ideas to others. Good presentations skills are useful both internally and externally. There are times when you need to give presentation to your superiors about various issues in relation to business activities or performance. Besides, you may need to stand in front of external audience or the clients. By virtue of good presentation skills you can attain professional development and success, while you are enabled to gain good reputation in the organization.

2. Presentations are Important for Business Success

Having superior product is never enough to guarantee business success. Apple is acknowledged as offering leading edge technology and Steve Jobs is often modelled as a superior presenter. Business leaders are often expected to present their message with confidence and clarity to staff, clients, partners, investors and sometimes the public. Millions of rupees can ride on these presentations.

3. Presentations are Important for Stress Reduction

The financial cost of stress to organizations can be devastating. Work related stress can be demoralizing to staff, management and executives. Effective presentation skills reduce miscommunication, which is likely the biggest cause of work related stress. Better presentation skills also reduces the stress on presenters which means they will be more willing to present and more effective with their communication. The principles and techniques of presentations apply to other methods of communication.

4. Presentation Skills are Important for Time Management

Many presentations take too long and thus waste time - because the presenter tries to fill the time period. Better presenters get their message across in less time because they respect time, focus on the message and use the most effective techniques to communicate. Better presenters can deliver their 30 minute presentation in 5 minutes or 90 seconds when needed. Better presenters also save time while preparing because they prepare their presentation more efficiently. They know where they are going and how to get there faster.

5. Presentation Skills are Important for Leadership

Winston Churchill was praised for his inspiring presentations which helped England fight back against Nazi Germany. Narendra Modi ji is considered to be a great presenter and a communicator. Leadership in community, association or organization demands effective presentation skills. Every cause needs a leader. Every leader needs to be able to stand up and deliver a clear and inspiring message. The team and followers will often judge the leader and the cause on the presentation skills of that spokesperson. Often the best presenter leads.

6. Presentation skills are Important for Public Image & Opinion

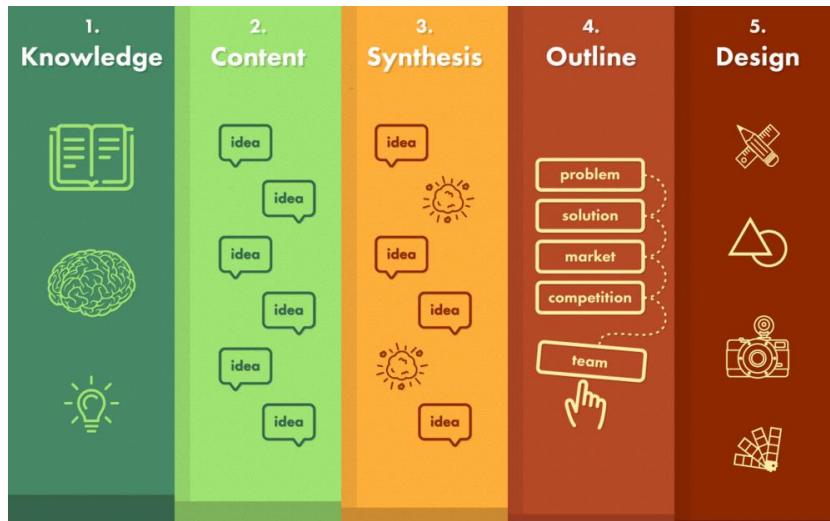
It might seem unfair, but people will often judge a presenter, who represents an organization, an institution. Family and the product/ service on how the presenter or executive deliver a presentation. People tend to remember the extremes - really bad or really good. Remember that perception is relative to how everyone else presents.

Better presentations don't guarantee success but they give a stronger chance of success. Almost everything a presenter wants to accomplish is a battle. Therefore, we need to improve the presentation skills for ourselves and for our team.



3.4 Essentials for making a Presentation Work

The single most important objective of communication is not the transmission but the reception of the message. The whole preparation, presentation and content of a speech must therefore be geared not to the speaker's convenience but to the audience's requirement. Regardless of the type of presentation, plan to the fullest extent. First of all, make sure you understand what is required of you and what you are expected to deliver to the audience. Miscommunication can lead to embarrassment and a failed presentation. The objective of communication is to make your message understood and remembered. The presentation is to appeal to the audience and to hold their attention long enough to sell the point.



Source :Google

A. The Plan

Effective presentations require significant planning. Take the time to prepare from the day you know you will be presenting. Avoid procrastinating. You will want as much time as possible to research and practice. When you have a long lead time before your presentation, brainstorm ideas and begin your research. The more you prepare, the better your presentation will likely be. Treat all presentations, formal and informal, as important. Do not be fooled into thinking an informal presentation for your coworkers or for a single client is not important enough to plan. Many of the one-on-one talks are critical to career success.

With so much potentially at stake, the presenter must concentrate not only upon the facts being presented but upon the style, pace, tone and ultimately tactics which should be used. As a rule of thumb for an average presentation, no less than 1 hour should be spent in preparation for 5 minutes of talking.

Formulate your Objectives

The starting point in planning any speech is to formulate a precise objective. This should take the form of a simple, concise statement of intent. For example, the purpose of the speech/ presentation may be to obtain funds, to evaluate a proposal, or to motivate a team. No two objectives will be served equally well by the same presentation; and if you are not sure at the onset what you are trying to do, it is unlikely that success will be achieved.

Identify the Audience

The next task is to consider the audience to determine how best to achieve the objectives in the context of these people. Essentially this is done by identifying their aims and objectives while attending the presentation. If the presenter can convince them that they are achieving those aims, he/she will find a helpful and receptive audience.

Structure

All speeches should have a definite structure or format; a talk without a structure is a woolly mess. If the presenter does not order the thoughts into a structured manner, the audience will not be able to follow them. Having established the aim of the presentation, the presenter should choose the most appropriate structure to achieve it. For instance, the structure will determine the style, aids and script to be used while making a presentation.

- **Sequential Argument**

One of the simplest structures is that of sequential argument which consists of a series of linked statements ultimately leading to a conclusion. However, this simplicity can only be achieved by careful and deliberate delineation between each section. One technique is the use of frequent reminders to the audience of the main point which have proceeded and explicit explanation of how the next topic will lead on from this. Thus, in sequential argument it is useful to summarize each section at its conclusion and to introduce each major new section with a statement of how it lies in the hierarchical order.

- **Hierarchical Decomposition**

In hierarchical decomposition the main topic is broken down into sub-topics and each sub-topic into smaller topics until eventually everything is broken down into very small basic units. These basics units are explained and illustrated to the audience for better understanding.

- **Question or Audience Orientated**

By considering your particular topic and your specific audience, you can develop an interesting presentation. Not all information lends itself to the same type of presentation or to the same group of people. For instance, slides of animal pictures might be appropriate for animal lovers, the local zoo employees, or children. However, those slides would not be appropriate for the CEOs of companies. The same is true for content. A serious subject would be treated differently from a lighthearted theme complete with joking and laughing. Tailor the presentation and your delivery to the topic and audience.

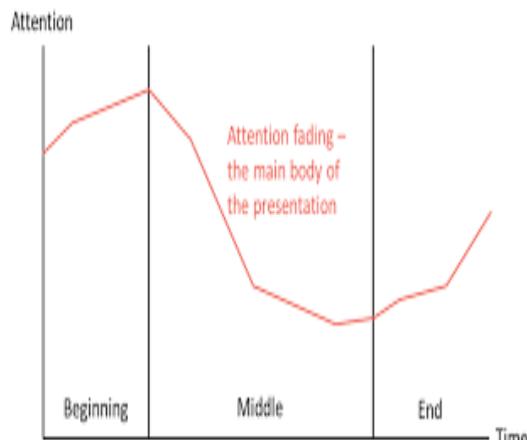
The aim of many presentations given by presenter is to either explain a previous decision or to seek approval for a plan of action. In these cases, the format can be question orientated. The format is to introduce the problem and any relevant background, and then to outline the various solutions to that problem listing the advantages and disadvantages of each solution in turn. Finally, all possible options are summarized in terms of their pro's and con's, and either the preferred solution is presented for endorsement by the audience or a discussion is initiated leading to the decision.

- **The Meaty Sandwich**

The simplest and most direct format of presentation is the meaty sandwich. This is the simple **beginning-middle-end** format in which the main meat of the exposition is contained in the middle and is preceded by an introduction and followed by a summary and conclusion. This is really the appropriate format for all types of presentations. If the talk is short enough, or the topic simple enough, it can indeed form the entirety of the presentation.

Ask yourself the following questions to determine an appropriate structure for your presentation.

What is your topic, and have you thoroughly researched it?



Source :Google

What format would best suit your audience (straight lecture, discussion, hands-on or other type of audience participation, and so on)?

- Will you use visual aids?
- Will you use examples, samples, or stories? F
- Will you present in a formal or informal setting?
- How much time will you devote to the introduction, the main body, and the conclusion?

- Will you have a question-and-answer session following the presentation?
- Will the audience be able to interact with you during the presentation (questions, discussion, exercises, and so on)?
- What will the audience gain from, learn from, or do with the material presented?

Once you create a central topic, you can branch out from there and decide how many key points are necessary and what approach you should take to delivering them.

B. The Beginning

Get their attention Presenters have a limited time and every minute is precious so, from the beginning the audience's attention needs to be trapped.

Establish a theme

This can be done by a statement of the main objective. Audience will have some experience or opinions on this and at the beginning the presenter must make them bring that experience into their own minds.

Present a structure

If the presenter explains briefly at the beginning of a talk how it is to proceed, then the audience will know what to expect. This can help to establish the theme and also provide something concrete to hold their attention. Ultimately, it provides a sense of security in the promise that this speech too will end.

Create a rapport

Presenter should plan exactly how he/ she wishes to appear before the audience and use the beginning to establish that relationship.

Administration

When planning the speech presenter should make a note to find out if there are any administrative details which need to be announced at the beginning of the speech.

C. The Ending

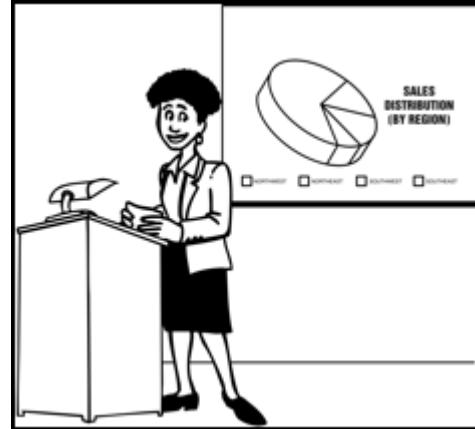
The final impression presenter makes on the audience is the one they will remember. Thus it is worth planning the last few sentences with extreme care. As with the

beginning, it is necessary first to get their attention, which will have wandered. This requires a change of pace, a new visual aid or perhaps the introduction of one final culminating idea.



D. Visual Aids

Most people expect visual reinforcement for any verbal message being delivered. It is useful to understand what the audience is accustomed to, for two reasons: firstly, THE presenter can meet their expectations using the overhead projector, a slide show, or even a video presentation; secondly, if the presenter departs from the framework of a square picture flashed before their eyes, and use a different format, then that novelty will be most absorbing



E. The Delivery

The presenter has the power both to kill the message and to enhance it a hundred times beyond its worth. A manager's job is to use the potential of the presentation to ensure that the audience is motivated and inspired rather than disconcerted or distracted. There are five key facets of the human body which deserve attention in presentation skills: the eyes, the voice, the expression, the appearance, and how you stand.

The Eyes

The eyes are said to be the key to the soul and are therefore the first and most effective weapon in convincing the audience of the honesty, openness and confidence in the objectives of presentation. During presentations, it is important to hold the gaze fixed in specific directions for five or six seconds at a time. Shortly after each change in position, a slight smile will convince each person in that direction that the presenter has seen and acknowledged them.

The Voice

After the eyes comes the voice, and the two most important aspects of the voice for the public speaker are projection and variation. It is important to realise from the

onset that proper voice modulation, intonation and pitch can help make the presentation effective.



Expression

The audience watches your face. If the presenter is looking listless or distracted then they will be listless and distracted; if the presenter is smiling, they will be wondering why and listen to find out. The presentation is enhanced by facial reinforcement. Thus in a speech one must compensate both for stage nerves and for the distance with the audience.

Appearance

There are many guides to management and presentation styles which lay heavy emphasis upon the way one needs to dress for a presentation. When giving a presentation, one must dress for the audience, not for oneself. Thus, a formal dress code is preferable.

Stance

A presenter has to adopt a distinct posture or stance to deliver the presentation. It follows therefore the stance and posture will convey a great deal about the presenter. Therefore, the stance should not convey boredom; at best, whole body of the presenter should act as a dynamic tool to reinforce his/her rapport with the audience.

The perennial problem is what to do with the hands. These must not wave aimlessly through the air, or fiddle constantly with a pen, or (worst of all visually) juggle change in the trouser pockets. The key is to keep the hands still, except when used in unison with the speech.

Following points should help using right techniques of Speech-

1. Make an impression
2. Repeat key points
3. Draw to explain, if need be
4. Use humour, if need be
5. Plain speech is also welcome
6. Make it short and sweet i.e. manage time

7. Write the script for narration
8. Practice, practice and practice
9. Rehearse
10. Relax during the presentation
11. Conclude with main points of the presentation



3.5 Use of power point slides for making a presentation

Power point presentations have become an integral part of business presentations. Thus, a presenter should know how to design a power point presentation. The following is an illustration of making a power point presentation.

1. OPENING SLIDE



Presentation Skills

2. ELEMENTS OF PRESENTATION



Three Elements of a Great Presentation

- **Content- Research and organisation of material**
- **Design- Architecture of the graphical and slide representation**
- **Delivery- Voicing your message**

3. DELIVERY TIPS



Delivery Tips

- **Audience information**
- **Topic knowledge**
- **Occasion**
- **Use of Audio-Visual aids**
- **Synchronizing verbal and nonverbal cues**
- **Fluency and Confidence**
- **Authority in speech**
- **Openness in interaction**

4. THE MOM PRINCIPLE-

You must present the presentation that you have been asked to for say 10 minutes.

You ought to present the focus points or gist or the most important aspect, if the time is short, say 5 minutes

You may present additional information if the time is extended, say 15 minutes.



Time Management

- **What you **MUST** present**
- **What you **OUGHT TO** present**
- **What you **May** present**

5. THE DELIVERY FRAMEWORK



Delivery Framework

- **Opening**
- **Middle**
- **Ending**
- **Feedback**



6. EFFECTIVE POWER POINT PRESENTATION



Effective Power Point Presentation

- **Make it Big**
- **Keep it Simple**
- **Make it Progressive**
- **Keep it Consistent**
- **Make it Clear**



ଓଡିଶା ବ୍ୟାପକ ଗ୍ରନ୍ଥ ବିଦ୍ୟାଲୟାକ୍ଷେତ୍ର, ସମ୍ବଲପୁର
ODISHA STATE OPEN UNIVERSITY, SAMBALPUR

6. MAKE IT BIG



Effective Power Point Presentation

Make it Big!

This is Arial 12

This is Arial 18

This is Arial 24

This is Arial 32

This is Arial 36

This is Arial 44

7. KEEP IT SIMPLE



Effective Power Point Presentation



Keep it Simple!



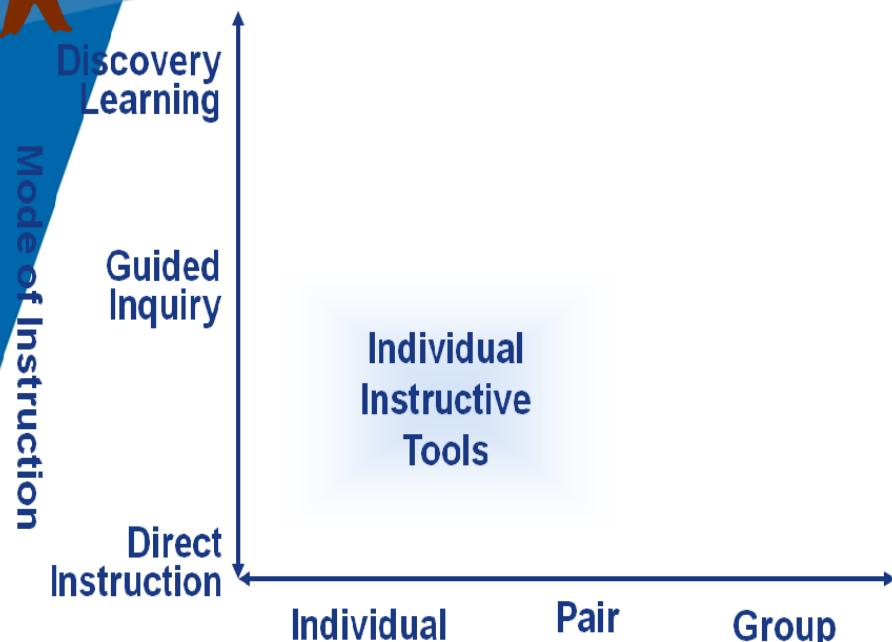
- Too many colours
- Too Many Fonts and Styles
- The 6 x 7 rule
 - No more than 6 lines per slide
 - No more than 7 words per line
 - Too many pictures



8. MAKE IT PROGRESSIVE- Do not present all the items at one go. Use animation and present it one by one.

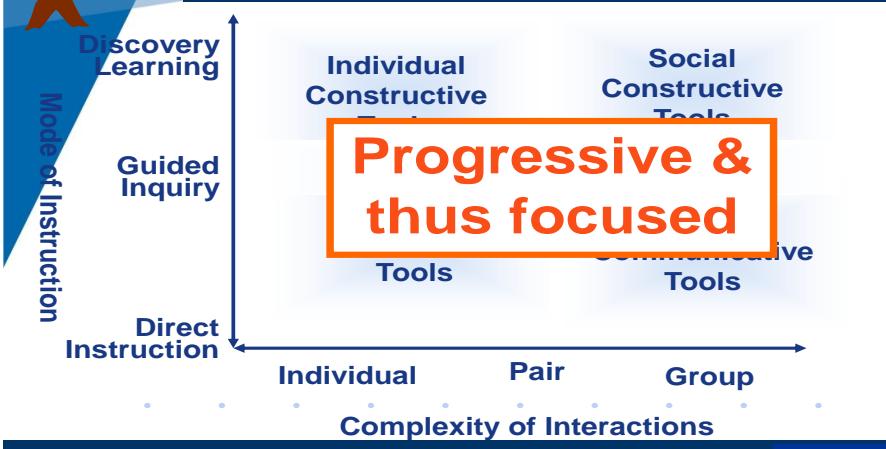


Types of Instructional Tools





Types of Instructional Tools



9. MAKE IT CLEAR



Make It Clear (Fonts)

- **Serif fonts are difficult to read on screen**
- **Sanserif fonts are clearer**
- ***Italics are difficult to read on screen***
- **Normal or bold fonts are clearer**
- **Underlines may signify hyperlinks**
- **Instead, use colours to emphasise**



Make It Clear (Numbers)

Use numbers for lists **with** sequence

For example:

How to put an elephant into a fridge?

1. Open the door of the fridge
2. Put the elephant in
3. Close the door



Practice Time!!!

THANK YOU...



Source :Google

These illustrations can help preparing good presentation slides for an effective presentation.

a. Presentation tips for an Effective Presentation

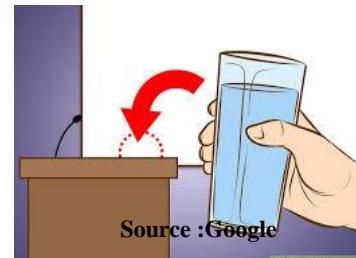
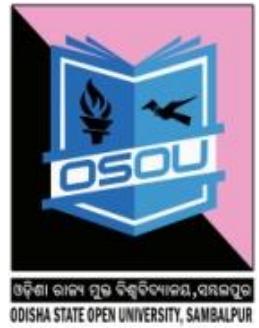
Presentation is very important while facing an interview or in professional life, we may be asked to prepare a presentation pf 5 to 20 minutes. The basic tips before a presentation are:

- **Practice:** try to practice where you'll be delivering your talk. Some acting strategists suggest rehearsing lines in various positions – standing up, sitting down, with arms open wide, on one leg, or in front of a mirror.
- **Dress smartly:** don't let your appearance distract from what you are saying.
- **Arrive early:** it's always best to allow yourself plenty of time to settle in before your talk and adapt in the environment
- **Speak clearly,** firmly and confidently as this makes you sound in control. Don't speak too quickly: you are likely to speed up and raise the pitch of your voice when nervous. Give the audience time to absorb each point.
- **Say hello and smile when you greet the audience:** your audience will probably look at you and smile back: an instinctive reaction.

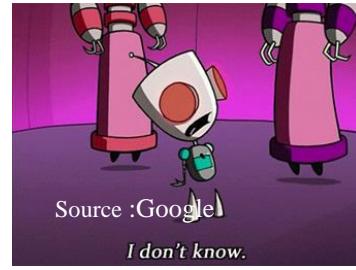


Source :Google

- **Transform nervous energy into enthusiasm:** make sure that you are enthusiastic and energetic before a presentation as an enthusiastic speech win over an eloquent one, if required listen some energetic music to drive yourself.
- **Use positive visualization: instead** of thinking "i'm going to be terrible out there" and visualizing yourself throwing up mid-presentation, imagine yourself getting tons of laughs while presenting with the enthusiasm, positive thoughts can be incredibly effective
- Keep within the **allotted time** for your talk: take along a wristwatch to help you keep track of time
- **Don't read, make an eye contact with the audience:** look at everyone in the audience from time to time, not just at your notes or at the power point slides. Don't read out your talk, as this sounds boring and stilted, but **refer to brief notes** jotted down on small (postcard sized) pieces of card
- **Work on your pauses:** don't be afraid to slow down and use pauses in your speech. Pausing can be used to emphasize certain points and to help your talk feel more conversational. If you feel yourself losing control of your pacing, just take a nice pause
- **Don't load the information:** presentations should be full of useful, insightful, and actionable information, knowing what to include, and what to leave out, is crucial to the success of a good presentation. If it feels too off-topic, or is only marginally relevant to your main points, leave it out.
- **Be entertaining and actively engage the audience:** including some jokes and light-hearted slides is a great way to help the audience feel more comfortable. Asking the audience what they think, inviting questions, and other means of welcoming audience participation can boost engagement and make attendees feel like a part of a conversation.v
- **Drink Water:** Dry mouth is a common result of anxiety. Prevent cottonmouth blues by staying hydrated and drinking plenty of water before your talk. Keep a bottle of water at arm's reach while presenting in case you get dry mouth while chatting up a storm.
- **Don't Fight the Fear:** Accept your fear rather than trying to fight it. Getting yourself worked up by wondering if people will notice your nervousness will only intensify your anxiety.
- **Structure your presentation** with an introduction, body and conclusion. In an introduction brief about the aims and objectives, cover the story in the middle and summarize the presentation in the end



- **Admit You Don't Have All the Answers:** we all know that nobody can ever know everything about a given topic, admitting so in a presentation can actually improve your credibility.



3.6 Let's Sum-up

A Presentation is a fast and potentially effective method of getting the message through to people. In managing any project, presentations are used as a formal method for bringing people together to plan, monitor and review its progress. Effective presentations and public speaking skills are important in business, sales and selling, training, teaching, lecturing, and generally feeling comfortable speaking to a group of people.

Most important aspects of making a presentation includes-

- 1. Be prepared**
- 2. Practice**
- 3. Stay calm**
- 4. Plan and word your presentation appropriately**
- 5. Take care of your body language**
- 6. Use the tell-them principle (tell them what you are going to tell- tell them- tell them what you have told)**

3.7. Key Terms

Audience: the group of spectators at a public event; listeners or viewers collectively, as in attendance at a theatre or concert

Procrastinating: Procrastination is the avoidance of doing a task that needs to be accomplished. It is the practice of doing more pleasurable things in place of less pleasurable ones, or carrying out less urgent tasks instead of more urgent ones, thus putting off impending tasks to a later time.

Debutante one making a debut debutant; especially : a young woman making her formal entrance into society.

Ending: The last slide you show, the one that should stay up until every last audience member has left the room, is your summary slide. A summary slide shows all the main points you have made, along with your main argument and your call to action. It should also show your name and contact details.

Power point presentation: PowerPoint is computer software created by Microsoft which allows the user to create slides with recordings, narrations, transitions and other features in order to present information. An example of PowerPoint is presentation software made by Microsoft.

Light-hearted slides: Start your presentation off on a light-hearted note. Give your audience a big smile, and let them know that you want them to not only learn, but to enjoy themselves as well.

Stance:the way in which someone stands, especially when deliberately adopted (as in cricket, golf, and other sports); a person's posture.



3.8 Self-Assessment Questions

1. What is business presentation? How is it defined?
2. What are the important aspects of business presentation?
3. Design a power point presentation on the topic- Barriers to Communication.
4. How is body language vital to a presenter?
5. As a manager, what are the situations where you can make a presentation? Explain.

3.9 Further Readings

Bovee, Courtland, L., John V. Thill and Barbara E. Schatzman.Business Communication Today. Delhi: Pearson Education (Singapore) Pte. Limited, 2003.

Chaturvedi, P. D. and Mukesh Chaurvedi. Business Communication: Concepts, Cases and Applications. Delhi: Pearson Education (Singapore) Pte. Limited, 2004.

Lesikar, Raymond V. and Marie E. Flatley. Basic Business Communication. New Delhi: Tata McGraw-Hill, 2005.

Sen, Leena. Communication Skills. New Delhi: Prentice-Hall of India Limited. 2004

Subramanian, Sharmila. Essentials of Communicative English. Delhi: Vrinda Publications. 2013

3.10 Video links for references

Presentation Skills: Tips & Tricks <https://www.youtube.com/watch?v=wp4ho9raVjA>

HOW TO Give a Great Presentation - 7 Presentation Skills and Tips to Leave an Impression <https://www.youtube.com/watch?v=MnIPpUiTcRc>

Public Speaking & Presentation Skills Training (Explained in Hindi) <https://www.youtube.com/watch?v=AwAqOKZZY-A>

How to start a Speech or Presentation? : Public Speaking Skills - 5 <https://www.youtube.com/watch?v=V2q7Q2j7ESs>

Great Openings and Closings <https://www.youtube.com/watch?v=NyE1Kz0e--0>

Creating a Presentation - PowerPoint 2010 <https://www.youtube.com/watch?v=3ZUwFwooMrY>

Hindi Microsoft PowerPoint 2010/2013 pt1 (Add slides, picture, chart, transition, Design etc) <https://www.youtube.com/watch?v=gbC5BibYuaY>

The importance of Body Language in Presentations <https://www.youtube.com/watch?v=IqqiDw58NSE>

Body Language Tips in Hindi (Public Speaking - 9) <https://www.youtube.com/watch?v=FcZwlze6qNc>



3.11. Model Questions

4. Elucidate the importance of business presentation.
 5. Business presentation can be used to inform or persuade. Explain with examples.
 6. Design a presentation COMMUNICATION PROCESS. Explain what aids will you use and why?
 7. Audience is important for any presentation. Do you agree? Justify.
 8. While making a presentation about your organisation to investors, what points will you consider and why?
 9. A manager should be a good presenter. Do you agree? Why?
-



Learning objectives

- Recognizing the reality of time management.
- Gain a balance between professional goals and personal time.
- Use time management tools more effectively.
- Learn to manage effectively time and goal driven tasks.
- Spend more time working toward your high-value goals.

Structure

- 4.1 Introduction:
- 4.2 Importance of Time Management
- 4.3 Key Factors of Time Management
- 4.4 Effective Time Management
- 4.5 Techniques to Practice to Master Your Own Time
- 4.6 Lets sum up
- 4.7 Glossary
- 4.8 Evaluate Your Progress
- 4.9 References
- 4.10 Videos for references

4.1 Introduction:

According to Wikipedia “Time management is the process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency or productivity.”

“Time management” is the process of organizing and planning how to divide our time between specific activities. The highest achievers manage their time exceptionally well. By using the time-management techniques we can improve our ability to function more effectively – even when time is tight and pressures are high.

There are two types of time: clock time and real time. In clock time, there are 60 seconds in a minute, 60 minutes in an hour, 24 hours in a day and 365 days in a year. All time passes equally. When someone turns 50, they are exactly 50 years old, no more or no less.

In real time, all time is relative. Time flies or drags depending on what you're doing.



Source :Google

“Time management” refers to the way that you organize and plan how long you spend on specific activities.

4.2 Importance of time management:

A dictionary defines time as "the point or period at which things occur." Put simply, time is when stuff happens. With Good time management a person can handle high pressures even in tight time as time management skills enables us to work smarter not harder – so that more work can be done in less time. Failing to manage your time damages your effectiveness and causes stress.

The importance of Time Management:

- A reduction of stress.
- A sense of achievement.
- Increasing energy.
- Increasing productivity.
- Achieving a goal.
- An essential life skill.



Source :Google

- Greater productivity and efficiency.
- Handle pressures in tight situations
- A better professional reputation.
- Less stress.
- Increased opportunities for growth and advancement.
- Greater opportunities to achieve important life and career goals.

➤ Failure in managing time results in:

- Missed deadlines.
- Increasing load of work
- Inefficient work flow.
- Poor work quality.
- A poor professional reputation and a stalled career.
- Higher stress levels.

Spending a little time in learning about time-management techniques will have huge benefits now – and throughout our career.

4.3 Key factors of time management:

1. PROCRASTINATION:

Procrastination happens when we cannot tackle a particular task and leave it till a later date. This often happens because we get anxious about starting or completing certain tasks, or making decisions that we don't feel confident about. Procrastination means putting things off until tomorrow and has been called 'the thief of time'. Putting things off can provide a bit of temporary relief, but problems tend not to go away and decisions need to be made.



➤ Reasons for procrastinate:

1. When we delay the task we face when it seems too difficult and we lack the confidence to take it on.

2. We worry about the disapproval of others and insulted if we fail to complete the task.
3. We don't have the necessary skills to do the task well.
4. We are not clear about our objectives and the timescales are vague.



A case study:

As a salesperson I was never keen on cold calling because of the amount of rejection I received from people who were not interested in talking to me. I would have a list of potential clients in front of me and would sit and stare at it. Then of course I needed a coffee. Also, I had to have a word with my manager before starting and there was that report that I needed to write. And so it went on. I was having a conversation with myself trying to convince me that there were other things I should be doing. We used to call it ‘the thousand tonne phone’. Impossible to lift up and use, so it stayed where it was. There is only one answer. Get started. Take a deep breath, pick the phone up and dial. I even remember putting off ringing one of my best customers one day, which wasn’t a cold call, and having the conversation with myself. ‘He’ll not be in’; ‘they are probably not going to be interested’ and so on. When I eventually rang the guy his first words were ‘I’m glad you rang Frank. We were just talking about you the other day and need to discuss doing some more training’. This just goes to show that procrastinating not only adds to our stress levels as we approach deadlines but can also mean we miss out on opportunities by delaying.

➤ How to beat procrastination

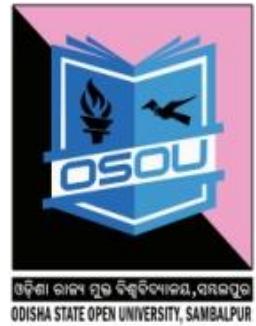
Produce an effective to do list on your PC or on a piece of paper make a list of what needs to get done. Here are some tips on making lists:

- Make a random listing of everything you would like to accomplish during the day.
- Then prioritize the list by marking urgent works on the top
- Do not schedule secondary items, just plan to do them as time permits.
- You need flexibility to handle the unexpected events of the day.
- The danger of the To Do list is that it tends to be based upon urgency. So always take a moment when preparing your list to see if the things you plan to do are going to make a direct contribution to the purpose and goals of your job and yourself.



Source:Google

- Most people don't manage to get to the bottom of their list by the end of the day. Don't worry. If you've worked according to your priorities, then you have done the important things for that day. Brainstorm your goals, rewrite them in order of importance then schedule time to begin working on them.
- You can produce a list for your daily, weekly, monthly, or annual goals. The same principles apply to each
- Spend the last few minutes of each day preparing your list for the next day. This is one of the most effective time management practices.
- Last thing, you usually write a more demanding and complete list.
- If you have some stuff to do that won't take very long just do it now. It can be very psychologically rewarding to achieve a lot of things in a relatively short space of time.



If you have a big project that needs doing begin some work on it now. Plan how you break the overall objective down into a series of smaller objectives.

2. Managing Your Desk

We need systems in place for controlling the flow of information and storing it for future reference and easy access.

We all have different jobs and will therefore need to set up different filing systems. The key point to remember is you need to analyse how information flows into your work space. We receive information by mail, email, fax and telephone calls. Records need to be kept and information stored if it needs to be accessed in the future, or if there is a legal requirement to keep a record. To set up a filing system, look at the flow of information into your office. Certain things require action now, others require action at a later date, while others need to be kept for the record and may need to be accessed later. For example, I split my filing system between work requiring action and work that needs to be stored.

When paper arrives into your office there are a limited number of actions that can be taken:

- Take action straight away. Depending on your priorities for the day you may be able to deal with this at once.
- Take action later today. Park the paper in the in-tray and schedule some time to complete the task.

- Take action at a later date. Set up a diary dating file. File it. Have a separate in tray for items to be filed. This is not urgent and can be done when you have a bit of spare time. Try to do this once a week or delegate it if possible.



Everyone's system will be different depending on the job they do. To manage the flow of paper, as you do with the flow of electronic information:

1. Do it now OR
2. Delegate it OR
3. File it for future action and schedule the time when you will deal with it OR
4. Get rid of it (shred, delete) unless you need to keep a paper copy
5. For paperwork that has been sent for your information such as trade magazines, mailshots etc, create a dump drawer and go through this when and if you have the time

3. Saying 'Yes' to everything

It is great to be able to help others but if you are always helping others, you are rarely working on the tasks which are important to you. Constantly saying 'Yes' will leave you with an excessive workload. One of the quickest ways to improve your time management is to be assertive and learn to say 'No'.

3. Using the telephone

Using the telephone can be a great time waster or an equally good time saving device – depending on the skill of the user. With incoming calls we are at the mercy of the person calling. If you find phone calls are high on your interruptions log and you don't have an assistant to filter your calls, here are some options you can try:

- Use voicemail during busy times when you don't wish to be disturbed. On voicemail, give your email address as a potential method of alternative contact.
- Switch off your mobile during meetings unless you are waiting for an urgent call.

- Let people know when you are most likely to be available. Be polite, but firm with unsolicited sales calls. If you are busy, say so and arrange an alternative time.



- When you are making outgoing calls try to set aside a block of time when they can all be done at once. This is a much more efficient way of making calls than doing them individually as it will focus your mind and so save time. Set yourself objectives for each call and try to minimize the amount of time spent on each call. Have any relevant documents to hand and some means of taking notes during the call itself.

- It can be difficult when dealing with people who want to chat. They can be major time wasters. Without being rude, at some point you need to make it clear why you are calling and get down to work. Wait till they have finished a sentence then say something like:

“That’s really interesting, I have a meeting I have to go to in 10 minutes. Can we discuss your current problems now and I will see what I can do to sort them out today. Is that okay?” In other words be assertive, give a reason for moving from social chat to business and get their agreement.

4. Indecisiveness

When you are faced with more than one option, you are unable to choose an option and run with it. You spend excessive time going over the options without coming to a conclusion.

The type of decision you make will have an impact on your time management and that of others.

There are three basic types of decision-making:

1. Autocratic: this is where you make a decision yourself based on facts you already know.
2. Consultative: this is where you consult with others to get their ideas and opinions, but in the end you still make the decision yourself.
3. Group: this is where a group of people make a decision, and each member of the group has an equal say

We need to ask ourselves:

- Do I have enough information to make a high quality decision now?

- Is there more than one decision that would be acceptable?
- Will any decision I make have a negative impact on the team and is it important that they are consulted beforehand?
- Does the final decision matter and is there time to give it to the group to sort out?



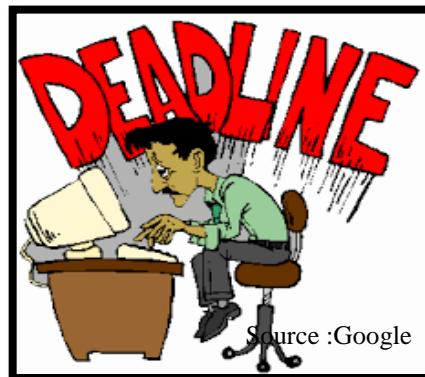
The standard model for decision-making is:

1. Define the issue
2. Collect relevant information
3. Generate feasible options
4. Work out the costs and benefits of each option
5. Make the decision
6. Implement and evaluate Most decisions are relatively low risk and low cost.

For the big decisions that count we need to spend more time looking at alternatives and appraising the consequences of making a mistake. In many situations it is better to make a decision, even if it turns out to be less than perfect, than to delay decision-making while trying to find the best solution possible.

4.4 Effective Time Management:

Effectiveness is measured ultimately by achievement. Time management must not be seen as only concerned with packing more activity into the available time, it must be instrumental in ensuring that objectives are met. Activity must never be confused with achievement. With this picture in mind, for managing time effectively, you need to:



- **Assess your current working practice:**

Assess your current state of working, describe actionable observations about strengths and gaps in relation to the problems we are facing and desired future state we want to achieve.

- **Know your own system?**



When we know what we need and are experienced about the work we can check the systems and see whether any of them formalise what we want to do and, and whether making an investment in it is worth while

For eg:

- What kind of diary do you need?
- How much space do you need for notes
- How many sections fit the way your tasks are grouped?
- What permanent filing is necessary? etc.

- **Objectives Setting:**

To start managing time effectively, we need to set goals. When we know where we're going, we can prepare a road map for what exactly needs to be done, and in what order.

People tend to neglect goal setting because it requires time and effort. We fail to realize that a little time and effort put in now saves an enormous amount of time, effort and frustration in the future.

Objectives should be SMART, that is: Specific, Measurable, Achievable, Realistic, and Timed.

To manage time effectively is concerned with tackling conflicts and making decisions about what comes first. The management structure works best when individuals are clear about what they are expected to achieve.

- **Prioritization:**

Prioritizing what needs to be done is especially important. Without it, you may work very hard, but you won't be achieving the desired results

Most people have a "to-do" list of some sort. The problem with many of these lists is they are just a collection of things that need to get done.



Source :Google

To work efficiently you need to work on the most important, highest value tasks. This way you won't get caught scrambling to get something critical done as the deadline approaches.



Plan the work and work the plan: any real progress with time management needs a plan. Not only is it updated regularly, it should show accurately and completely your work plan for the immediate future, and give an idea of what lies beyond. It may include:

- A daily plan
- A weekly plan
- Commitments that occur regularly (weekly or monthly or annually)
- A plan for the coming month (perhaps linked to a planning chart).

- **Managing Interruptions :**

Dealing with the uncontrollable or interruptions should be acted smartly

Things occur that cannot be predicted, and a proportion of the available time is always going to go in this way. For example, a manager on the sales or marketing side of a commercial company may have enquiries and queries coming from customers that are very important and must be dealt with promptly

The next issue is knowing what to do to minimize the interruptions you face during your day. It is widely recognized that managers get very little uninterrupted time to work on their priority tasks. There are phone calls, information requests, questions from employees, and a whole host of events that crop up unexpectedly. Some do need to be dealt with immediately, but others need to be managed.

We have to leave room for interruptions and contingency time for those unexpected events that otherwise will cause lot of chaos in our schedule.

- **Thinking ahead**

We should acquire the habit of thinking ahead on the basis of experience, data or events .This enables us to create a picture of activities, and the time spans are very much clearer .Documentation of everything helps a lot in thinking ahead. Anticipating problems and spotting opportunities can make a real difference to the way we work in the short term.

- **Stay cool and do not panic and think positive**

- Think (and what is more, take sufficient time to think straight).
- Consider the full range of soft skills that could sort out the situation.
- Make an action plan (especially important if there is any degree of complexity involved).
- Consider the control aspect of that ongoing action plan.
- Then considered action can systematically sort out the problem, at least as best as possible
- Finally, draw attentions not only to the lessons to be learnt (so as not to repeat similar disasters), but also to anything positive that might come from the whole incident.

- **Spend time to save time**

We should learn something from this continuously running time. If it runs regularly without any stoppage, then why we cannot. To save time in future we need to spend some additional time today

- **Be prepared to say ‘no’**

Everyone has to accept that they cannot do everything. Many people could just go on listing more and more things to do, not all equally important. ‘To do’ list nevertheless. We certainly have to accept that we are not going to do everything when we want. If we keep on increasing quantity somewhere we may compromise with the quality of work.

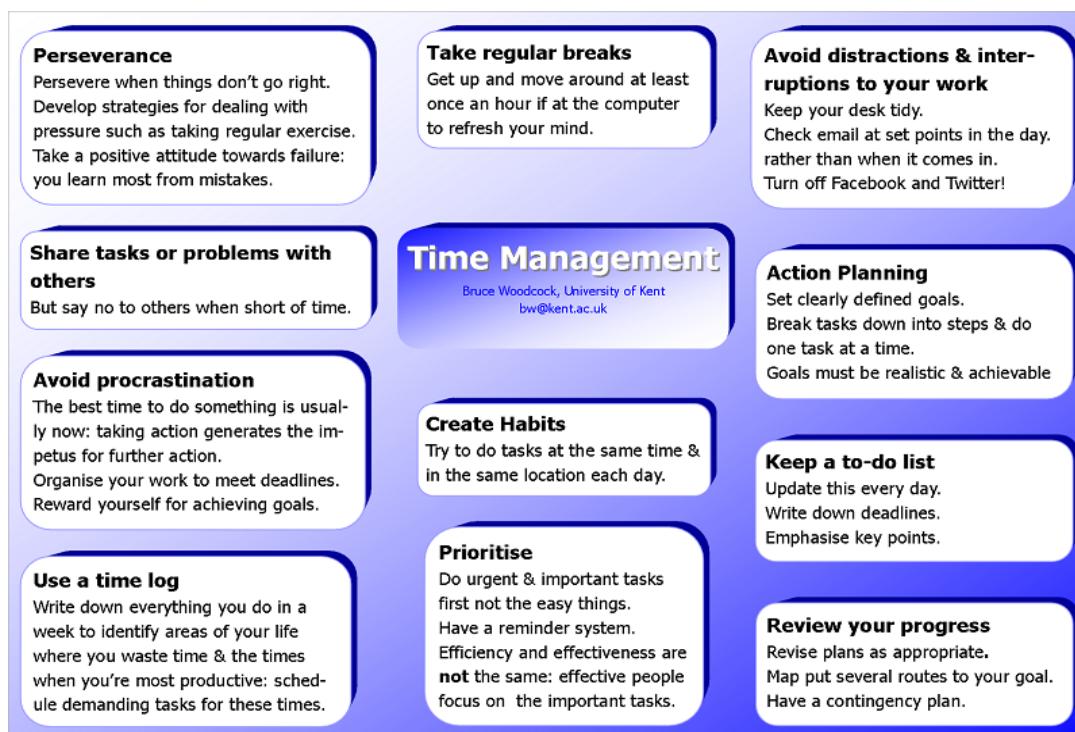
- **Work smarter not longer**

Productivity in our job is not to work longer and longer hours. Long hours will be necessary on some occasions, to complete a particular project, say, but in excess are likely to produce declining standards and run risks. That sometimes make working smarter a much more attractive option. We need to create a working pattern that is well balanced in this way

- **Reward yourself**

It has already been said that time management is not easy, that it demands a concrete effort, so we need to motivate our self and give our self some rewards to make it work. So that our attention will remain focused on what time management can do for us.

Reward yourself for getting jobs done, and remind yourself regularly of the horrible consequences of not doing those boring tasks! For more help on recognizing and overcoming procrastination



Source :Google

4.5 Techniques to practice to master your own time

As explained by MSME'S the techniques are:

1. Carry a schedule and record all your thoughts, conversations and activities for a week. This will help you understand how much you can get done during the course of a day and where your precious moments are going. You'll see how much time is actually spent producing results and how much time is wasted on unproductive thoughts, conversations and actions.
2. Any activity or conversation that's important to your success should have a time assigned to it. To-do lists get longer and longer to the point where they're unworkable. Appointment books work. Schedule appointments with yourself and create time blocks for high-priority thoughts, conversations, and actions. Schedule when they will begin and end. Have the discipline to keep these appointments.
3. Plan to spend at least 50 percent of your time engaged in the thoughts, activities and conversations that produce most of your results.

4. Schedule time for interruptions. Plan time to be pulled away from what you're doing. Take, for instance, the concept of having "office hours." Isn't "office hours" another way of saying "planned interruptions?"



5. Take the first 30 minutes of every day to plan your day. Don't start your day until you complete your time plan. The most important time of your day is the time you schedule to schedule time.

6. Take five minutes before every call and task to decide what result you want to attain. This will help you know what success looks like before you start. And it will also slow time down. Take five minutes after each call and activity to determine whether your desired result was achieved. If not, what was missing? How do you put what's missing in your next call or activity?

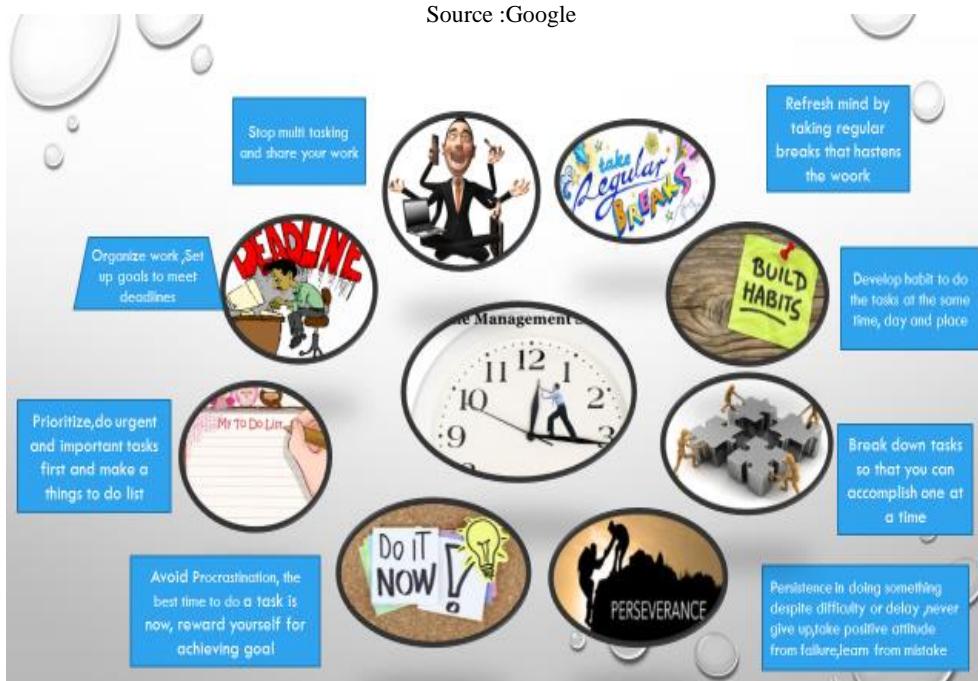
7. Put up a "Do not disturb" sign when you absolutely have to get work done.

8. Practice not answering the phone just because it's ringing and e-mails just because they show up. Disconnect instant messaging. Don't instantly give people your attention unless it's absolutely crucial in your business to offer an immediate human response. Instead, schedule a time to answer email and return phone calls.

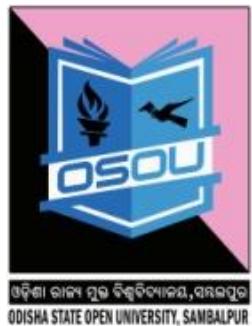
9. Block out other distractions like Facebook and other forms of social media unless you use these tools to generate business.

10. Remember that it's impossible to get everything done. Also remember that odds are good that 20 percent of your thoughts, conversations and activities produce 80 percent of your results.

Source :Google



4.6 Let's sum up



Time management is the process of organizing and planning how much time we need to spend on specific activities depending upon priority. Time management skills train to learn about managing your own time more efficiently, and develop skills to save yourself time in the future.

Time management is an essential skill that helps you keep your work under control, at the same time that it helps you keep stress to a minimum.

In present world with immense manpower organizations need employees who can give more output in less time with no compromise in quality. We would all love to have an extra couple of hours in every day. Seeing as that is impossible, we need to work smarter on things that have the highest priority, and then creating a schedule that reflects our work and personal priorities.

There are no hard and fast rules for managing your time.

Do what works for you, but understand, the basics to remember are:

1. Have a plan.
2. Tackle one thing at a time.
3. Do the important stuff as well as the urgent.
4. Don't be hard on yourself. You cannot manage your time all the time.

With this in place, we can work in a focused and effective way, and really start achieving those goals, dreams and ambitions we care so much about. Don't put off difficult jobs. Tackle them early.

Finally quick summary of tips to manage your time:

- Procrastination only causes you stress.
- Use lists to prioritize your time and reduce procrastination.
- Manage your physical files as well as your electronic files.
- Try to have a clear desk.
- Draw a map of where everything should go based on the flow of paper and information into your office.
- Manage the flow of paper in one of the following ways, either:
Do it now OR Delegate it OR File it for future action and

schedule the time when you will deal with it OR Get rid of it (shred, delete)

- Manage your incoming and outgoing telephone calls.
- If you are a manager use different styles of decision making to make better use of your time and your team's time.

4.7 Key Terms

1. **Procrastination:** Procrastination is the avoidance of doing a task that needs to be accomplished. It is the practice of doing more pleasurable things in place of less pleasurable
2. **Empathy:** Empathy is the capacity to understand or feel what another person is experiencing from within the other person's frame of reference, i.e., the capacity to place oneself in another's position.
3. **Professional Reputation:** Having a great professional reputation can be its own reward: It's fulfilling to have people think highly of you.
4. **Voicemail:** A voicemail system (also known as voice message or voice bank) is a computer-based system that allows users and subscribers to exchange personal voice messages
5. **Prioritizing:** determine the order for dealing with (a series of items or tasks) according to their relative importance.
6. **Commitments :**a willingness to give your time and energy to something that you believe in, or a promise

4.8 Evaluate Your Progress

A. Multiple Choice

1. A meeting should have a clear _____ to clarify why the meeting is taking place.
 - a) Purpose
 - b) Lunch menu
 - c) Agenda
 - d) Assessment
2. Which of these is not a common time management problem area?
 - a) Procrastination
 - b) Over planning
 - c) Being too Self Sufficient
 - d) Too many meetings
3. What should you avoid when setting priorities?

- a) Solving problems in the order in which they arise
- b) Doing the easy work first
- c) Taking care of the hard work first, assuming that doing so is the fastest and most direct way to get rid of it.
- d) None of the above

4. Proper time management can have all of the following benefits except which choice?

- a) It can save your company money that is otherwise lost in low productivity
- b) It wastes managers time creating lists
- c) It can increase productivity through greater focus from each individual
- d) It can help to reduce stress in the workplace



Answers: 1:c/ 2:c/ 3:d /4:b

Answer in your own words

1. What do you understand by time management? Explain its importance
2. What are the key factors affecting time management?
3. How can we improve our time management skills?
4. What do you understand by Procrastination, what are the reasons for this and how you can overcome Procrastination?
5. Explain the various techniques to manage your own time?

4.9 References and further readings:

- The Seven habits of Highly Effective People by Stephen Covey
- Mind Gym - Give me time
- Execution. The Discipline of Getting Things Done by Larry Bossidy & Ram Charan
- <https://www.entrepreneur.com/article/219553>

4.10 Videos for references

- Practical tips for Time Management - Life Skills 17 - BK Shivani and Dr Girish Patel (Hindi) <https://www.youtube.com/watch?v=vLSfbOHCoVY>
- Time Management Skills At Work - <https://www.youtube.com/watch?v=IdCnZMkOArY>
- Smart Work & Time Management - By Sandeep Maheshwari I Hindi <https://www.youtube.com/watch?v=HeAcRFIrKFY>
- Smart work & time management in hindi - eat that frog summary <https://www.youtube.com/watch?v=QhGvLnV5QSY>
- Improve Time Management Skills | Increase Productivity <https://www.youtube.com/watch?v=oXEanzlcoPg>

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