Question: 1 What is Communication? Explain the process of communication.

<u>Answer:</u>

The term 'COMMUNICATION' comes from the Latin word 'COMMUNICARE', which means 'to share'. So, 'COMMUNICATION' is the process of passing information, idea and Knowledge between a sender and a receiver through an accepted code of symbols.

Process of Communication:

For sharing information, two parties are required: the sender and the receiver. They should have a mutually accepted code of signals making up a common language.

So, communication is termed effective only when the receiver receives the message intended by the sender in the same perspective. Otherwise it becomes miscommunication.

Communication process is cyclic in nature.

Communication Cycle:
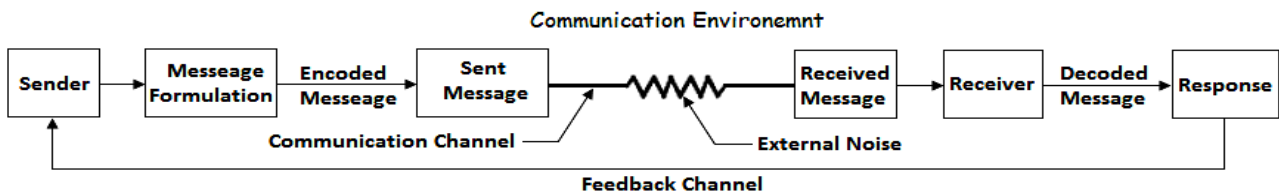
- In first step, the sender forms the content of the message to be sent.

- The sender encodes the message and sends it through a channel.

- This channel is nothing but the language use – words, actions, signs, objects or combination of these.

- The receiver receives the message, decodes it, and acts on it.

- If the message received is the same as the message sent, there will be a response; if not, there has been a breakdown of communication. This may happen because of noise.

- The transmission of the receiver's response to the sender is called feedback. If we are sending a message to somebody, our communication cycle is complete only when we get a response from the recipient of your message. Otherwise, we need to resend the message. Our communication is fully effective only when we get the desire response from the receiver.

- The essential of effective communication are as follows:

1. A well-defined communication environment

2. Cooperation between the sender and the receiver

3. Selection of an appropriate channel

4. Correct encoding and decoding of the message

5. Feedback

Question: 2 What is Non-verbal communication? Discuss the main elements of non-verbal communication.

Answer:

Non-verbal communication refers to all communication that occurs without the use of words, spoken or written. Non-verbal communication is concerned with body movement (kinesics), space (proxemics), and vocal (paralinguistic) features. It includes all unwritten and unspoken messages, both intentional and unintentional.

Elements of Non-verbal communication:
Non-verbal communication is concerned with body movement (kinesics), space (proxemics) and vocal (paralinguistic). They are discussed in the following sections.

Kinesics [Body Language]
Body language or the science of kinesthetic is very revealing. Watching the way people use their body movement and gestures to express themselves can bring you a lot closer to the truth than simply listening to what they say. When a speaker presents himself, we see him before we start hearing him. Immediately, we begin developing impressions of his ability and attitudes based on the non-verbal signals he sends. This is why body language is so important in oral communication.

Kinesics is the name given to the study of the body's physical movements. Kinesics includes:

1. Personal Appearance
Personal appearance plays an important role; people see before they hear. As you adapt our language to an audience, we should also dress appropriately. Appearance includes clothes, hair, jewelry, cosmetics, and so on. Today, the purpose of clothing has altered from fulfilling a basic need to expressing oneself. Clothes also highlight the body's movements, and the choice of clothes reveals a lot about the wearer's personality and attitude.

2. Posture

Posture generally refers to the way we hold ourselves when we stand, sit or walk. One's posture changes accordingly to the situation. If nervous, one would normally be seen pacing, bobbing the shoulders, fidgeting with notes, jingling coins, moving constantly, or staying glued to the ground.
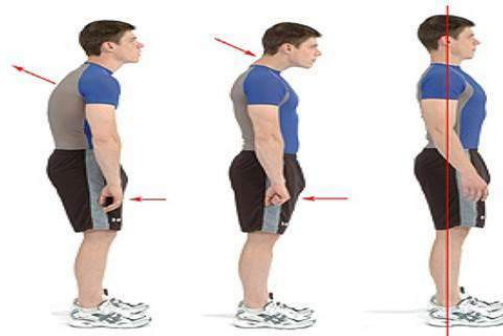
3. Gesture

Gesture is the movement made by hands, head, or face. Skillful and appropriate gesture can add to the impact of verbal communication. A well-timed gesture not only drives a point home but also enhances the value of what is being said. Similarly, an awkward gesture (like playing with a key chain or button) can mar the effectiveness of the message.
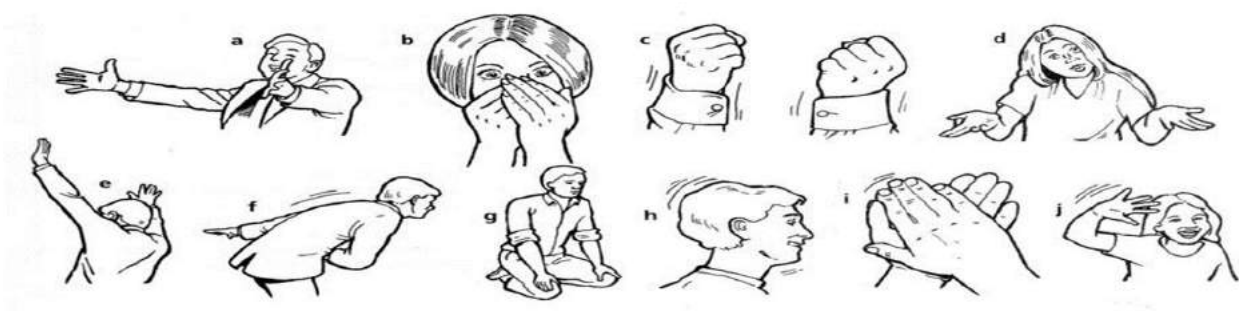

4. Facial Expression

Facial expressions also play an important role in presentation. The face is the most expressive part of our body. A smile stands for friendliness, a frown for discontent, raised eyebrows for disbelief, tightened jaw muscles for antagonism, etc. The six basic facial expressions are: happiness, surprise, disgust, fear, anger, sadness.

Six Basic Facial Expressions

Anger   Fear   Disgust   Happy   Sad   Surprise

5. Eye Contact

Eyes are considered to be the windows of the soul. We look at the eyes of a speaker to help find out the truthfulness of his speech, his intelligence, attitudes, and feelings. Eye contact is a direct and powerful form of non-verbal communication. Looking directly at listeners builds rapport. Looking directly at listeners, builds friendly understandings. Eye contact is a rich source of feedback. For example, prolonging the eye contact for 3 to 5 seconds (without giving impression of staring) tells the audience that the presenter is sincere in what he says and he wants us to pay attention.

Eyes: Do they tell the same story?
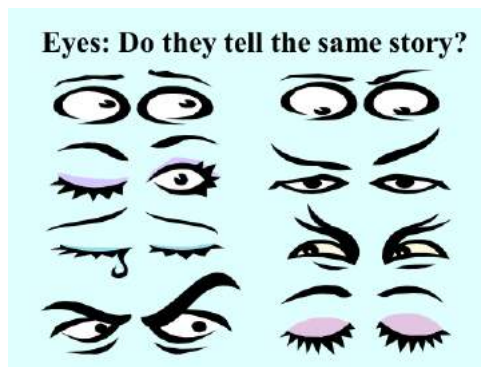
Proxemics

Proxemics is the study of physical space in interpersonal relations. In a professional setting, space is used to signal power and status. Your gestures should be in accordance with the space available. Edward T Hall in his, 'The Hidden Dimension' divides space into four distinct zones.

Intimate	Personal	Social	Public
0"-18"	18"-4'	4'-12'	12+'
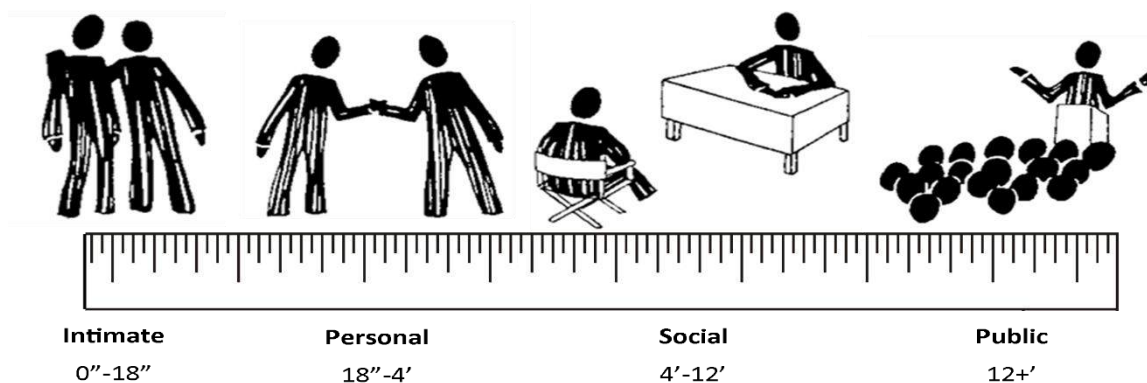
1. Intimate

This zone starts with personal touch and extends just to 18 inches. Members of the family, spouses, relatives, and parents fall under this zone. This zone doesn't need active conversation only whisper is enough. A handshake, a pat on the back, or a hug, all comes into this zone.

2. Personal

This zone stretches from 18 inches to 4 feet. Close friends, colleagues, peers etc fall in this zone. Instead of whispering sounds, there can be normal conversation in this zone. Sitting or standing so close brings one closer to the listener and gives the impression of friendliness and warmth.

3. Social

Social events take place in this radius of 4 feet to 12 feet. In this zone, relationships are more official. These situations involve less emotion and more planning. The number of people decides whether it should be sitting-sitting or sitting-standing position. To be authoritative with a large audience, a sitting-standing position can be used.

4. Public

This zone starts from 12 feet and may extend to 30 feet or to the range of eyesight and hearing. Events that take place in this zone are formal. The audience is free to do whatever it feels like. The speaker has to raise his voice or use a microphone to communicate. The speakers like the Prime Minister of a country have to maintain this distance for security reasons.

Paralinguistics

Paralinguistics communication refers to the study of human voice and how words are spoken. The words are static on a page, voice gives extra life to our delivery. Voice is useful to understand the characteristic of voice, namely quality, volume, rate, pitch, articulation, pronunciation, voice modulation, and pauses.

1. Quality

It is a characteristic that distinguishes one voice from another. Voice quality depends on its resonating mechanism. It cannot be changed but can be trained for optimum impact. Very few people are naturally blessed with deep and resonant quality. For example, Narendra Modi.

2. Volume

Volume is the loudness or the softness of the voice. Voice should always project but need not always be loud. If our volume is too high, it sounds boorish and insensitive. If our volume is too low, it conveys an impression of timidity, and also give the impression that we are not well prepared and lack of confidence to express ourselves.

3. Rate/Pace

Rate is the number of words that one speaks per minute. It varies person to person and from 80 to 250 words/min. The normal rate is 120 to 150 words/min. If the speech is too slow and monotonous, the speaker is most likely to be considered a dull speaker. If the speech is too fast, listeners do not get enough time to grasp message.

4. Pitch

Pitch refers to the number of vibrations of our voice per second. The rise and fall of the voice conveys various emotions. 'Thank you' is such a phrase. The low pitch expresses sadness, shock, dullness, guilt, etc. while the high pitch expresses excitement, joy, anger.

5. Articulation

Speaker should be careful not to slop, slur, chop, truncate, or omit sounds between words or sentences. If all the sounds are not uttered properly, the flow of understanding gets interrupted.

6. Pronunciation

Pronunciation requires us to speak out sounds in way that is generally accepted. We follow British Received Pronunciation. One should be careful enough to pronounce individual sounds along with word stress. Whenever there is confusion in pronouncing, always consult a good dictionary and try to pronounce it accordingly.

7. Pauses

A pause is a short silence flanked by words. It helps the listener reflect on the message and digest it accordingly. It also help speaker glide from one thought to another. Being too self-conscious may make the process look artificial.

8. Intonation

It is the rising and the falling of the tone in voice while speaking.

For example: **This** is my uncle's house.

This is **my** uncle's house.

This is my **uncle's** house.

This is my uncle's **house**.

Question: 3 Explain importance of Interpersonal communication.

Answer:

Interpersonal communication is all about the exchange of thoughts and ideas between individuals using a variety of methods, including words, tonal variation, facial expressions, gestures, and body language. Interpersonal communication and the skills to relate with others aren't just important for an individual, but they happen to be at the core of the success of an organization. When interpersonal communication in the workplace is effective, it makes operations more efficient and teamwork not only possible but also easier.

The ability of the key functions of a business to operate more efficiently is directly founded on the ability of the people that carry out those functions to communicate efficiently with each other. These include such functions as the resolution of conflicts, sales, and management. Ultimately, the importance of interpersonal communication in an organization cannot be overstated.

No individual can work alone. Human beings, unlike machines, cannot work without occasionally needing someone with whom to share their thoughts and feelings. We are social creatures by nature, and so we are prone to be more anxious and stressed in an isolated environment. With the right kind of interpersonal relationships, employees can even end up being more productive than they would be if they worked alone because of the synergy that comes with teamwork.

Interpersonal relationships are also important for coaching. When employees have good interpersonal relationships with each other and with the manager, they are likely to recognize good work in each other and congratulate each other for it as well as help correct each other's mistakes. A simple pat on the back can go a long way when it comes to motivating an individual to do more and be more. Ultimately, some colleagues will cease to be mere colleagues and will eventually become mentors.

Sales are all about communication. The ability to sell is contingent upon the ability to influence others and that all ultimately boils down to the ability to communicate. There are lots of roles that sales personnel and business leaders as a whole play that are intensive in the sales aspect. These include communicating with the clients, the employees, and even each other.

While employees coming into the organization are expected to have a certain minimum level of training as evidenced by their academic qualifications, they will still have to undergo significant training while in the organization in order to be acquainted with the company operations, specific company-centric skills, and the organizational culture of the company.

In short, effective communication is the cornerstone of any successful business, and to be a good communicator, you need interpersonal skills. They are necessary for the establishment of relationships between yourself and your workmates, which leads to a mutual exchange of ideas, information and skills.

Question: 4 Explain importance of Intercultural communication.

Answer:

Intercultural communication skills are those required to communicate, or share information, with people from other cultures and social groups. While language skills may be an important part of intercultural communication, they are by no means the only requirement. Intercultural communication also requires an understanding that different cultures have different customs, standards, social mores, and even thought patterns.

The way we communicate is determined strongly by the culture we are groomed in. There are several aspects of communication which differ from culture to culture. Such differences may determine how loud or low we talk; the amount of emotions we express in various situations; the use of avoidance of silence; the prevalence or absence of a particular non-verbal or verbal peculiarity and a series of defining signal which we may emit through our manners, facial expressions, posture, eye contact, tone, and pitch of our speech.

These days, companies are doing business more and more in a global context. The people that matter in any business including the suppliers, the clients, and the employees may belong to different culture and may even be located in foreign countries. The need for effective and clear intercultural communication is becoming vital in securing success in today's global workplace. Greater understanding of intercultural differences, etiquette, protocol, and communication will certainly lead to a much higher probability of achieving business goals.

To increase the value and marketability of your company and of yourself, it's important to adopt the mindset of someone who knows how to navigate the industry and understand different worldviews. Intercultural communication training is one of the best ways to accomplish this and can be achieved through a variety of international studies graduate programs. The more individuals adjust and adapt with cultural sensitivity and intelligence to the needs of the environment, the more companies will find exactly what they're looking for— a culturally competent and sought-after business professional.

Report Writing

Importance of Report:
- A basic management tool.
- The only tangible product of a professional.
- Helpful in planning and in evaluating.
- Serve as a measure of the growth, progress, or success of an organization.
- Develop certain skills in the writer.

Objectives of Report:
- Present a record of accomplished work (project report)
- Record research findings or technical specifications (a report on the details of a new product)
- Document schedules, timetables, and milestones (a status report on a long-term plan)
- Document current status (an inspection report)
- Record and clarify complex information for future reference (a report on policies and procedures)
- Present information to a large number of people (annual report)
- Present organized information on a particular topic (a report describing the working of various divisions of an organization)

Formats:
- A report may have any one of the following formats:
    1. **Manuscript Format**
    2. **Memo Format**
    3. **Letter Format**
    4. **Pre-printed Form**

1. Manuscript Format:
- This is the most commonly used format for reports and is generally used for formal reports.
- The length of such reports can range from a few pages to several hundred. As the length increase, these reports include more elements such as abstract, summary, appendix, glossary, and so on.

Prefatory Parts	Main text	Supplementary Parts	Optional Elements
Cover page	Introduction	Appendix/appendices	Frontispiece
Title page	Discussion	References/Bibliography	Letter of transmittal
Certificate	Conclusion	Glossary	Copyright notice
Acknowledgements	Recommendations		Preface
Table of contents			Summary
List of illustrations			Index
Abstract			

2. Memo Format:

- A report sent to somebody within the organization will be in a memo format.
- The analysis, conclusions, and recommendations are included in the main text part of the memorandum, the other parts being the same as the inter-office memorandum.

- **Structure:**
  1. Name of organization
  2. Name/designation of the receiver
  3. Name/designation of the sender
  4. Date
  5. Subject
  6. Body
  7. The signature of the sender

Example:

<div align="center">

Mandelia Institute of Technology and Research, Timarpur
Inter – office Memorandum

</div>

Date: May 20, 2019
From: Mohan Lal Sukharia, Unit Chief, Women Development Centre
To: Firoj Abbas, Director, Research Programs
Subject: Commendation of Anjani Kumari Singh regarding her performance on Women Development Project (WDP)

The purpose of this report is to officially commend Anjani Kumari Singh for her exceptional contribution throughout her assignment to the Women Development Project (WDP).

As you know, Anjani Kumari Singh has been working on a special assignment with the WDP team for the past two years. Now that this WDP plan has been completed, I wanted to make sure that she gets some recognition for her significant and exceptional contribution to the project.

As a senior research fellow, Anjani's role in the project was pivotal for its timely and successful completion. It was Anjani who worked for long hours, numerous nights and weekends doing the field survey and data analysis with her small team of three junior researchers. The quality of Anjani's written work was also exceptional. Her regression analysis summaries were always very well written and rarely required revision.

Anjani was also outstanding as a colleague and a project team member. Her upbeat enthusiasm and keen interest in the project was infectious, and she in fact motived the entire project team.

In closing, I would like to say that I have worked with many research fellows over the years and have never come across one as professional and productive as Anjani Kumari Singh was on the WDP. I believe that the organization as a whole should recognize her exceptional contribution to a major project.

Please let me know if you have any question or comments.

Mohan Lal Sukharia
Unit Chief, Women Development

3. Letter Format:

- While sending short reports of a few pages to outsiders, one can opt for a letter format.
- Besides all the routine parts of a letter, these reports may include headings, illustrations, and footnotes.

- This form is used in case of brief and informal reports. Its main parts are:
  1. Heading;
  2. Date;
  3. Address;
  4. Salutation;
  5. Body;
  6. Complementary close;
  7. Signature.

Example:

Opex Apparel Ltd.
(A house for best Garments)
Dhanmondi, Dhaka

25th May 2018

Managing Director
Opex Apparel Ltd.
Dhanmondi, Dhaka.

Ref: Negligence of duty by the staff in our Uttara Showroom.

Dear Sir,

In accordance with" your instructions, I personally visited our Uttara showroom to look into its functioning. I made some investigation and therefore submitting my report hereunder.

A number of worthy customers purchased some exclusive garments but found some problem for fitting after purchase. They tried their best to return the garments but failed because there was no attendant to take the complaint and providing the change. As a result, they made a phone call to our complaint department and filed complaints regarding this issue.

In our Uttara branch, there is only one attendant named Mr. Saker to handle the after sales service. He has been found to be irregular for the last three (3) months. As a result'-, our customers are getting dissatisfaction causing a decrease in our sales. In this age of competition, losing customers mean "Red Alert to the business.

I have no hesitation to recommend that Mr. Saker may be served with a notice and a really efficient and active man may be sent there for proper functioning.

I hope that a quick action will be taken based on my recommendation for the betterment of our company.

Yours faithfully,

M. A Khan Secretary

4. Pre-printed Format:

- Reports containing routine matter and which are periodical in nature may be written in a form prescribed by the organization. All one needs to do is to fill in the blanks in a pre-printed form.
- For instance, a report presenting the performance assessment of an employee, or an interim report reflecting the progress of a project may be presented in a printed form wherein the reporter needs to fill in certain details against the details asked for.

Example:

ABC Technologies Pvt Lts

Faridabad, Haryana

Laboratory Report

Date:_____

Name of the Investigator_____

Position _____

Name of the other investigator of the team (if any) _____

Heading _____

Experiment No. _____

Date of experiment _____

Statement of purpose _____

Apparatus used _____

Method or procedure followed_____

Detailed calculations/Observations _____

Conclusions _____

_____

Signature

Technical Proposal

Introduction:

- A proposal is an offer by one party to provide a product or service to another party in exchange for money.
- Proposal is prepared before a specific event or incident.

- **The proposal must contain:**
  ➡ Technical background
  ➡ Results of surveys
  ➡ Recommendations
  ➡ Possibility of doing that Project etc.

- **Normally** the proposals are sent:
  ➡ To establish new industrial units, labs, buildings, roads etc.
  ➡ To organize any technical or non-technical event
  ➡ To start a new company or its branch
  ➡ To improve the quality of engineering and technical education
  ➡ To survey areas for buying land

Purpose:

- Some of the purposes are given below for clear understanding.

  1. **Technical Proposal:**

     ➡ When the aim of the proposal is to modify or create something that requires a good understanding of technical knowledge and skills, it is called a *technical proposal.*

  2. **Business Proposal:**

     ➡ A *business proposal* is a document that you submit to your company or another enterprise proposing a business arrangement dealing with any aspect of business, commerce, or industry.

  3. **Research Proposal:**

     ➡ When we intend to undertake a systematic research, we are required to submit a proposal outlining broadly the basis of the proposed research, its purpose, scope, significance, limitations, etc.

     ➡ Academic in nature and written with scientific objectivity, such proposals are known as *research proposals*.

Types:

- There are two main categories of proposals:

  1. **Solicited (invited):**

➥ Whenever a proposal is drafted in response to an advertisement or demand from an authority in a company or organization or outside the organization or agency, it is termed as a *solicited proposal*. These are invited proposal.

➥ For example:

- when the government and large corporations wish to purchase services or products for constructing dams, bridges, providing parking facility, etc., a large number of proposals bidding for the deal are received. In such a scenario, we are left competing with all other bidders that noticed the opportunity and responded. In this case, a proposal that finally gets picked up from the massive lot not only has to provide the most effective solution to the problem or make the most lucrative deal, but should also have stronger arguments in staking claims for the bid than other competitors.

➥ Usually solicited proposals are to be written in the format defined by the agencies that invite such offers.

2. Unsolicited (non-invited):

➥ Unsolicited proposals are more demanding and require greater imagination on the part of the bidder.

➥ In an unsolicited proposal – a non-invited proposal, we might have an idea for a product or service that would be of benefit to a particular organization.

➥ For example:

- We submit a proposal to that particular organization suggesting how we can provide some service or develop a product in exchange for funding or some other consideration. In this case, we do not know if the company is open to our proposal or not. There is every possibility that the company may not like our proposal idea. In this situation, a person may submit a proposal on his/her own initiative. Here your proposal has to convince the client that not only is the service/product potentially valuable to them, but you and your company are reliable and stable.

Sample Proposal - 1:

High Tech Lab India System

St. No 17, Near Birla Mandir, Ludhiyana, Panjab

The Principal

Bhagwati College of Education

Moga, Punjab

Dear Madam,

SUB: Proposal for installing High Tech Digital Language Lab (HTDLL)

We wish to introduce ourselves as a well-established and leading manufacturer of communication equipment for schools, colleges and other educational institutes. High Tech Digital Language Lab or HTDLL, in a nutshell, is a professionally engineered, comprehensive and user friendly language learning software brought to you by us, a dynamic IT solutions provider focused on delivering cutting-edge solutions primarily for educational institutions. Our Digital Language Laboratory System helps in enhancing the communication skills of students by two-way communication and inbuilt audio and video recording facility.

We are forwarding our most competitive quote tailored to your requirements along with HTDLL product details and optimal system requirements for your immediate perusal.

Some of our more recent clients are as follows:

➥ IIT, Guwahati IMT, Ghaziabad

➥ Indian Army, Dehradun

➥ Biyani Girls College, Jaipur

➥ UV college, Ganpat University

➥ Gujarat Amity International Schools, Delhi

Kindly visit us at www.htdll.in for a detailed review of our range of products, services and clientele/testimonials.
If you require any further details/clarifications, it would only be our pleasure to oblige at once.
Thank you once again and we look forward to a mutually rewarding and long-term association.

Yours truly,
Mohit Bhagat
Manager, Marketing
High Techno Systems (India) Pvt. Ltd Cochin, Bangalore & New Delhi Customer Care: 0484-4141000 to 4141099(100 Lines)
Encl: Brochure and Technical Literature

Sample Proposal - 2:

Oxbridge Institute of Technology and Science, Chennai

Department of Communication and Media Studies

27 January 2020

A Proposal

For

A Three-day Workshop

on

Communication Skills for Effective Teaching

Objective:

The workshop aims at providing a platform for including effective communication skills among teachers through an array of innovative strategies and a wide range of interesting activities. This, in turn would enhance the effectiveness of their teaching and improve the student-teacher relationship.

Day 1

9.00-10.00	Registration and inauguration
10.0-11.00	Innovative teaching-Sharing experience
11.00-11.15	Tea Break
11.15-1.00	Understanding and using body language – Nonverbal agenda
1.00-2.00	Lunch
2.00-3.00	Preparing PowerPoint presentation
3.00-4.00	Mock presentation followed by discussion
4.00-4.15	Tea break
4.15-5.00	Communication activities

Day 2

|	
9.00-10.00	Strategies for group discussion and mock GD
10.0-11.00	GD practice followed by performance appraisal
11.00-11.15	Tea break
11.15-1.00	Oral presentation by participants
1.00-2.00	Lunch
2.00-3.00	Emotional intelligence-Skills involved
3.00-4.00	Mock presentation followed by discussion
4.00-4.15	Tea break
4.15-5.00	Emotional Intelligence-Problems and solutions

Day 3

9.00-10.00	Viewing the recorded presentation and self-assessment
10.00-11.00	Vocabulary enrichment
11.00-11.15	Tea break

11.15-1.00   Feedback and valedictory

Cost Estimate

Participants   : 25 teachers from various schools in East Chennai

Tentative date   : 29-31 March 2020

Resource Persons   : 5

Registration Fee   : Rs. 600/- per head

BUDGET

Folders (40)   Rs. 2000.00

Learning material   Rs. 3000.00

Tea and snacks   Rs. 10000.00

Certificate production   Rs. 2500.00

Miscellaneous   Rs. 1000.00

                          Total   Rs. 25000.00

(Dr Abha Mittal)

Department of Communication and Media Studies

Technical Description

- Technical description is a key part of any descriptive technical document because it defines objects and processes.
- A technical description divides a complex item or topic into more manageable components.
- It defines, describes, and illustrates the various elements contained within the whole – whether an object, process or concept.

- **Steps for writing technical description:**

    ➥ Naming

    ➥ Definition (assigning meaning to objects)

    ➥ Description (highlighting certain aspects of the objects)

    ➥ Illustration (description using graphic elements rather than words)

Example:

The dual option burner system can be operated either with or without a flow spoiler for optimum operation under different analytical conditions. Some versions of the dual option burner system also allow use of a removable impact bead. Consult the Spectrometer instruction manual for details on the burner system provided. A diagram of the dual-option burner system is shown in Figure below.
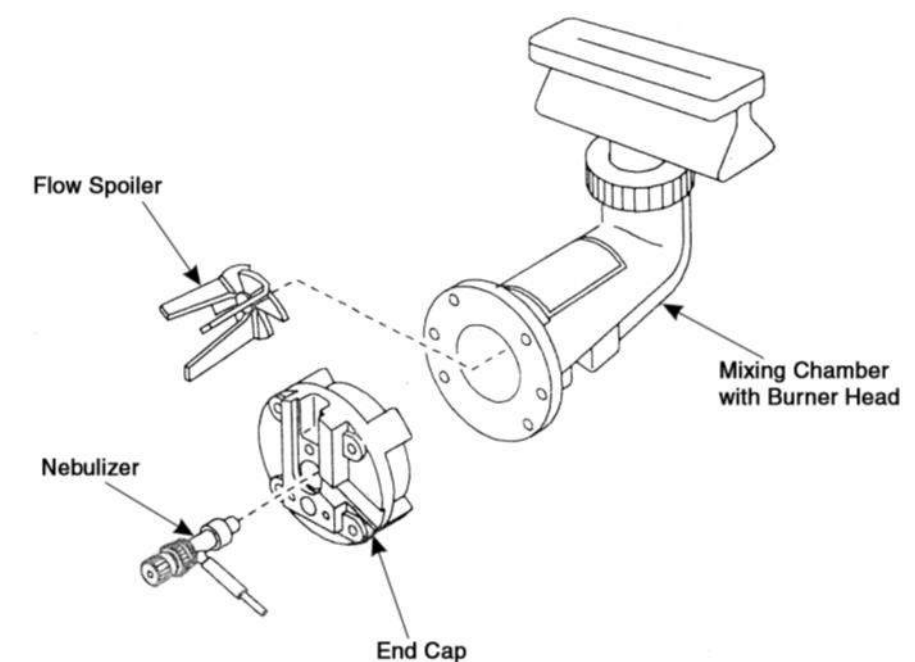
The premix burner chamber is molded from plastic and treated to insure proper drainage. The burner system can be operated either with or without a flow spoiler. The flow spoiler is molded of polypropylene and is held in position by three support arms which press-fi t to the walls of the mixing chamber.

To facilitate removal, the end cap is held in place by four large knurled-head screws. A large O-ring, held captive by a groove in the end cap, is used to seal the end cap to the mixing chamber. For extended operation with organic solvents, a Corkprene O-ring is also available.

For routine operation it is recommended that the burner system be operated with a flow spoiler. The flow spoiler helps to remove large droplets from the nebulizer aerosol and thus minimizes chemical interferences. Removing the flow spoiler provides somewhat improved sensitivity with generally little or no degradation in precision. However, it is recommended that operation without a flow spoiler be restricted to the analysis of relatively "clean" samples, where the risk of chemical interferences is low.

Burner Heads

There are four burner heads available for use with the dual-option burner system. They are all made of solid titanium which is corrosion resistant and free of most of the elements commonly determined by atomic absorption.

The 10-cm burner head is designed to be used with the air-acetylene flame. Because of its long burner path length, it provides the best sensitivity for air-acetylene elements.

The 5-cm nitrous oxide burner head is required for nitrous oxide-acetylene operation. On many spectrometer models, it can also be used with air-acetylene or air-hydrogen. It can be rotated 90° to provide reduced sensitivity. The three-slot burner head is designed to be used when analyzing samples with high concentrations of dissolved solids. The three-slot burner head is not compatible with all gas control systems. Refer to your spectrometer operating manual or hardware guide for information about possible use of the three-slot burner head.

A 5-cm air-acetylene burner head is available for applications in which reduced sensitivity is required. On many spectrometer models, it can be rotated 90° to provide reduced sensitivity, and it has a wide slot to prevent clogging. This burner head can be used only for air-acetylene operation.

Nebulizers

To meet varying analytical requirements, several different types of adjustable nebulizers are available. Some types are constructed from inert plastic to provide maximum chemical resistance when highly acidic or corrosive solutions are being analysed. The standard nebulizer, which provides best performance with respect to minimizing chemical interferences, is recommended for general-purpose applications. A High-Sensitivity Nebulizer is available for applications that require maximum sensitivity and the lowest flame detection limits. The High-Sensitivity Nebulizer utilizes an integral ceramic impact bead to enhance atomization efficiency.

All Perkin-Elmer nebulizers can be easily disassembled for cleaning, and individual parts are available if replacement is necessary. The Standard Conditions section of this manual provides typical characteristic concentration values for the standard nebulizer.

Letter Writing

Significance of letter writing:

- Just as personal letters help to maintain personal relationship with friends and relatives, formal letters assist in sustaining relationships with other organizations, clients, and vendors.
- They are the appropriate forms of communication when the information to be conveyed is complex.
- They serve as permanent records and are a valuable depository of information, which can be referred to in future.
- They help to reach out to a large and geographically diverse audience economically.

Purposes of letter writing:

- Formal letters are written for varied purposes as mentioned below:
  - ➥ To inform
  - ➥ To enquire
  - ➥ To request
  - ➥ To complain
  - ➥ To congratulate
  - ➥ To sell a product, service, or scheme
  - ➥ To order
  - ➥ To collect dues
  - ➥ To make an adjustment
  - ➥ To apply for a job

Standard Elements of Formal Letter:

1. **Heading**
   For Example: Star Technologies,
   515, Satellite road,
   Pune – 111045
   Phone: (020) 2343678, Fax: (020) 2435790
   Email: sales@startechnologies.com

2. **Dateline**
   For Example: 3 October 2018 or   October 3, 2018

3. **Inside Address**
   For Example: Ms Merry Johnson
   Corporate Communication,
   Chicago, IL 60611,
   USA.

4. **Salutation**
   For Example: Dear Committee Member,
   Dear Students,
   Dear Colleagues,
   To All Sales men.

5. **Message**

In this part, main content of the letter is written and usually has the maximum amount of space.

6. **Complimentary Close**
   For Example: Sincerely
                  Cordially

7. **Signature block**
   It includes writer's signature, name and designation.

Additional Elements of Formal Letter:

1. **Address Notation:**
   For Example: PERSONAL, CONFIDENTIAL, PLEASE FORWARD.

2. **Attention Line:**
   For Example: ATTENTION: DR APURVA SHAH, PRODUCTION UNIT

3. **Subject Line**
   For Example: SUBJECT: INFORMATION REGARDING LAST WEEK'S PLANNING

4. **Reference Initials**
   For Example: Sat/Drk   or   Sat:Drk   or   SAT:DRK

5. **Reference Line**
   For Example: Ref : Your letter N / 135 / VC dated 25 July 2018

6. **Enclosure Notation**
   For Example: Enclosures: 1. Report (20 pages)
                               2. Photographs (2)

7. **Copy Notation**
   For Example: Cc: Adi Johns
                  Pc: Leena Mathur
                  C: Rahul Arora

8. **Mailing Notation**
   For Example: BY POST
                  BY COURIER
                  BY SPEED POST

9. **Postscript**
   For Example: PS: Please instruct your manager to give keen attention for the last consignment.
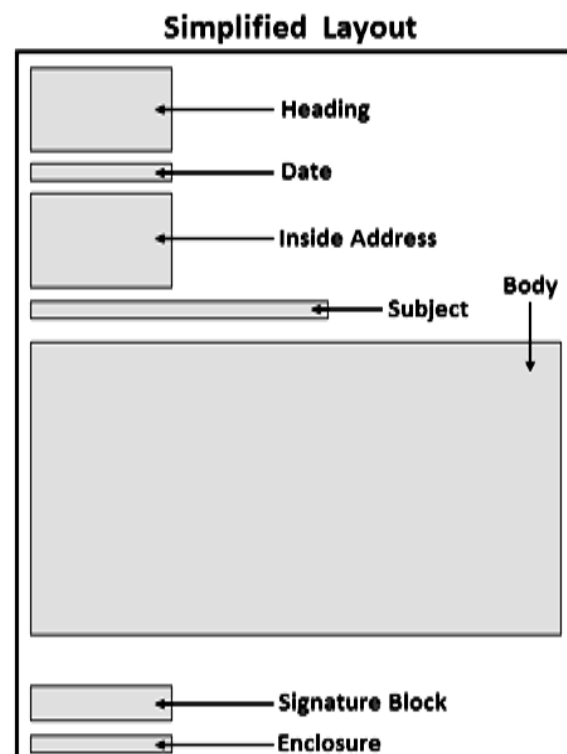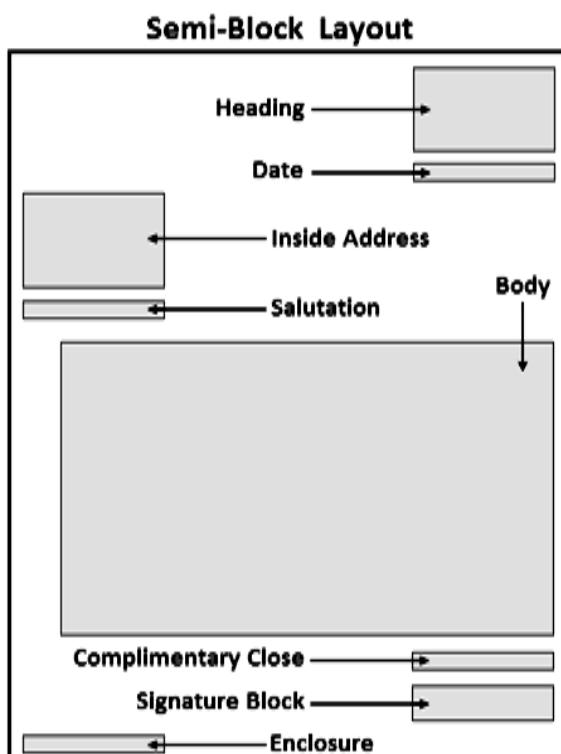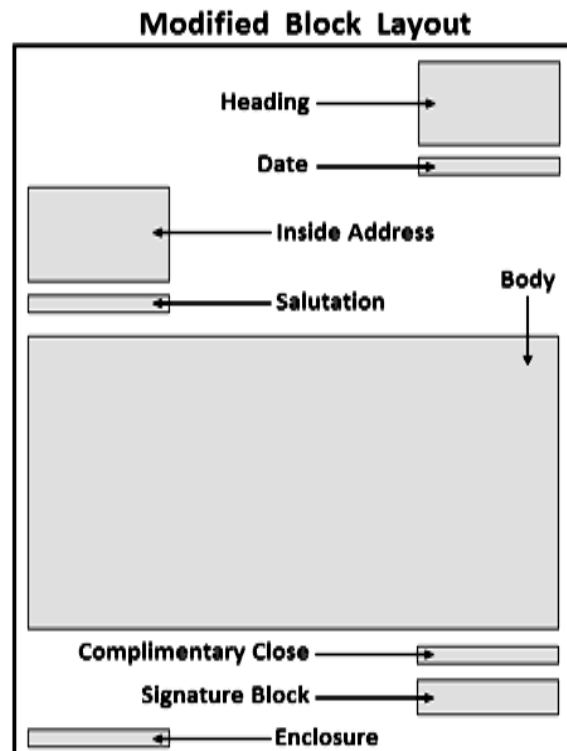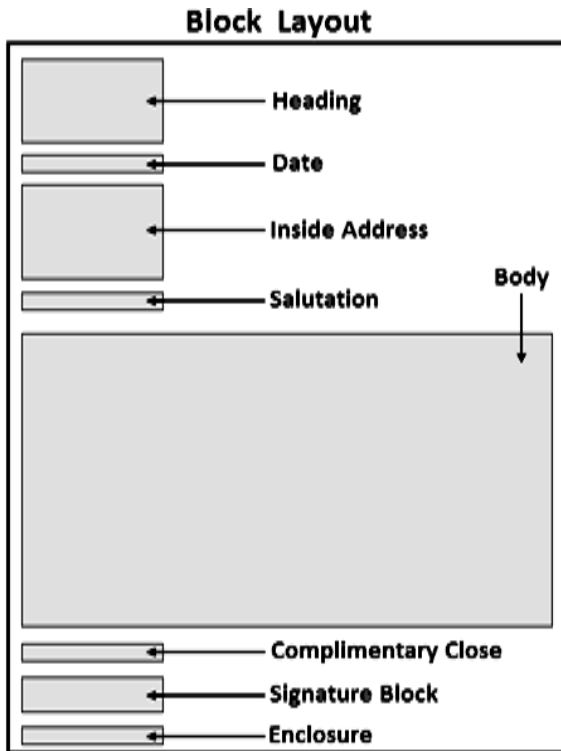
Layouts for Formal Letter:

There are four layouts for formal letter:
   1. Block layout

2. Modified-block layout
3. Semi-block layout
4. Simplified layout

Types of Letter:

1. **Credit Letter**
   - (a) Request for Credit
   - (b) Status Enquiries
   - (c) Reply for Status Enquiries
   - (d) Collection Letter

2. **Enquiry Letter**
   - (a) Solicited Letter
   - (b) Unsolicited Letter
   - (c) Letters of quotation

3. **Enquiry Letter**
   - (a) Solicited Letter
   - (b) Unsolicited Letter
   - (c) Letters of quotation

4. **Sales Letter**

5. **Order Placement Letter**

6. **Claim/Complaint Letter**

7. **Adjustment/Regret Letter**

8. **Recommendation Letter**

9. **Apology Letter**

10. **Acknowledgement Letter**

11. **Appreciation Letter**

12. **Cover Letter**

Example:

249, Ashok Bhawan
BITS, Pilani
Rajasthan – 333031

25 November 2018

The Manager
Cisco Private Limited
5the cross, Sebastian Road
Hyderabad

India – 530016

Dear Sir

I was very interested to see your advertisement for a Software Engineer in The Hindu (20 November 2018). I have been seeking just such an opportunity as this, and I think my background and your requirements may be a good match. I am very much interested in working as a Software Engineer in your esteemed organization. I enclose my resume as a first step in exploring the possibilities of employment with Cisco Private Limited.

I have worked as a project trainee in Satyam Computer Services Limited for the past months. I was involved in developing a graphical user interface for Metadata Management System. So I have hands-on experience in Java Swing, Java Security, JDBC, and Oracle.

As a Software Engineer in your organization, I assure you that I will work hard for the improvement of your company. Furthermore, I work well with others.

I would appreciate your keeping this enquiry confidential. Thank you for your consideration.

Yours faithfully
(Gopinath M.C.)

Enclosure: Resume

Agenda and minutes of meeting

Agenda of meeting:

- As the cornerstone to any successful meeting in an organization, an effective meeting agenda provides structure and focus and clearly indicates the purpose of the meeting.
- The agenda serves as the road map for the meeting.
- A well-constructed and thought out agenda is an indispensably valuable tool for achieving the desired meeting results in a reasonable amount of time.
- An agenda is a list of the topics you will address to get that objective, with a time limit to keep you on track.

Significance of an agenda:

- It forces the convener of the meeting to think about what needs to be accomplished.
- If it is sent ahead of time, the agenda lets participants know what to expect and allows them to prepare as required.
- It provides a blueprint for the meeting to follow.
- It helps the concerned members to think of what is left uncovered and this can help in adding those issues with the permission of the chair.

Tips for preparing an agenda:

- Send a preliminary meeting agenda and solicit any further agenda topics (be sure to include a strict deadline for additional topic suggestions.)
- Include only those additional topics which assist in achieving the meeting objective.
- Your agenda should include all the topics and allow the participants to begin preparing for the meeting.
- If you have special guests attending the meeting, find out whether they have any issues that can be combined because they are related, similar, or even the same in terms of means or ends. If so, arrange them under one agenda item. Organize the order of events according to their time and importance.
- Generally, the first item on every agenda is *confirmation of the minutes of the previous meeting* and the last *any other matter with the permission of the chair.*
- In case there are a few points to discussed, the agenda can be written on the notice itself.
- Check the agenda for errors.
- Send the agenda along with the notice or email it to all attendees. You should do this as near to the actual meeting as possible.

How to prepare an agenda?

Mainly there are two parts:
4. Header
5. Body – list of items

Header:
The header is particularly useful if the participants belong to various groups/organizations, or if the agenda will be made public record. It includes:

- Name of the organization
- Group meeting agenda
- Location
- Date
- Starting and ending time

Body:
- The body of the agenda lists the actual business to be transacted during the meeting.
- When possible, use action words such as approve, discuss, adopt, develop, assign, conceptualize, brainstorm, review and announce so as to let the participants know what is expected of them.
- Allocate a reasonable and realistic amount of time to each agenda task.
- Place important tasks at the beginning of the agenda.

Minutes of meeting:

- Minutes are the written proceeding of the business transacted during a meeting.
- Minutes are written either by the secretary or by the person who is assigned to do the task.
- Minutes represent all the record of the proceedings at the meetings.
- During the course of meeting, the topics listed in the agenda are discussed serially one by one.
- Minutes represent the official record of the work done at the meeting of members and so it must be clear, precise and formal.
- Generally the minutes are read out at the next meeting and approve by the members before the chairman sins them.
- They are always written in reported speech form.

Essentials of Minutes:

- The minutes begin with the letter head or name of the company.
- Name of the organization and nature of the meeting.
- Day, date, time and place of the meeting.
- Name of the chairman and members present at the meeting. A list is attached if many members are presented.
- Name of the persons "in attendance" like the secretary, the auditor, the solicitor.
- A summary of discussion if necessary.

Example:

(Agenda)

Pink Square Mall
Vaishali Nagar, Jaipur 302009

Agenda for the Eighth Meeting of Executive Committee to be held at 6 p.m. on Friday, 24 June 2020 at Seminar Hall, Ashoka Hotel, Jaipur

8.01 Confirmation of the minutes of the last meeting
8.02 Appointment of the manager at Mansarovar Branch
8.03 Opening a retail outlet comprising major brands of shoes and sports goods
8.04 Announcement of the festive discount
8.05 Decision to be made regarding decoration of Pink Square branches across the city
8.06 Date of next meeting
8.07 Any other matter with the permission of the Chair.

Anubhav Nagpal
    Secretary

Example:

(Minutes of meeting)

Pink Square Mall

Minutes of the Eighth Meeting of the Executive Committee held at 6 p.m. on Friday, 24 JUNE 2020 at Seminar Hall, Ashoka Hotel, Jaipur.

Present
Shri Narain Das Baweja   Chairperson

Shri Satish Girotra
Shri Ajit Agrawal
Shri Ashok Saxena   Executive Committee Members
Shri Ravi Arora
Shri Raghav Dixit

In Attendance
Shri Anubhav Nagpal, Secretary
Shri Utkarsh Sinha, People's Officer

No. of Minutes	Subject of Minutes	Details of Minutes

8.01	Confirmation of the minutes of the last meeting	The minutes of the previous were distributed and approved by the members with consensus.
8.02	Appointment of the Manager at Mansarovar Branch	Mr. Arun Lohiya presented the details of the interviews held for the selection of manager for the Mansarovar Branch and read the recommendations of the interview panel to appoint Mr. Akash Jain to this post.
8.03	Opening a retail outlet comprising major brands of shoes and sports goods	Mr Satish Girotra, one of the executive members, came up with the proposal of opening a retail outlet comprising major brands of shoes and sports goods of companies like Adidas, Nike on the second floor; the proposal was accepted as a positive step for the growth of the mall.
8.04	Announcement of the festive discount	The committee decided to declare the new year festive offer as proposed by Raghav Dixit, Sales Manager of Vishali Nagar Branch. Details given in the attached sheet.
8.05	Decision to be made regarding decoration of Pink Square branches across the city	As discussed and approved by the committee, decoration of all the branches was given to Glitters and Sparkles Decorations, Ajmer Road, Jaipur.
8.06	Date of next meeting	The next meeting will be scheduled for 17 August 2020.

RESUME WRITING

Resumes are technical as well as marketing documents that present the candidate's past and present performance to the prospective employers so that they can assess his/her future potential. In fact, a prospective employer forms his or her first impression from the resume. An effective resume can put the candidate in a shortlist.

In french, resume means summary. It is usually one page long, but may extended to two pages sometime. It includes the gist of an individual's education, past employment and skills for the new position.

Here are some important features of a resume:
- It creates crucial first impression.
- It will always have catchy appearance and contents.
- It is well-organized, properly written, and presented with an apt layout.
- It is free of errors.
- Its purpose is to persuade that you have abilities, skills and personal qualities that the employer is looking for.
- A good resume is always accompanied by a well-drafted cover letter.

RESUME CONTENTS

1. *Identification*
   Name   Phone   Address
   Email ID

2. *Career objective*
   You should always draft a career objective for yourself based on your skills and professional aspirations. Do not copy and paste what others have written in their resumes.

3. *Education*

Degree	University/College	Year	CGPA/Division

4. *Employment/work experience*
   Always provide in reverse chronological order.

5. *Professional skills (Related course work) technical knowledge*
   Managed a retail design studio producing over………..
   Hired, trained, and supervised…
   Or any other skills….

6. *Professional affiliations (memberships, etc.)*
   Membership of various professional organizations/societies etc.

7. *Activities and interests*
   Co-curricular (brief)
   Any other special interests

8. *Awards/Honours/Achievements*
   Academics/non-academic
   Professional

9. *Personal Details*
   Date of Birth:
   Marital Status:
   Languages Known:
   Permanent Address:

10. *References*
    2 from university/earlier organization
    1 from reputed person

EXAMPLE:

Gopinath M.C.
Email: gopinath_mc@yahoo.co.in
Mail: 248, Ashok Bhawan
      BITS, Pilani
      Rajsthan
      India – 333031

Objective
    To associate with an organization that provides a challenging job and an opportunity to prove innovative skills and diligent work.
    To be involved in providing software solutions to enhance network security.

Educational Background

Degree of Examination	Name of the Institution or School	Year	Division
M.E. Software system	Birla Institute of Technology and Science, Pilani, Rajasthan	2017-2019	First Division with78%
B.E. Computer	Birla Institute of Technology and Science, Pilani, Rajasthan	2013-2017	First Division with 76%

Higher Secondary Examination	Brathi Vidya Bhavan, Erode, Tamil Nadu	2011-2013	Distinction with 95%

Professional Experience

Project Trainee (December 2018 – April 2019)
Satyam Computer Service Ltd, Hyderabad
Project: Metadata Management System
Databases, Technologies & Languages used: Oracle, Swing, JDBC, Java Security, XML, PL/SQL, Java

Software Skills
Programming language: C, C++, Java PERL, and assembly/Machine Language
Technologies: HTML, Java Security, JDBC, Swing, XML, SQL Pl/SQL, and GNU Make
Operating Systems: Linux (extensive experience), UNIX, Windows 95/98 NT, DOS

Accomplishment
Achieved a certificate for software system

Personal Details
Date of Birth: 28 April 1996
Marital Status: Single
Languages Known: English and Tamil
Permanent Address: 1329, A, KK Nagar First street, Kanchipuram, Tamil Nadu.

References
- Mr Munikumar
  System Analyst,
  Satyam Computer Service Ltd, Hyderabad, Andhra Pradesh, India
- Mr Sunil Pal
  Senior Software Engineer,
  Satyam Computer Service Ltd, Hyderabad, Andhra Pradesh, India
- Mr Madhu Manohar
  Senior Software Engineer,
  Satyam Computer Service Ltd, Hyderabad, Andhra Pradesh, India

PUBLIC SPEAKING SKILLS

Public Speaking skill may be defined as the art of appearing in front of an audience, facing the audience; presenting your speech and making them understand what you want them to understand within the limited time and resources given to you.

There can be different forms of public speaking like:

Short talks/presentations

- Discussions/group discussions
- Meetings
- Briefings/ instructions
- Debates
- Seminars

All these involve an audience.

Speech Style:

If we talk about everyday 'speaking skill', there are different speeches styles like:

- Formal - as in interviews.
- Informal – as you use it with close friends.
- Polite – using the word 'please' and 'thank you' while talking.
- Normal.
- Strong – when you want to admonish someone.
- Blunt – when you want to snub someone
- Tentative – using the words 'may be', 'I do not know if I could' etc.
- Direct – when you are talking directly to someone like 'do this'.
- The mood of the person who is talking.
- The mood of the person who is listening.
- Relationship between the persons who are talking to each other.
- The situation they are in.
- The subject they are talking on.

If we talk about the public speaking which is so very important for every individual as in presentations, group discussions, seminars, lectures etc. dealing with nerves is the biggest issue. Most of the people get scared of facing a large audience for the first time.

The very fact that the spotlight is you is enough to trigger every fear, and anxiety you have ever had about public speaking.

Barriers to Speaking:

There are seven speaking skills barriers. They are:

- Physical barriers

- Perceptual barriers
- Emotional barriers
- Cultural barriers
- Language barriers
- Gender barriers
- Interpersonal barriers

Barriers in communication in general

How to avoid communication barriers?

To avoid barriers in communication we must start paying attention to the type of facial expressions we use. We are not aware most of the times when we frown or scowl.

Facial expressions must be appropriate based on the topic, listeners and objectives. Do not smile while communicating a serious or negative message; this creates a discrepancy between your facial expressions and your message. The same discrepancy applies when you are communicating a positive message without facial expressions.

Many people unconsciously talk with their hands. Do not gesture all the time. Add variety to your gestures by relaxing your arms back to your sides after you complete a gesture. Occasional positive gestures grab your listener's attention.

Keep your objective in mind. Think in terms of what your listener needs to know about what you want them to do, not what you want to tell them. Do not say too much so that you feel you are going off the track. In such a situation take a pause and focus before talking again. Because the more you add information that is not necessary, the greater is the risk your listeners will misinterpret your point.

Use power point effectively by using more pictures and fewer words. How you design your visual aids will determine your ability to stay connected with your listener.

We use non-words like 'UMMM', 'OH', 'LIKE' to buy ourselves time to think about what we want to say. These words are distracting and the listener can miss our message. So minimize the use of such words and do not lose eye contact with the audience.

Remember PowerPoint is not designed to serve as our notes. The purpose of visual aids is to enhance and support our message through pictures and illustrations. Give the hand outs after the speech.

When speaking to more than two individuals, connect with one individuals for a complete sentence or thought. Take a moment to pause as you transition your eyes from one individual to another.

Types of Speaking:

There are different types of speaking namely:

- Conversations
- Interviews
- Speaking in Beauty Pageants
- Speaking in classrooms
- Persuasive speech
- Extemporaneous speech

All of these are based on speech but they need different skills.

(a) A conversation:

A conversation is a form of interactive, spontaneous communication between two or more people who are following rules of etiquette. Conversation involves people agreeing about the topic, it involves an immediate response. There is not much of a time lag between the action of one person and the response of the other.

Conversation can be interactive because it is based on the response from the other party. They can be called spontaneous because they can start unpredictably. Conversations follow rules of etiquette because conversations are social interactions, and therefore depend on social convention. Conversations in media can be called as 'talk shows' or interviews of eminent persons.

- Informal conversation:

Chatting with relatives or friends can be called as informal conversation. This conversation is started on any topic. It can be about anything – there is no right or wrong. Conversations do not need to be about serious, academic or literary topics – although they sometimes are. Conversations can be about fear of the dentist, politics, law and order or a new teacher at school – the list is endless.

- Formal conversation:

Conversing with strangers can be frightening but a clue can be taken from the surroundings. If we are in someone's home and there's a signed picture of Sachin Tendulkar on the wall it's a safe bet to talk about Sachin Tendulkar, even if you know very little about him. You could start by saying, 'I like your Sachin's picture, I've never seen any of his matches but I love to read about him'.

If you are shy to start conversation you must listen to others and take your lead from the other person, agree with them, smile at them, ask questions about what they are saying and they will feel they've engaged in a great conversation.

Care must be taken not to criticize anyone. In formal conversation personal questions must not be asked and we must not talk about our self the whole time.

If we disagree with what is being said, it must be said in a friendly way. There is no need to be argumentative to get our point across.

If you are at a formal event and you know the host, you can always start a conversation by asking the stranger if they work for the same company as the host.

If you go to any event where you are invited but find unknown faces, you can introduce yourself, 'Hi, I'm Maya and I am working with Tatas' etc. A great conversation starter topic is to ask someone what you need to do.

(b) Speeches at Beauty Pageants:

A lot of Beauty Pageants are won or lost in the interview section where the girls have to speak in public. They have to appear confident and be easily understood. They need to speak clearly and they need to be able to answer questions. The organizers are looking for a winner who will be able to speak at events and represent them with confidence. Articulation is the art of speaking and involves the study of the muscles we use for speech. Good articulation is essential for beauty pageants.

(c) Extemporaneous speaking:

Extemporaneous speaking is speaking without notes. You really need to understand what you are going to talk about. A lot of people who appear to be giving extemporaneous talks rely on their past experiences of speeches. In such speeches you have to be quick to absorb whatever is said by others.

(d) Persuasive speaking:

This type of speech is basically connected to the audience. Most of us do it, like arguing, putting your point across or persuading the audience. Persuasion involves credibility, logic and emotion. In short it is normally said that persuasion needs ethos, logos and pathos!

While giving a persuasive speech, observe the audience! Some may frown, some way agree, some way disagree. You can make out from their body language. Most persuasive speeches concern questions of fact, value, or policy.

- Persuasive speaking can be differentiated from informative speaking. There are several points of contrast.
- Persuasive speaking urges us to choose from informative speaking reveals options.
- Persuasive speaking asks the audience for more commitment than does informative speaking.
- The ethical obligations for persuasive speakers are even greater than for informative speakers.
- The Persuasive speaker is a leader; the informative speaker is a teacher.
- Persuasive speaking more often involves emotional appeals that are out of place in speeches to inform.

Persuasive speaking is the type of speaking that most people engage in the most. This type of speech can involve everything from arguing about politics to talking about what to eat for dinner.

Since Persuasive speaking is very connected to the audience, politicians use it for their benefit. Sometimes to gain votes they make inflammatory speeches to win the audience. Persuasion, obviously, is not entirely controlled by the speaker-persuasion occurs when an audience assents to what a speaker says. Consequently, persuasive speaking requires extra attention to audience analysis.

Traditionally, persuasion involves:

- Ethos (credibility)
- Logos (logic), and
- Pathos (emotion)

By performing these three elements competently, a speaker can enhance their persuasive.

How to Overcome Fear of Public Speaking?

Public speaking is not comfortable, but once you are actually in front of your audience, pay attention to them. You must make your audience your friend!

Rehearsal is very important. For delivering charismatic, assured and memorable performance, you must rehearse.

1. A speech is both a mental and a physical activity:

For a speech to look good and sound good, both your brain and your body should know the speech. In order to achieve the apparently effortless, natural looking performance do the same thing over and over again until

it has become part of not only the intellectual memory, but also the sense memory. You should rehearse, at least three times.

2. Rehearsal gives you the strength to go the distance:

If you rehearse, you can face the audience. You do not want them to write you off as a loser!

Before you start working on your talk, it is necessary to understand what you really want to say, who you want tell and why they might want to hear it. To do this, you have to ask yourself six questions:

Who? What? How? When? Why?

Who are you speaking to? What are their interest? What do they share in common with others?

The Public Speaking Audience can be divided into the following categories.

Age: Audience can be children, teens or youth, middle aged or elderly.

Teen agers have unique needs for public speakers to address. You must know the requirement to command the attention of group of young people. If you do just this one thing you will increase the effectiveness of your public speaking when it is to our youth.

- What do you wish to communicate?
- How can you best convey your message? Language is very important here. Plan a beginning, middle and end. Audio-visual aids must be prepared beforehand if time allows.
- When? Timing is important. There is a time to speak and a time to be silent.
- Where? You may have time to visit the room, for example, and rearrange the furniture. So check for availability and visibility if you are using audio or visual aids.
- Why? Listeners should be converted into admirers, you need to know why they should listen to you!

GROUP DISCUSSION

Group discussions (GDs) are now being used as an important step in the selection of candidates both in private and government organizations. It is a formal discussion which involves six to fifteen participants who sit in a group to discuss a topic or a case given for this purpose. GD is like a football or hockey game where all the players pass the ball to their team players and aim for a common goal. In these games, the team which has better coordination and skills wins the game and so is the case with GDs. In GDs, the group members have to interpret, analyse, and argue, so as to discuss the topic or case threadbare as a team.

Difference between GD and Debate

A GD is not the same as a formal debate. In a debate, you are supposed to speak either for or against a motion. In GDs, on the other hand, all the members of the group are expected to deliberate upon the issue extensively, and it is possible for any of them to change their stand if they find themselves convinced about the other side of the perspective. This kind of alteration in the stance does not find a place in debates where those who speak for the motion or against it prepare their argument well in advance, and the contestant is not supposed argue for both the sides. Such is not the case in GDs, where the discussion just involves naturally without anything to be proved, from the onset.

Personality Traits

(Techniques of organizational GD, Guidelines for GD, Components of evaluation in GD)

Following are the most important personality traits that a candidate should possess to do well in GDs:

1. **Team Player:**

Managers always work in teams. Therefore it is essential for managers to be team players. Management aspirants who lack team skills cannot be good managers.

2. **Resonating Ability:**

Resonating ability plays an important role while expressing your opinions or ideas at a GD. For example, if a topic on India's economy and its growth is given, any answer for this should be based on reasons, not assumptions.

3. **Leadership:**

A mere coordinator in a GD does not help, because it is a secondary role. A candidate must contribute to the GD with his ideas and opinions, steer the conversation towards a goal.

4. **Flexibility:**

The candidate must be open to other's ideas. Remember, a GD should never start with a stand or conclusion.

5. **Assertiveness:**

Do not get confused between assertiveness and aggressiveness. Aggressiveness is all about forcing one's point on the other person, and can be a threat to the group. An aggressive person can also demonstrate negative body language, whereas an assertive person displays positive body language.

6. **Initiative:**

A general trend amongst students is to start a GD and get the more points given to the initiator. It is a high risk strategy. A GD should be initiated only if the candidate is well versed with topic. If he starts and fails to contribute at regular intervals, it gives the impression that he started the GD just for the sake of the initial points. Also, if he fumbles and misquotes facts, it may work against him. You do not get a second chance to create a good impression!

7. Creativity:

A new idea for discussion on the GD topic is always highly appreciated. When candidate puts across a new idea convincingly, such that it is discussed at length by the group, it can only be positive.

8. Inspiring Ability:

A good group discussion should get views of all the team members. If some team members are not getting the opportunity to express their ideas, giving them an opportunity will be seen as a positive trait.

If a participant is not willing to speak, candidate need not necessarily go out of the way to ask him to express his views.

9. Listening:

There must be a proper balance between expressing your ideas and listening to others' ideas.

10. Awareness:

Candidate's awareness about his environment helps a lot in GD content, which carries maximum weightage.

Phases of GD

A group discussion can be divided into three Phases.

- Initiation or Introduction
- Body of the Group Discussion
- Summarization

Types of GD

GDs are of two types.

1.Topic – based   **2. Case – based**

Topic – based GDs can be divided into three types:

(i) Factual topics   (ii) Abstract topics   (iii) Controversial topics

Factual topics:

Mostly groups are given topics which are factual in nature. These are related to day-to-day socio-economic facts or environmental issues. For example, Growth of Tourism in India and Higher Education in India are factual topics.

Abstract topics:

Abstract topics are given at the higher level. These are usually intangible in nature. You need to approach these topics with innovative and lateral thinking. For example, topics such as Blue is greater than Green, All are equal but Some are more equal than Others, Money makes You poor etc. are some abstract topics.

Controversial Topics:

These topics are controversial in nature. Participants are bond to have divided opinions. These topics are given so as to observe the maturity level of participants on such issues. You should not lose your temper or give a narrow interpretation of issues being cussed. For example, you may asked to discuss debatable issues such as Reservation should be abolished in India or Women are unfit for Defence Services.

Case studies – based discussion

These are real life simulated situations. Usually, these involve some kind of problems which are to be resolved. The key to such topics is that there no right or wrong answer, but your approach to the solution is highly important.

PRESENTATION STRATAGIES

Introduction

When you meet a group of people to talk about a new product, idea, topic or piece of work, it is called a presentation.

Businessmen, sales people, teacher, student and many others make visually appealing presentation to represent their ideas or thoughts effectively.

For making presentation, we mostly use software like Microsoft PowerPoint, Prezi, etc. Sometimes we need to use Scientific Visualization and Data Visualization softwares for representing graphs and data statistics.

The ability to make effective and memorable oral presentations is one of the most important qualities one needs to develop for a successful career. The more successful our career, the more often we will be called upon to make presentations for a variety of situations and audiences. Constant practice is the key to acquiring this skill.

The following points are to be attended to when preparing for a professional presentation.

- Planning: occasion, audience, purpose, thesis and material
- Outlining and structuring: introduction, main body and conclusion
- Choosing the mode of delivery
- Body language and voice (covered in Chapter-1)
- Visual aids

Planning for Presentation

Effective preparation enables us to answer all the questions and doubts about our speech before they arise. The contents of our speech and how we deliver it, are based on five important factors:

1. Occasion,   2. Audience,   3. Purpose,   4. Thesis   5. Material

1. Occasion

Occasion refers to the factors such as the facilities available for our presentation, time and context of our presentation.

Facilities include the venue or locale along with the projection equipment, lighting, seating, ventilation, etc. Every location has its unique physical environment. If we identify problems in advance, we can either ask for alternative arrangements or modify our materials, visual aids and style to suit the environment.

Time refers to both the time: the day of presentation and the duration of the talk. Straightforward and factual presentations may work well during the morning hours. Most professional presentations are brief so we should present the important point in the first few minutes.

Context refers to the events surrounding our presentation. For example, when we are presenting in a team we need to consider the team members. They might have left a positive or negative impression in the minds of the audience.

The recent happenings in our company can also affect the presentation. For example, you cannot present a new proposal on budget just after your company has suffered a financial loss.

2. Audience

All audiences have one thing in common. They are at the receiving end of our communication. They may be our friends, foes, clients, colleagues or unfamiliar faces. The nature of our audience has a direct impact on the strategy we devise for our presentation. Hence, it is necessary to have some prior knowledge of the audience, and its level and cultural background so that our presentation can be effective and acceptable.

Understanding of audience would help the presenter (speaker) to

> Build support
>
> Anticipate problems
>
> Consider Strategies
>
> Tune the approach
>
> Competent delivery of content

Moreover speak with confidence and conviction, demand the questions from audience that in turn would make you acceptable.

3. Purpose

There can be three different purposes of a presentation: to inform, to analyse, or to persuade. The purpose of a presentation not only decides the content and style but also affects the amount of audience interaction.

When our purpose is to provide information or to analyse situation, we generally interact with the audience in a limited manner. Example of presentation with an informative purpose can be a presentation at the new employee-orientation program or an explanation of our project status.

On the other hand, when our purpose is to persuade people to take a particular action, collaborate with them in solving a problem, or making a decision, the interaction would be more.

4. Thesis Statement

The thesis statement is very important in a presentation because it spells out the subject and establishes its impact among the audience. It is also a central idea of a presentation.

Using a question or a sentence fragment should be avoided. Simple language should be used to frame a complete, declarative statement.

5. Material

Once we complete formulating our thesis, we need to develop the information that elaborates it. Collecting material requires some research.

For most of the professional presentations, we may have to consult the library, Internet, magazines, newspapers, organizational records, statistics and publications. Sometimes, we may even have to collect information through surveys or interviews.

Once we finish collecting material and ideas for our presentation, we should assemble them at one place. We may list all the ideas on a piece of paper and then organize them.

Organizing Content of Presentation (Outlining and Structuring)

People vary in their ability to speak confidently in public. When we face an audience we should expect to feel a little nervous. Always prepare more material than required, as this will help you feel confident. Arrange the contents of your presentation into three major parts namely (1) Introduction, (2) Middle part and (3) Conclusions. In other words, say what you want to say; say it; then say what you have already said.

Introduction

- Introduction comprises the opening statement, the aim and the objectives of presentation.
- The beginning can be with a sincere greeting, question, quotation, anecdote, a short story, analogy so as to grab the attention of the audience.
- A good introduction is a vehicle to lead the audience into the main body of the speech with smooth transition.

Main Body

- The main body or discussion supports your aim or specific purpose of presentation. The major pointes highlighted in introduction would be expanded here.
- There are different patterns of organizing the content in the middle part. They are

    Chronological

    Categorical

    Cause and Effect

    Problem Solving

    Persuasive

- Speaker can make this part or presentation authentic by providing facts, figures, examples, illustrations, statistics, testimony, analogy or definition. Speaker is always advised to avoid too many points. Devote enough time to each point so that you can convince the audience what you are saying.

Conclusions

- We can conclude the presentation by reviewing the main points.
- A signal such as to sum up, to conclude, to review, in the end, etc. must be used to indicate the end of the presentation.
- We can also conclude with quotation, joke, anecdote with which we commenced our presentation to bring it to a full circle.
- After this the presenter can invite the questions for discussion. Make questioners feel that their questions are welcome. Maintain the polite and firm attitude while answering.

Nuances (Modes) of Delivery

Having something to say is not enough; one must also know how to say it. Most audiences prefer delivery that combines a certain degree of formality with the best attributes of good conversation - directness, spontaneity, animation, vocal and facial expressiveness, and a lively sense of communication.

There are four modes of delivery which can be used for making presentations:

Extemporaneous Mode

- Extemporaneous presentation is the most popular and effective method. Here rehearsal of presentation to be made is must but cramming must be avoided.
- It also requires meticulously and well organized content so as to make the presentation more effective.

Manuscript Mode

- In manuscript presentation, material is written and the speaker is supposed to read it out aloud word for word. You should be wise enough not to tempt to read a speech until you have become proficient reader. Unfortunately most speakers are not good readers. They make it uninteresting by reading in a dull and monotonous way.
- For effective use of this mode, you should have gone through the material several times beforehand till you become absolutely familiar with the text. You should know what is written where.

Impromptu Mode

- The impromptu mode, as the word suggests, is what you use when you have to deliver an informal speech without preparation. For example, at a formal dinner party you may be invited to deliver a vote of thanks. Don't panic and babble something in an unmethodical way. Be as brief as possible during your impromptu presentations.

Memorization Mode

- This method of presentation is very difficult for most of us. Probably a handful of you can actually memorize an entire speech. This type of delivery stands somewhere between extemporaneous and manuscript presentation.

Visual Aids in Technical Communication

Visual aids are an important part of written technical communication. Most technical reports, whether they are laboratory reports, project reports, or feasibility reports, include illustrations such as tables, graphs, maps, diagrams, charts, or photographs. In fact, texts are complementary in technical communication.

Visual aids are   also used extensively in presentations, to support the facts   and figures being presented.

Graphics can be used to represent the following elements in technical writing.

- Concepts
- Objects
- Numbers
- Words

Advantages of using Visual Aids

- Arouses interest and focuses on essentials
- Leads reader to quicker comprehension
- Support and reinforces words
- Saves much time and effort in explaining and interpreting complex ideas
- Simplifies numerical data
- Emphasizes and clarifies certain facts and relationship
- Makes the description vivid and eye-catching
- Renders a professional flavor to the communication

Types of Visual Aids
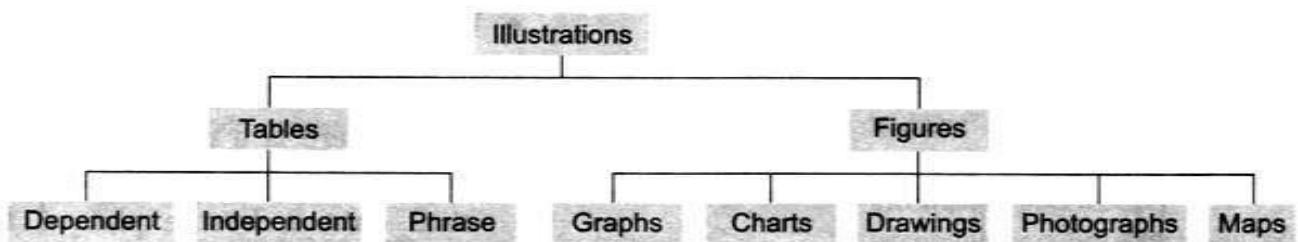
INTERVIEW SKILLS

Introduction:

The word 'interview' comes from 'inter' and 'view'. 'Inter' means in between, and 'View' means to see. In fact, an interview is a process in which the employer gets an opportunity to see whether the candidate is suitable for the position vacant, and the candidate tries to prove that he/she possesses the desired skills and knowledge.

Types of Interview

Depending on the objective and nature, interviews can be categorized into the following types:

- Job
- Persuasive
- Evolution
- Conflict resolution
- Termination
- Information
- Exit
- Counselling
- Disciplinary
- Media

Job Interview

Job interviews can be classified into four major categories as depicted in the following Figure.

1. Campus Interview:

Campus interviews are the interviews conducted at the campuses of colleges. The companies inform the students well in advance through the placement department of the college that they would be visiting their campus to select students for jobs. Once the companies arrive at the campus, they would deliver a presentation (known as Pre-placement Talk) to the interested students about themselves, the type of project they carry out, the selection mode (aptitude test/group task/case study/ technical interview/ HR interview), etc. and also answer the students' queries if any. Due to limitation of the time, these interviews will be brief and to the point.

2. On-site Interview:

On-site interviews are the interviews conducted at company premises. Many companies shortlist candidates after going through their resumes or talking to them over phone and call them to the company for a face-to-face interview. At times, shortlisted candidates of the campus interview may also be called for a final interview at their office. As the interviews have more time on hand in this type of interview, they may be able to spend more time with each candidate. Hence, this type of interview may be more detailed than the campus interviews.
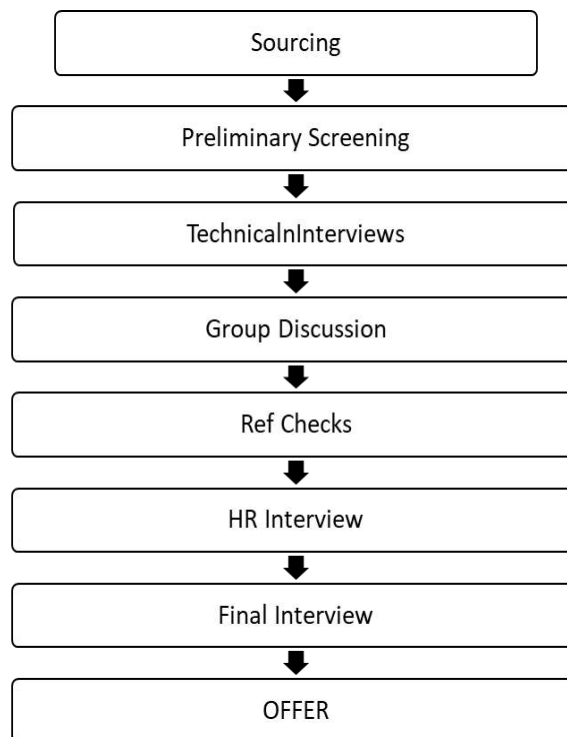
3. Telephonic Interview:

Telephonic interviews are the interviews conducted by the companies over the telephone. This type of interview may be used for shortlisting the candidates by talking to them and verifying the details of the resumes that they have submitted. The interviewing company informs the candidates well before, seeks their convenience, and sends an email to confirm the date and time of the interview. Generally, a telephonic interview will be shorter than the face-to-face interview and may not be the final interview for selecting the candidates.

4. Video conferencing Interview:

As hiring has become the global, many companies especially multinationals conduct video conferencing interviews to select candidates for jobs. Generally when hiring for senior positions from countries across the world, companies may use this mode of interviewing. Nevertheless, it can be used for recruiting within the same country as well. If the interviewers inform the candidates about the video conferencing facility they have arranged in the candidates' institute or campus, they can use such facility. Otherwise, the candidates need t go to a nearby agency that provides video conferencing facilities. In either case, they will attend the interview in a professional setting as they do in an in-person interview.

Typical Selection Process

```
┌─────────────────────────┐
│        Sourcing         │
└─────────────────────────┘
            ↓
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│   Preliminary Screening  │
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│   TechnicalnInterviews   │
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│     Group Discussion     │
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│       HR Interview       │
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┌─────────────────────────┐
│      Final Interview     │
└─────────────────────────┘
            ↓
┌─────────────────────────┐
│          OFFER           │
└─────────────────────────┘
```

Desirable Qualities
While appearing at job interviews, the prospective candidates must aim at reflecting the following traits:

- Clarity of thought
- Presence of mind

- Balanced point of view
- Cool composure
- Logical thinking
- Maturity
- Sincerity
- Openness
- Capacity to conceptualize
- Good understanding of fundamentals.

Preparation

Preparation for a successful job interview requires the candidate to do the following:

1. **Know the Company**

2. **Know Yourself**

3. **Review Common Interview Questions**

Using proper Verbal and Non-verbal Cues

Using effective non-verbal communication techniques is essential for you to get your dream job. It is believe that over 90 percent of the message you send during your job interview is through non-verbal cues what is important when being interviewed id to appear professional and attentive throughout the interview process. Here are a few verbal and non-verbal tips required before, during, and after an interview.

- Before you leave for the interview, make sure you are dressed professionally, neatly groomed and your shoes are well polished.
- When you are entering an interview room, it is always better to walk with your head up to show your confidence.
- When you enter the interview room, shake hands with your interviewer(s). Your handshake should be strong and firm. A weak limp handshake signifies nervousness and lack of enthusiasm.
- Sit up straight with your hands relaxing completely and lean slightly forward in your chair to exhibit your confidence as well as interest.
- Don't sit on the edge of the chair. It shows that you are tensed.
- Maintain an eye contact with the interviewer or interviewers while answering questions but don't stare at them constantly.
- It is also essential to have proper eye contact while your interviewer is speaking to you, it will ensure that you are listening and understanding him/her.
- Don't forget to smile occasionally since it will help you to show your enthusiasm and interest in the job.
- Don't move your legs a lot. It is distracting and shows how uncomfortable you are.
- Do not rest one leg or ankle on top of your other knee. It makes you look too casual or even arrogant.
- Avoid speaking in monotone; express yourself all the time by bringing variation to your tone and pitch.
- Ensure that your does not sound apologetic or nervous.
- At the end of an interview, stand up and shake hands while you thank the interviewer for the opportunity.

NEGOTIATION SKILLS

Negotiation (1):
Planning and preparation

Types of negotiation

Towards agreement: both teams try to arrive at joint interests.

Independent advantage: each team aims to get best deal

Conflict: a team aims to win and make the other team lose.

Purpose of negotiation

Exploratory (possible areas of interest)

Conciliatory (resolving differences)

Targets

Scale (1-10)

Decide realistic maximum and minimum acceptable scores.

Facts and figures

Prepare statistical data

Known facts

Prepare visuals

Strengths and weakness

List your bargaining strengths

Know your possible weaknesses

Calculate your bargaining position

Possible concessions

Plan your bargaining strategy

List essential conditions: impossible to concede

List possible concessions

Opening statements

State general objectives

State priorities

State independent (not joint) objectives

Be brief

Examples of general types of negotiations

Making an opening statement

Welcoming….

Welcome to….

I'm sure we will have a useful and productive meeting….

Stating aims and objectives

I would like to begin with a words about our general expectations…

May I outline our main aims and objectives today…

Stating shared aims and objectives

Together we want to develop a good relationship…

We agree that…

Handing over

I would like to end there and give you the opportunity to respond to this.

I would like to hand you over to my colleague…,

Negotiation (2):

Concession rules

"A key principle in negotiating is to give a little and get a little at the same time."

- Ask for concessions
- All concessions are conditional
- Conditions first "If…then…"
- It's a package
- Give what's cheap to you and valuable to them.

During the negotiation

Main speaker

- Create a joint, public and flexible agenda.
- Question needs and preferences.
- Don't talk too much.
- Listen
- Don't fill silences.
- Build on common ground.

- Explore alternatives "What if…?"
- Be clear, brief and firm.
- Follow concession rules.

Support speaker

- Wait till the chair or your main speaker brings you in.
- Be clear, brief and firm.
- Follow concession rules.
- Support your main speaker

Examples of Bargaining

We can agree to that if…

On condition that…

Making concessions…

If you could… we could consider…
As/so long as … we could agree to…
On condition that we agree on … then we could…

Accepting

We agree.
That seems acceptable.
That's probably all right.

Confirming

Can we run through we have agreed on?
I'd like to check what we've said/confirm.

Summarizing

I'd like to run through the main points that we've talked about
Can we summarize the proposals in a few words?

Looking ahead

So, the next step is…
We need to meet again soon.
Before the next meeting we'll…

Negotiation (3):

Dealing with conflict

- Shows understanding of the other side's position.
- Highlight advantages of agreement

Don't …

- Be sarcastic
- Attack
- Criticize
- Threaten
- Blame

Do…

- Ask questions
- Listen
- Summarize
- Build on common ground
- Explain your feelings

CRITICAL AND CREATIVE THINKING IN COMMUNICATION

Critical thinking ant creative thinking are considered high order skills which are essential for professionals. Critical thinking is the active, persistent, and careful consideration of beliefs or knowledge keeping in view the available evidence whereas creative thinking the generation of new ideas. Both are fundamental to human intellectual progress and instrumental in the development of the society. Depending on context and purpose, critical and creative thinking skills can be interdependent or separately applied.

Critical thinking, in fact, is a self-reflective process that involves elements of conceptualization, reasoning, analysis, interpretation, and evaluation of the available information upon which judgment is based. This involves a wide variety of skills that must be used in order to form that option/decision. A few of these include:

- making careful observations
- being inquisitive and asking the relevant questions
- challenging the beliefs, examining assumptions, and probing options which may even be against already established facts
- recognizing the problems and issue that may appear in future
- assessing the validity of statements and understanding the logic and strength of argument given
- making workable decisions and finding valid solutions

The ideal critical thinker is habitually inquisitive, well-informed, dependent on reason, open minded, flexible, objective in evaluation, honest in resolving biases, prudent in making judgments and willing to reconsider the judgments made earlier. As a professional, you will always come across new problems and aberrations to the existing practices, your ability to think critically will help you convert the problem into an opportunity. **In order to be a critical thinker, you need to be:**

Inquisitive	Judicious
Systematic	Truth seeking
Analytical	Confident in reasoning
Open-minded	

Creative thinking, on the other hand, is the generation of the new ideas within or across domains of knowledge. It requires preparation, incubation, insight, evaluation, elaboration, and communication. In order to develop this, you must try to put aside the common assumptions, look beyond the conditioning that creates stereo types, prejudices, and parochial thinking. And unconditioned response to a challenge, an inquisitive approach, an insightful penetration, and a passionate commitment to the task helps us in:

- Bringing the existing ideas together into new configurations;
- Developing new properties or possibilities for something that already exists; and
- Discovering or imagining something entirely new.

Given below are few basic principles for including creative thinking:

- Be open to new thoughts, ideas, and facts

- Keep your reading and listening faculty actively engaged in observation
- Regard the difficulty or a problem as an opportunity
- Enjoy the process of trying, learning and evolving
- Avoid jumping to the conclusions; follow deferred judgments
- Believe in cross-fertilization of ideas
- Be your worst cretic

Thus, if you sharpen your creative and critical thinking, these will equip you with the skills which later in your professional life will provide you and edge in the competitive world.

On May 24, 2019, fire broke in a coaching institute which claimed 22 young lives. For this incident, there were unethical practices done at many instances, which involved a decision by an engineer of Surat Municipal Corporation, who had regularized the illegal structure of 3 storied complex. The unethical practices were done by the builders and the coaching class owners. In this case, firstly, the builders built illegal construction, then there was only one exit in the top floor and to add to this the coaching institute owner added dome to add more classes. There was no fire safety either in the manufacturing unit from where the fire started, nor the coaching institute. Secondly, the SMC failed to make ethical decision of not allowing the construction. Thirdly, the fire bridge failed to reach the place on time and when they reached they were not well equipped.

The Surat case is a sad example of unethical engineering practice. It shows that how important the engineering knowledge for society and its well-being is. And because the engineering practice directly affects the lives of the public, it shoulders a big responsibility of their safety.

Scope of Engineering Ethics

Ethics is the study of moral principles that governs a person's behavior or conducting an activity. 'Engineering ethics' is the rules and standards that govern the decisions and actions of an engineer as a professional.

During their engineering studies, the student receive the knowledge of basic science and its application, problem-solving methodology and designing, but generally receives little training in business practices, safety and ethics.

Several cases like the above, have led to an awareness of the importance of ethics in engineering as it clearly reflects the impact of engineering on society. Moreover, engineers face situations where they have to deal with the many things which are not known to them as a result of a design of new device or product. This places a few challenges on engineers as far as decisions are taken. Before putting these designs into the market or implementing the new ideas, an engineer must see all the aspects, whether it will work well, its impact on the lives of public, its working under different conditions and safety measures. An engineer can never be enough sure that the new design will not have a detrimental change in the society or not harm anyone at all. Hence, it is important for an engineer to be more imaginative and check all kinds of possibilities. An engineer must apply critical and creative thinking here to make sure that a new design will work safely and will not harm anyone.

Most engineers do not encounter cases like above where there is a big loss of life and the issue may create huge disturbance in the city or the country, but every engineer faces challenging situations that require careful ethical reflection and decision making. These issues in an engineering practice involves bribery, fraud, honesty and conflicts of interest. Let's think about the following case:

Case:

Satish is a principal engineer at an environmental engineering consulting firm. His main role is to advice clients on what type of action to take when they are faces with risks and liabilities while conducting certain projects. In one case, the client wanted to expand his campus up to 50 meters from the marshland. After construction, the client must ensure a proper waste management plan so that contamination has minimal effect on the surrounding habitat. The client came up with a solution that satisfied, but did not go beyond the bare minimum of state regulations. In other words, though this solution was cost-effective, it would contaminate the environment and within five to ten years hamper the flourishing of the marshland. Should Satish push for a more fiscally demanding, yet sustainable strategy at the risk of his client backing out of the partnership altogether?

Issues like these arise in the professional experience of most engineers. Study of ethics can help engineers make correct decisions and become better professionals. It helps sensitize the students to important ethical issues they might face in the future. The goal of learning ethics is to be able to analyze complex situations and resolve these problems in the most ethical manner.

Accepting and Sharing Responsibilities

In the previous section, we saw that what engineers do matters a great deal. Whether it is a risk of public health or risk of an accident, it is important for engineers to understand and act on their responsibilities. But there are different ways of looking at the responsibilities. Some engineers are independent consultants or members of consulting firms, who provide services to clients. However. Most engineers are corporate employees. Whether the engineers work for clients or corporate employers, they have basic job responsibilities.

There are various conceptions of responsibilities based on how engineers accept responsibility or what others expect them to do as a part of their responsibility. Moreover, when a harm is done, the responsibility is distinguished as **(1) intentionally causing harm (knowingly and deliberately), (2) negligently causing harm (unknowingly but failing to exercise due care) and (3) recklessly harm causing harm (having conscious awareness that harm may occur, but neglecting it without any intention of causing harm).** Whether the harm is caused due to any harm that has caused even if sometimes their supervisors or company may be legally at fault because they may have failed morally in failing to report, or even prevent such behavior on the part of the others. More importantly engineers have the responsibility to serve their employers and public in ways that prevents harm. How an engineer views her/his responsibility, depends on the three basic attitudes towards responsibility:

1. Minimalist view: This view holds that engineers are responsible to conform to the standard procedures of their profession and fulfil the basic duties defined by the terms of their employment. If any harm is done due to failure of adhering to these standard procedures, then only they are held responsible. But this approach is based on the minimum requirements and it may prove to be insufficient at the time of unexpected problems. This view usually brings about a negative approach like doing only what is within one's written duties and not going beyond that. This approach is limited to avoidance and blame, and the main concern is "staying out of trouble."

2. Reasonable care: This view moves beyond the minimal view's concern. While in the minimal view, it is sufficient to adhere to the standard procedures, the reasonable care view aims to prevent any possible harm to the concerned people. The professional follows all standard procedure but evaluates the situations for any possible harm and then works to prevent it. It depends on the moral basis of an individual. The aim is to do whatever possible to avoid any kind of harm or accident.

3. Beyond one's duty: With this view, a professional assumes full responsibility and if anything wrong happens she/he sees their own responsibility. Hence, they strive to do whatever it takes to make their work better and does even more than the required standard. They always feel that they have to do the best, and it is usually inadequate. These people take such actions which are commendable but usually people around would take it for granted. Also, if they don't take these actions, most of us would not think that their not taking these actions indicate moral shortcoming. Rather than putting responsibilities on each other's shoulders, they fully assume their responsibility which are self-imposed. Most of the times, when engineers strive to do the good by putting extra efforts, they are discouraged due to shortage of time, resources limitations and other priorities.

Whistleblowing – a right and responsibility of an engineer:

Whistleblowing is an act by an employee for informing public or higher management of unethical or illegal behavior by an employer or supervisor. There can be internal whistleblowing where an employee surpasses the immediate supervisor and reports to the higher management about the wrongdoing and external whistleblowing where the employee reports the unethical practice of one's organization to either media or law-enforcement authorities.

Whistleblowing can be considered as the responsibility of the engineer to make others aware about the unethical practices which may harm the public. It is also the right, wherein the engineer can be protected for the consequences that he might face. But, whistleblowing must be done only when there is a dire need to do so i.e. there is a clear and considerable harm that can be avoided by it, when one has complete knowledge of all facts to support one's arguments, when one has complete capability to persist through to end and face the consequences and when whistleblowing is the last resort. Whistleblowing must only be done, if you have already tried to put your point forward to your immediate authority and they haven't considered it seriously.

Impediments to Responsibility

Engineers fail to take up their share of responsibilities due to various reasons.

1. Self – interest: Engineers like other professionals have their own ambitions. Their self-interest sometimes prevent them from looking at the interest of others and may even tempt to work contrary to their responsibilities.

2. Fear: Declaring a fault after discovering it requires lot of courage. If the responsibility of the fault is completely your, you may have the fear of losing your reputation and career. And whistleblowing about the fault of others like your colleagues, superior or even the organization may invite lots of opposition and even loss of job.

3. Self-deception: Sometimes, engineers do things which may be unethical, because they may have self-deceptive excuses like "I am doing this for my organization" or "it works this way only". Such self-deceptions avoid them to fulfil their responsibilities as a professional.

4. Ignorance: Lack of knowledge that a design is not safe enough naturally acts as a barrier to an engineer's responsible act. This lack of knowledge is sometimes due to the lack of willingness to go through the challenge one might have to face in solving the problem and sometimes due to lack of time, due to pressure of deadlines.

5. Different perspectives: Sometimes failure of understanding various perspectives may lead to not being able to see a problem that is otherwise very clear. This is not intentional but as we tend to think with our own perspectives, we may not be able to analyze from different point of views and fail to recognize the problem.

6. Lack of authority: Engineering codes of ethics emphasizes the importance of engineers exercising independent, objective judgment in performing their functions. This is called professional autonomy. But most engineers work in supervision of their bosses and so it is difficult for them to work with independent and objective judgment. This results in their inability to exercise their responsibility as engineers.

7. Groupthink: Many engineering decisions have failed just due to groupthink. When a collective decision has to be taken, usually the members of the group agrees even if they do not want to. First of all, there is less fear of failure as it is a collective decision. Members are not more serious about morality because it is not their individual decision. Also, they are not ready to be the reason for creating a disturbance in what is already going on and due to the strong feelings of belongingness, they agree with all. Finally, the major role of groupthink is the pressure from the group leader to agree with the decision. Thus, groupthink poses a challenge in thinking critically and members go with the flow even if they find there is a flaw.

Responsible Professionals and Ethical Corporations

To understand who is a professional, let us first understand the meaning of a profession. The work that requires sophisticated skills, the use of judgment and the exercise of discretion, which is not routine and is not capable of being mechanized and significant public good results from it, it is called a profession. To be a professional, one requires extensive formal education and not simply training or apprenticeship and there are societies or organizations that are controlled by members of the profession who set the standards of conduct for professionals and admissions to professions.

Obviously medicine and law are accepted as professions, but let us see if we can say that engineering is also a profession. Certainly, engineering requires sophisticated and particular knowledge which is obtained through extensive training through formal education for four years. Engineering design involves judgment of how to use available materials and components to resolve certain problem. If we consider discretion, then there is a need to keep the employer's and client's information confidential. Another meaning of discretion is to think with independent will. And for new designs, the engineer requires discretion. Also, though once a new technology is developed it is copied and the work becomes mechanized, but the application of every tool and technology and new designs can never be mechanized. Finally, an engineer's work has a huge impact on the society and it is for the good of the people by providing ways of communication, transportation, energy resources, fulfilling needs of shelter, clothing, agriculture and medical equipments. There are controlling societies for different branches of engineering which defines the code of ethics and responsibilities entailed in being an engineer.

Professional Responsibilities

The following are the few important responsibilities that engineers have:

1. Confidentiality: The prime responsibility of any professional is confidentiality. In medicine and law, it is very obvious that confidentially be maintained of the patients and clients respectively, but in engineering also it is an engineer's obligation to keep the information of the employer and client confidential. Any information of an organization, like test results and data, unreleased product and designs, how the business is run, etc. can be used by competitor to gain advantage and hence must be kept confidential in interest of the organization. Engineers working in government departments especially for defense industry have even more stringent requirement to keep confidentiality. Though it is obvious to an engineer about what to keep confidential and from whom, there are instances where there are grey areas. Here, the decision mainly depends on the moral values of the individual.

2. Conflict of interest: Any profession provides conflict of interest and it is important for a profession to avoid such situation. There may be conflict of interest between the engineer and the organization or the public. The engineer may compromise the need of the public for one's own interest and this may result into various accidents occurring due to engineering/design failure. Taking bribes to give permissions for work that is not within the code of ethics or illegal, sharing the information of tender with a company where you have financial or other interest, or avoiding more work to go into the depth of the case are some example of giving in to self-interest at the cost of public or organizational interest.
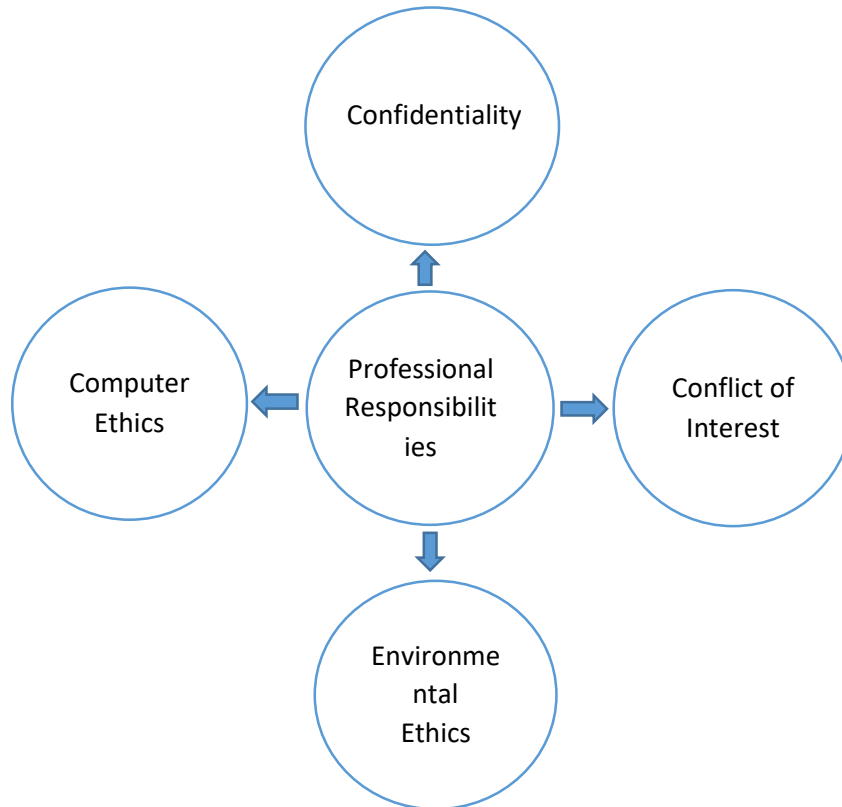
3. Environmental Ethics: One of the most important issues faced by the world is that of environmental deterioration. Engineers have partly contributed to these problems and are also doing researches to counter them. The detrimental effects of use of technology has made the societies and corporations more alert about them and hence have laid down various norms for the organizations and engineers to carry out their responsibilities for environment protection. For example, there are standards for minimum level of certain gases and chemicals that are released by factories. But these standards are sometimes compromised. To be able to carry out this responsibility fully, engineers must take help of physicians, biologists and public health experts. It may be a costly affair to carry out various tests and takes more time, but in the long run the decisions taken will be beneficial for the whole society.

4. Computer Ethics: With the increasing use of computers in all fields, it provides a challenge of unethical use of it. Firstly, computers can be used for robbery, crime and blackmailing others. The anonymity of its usage gives ease to the criminals. Secondly, there is privacy issue for the information about individuals and organizations. Leak of such information of individuals leads to harassments in terms of repeated phone calls from telecallers or even harassments in terms of subtle teasing. Thirdly, hacking is used to access private information and change or destroy some important information. Many organizations have developed the codes of ethics for computer use. They are the guidelines for the ethical use of computers.

Resolving Ethical Dilemmas

Though there are laws governing the conduct and action of an engineer and there are clear morally right and wrong decisions, often engineers face situations where there is a dilemma of that is right and wrong. To resolve this dilemma, following techniques are used:

Line drawing: In this approach, a line is drawn along which various examples and hypothetical situations are placed. At one end, is placed 'positive paradigm' and on the other 'negative paradigm'. Then, all the hypothetical situations and examples are listed and placed on the line at a distance based on how near it is to positive or negative paradigm.

Take an example of a company that dispose a slightly hazardous waste by dumping it into a nearby lake. A residential area nearby the lake takes its drinking water supply from the lake. The average concentration of waste in the lake would be 5 parts per million (5ppm) and at this level there is no harm to the health of the consumers and they would not even be able to detect the compound in their drinking water.

For this, let's establish hypothetical examples which we should consider before taking decision:

1. Though at 5ppm it is harmless, the taste of water may change.

2. The chemical can be effectively removed by existing equipment.

3. The company will have to purchase a new equipment to remove the chemical.

4. Occasionally people may feel sick, but it would not last for more than a week.

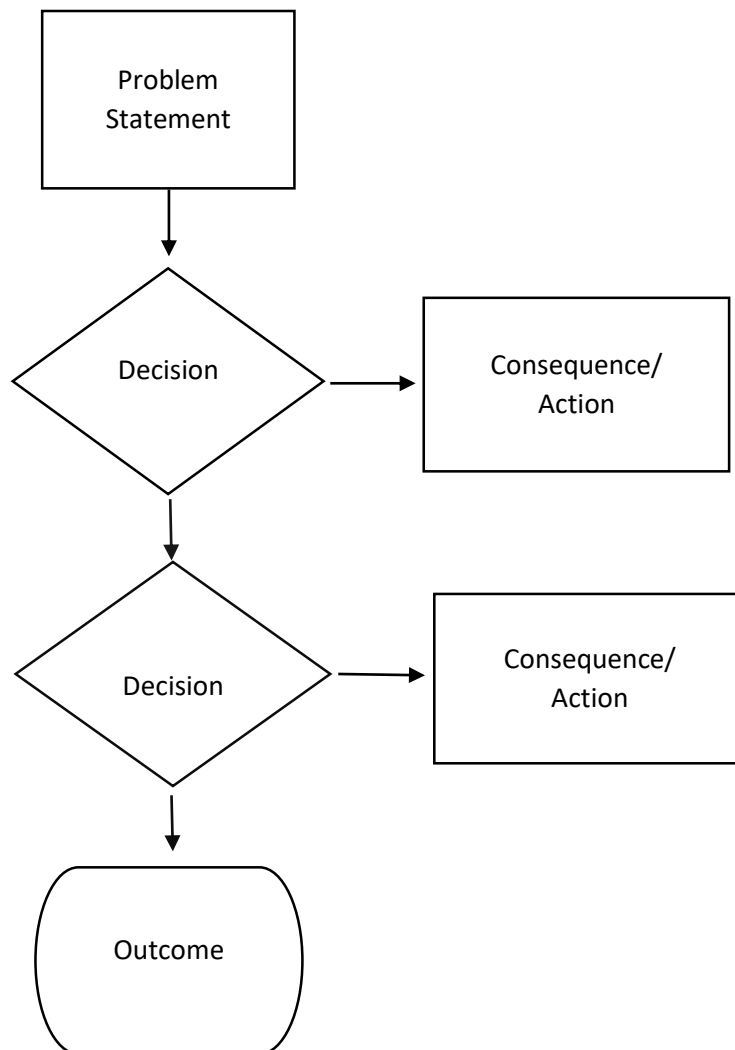5. Equipment can be installed at the plant to further reduce the waste level to 1 ppm.

Line drawing method

Points towards the right contribute to ethical decisions. If more points are on the left hand side, then we may not go ahead with the plan, but here the decision may not be completely perfect as some situations depends on many factors which have not been taken into consideration. Moreover, this is not a fool-proof ethical decision making method as one may prove something to be correct when it is completely wrong. Hence, if not used honestly, it may fail.

2. Flow charting: Engineering students are used to flow charting method of programming purpose. The same method can be used to solve ethical dilemmas. It provides visual picture of a situation and helps establish sequences, identify moral issues and consequences of actions. (See in the figure which is given below)

Just like the line drawing method, the flow chart method can be successful in making correct decision, only if it is used properly and honestly. We can clearly see that these methods are helpful to come to a decision when a situation is really complicated and the sequence of decisions leads to many consequences which can again be either ethical or unethical. But the most important thing is to be clear about the fact whether an action is actually ethical or unethical. Let us see how we can make these moral choices.

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                    ┌──────────────┐
                    │   Problem    │
                    │  Statement   │
                    └──────┬───────┘
                           │
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                      ◇─────────◇                ┌──────────────┐
                     ╱ Decision  ╲ ────────────▶ │ Consequence/ │
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                     ╱ Decision  ╲ ────────────▶ │ Consequence/ │
                      ◇─────────◇                │   Action     │
                           │                     └──────────────┘
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                    ┌──────────────┐
                    │   Outcome    │
                    └──────────────┘
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Figure

Making Moral Choices

As seen above, when we try to resolve ethical dilemmas, we must remain honest as there can be proper use these techniques. Hence, professional ethics majorly depends on personal ethical moral values. 'Moral' refers to the principles of right and wrong behaviour. We can also use terms 'ethics' and 'moral' interchangeably as their meanings are almost the same. In order to judge our choices as moral or not, we can the following approaches:

1. The Utilitarian Approach: Some ethicists believe that the ethical action is the one that balance good over harm. Ethical warfare balances the good achieved in terrorism over harm done through death, injuries and destruction. The utilitarian approach deals with consequences; it tries both to increase the good done and to reduce the harm done. Here the cost-benefit analysis is done. If the benefit is more than the cost involved, then it can be considered to be morally correct.

2. The right Approach: Other philosopher and ethicists suggest that the ethical action is the one that best protects and respects the moral rights of those affected. This approach starts from the belief that humans have a dignity based on their human nature or on their ability to choose freely what they do with their lives. On the basis of such dignity, they have a right to be treated as ends and merely as means to other ends. The list of moral rights – including the rights to make one's own choice about what kind of life to lead, to be told the truth, not to be injured, to a degree of privacy, and so on – is widely debated; some now argue that non-human have rights, too. Also, it is often said that rights imply duties – in particular, the duty to respect others' rights.
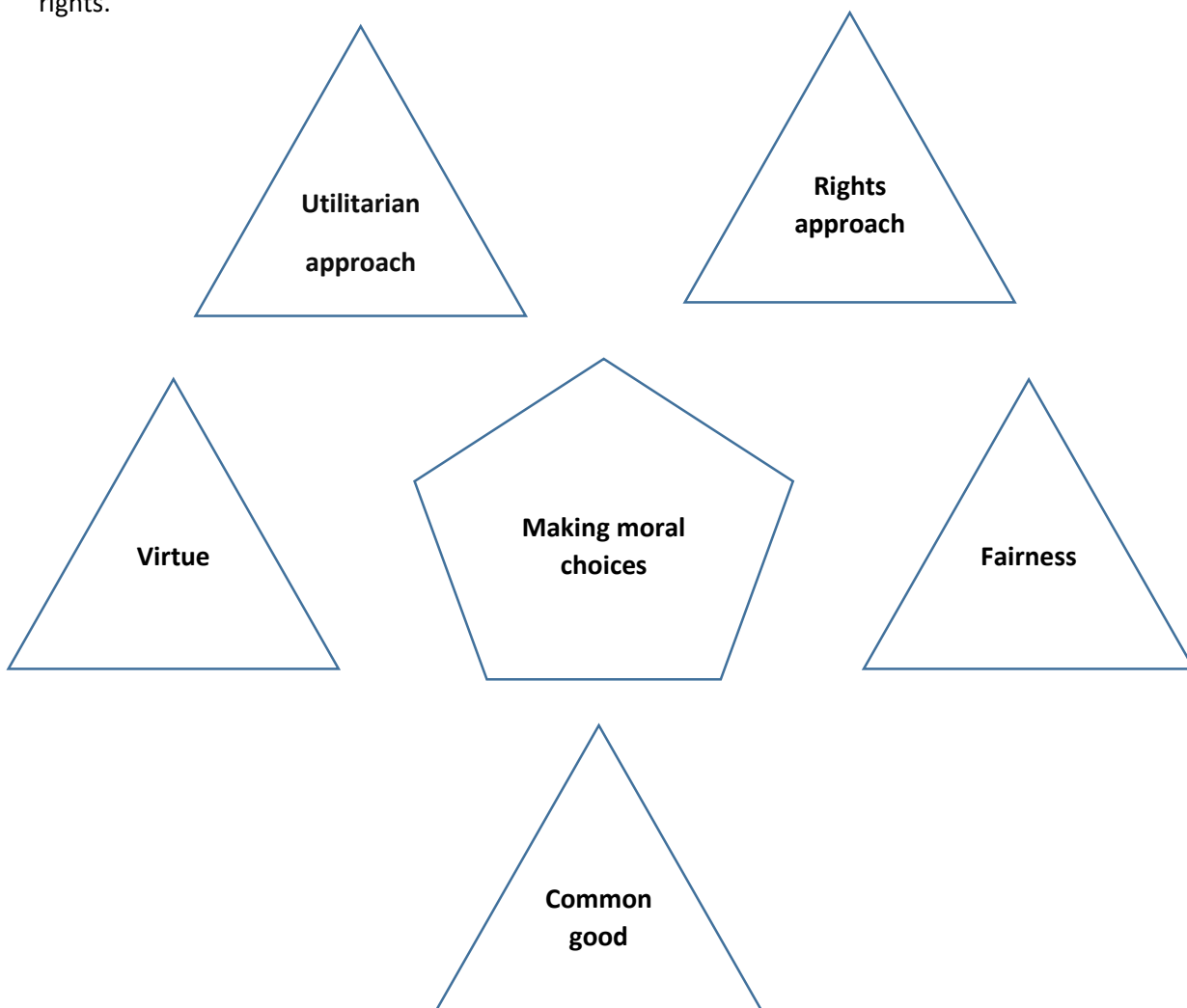
3. The Fairness or Justice Approach: This approach is based on the belief that all equals should be treated equally. Today we use this idea to say that ethical actions treat all human beings equally or if unequally, then fairly based on some standard that is defensible. We pay people more based on their hard work or the greater amount that they contribute to an organization, and say that is fair. But there is a debate over CEO salaries which are hundreds of times larger than the pay of others; many ask whether the huge disparity is based on a defensible standard or whether it is the result of an imbalance of power and hence is unfair.

4. The Common Good Approach: This approach suggests that the interlocking relationships of society are the basis of ethical reasoning and that respect and compassion for all others – especially the vulnerable – are requirements of such reasoning. This approach also calls attention to the common conditions that are important to the welfare of everyone. This may be a system of laws, effective police and fire departments, health care, a public educational system, or even public recreational areas.

5. The Virtue approach: A very ancient approach to ethics is that ethical actions ought to be consistent with certain ideal virtues that provide for the full development of our humanity. These virtues are dispositions and habits that enable us to act according to the highest potential of our character and on behalf of values like truth and beauty. Honesty, courage, compassion, generosity, tolerance, love, fidelity, integrity, fairness, self-control, and prudence are all examples of virtues. Virtue ethics asks of any action, "What kind of person will I become if I do this?" or "is this action consistent with my acting at my best?"

A case of ethical dilemma in the daily work life of an engineer:

Nayasha is a new employee in a startup that produces LCD displays for large venues such as shopping malls. Part of her job is to troubleshoot the malfunctioning these displays.

One of the important clients reported that the display units at their venue was not working properly since 2 months. Nayasha went to the site and examined the examined the displays and found out that her company had sold the units that was from a bad batch. She wanted to tell this to the site owners as they were very important clients, but if she did that, it would cost the reputation of her company and her company would have to install new units at no cost. If she doesn't inform, the company will do the replacement for a cost which would be unethical. Nayasha knew that her manager would like her to take an option which costs her company the east, but at the same time she wanted to be honest as they were company's important customers.

What should she do?

Telephonic Etiquettes

In the contemporary world, most of our conversations, and discussions with others take place over the phone. Telephone or cell phone is, in fact, the most commonly used tool of communication, among professions staying in different parts of the world. Whether they work in a large or a small organization, professionals need to interact mostly through telephones. Although telephonic conversations play an important role in everyday professional world. Not all of us are equally accomplished in displaying appropriate telephone manners. In fact, owing to this pervasive use of telephones, many of us tend to treat it like a trite, every day affair and hence sound uncouth, discourteous, impatient, or annoyed to our listeners.

Given below are tips following which one can maintain proper etiquette while making or receiving a telephonic call:

1. Identify yourself and thank them for contacting you

Give your full name and the name of your company. Since the caller has taken time to call you, you may answer the phone this way: "Thank you for calling Phonix Infotech, this is Anita De'silva, how can I help you?

2. Try to remain positive

A positive opening sets the stage for a pleasing experience. A warm and enthusiastic tone tells the caller that he/she is not being regarded as an interruption. Instead of giving him/her the impression that he/she is wasting your time, your tone can make him/her feel like(s) he is the most important person to you at that moment. Establish control of the call by asking the first question.

3. Consider the tone and speed of your voice

Speaking too fast or too slowly or in a very loud or subdued voice might offend anybody. Also if someone places too much emphasis on some specific tone or maintains a bored, flat tone which unmistakably suggests disregard for or disinterest in the caller, it can prove quite risky for your business prospects.

4. Listen carefully

As discussed earlier, listening to others is not as easy as it appears to be. However, without careful listening, one cannot answer appropriately and with conviction. Therefore, make it a point to take the calls seriously and listen to the caller very carefully. An empathetic listening can help you achieve success for you and your organization.

5. Respond

Now, some might want to become defensive which brings a change in the tenor of the voice. You may be realistic and practical while answering to a request or complaint, but your reaction should not be rude or dismissive regardless of the caller's intent. While dealing with a complaint, do not start blaming your colleagues or your organization.

6. Remain composed

Acquire a posture of deliberate politeness with guarded intent. While dealing with a particularly rude, upset or frustrated caller, try to be composed and considerate. One such expression can be: "I am sorry, who were you trying to reach?" Remember, you need to continue to be polite; having done so, however, you need to be still realistic and focused.

7. End well

End the call on a pleasant note. Normally, a pleasantry such as 'Thank for calling..', you are welcome…', 'Feel free to call me if you need anything else…', etc. puts the persons at the other end at ease and helps them create a positive picture about you in their mind.

8. Time your call

If your client has in-depth and complex queries that will take a while on the phone to sort out, then adequate time should be given to him/her. At the other end of the spectrum, rushing a call or limiting call time can make the other person feel like they aren't important, whereas making the call much longer than necessary can also become an issue.

9. Be precise and clear

Ensure that the people who are on the phone actually know what they are talking about. A professional requires knowing the nitty-gritty of his/her subject. Providing clarity to the caller can lead to conviction and credibility.

Tips for an Effective Telephonic Conversation

- Spoken courtesy on a telephone can reap rewards we may not expect.
- Never raise your voice on the phone.
- Try to speak clearly with the receiver a couple inches away from the mouth- not too far, not too close or on the lips.
- Take notes during the call, and record the date and time. Keep all your notes in one place.
- When you call back and get an answering machine, do not hang up. Leave a complete message with your name and telephone number.
- Receive a little formal training in telephonic communication.

Time Management

You know that time is precious, but do you also know that time is an instrument of communication? The value you attach to time tends to reveal certain traits of your personality.

The study of how human beings communicate through their use of time is known as Chronemics. In order to use time as an effective communication tool, we should understand its impact on the various aspect of our lives and act accordingly. We must attempt to use time as effectively as possible. In the professional world, time is a valuable resource. For example, when we are late for an appointment, people react negatively. If we arrive early, we are considered either over eager or aggressive, so we should always be on time.

Types of Chronemics are as follows:

1. Monochronic: To do one thing at a time. For example: watching T.V.

2. Polychronic: To do several things at a time. For example: watching T.V. while eating food.

When you would be asked to deliver expert talk on something, you would also be informed of the time allotted to your talk but merely hearing this information is not enough. You should also know whether there are other speakers and how much time has been allotted to each. Keep in mind the total amount of time made available for the event so that, should the need arise, you may take slightly less or more time for your talk.

At the planning stage, while organizing the contents, structure the time as well, i.e determine time slot for each sub-topic or point. In the note cards you may indicate the time limits also. While speaking, adhere to these time limits. Keep a check on time without making it too evident to the audience. If you look at your wrist watch at regular intervals, the audience may think that you lack interest in the topic or want to complete your talk quickly. To obviate obtrusion you may, therefore, place the wrist watch on the lectern near the note cards so that you may look at both while speaking.

Despite your efforts, sometimes you may find that your talk is likely to finish too early or too late. To meet first situation you may summaries your speech, explain a point already, made in greater detail, or fall back upon the 'reserve points' – the points which were to be discussed, if time permitted. In the second situation, omit discussing not-so-important points or compress the remaining matter. But never end your talk abruptly: 'I have nothing more to say. Thank you' or 'Oh! Time is up. I must stop. Thank you.'

Etiquettes for Foreign Business Trips

Before we go into the specifics of what you should do before, during and after the trip, here are a few guidelines.

- As an ambassador of your organization, ensure you don't let your organization down. Don't criticize or deride it under any circumstance, and especially in mixed company.
- During the trip, if you have to make any business commitments to other parties on behalf of your organization, remember to make only those commitment that are within your level of authority.
- You are also representing your country – India. In your awe of seeing American can expressways, do not bad mouth Indian roads and traffic to your American counterparts.
- Do not hesitate to keep your religious and personal identity (e.g. religious symbols on your body) but don't let that divert the purpose of your visit namely to transact business for your organization.
- If you food habits that require social needs (e.g. vegetarianism), make sure you use the internet and other resources to find out appropriate places nearby.
- Remember in the USA, travelling by car is the default option.

Before You Leave on Your Trip

Like any form of activity, knowing your objectives and planning ahead is very essential.

Know Your Objectives:

First and foremost, know your mission. Understand clearly why you are going on this trip. Learn also about the strategic plan behind the trip. If your trip is a part of a bigger plan, find out where trip fits in the grand scheme. Here are some possible missions that could be the cause for your trip:

- A technical mission like installing a software product on your customer site.
- A knowledge transfer by which you are going to get trained by your foreign counterparts.
- For rapport building.
- Building network.
- The final step in winning an off-shoring deal.

Prepare Well:

Remember that a lot may be riding on your trip. So, you have to prepare for it meticulously.

- Make sure you have assembled and organized all data required for your trip both in the hard copy and in the soft copy, as necessary.
- Build redundancy and save your important material in two or three places. Make contingency plans for such possibilities as lost luggage and have someone in your home base who can feed your computer files, data and other things in a pinch.
- Make sure you have all travel documents in order.
- Make sure you carry power adapters for the several different power outlets of the parts of the world you visiting. It is good idea to have universal adapter.
- Finally, make sure you bring with you plenty of your latest business cards and a diary or journal with a couple of good pens.

During Your Trip

Be aware of the local laws and practices:

Be very careful about the local laws and about inadvertently violating them. For example, in several countries there are stringent laws about jaywalking or littering. Follow them diligently. Before you leave on a trip, find out the weather at your destination and dress appropriately. Also be aware of luggage rules and limits – they can differ for different countries and air carriers.

Respect Privacy:

When you are abroad, respect for the privacy of your foreign counterparts is extremely essential. Do not expect them chaperon you during the off-hours or go out of their way to help you with your travel or personal needs.

Interface with your foreign team:

Interface well with your permanent team in the foreign location. Get to know them and liaison with them. They will have a wealth of information about the organization you are going to visit, how to business in that country and a host of valuable trips in general.

Pay attention to networking:

Understand that one of the main components of your trip is to build relationship and trust. A face-too-face meeting can help in building a strong relationship with your contacts in your host company and therefore, a cooperative environment between your two organizations. You should know the name of the persons you meet (and also the name they want to go by). Remember that the every person you meet in a foreign organization can be valuable in some way or the other and so, spend a lot of time talking and liaison with your hosts.

Help conduct perfect presentations and meetings:

You may have to present your colleague's presentation materials, in this case, make sure that you understand this presentation inside and out and can answer a lot of questions from your hosts. Likewise, your colleagues might ask you to obtain specific information for them from your hosts. Make sure to collect it for them. Work as a team with your contingent and make sure you are always connected with them.

Be in constant touch with your home base and your boss in India:

Be constantly in touch with your boss in India. Schedule a regular time slot for daily phone updates. More detailed reports should be sent to him via e-mail every day and even more frequently, as necessary. Before any major commitment or action, consult with the chief of your team and then clear it with your boss in India.

A business trip is not a junket:

Business trips cost a lot of money to your organization, on top of all kinds of man hours spent on getting your visas and other paper work. So, it is important to treat it as a very serious activity that should bring bout favourable results in the end. Any personal sightseeing or visiting you relatives or shopping should be done only when there is free time avail.

Visits of Foreign Counterparts

It is important to respect foreign client's religious beliefs and cultural needs. In business, foreign visitors should not be allowed to feel like strangers in other countries. We generally believe that when we visit another country we should behave accordingly to the business norms and etiquette of the country we are in. But there must be some social and religious beliefs that we should try to respect. Respecting cultural needs, religious beliefs and the attitudes of foreign visitors will go a long way in developing good business relations.

Business manners in different countries:

To be successful in business transactions one should know the chief differences in the business manners of people of different countries. The norms for business meetings and personal style followed by people in some countries are discussed here.

Americans:

- Shaking hands during introductions is common.
- Punctuality is an important form of courtesy.
- Americans prefer breakfast meeting to develop close business relations. They also have meetings over lunch.
- Americans prefer to refer to people by their first names.

Europeans:

1. British:

British businessmen share most of their culture and business matters with other Europeans. They are formal in meetings and personal style.

2. French:

French businessmen usually choose to speak in French with businessmen from other countries. They are very cordial and greet each other by shaking hands.

3. Germans:

German business meetings are highly formal and scheduled much in advance. Germans can explain themselves in English if required. People are addressed by their surnames. Senior businessmen are shown respect by sometimes being referred to as "Herr" (Mr.). Similarly business women are always addressed as "Frau" (Mrs.).

4. Italian and Spanish:

Both Italians and Spanish like business occasions as part of social life and may be less formal then other Europeans.

5. Dutch:

Dutch businessmen speak English fluently. Most of them are polyglots (speaking or writing several languages). They are relaxed in their business approach.

The Japanese:

- The Japanese always like to maintain personal space, so physical contact is not desirable.
- It is polite to offer and accept of business cards with both hands.
- Japanese business people should be addressed by using Mr am Ms, never by the first name.
- In Japan saying "no" is considered impolite.
- They consider giving gifts to be an important part of business.
- Red cards in Japan are funeral notices, so red greeting cards are not used for business.

Arabs:

- Arabs businessmen are known for their warm hearted greetings. They stick to their traditional way of greeting, both as hosts and visitors, by saying "Salaam Alaikum" (peace be upon you).
- Discussions on religious and political matters are strictly avoided.
- Business meeting are conducted in a leisurely style.
- To an Arab business person, giving gifts is a part of hospitality.
- Never give handkerchief as gifts to an Arab, as they symbolize tears and parting.

Indians:

- Indians have been known for their hospitality.
- In India, visitors are always treated utmost attention and respect.
- Business meetings are punctual, well planned and formally conducted and protocol of seniority is observed.
- In matters of business discussion, juniors always give precedence to their seniors.
- Business cards are exchanged while parting.
- Presentation of small gifts at the end of the meeting is considered to be gesture of goodwill.

Etiquettes for Small Talks

Small talk is usually a prelude to a more serious business conversation later or it supplements the main activity or conversation you are pursuing. It is that shallow, informal and somewhat impersonal conversation which can last anywhere from a few minutes to a very long time. It is a part of the ice-breaking process, setting up the environment to be more conductive to serious business conversation.

There is nothing small about small talk. Small talk is an important people skill. It helps in breaking the ice when we meet someone for the first time. It helps in establishing connection or defines a common denominator between two persons. It helps in forging a meaningful and lasting relationships with your business associate, a potential client and an existing client. It is an easy way to gain confidence in dealing with different people. It is instrumental in getting a job, working with clients and entertaining existing clients. Organizations look for people with such skills.

Tips for small talks:

- Have a positive body language with smile and demonstrate your interest and desire to communicate.
- Be the first one to initiate the conversation. Say a hello first, introduce yourself and ask open ended questions to enable the other person to say more. This will give you an opportunity to lead the conversation.
- The best topic to start with is always about the weather and other general topics. Also, if you can find out something to compliment about, then it is also the most desirable way to start a conversation, but take care that it should be an honest one.

- Be more interested in the other person rather than continuously talking about yourself. Listen with interest. Sometimes people just ask questions for the sake of asking and then are distracted when the other person is answering. To listen carefully, is the biggest compliment you can give a person.
- As this is a general talk, you may get carried away in telling many things, but it is advisable to think before you speak.
- Discuss general things like movies, sports, books, hobbies etc. this will make you appear friendly and approachable. For this, you must yourself have a knowledge of different things. So have a habit of keeping yourself updated.
- Avoid topics like your health issues, your own personal problems, and the cost of things, gossips and controversial issues like politics or religion.
- Do not walk away abruptly, close the conversation with a graceful line "it's been nice talking to you."

Respecting Privacy

An employer's need for information should be balanced with an employee's right to privacy. For almost all personal information – including pay and benefit records, formal and informal personnel file video or audio tapes, and records of web browsing, electronic mail and keystrokes- the following basic rules help to establish and maintain that balance:

- To respect privacy is the fundamental concept of many societies. People have right to peaceful enjoyment without being disturbed or harassed by others. People wish to have privacy not only at their homes, but also at the workplace, even if they may be using the premises and equipment of the employer.
- As for the employer, it is important to monitor employee activity through CCTV camera and track the internet, email, social media and telephone use. This is justified as the employers have a risk of theft of property, data security, inappropriate and antisocial behavior, violence, drug use, etc. Also, the employer's concern is that of the productivity loss due to misuse of office technology for personal matters.
- The monitoring of employees may be necessary but every human being has a right to privacy as far as their personal information is concerned. The employees desire to work at peace and not being disturbed constantly.
- An employer must take consent from the employee before sharing any of their personal information like contact numbers. It is illegal to use the personal contact details of employees for marketing purpose. Many companies print the contact details of employees in their brochures or websites without their consent. This may lead to unnecessary harassment of the employee by others.
- As an employee, you must also respect privacy of your other colleagues. Standing behind a person unnoticed and seeing what she/he is doing is very rude. Do not peep into computers of your other colleagues. Monitoring of the internet usage is the employer's work and not yours.
- While indulging in informal talks during a lunch or tea break, do not ask personal questions by which others get intimidated. Do not share any information of your colleagues with others.
- As an employee, it is your responsibility to keep confidentiality of the organizational data. Do not reveal any information of the strategies used by the organization, any new development in your company or any important information to competitors as they may use it for their advantage. Also, keep confidentiality of the clients' information.

Learning to Say NO

When we do activities which are other people's priorities, we end up accomplishing nothing at the end of the day. People usually are not able to say no, even if they want to, let's see why people are not able to say no:

1. We are vulnerable as far as our human relations are concerned. Because we have a need of acceptance, of importance and of sense of belonging, we don't say no. We feel that if we say no, the other person will be offended or what will that person think of me?

2. We have strong ego sense, where we consider ourselves to be always helpful to others. Because of this strong attachment to our thought of being helpful, we don't say no.

3. When we don't have our own plans, we are vulnerable to fit into plans of others. We think that because we don't have anything to do now, so we can easily accommodate for other people's priorities. In fact we also have tasks at hand which are important for our goal, but we haven't made any plan for it.

4. We are not aware of our own priorities because we never visualised our goals or planned for it.

5. We are guided by our impulse or desire rather than our set principles. This happens because we have actually not set our principles.

6. Lack of power of taking decisions.

What happens when we are not able to say a no?

1. We end up wasting time which we may have utilized in doing activities of our own priorities.

2. We are not able to meet our deadlines and are always in a crisis.

3. Even though we may have helped other people but it does not necessarily mean that we will be in good books of others.

4. Because of our habit of giving priority to other people's priorities, we end up missing our deadlines and it creates a bad impression.

5. As we start seeing that our own work remains unfinished, we go into resentment and it becomes a vicious cycle.

Change

"Change is hard in the beginning, messy in the middle and gorgeous at the end." – Robin Sharma.

- We always look for stability but the only thing that is constant in the world is "Change".
- We need to develop ourselves to become better today than yesterday.
- For example, if a student is not able to study regularly, he scores less than his actual potential and then regrets in the end, "Only if I could have studied regularly!" Here, the student has to work continuously on changing his habits with prioritization, time management, assessment, etc. He has to introspect a lot and find out ways on how to go about it.
- While ridding ourselves with bad habits, we must remember that it needs to be replaced with one good habit.
- It is said that if you contribute doing a task every day at the same time for 66 days in a row, then it becomes your habit and then you don't have to exert to do that task.
- With the development of technology, change in the thinking of people, change in the overall environment, the companies must keep on updating their products, services, ways of dealing with customers and employees, policies and strategies.
- "Change" is also important for a society as a whole. When an individual brings about a change on oneself, everything around also changes.
- Rather than complaining we must always strive to bring about that change ourselves. And so, Mahatma Gandhi said, "Be the change you want to see in the world."

Six steps to bring about a change:
- Identify one thing that you need to change.
- Accept, that you really need to change this one thing.
- Determine that you will do something to change.
- Identify the action points to bring about the change.
- Take action.
- Persist till you succeed

Grow

"Growth is painful, Change is painful. But, nothing is as painful a staying stuck where you do not belong."- N. R. Narayan Murthy

- When we change, we grow as human beings. Each time we stretch ourselves, we expand our limits.
- It is rightly said that you can grow only if you move out of your comfort zone.
- A comfort zone is the limit within which we can operate at ease. The moment we go out of this limit, we start experiencing lots of difficulties and we feel like going back to our comfort zones.
- For examples, when you start going to a gym, on first few days, your body will ache, then slowly and gradually your body becomes used to this exertion and it doesn't pain at all.

- But again if you add the number of exercises, then again it will start paining.
- The same fundamental applies to everything, because our minds are like muscles.
- We need to train our mind in order to grow. Anything which we do a little more than what we are used to, we experience difficulty, but if we persist, that new difficulty level becomes our comfort zone.
- This way, every time crossing the boundary of our comfort zone, we can keep on growing in all aspects of our lives. Hence, always try to do a little more than what you had thought to.

Persist

"It always seems impossible until it's done." - Nelson Mandela.

- As seen above, persistence is the key to bring about a change and growth in ourselves and our surroundings.
- It is persistence alone which will make you successful to bring about a positive change in your life.
- The road upwards is always difficult, and there will come a time when you would want to give up.
- It is very easy to get swayed by temptations of giving up.
- Take an example of a student who has decided to study for 2 hrs. continuously.
- After half an hour, he will start feeling a little bored and will start looking for distractions. If at that time, his friend comes with an idea of playing, he'll quickly get up and go without completing what he had decided.
- This is how we don't stretch our limits and can never grow.
- Imagine, a mountaineer who climbed for many days and is almost about to reach the peak, but gets exhausted and thinks that now he can't go further.
- That is precisely the time, when he has to gather all the courage and persist only a little more, and if he does that he not only reaches the peak but also finds out that the other side of the mountain is too beautiful to give up.
- Persistence is thus, refusing to give up on the face of difficulties and keep on moving forward till the time reach your goal.

Prioritize

" The key is not to prioritize what's on your schedule, but to schedule your priorities"- Stephen Covey.

- The reason why people are not able to persist is because they're not able to identify their priorities.
- As seen in the topic "time management" one must include all priorities in the schedule and work accordingly.
- Planning your day is the biggest mantra to stick to your priorities.
- When we don't have our own plans, we end up becoming the part of other people's plans and priorities, thus taking us nowhere.
- If you don't have your own plan and someone comes with a request, you will definitely help the other person even if it is not important for you.

- When you don't prioritize, you can't say ''NO'' to others.
- In chapter 5 we have already discussed why we don't say ''NO'' and what happens if we don't learn this art of saying ''NO''.
- In fact, if you have scheduled your day with proper thinking, then when anything else comes up, you will realize that if it is not in your schedule, then it is not important.
- Many people, especially professional feel that they are always busy but at the end of the day they feel that they haven't accomplished anything because they couldn't do anything from their own priorities.
- This also happens due to many distractions around.
- If you prioritize your work, these distractions become powerless, but in absence of the definition of your priorities, you will end up becoming slaves of these distractions.
- People spend tremendous amount of time checking their phones, seeing a video, taking the phone each time a notification pops up, etc.
- These distractions not only eats away your time, but also drains all your energy.
- So priorities your work and make a plan and discard everything which is not in your plan, unless it is very urgent and important.

Read

''The man who doesn't read has no advantage over the man who can't read''. - Mark Twain.

- Reading is the best habit that everyone must imbibe.
- It is the literature that helps build the spirit of people.
- Reading helps in many ways and it is one of the most important elements of self-development.
- You must not only read about your own subject, but everything around.
- Reading about your own area helps you sharpen your core skills, while reading general books and other topics gives you an idea about all aspects of human life.
- If you like reading comics and story books, it's good for entertainment, but you must also read books which give you information, knowledge and helps you make a better person.
- Of course, many story books also teach us lessons, but when you read about great people, different cultures and different self-help books, they help you grow as a person.
- Sometimes reading reinforces what you already know because you relate to what is written in the book.
- Whether you read one type of book or the other it is important that you ponder over whatever you already read.
- This will help you find more meaning from what you read and it will become a part of you.
- Try to think about the purpose of the author to write and the underlying feeling of the author and you will be able to gauge exactly what the author wants to pinpoint.

Learn

''Live as if you were to die tomorrow. Learn as if you were to live forever.'' - Mahatma Gandhi

- Of course you must have heard this and read this many times, that one must keep on learning till the end of the life.
- One who continues learning never feels stagnant in life.
- If we always keep a seeking mind, we'll be able to learn from every situation or person around us.
- Learning helps us move forward and improvise each time.
- We can learn from our own experiences, reading about great individuals, history, other's success and failures, etc.
- No learning ever goes in vain in our lives.
- A professional must keep on learning new ways of work.
- By continuous learning, you can keep up with the changing times.
- You always stay relevant with time.
- Learning new skills of your profession helps you keep updated and add to your profile.
- You gain a new confidence, every time you learn something new.
- You will never feel stuck, even in the face of difficulties and you are able to see opportunities in all situations.
- These days, with the use of computers and internet for everything and anything, it has become a necessity to learn the use of technology in your field.
- One can even learn different skills like leadership and management skills.
- In some professions, learning new languages help in improving your profile.
- Learning programming and new software also helps a lot.
- In fact, every profession provides a scope of learning from time to time with the development of new ideas, innovations and technology.

Listen

"Most people do not listen with the intent to understand; They listen with the intent to reply." – Stephen Covey

- Listening is the most important of all soft skills, instrumental to better human relationships including professional relations.
- The way we communicate, work, advise, co-ordinate, provide solutions, etc. depends on whether we are good listeners or not.
- Being empathetic listening is very important as we try to understand fully, the other person's view or feelings and then respond.
- We can be better in every role if we have better listening skills.
- We can become more effective in our work and save a lot of time if we listen carefully.
- Moreover, we become better human beings and one of those few people in this world of social media, where people just express themselves whether anyone listens with empathy or not.
- Listening helps you in learning a lot.
- It not only helps in gaining knowledge about various things, but also helps in learning about your own surrounding.
- If you are able to listen, then you can understand your environment better.
- You become more aware and will respond based on your awareness.

- When you can listen to the needs of your surroundings, listen to what is unsaid and listen to your inner voice – all these will make you a better person and a better professional.

Record

- Record-keeping is very important aspect to measure the progress of an individual and that of an organization.
- In the working world it is useful at the time of your performance appraisal.
- Also, to see where you are heading towards in your life, you must keep records.
- Recording helps in reflecting, measuring, assessing and creating new goals.
- It shows yourself at different milestones of your life.
- There are so many small and big things in life where record keeping helps like tracking your expenses and budget, tracking your professional progress, assessing yourself in terms of self-development, remembering from what you learnt, etc.
- Thus recording is very important but not everyone is able to maintain records regularly.
- So, the key to record keeping is being consistent.

Remember

- Remember, what you read, what you learnt and what you saw. Remember, so that you can apply.
- Here, the "remember" word can be seen from a deeper perspective.
- For example, you promised one of your client to get back to him a solution and you forget to call him.
- It would be the biggest mistake that you would do to harm your image at your workplace.
- "Remember" also means to stay committed.
- In our daily lives, we have to take care of so many things, that we don't remember to do what we are supposed to do.
- A person walks one step ahead everyday towards his goal, only if he remembers it all the time.
- We are all lost into our small daily activities, that we don't remember that there are things which are of more priority.
- In fact, if you have set your priorities well, you will not forget them.
- A person who remembers is always needed by others.
- If you are person who can remember the interests and concerns of others, you will be remembered by everyone around you, be it your home or office. So, remember to remember.

Assess

- Assessment is very important to see the progress.
- We must assess from time to time everything that we are heading in the right direction.
- Assessment can always be done with the goal as reference.

- Assessment provides insights on whether whatever we are doing is correct, in the right direction and intensity.
- Self – assessment helps in finding out where we have reached, whether what we did worked out for us, how much we have changed and how much it will take to reach our goal.
- It needs to be done continuously with process of change that you are striving to bring about.
- Self – assessment gives motivation too.
- When we look back and analyze what we have become now, we feel motivated to do even more.
- It is also required to change the course of our action if something doesn't work out for us.
- Sometimes, assessment of self may lead to low self-esteem if it doesn't confirm with your self-concept, but looking from different perspective, it helps you to find out what should be done to change from what already is.
- In other words, we can say assessing is like measuring our progress and we can do fine tuning with the help of assessment.

Think

"Concentrate all your thoughts upon the work in hand. The Sun's rays do not burn until brought to a focus."
– Alexander Graham Bell.

- "Thinking" in itself has many perspective.
- We have heard many things like, "Don't think much" or "Thinking is waste of time, just act" and then "Think before you speak." So, let's examine these different perspective.
- Firstly, thinking about a thing in a sense of brooding over it or worrying is actually not helpful.
- It leads to overthinking which is a wastage of time and nothing productive happens out of it.
- Secondly, if we only keep on thinking and don't do anything about it, then we end up with nothing.
- Here, "thinking" becomes a passive act without any implementation, hence it is useless.
- So, what kind of "thinking" is good? When we say, "think before you speak", it important because it helps us analyze the situation and give objective reply.
- It helps us respond rather than react.
- "Think" here also means to ponder on every new thought or situation we come across so that we can learn apply something from that.
- Moreover, it is important to keep our thoughts focused on our goal and that is what will make us successful.
- Most importantly, "think" is the starting point of any action.
- Any innovation or creation was first created in the mind of his creator.

- Hence, thinking is important which involves a critical analysis and provide objective and implementable solutions.

Communicate

- As discussed previously in chapter 1 we already understood that communication is a very important aspect of our lives, be it personal or organizational life.
- In fact, nothing can be accomplished without communication.
- Your self-development is incomplete without developing your communication.
- In order to sharpen your communication skills, you must communicate. Mastering communication skills is a matter of practice.
- Not only that, communication also helps in your overall development. When you communicate on different issues with different people, you come across a lot of new information.
- In a way, it helps in two ways - sharpen your communication skills and enhance your knowledge.
- As far as self-development and growth is concerned, how you communicate with yourself is also important.
- Most of the people suffer from low self-confidence because of wrong self-talk.
- What you tell yourself, or in other words, what you think about yourself has a great influence on whether you can always remain in high spirits or not.
- And that will decide whether you can perform to your full potential or not.

Relate

- When you read or experience something, but if you are not able to relate it to your own self, then it will not remain for longer time in your mind.
- Also you'll not be able to apply any learnings from it. So, whatever you read, learn, listen, experience must be related to yourself or your situation or any other thought which will help you remember thought and you will be able to apply that at the right time.
- Relating knowledge ideas, thoughts, experiences and observations helps in developing new ideas.
- It helps in critical thinking which requires a lot of seeking and questioning. Also when we relate different aspects, we can come up with a complete new idea, which leads to creativity.
- When we relate, we look at the complete aspect and it helps us coexist with our environment rather than living in isolation.

Dream

"If you can dream it, you can do it". - Walt Disney.

- Your lives are built when you learn to build your dreams.
- Your dream acts as a guiding path towards the destination.
- A dream written down with a date becomes your goal, a goal broken down in steps becomes a plan and a plan backed by action makes your dreams come true.
- Many people say that they don't know what their dreams are. Actually, every human being has unique talents and they can do wonders with those talents.
- Sometimes, if we don't have dreams and goals, we must start something that interests us and keep on doing that.

- There will be something for which you will start feeling proud of and before you realize it becomes your dream.
- To have a dream or a goal in life is very important otherwise you will never know where to go.