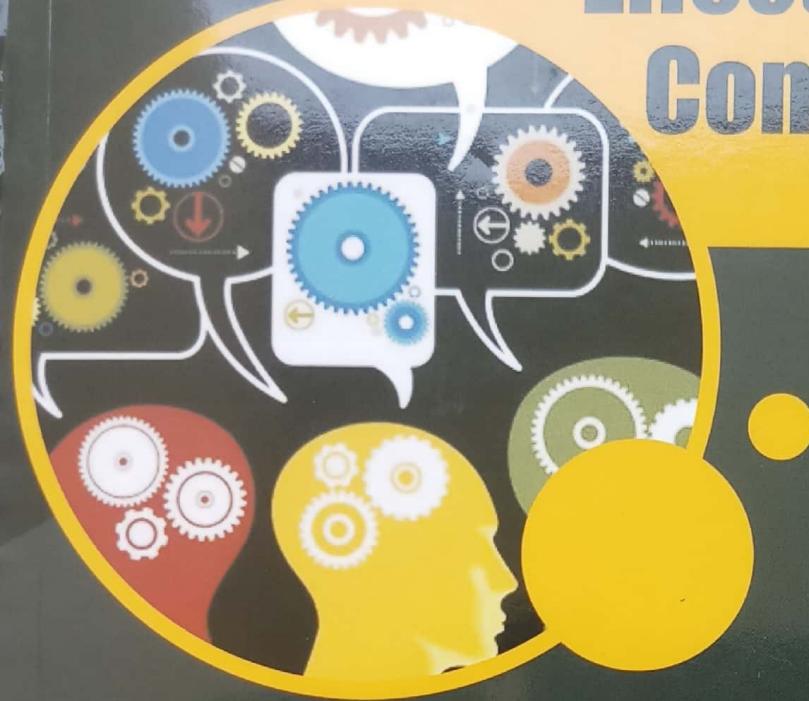


# Effective Technical Communication



Sub Code : 3130004

- AS PER NEW SYLLABUS OF GUJARAT TECHNOLOGICAL UNIVERSITY
- SEM III (COMMON TO ALL BRANCHES)
- SIMPLIFIED APPROACH
- CHAPTERWISE SOLVED GTU QUESTIONS JUNE 2009 to DEC. 2017

**MODEL PAPER**  
AS PER NEW QUESTION PAPER PATTERN

 **TECHNICAL  
PUBLICATIONS**  
TM  
SINCE 1993  
*An Up-Thrust for Knowledge*

**Uma Joshi**

# 1

# Dynamics of Communication

## Syllabus

*Definition and process, Kinesics, Proxemics, Paralinguistic features, Importance of Interpersonal and Intercultural Communication in today's organizations.*

## Contents

- 1.1 *Introduction*
- 1.2 *Learning Effective Communication*
- 1.3 *Definition and Process of Communication*
- 1.4 *Verbal and Non-Verbal Communication*
- 1.5 *Importance of Interpersonal and Intercultural Communication in Today's Organizations*

**Objectives :**

- To understand how communication happens in daily and professional life.
- To understand the process of communication.
- To understand the importance of communication and learning communication skills.
- To know that there are barriers which does not allow communication to happen effectively.
- To be able to identify various verbal and non-verbal ways of communication.
- To understand body language and be able to put this knowledge into practice while making a presentation, group discussion or in daily life communication.
- To understand the importance of paralinguistics and to be able to identify one's own points where one needs to improve and sharpen the skill.
- To understand and make use of proxemics to make a greater impact of your communication.
- To understand interpersonal communication and its components and to be able to identify them while communicating with others.
- To understand intercultural communication and its importance.

## 1.1 Introduction

Today's world is a world of expressing freely. People voice their opinions, views and share information freely and easily, thanks to the internet. Every second of the day, someone is sharing something of their mind to the outer world. The need of sharing what you have in your mind has never been so high as it is today. Come offline, and still there is a need to share information, day in and day out. Observe "one day" of your life and you will realise that you're either saying or writing something to someone or you're listening or reading to other's thoughts. And, if you're not doing any of these things, you're definitely speaking and listening to yourself. When you get up in the morning, you talk to your family members for your various needs. When you leave home for college or office, you say a goodbye, your mother reminds you to take your water bottle or lunch box. You reach your college and talk to your friends about the day's lessons and various other things. Then inside the class there is an interaction between you and your professor. In all of these cases, there is one thing common- there is an exchange and this exchange is what we call communication.



## 1.2 Learning Effective Communication

We may think, a very common phenomenon which happens in our lives every single day and that too throughout the day may not need much of an explanation. But, this is where we make the mistake. Something that is done regularly need not be neglected. We may be wrong, if we think that communication which is so natural to human and which we do from our childhood, doesn't need any expertise. Let us examine why is it important to learn communication?

### 1.2.1 Communication in Daily Life

First of all, in all of the above cases, imagine if we do not communicate at all. What will happen? You don't get your tea or milk or breakfast or may not get on time, your mother wonders when you left home and finds out that you forgot your lunchbox, you came to the college and had no money to buy lunch and had to borrow from others or stay hungry till you return, your professor doesn't teach you and you don't learn.... So on and so forth. This means, you are not able to do any task without communicating.

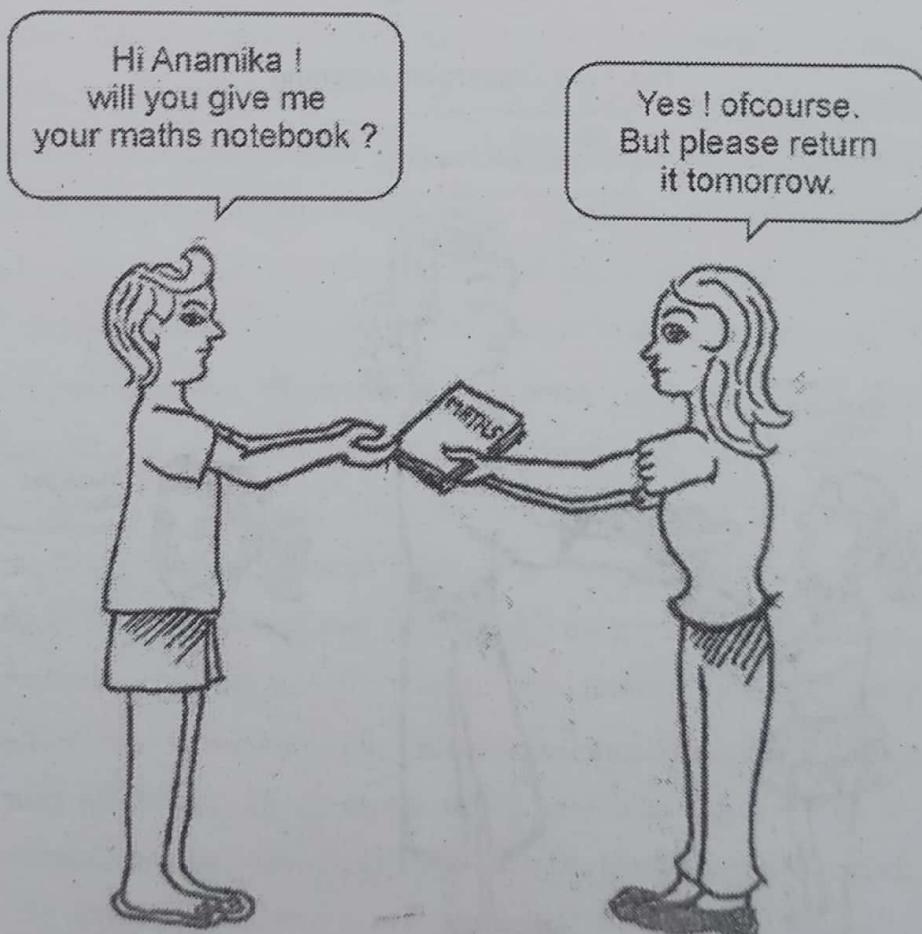


Fig. 1.2.1 Communication between friends

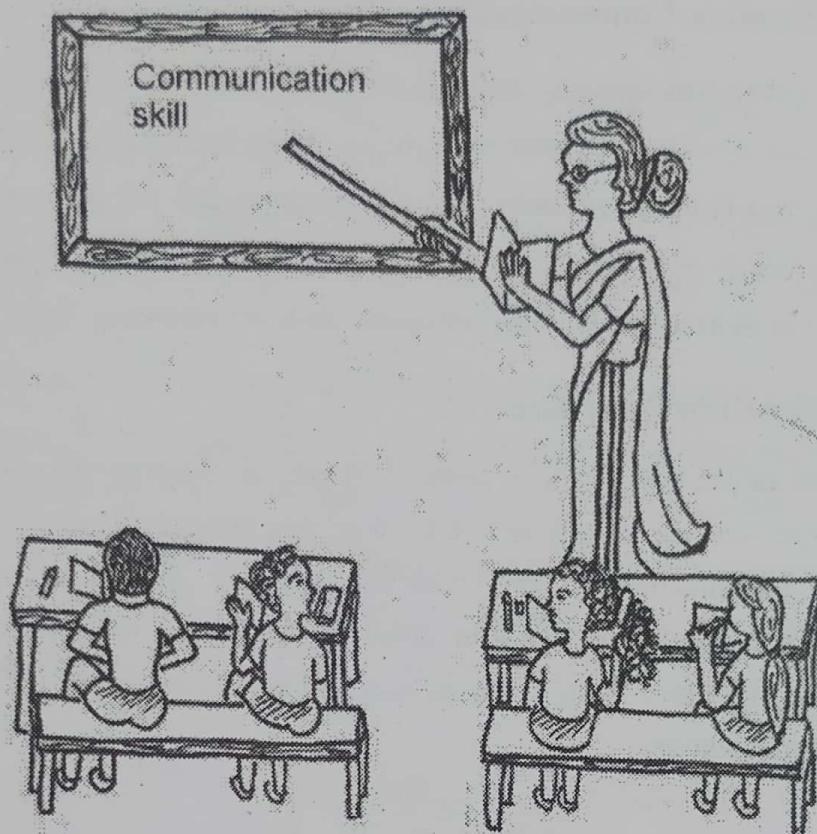


Fig. 1.2.2 Classroom teaching



Fig. 1.2.3 A girl talking to mother



Fig. 1.2.4 Girls sitting in the park and communicating to others through social media

## 1.2.2 Communication in Professional Life

Imagine yourself after you finish your graduation and start working in a company or start up your own business. Can you do without communication? The answer is definitely a “NO”. At your workplace, you have to report your work to your boss, instruct your subordinates, understand your client’s requirement, and interact with your colleagues when you’re doing a collaborative work. Every work in an organisation requires planning, organising, executing, staffing and controlling which cannot be done without communication. Each and every work in an organisation revolves around communication and if there is no communication in an organisation, it will fail to exist.

Moreover, in order to work effectively and get better and faster results, it is important that we communicate to get our work done the way we want it. It means that there should be least confusion between individuals so that no time is wasted in clarifications and repeat communication. This will ensure smooth functioning of organisation with faster and better results. As an individual, with great academic records, if you have good communication skills, your progress will be faster. Thus, the role of communication in the professional world is immense.

Though we have been communicating since our childhood, we may not know the correct ways of communicating effectively, the examples are all around us. We see a lot of misunderstandings and misinterpretations among people. The reasons for ineffective communication are many, but let us call them the barriers. To name a few, there are psychological barriers, physical barriers, interpersonal barriers, organizational barriers, cultural barriers and many other small reasons which

comes our way in doing effective communication . Also, at workplace, there is a particular way to communicate and that is why it is called Technical communication where we communicate using particular techniques and following particular formats. All these are enough reasons for us to check our communication skills and try to learn better ways of communicating effectively especially from the point of view of our professional lives. So, before learning how to communicate, let us understand some basics about communication.

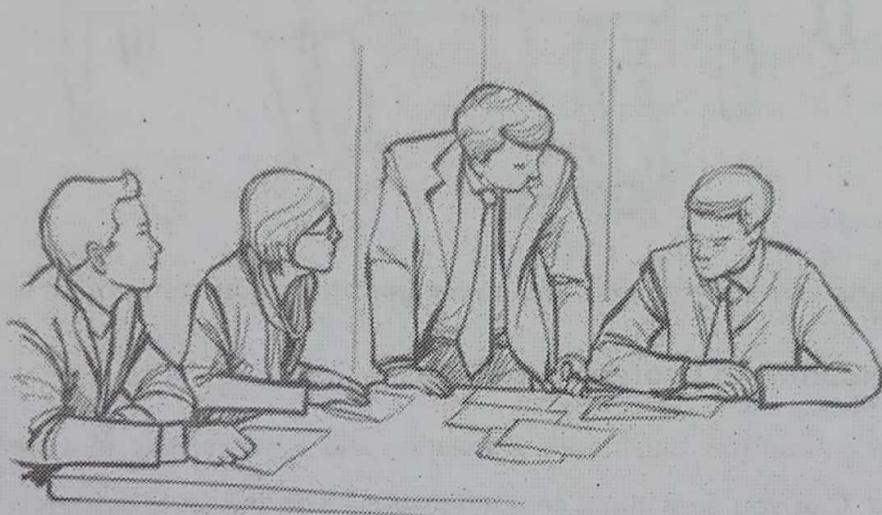


Fig. 1.2.5 A manager explaining work to his colleagues

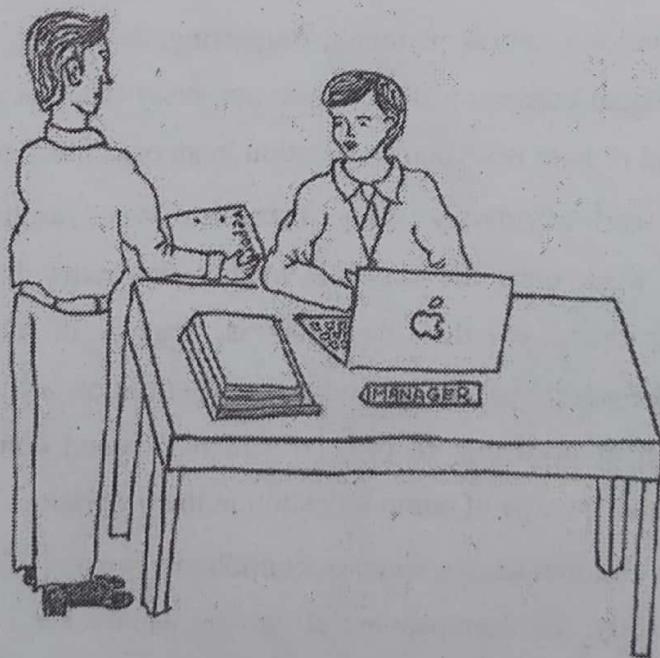


Fig. 1.2.6 An employee reporting to his boss



Fig. 1.2.7 A marketing executive convincing his client

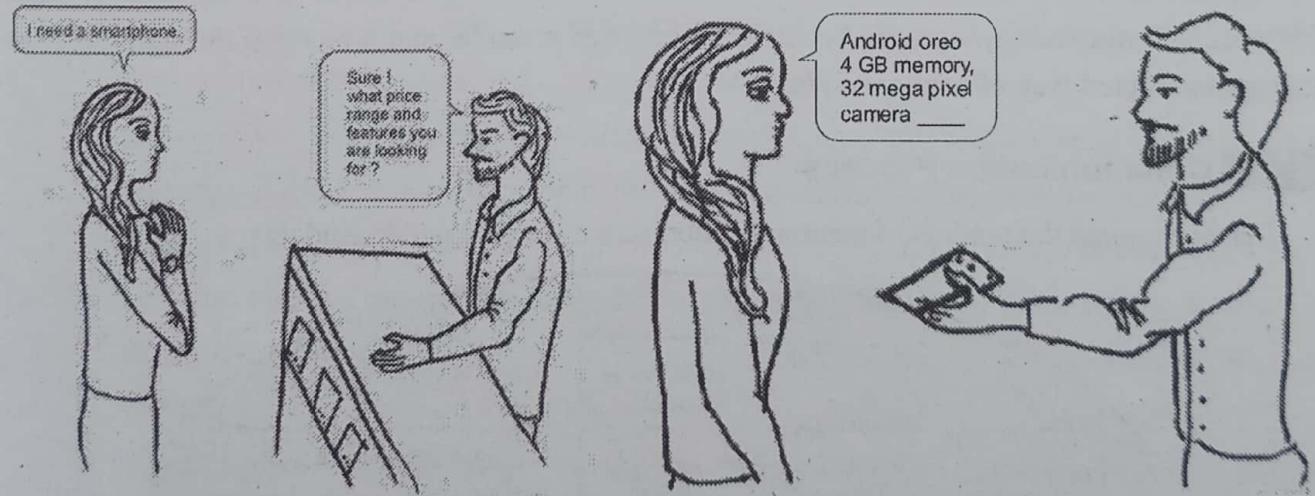


Fig. 1.2.8 A shopkeeper is trying to understand the requirement of the customer

**Quick Bites :**

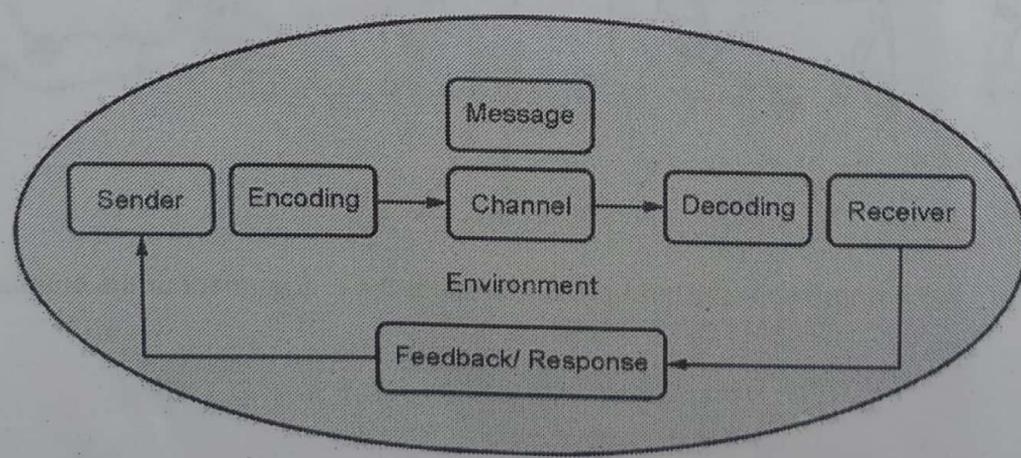
- Communication is a very important aspect of human life.
- Today's world is a world of expression.
- Communication has never happened in such a large scale as in the present day. It is an age of communication revolution.
- We cannot do without communication in either our daily lives or professional lives.
- If we do not communicate, we cannot get what we want.
- Without communication, organizations will fail to exist.
- There are barriers like psychological barriers, physical barriers, interpersonal barriers, organizational barriers and cultural barriers, due to which communication does not happen effectively.
- A professional must master the skill of communication in order to be successful in her/his career.

### **1.3 Definition and Process of Communication**

Communication means to exchange. In order to communicate, two parties are required, one who sends information and other who receives it. To send information, the sender needs a medium which connects the sender to the receiver. Not only that, there has to be a cooperation between the sender and the receiver and they must be able to use a mutually understood way of communicating. If the receiver is able to understand exactly in the same way as the sender, then we can say that communication was effective. Thus, communication can be defined as an exchange of ideas, knowledge, information, thoughts or emotions between a sender and a receiver through a channel using an accepted way of communicating.

#### **1.3.1 Communication Process**

Let us examine the process of communication step by step to understand this.



**Fig. 1.3.1**



1. **Sender** : A person or people who have an idea in their mind that needs to be shared with other person or people.
2. **Ideation** : To communicate, the first requirement is that the sender must have some thought inside his/her mind. This step is called ideation. Eg. You thought of going to a movie on the last day of your exam with your friend.
3. **Encoding** : The idea which comes to the mind of the sender needs to be converted into words, symbols or signs which the receiver may understand. This conversion of idea into message is called encoding. Eg. you ask your friend, “ will you come with me for a movie after we finish our exam?”
4. **Channel or medium** : The message needs a medium or a channel to reach the receiver, whether you communicate orally or by writing. If you are speaking face to face then you are using air as the medium, if you text a message then you are using mobile phone as your medium.
5. **Receiver** : The person who listens to or reads your message is called receiver.
6. **Decoding** : The receiver listens or reads the message and convert it into idea or thought according to his/her understanding. This is called decoding. Eg. when you ask your friend about the movie, he/she listens to it and thinks about the day on which to go and which movie to see, etc.
7. **Response or Feedback** : After receiving the message and decoding it, the receiver gives response, i.e. replies back or takes required action. Eg. Your friend either agrees to go on the last day of the exam or tells you to wait for one day as he/she has some work on that day or may decline your request. If the receiver doesn't give any response, then the sender will be left confused as to whether the receiver has understood the message or not. Hence, without response communication is incomplete. Also, it is from the response that the sender realises whether the receiver has understood the message or not. If the sender doesn't get a desired response then we can say that the communication was not effective and either there is a need to clarify more. Thus, response is also called feedback and it is a very important part of communication because it tells whether the communication was effective or not.
8. **Environment** : The environment of communication which includes the surrounding, also plays an important role in communication. Every communication requires a particular environment for it to happen effectively, eg. a classroom is required for lectures to happen in an educational institute, where certain rules are followed. Also, there is noise, which acts as an interference in communication.



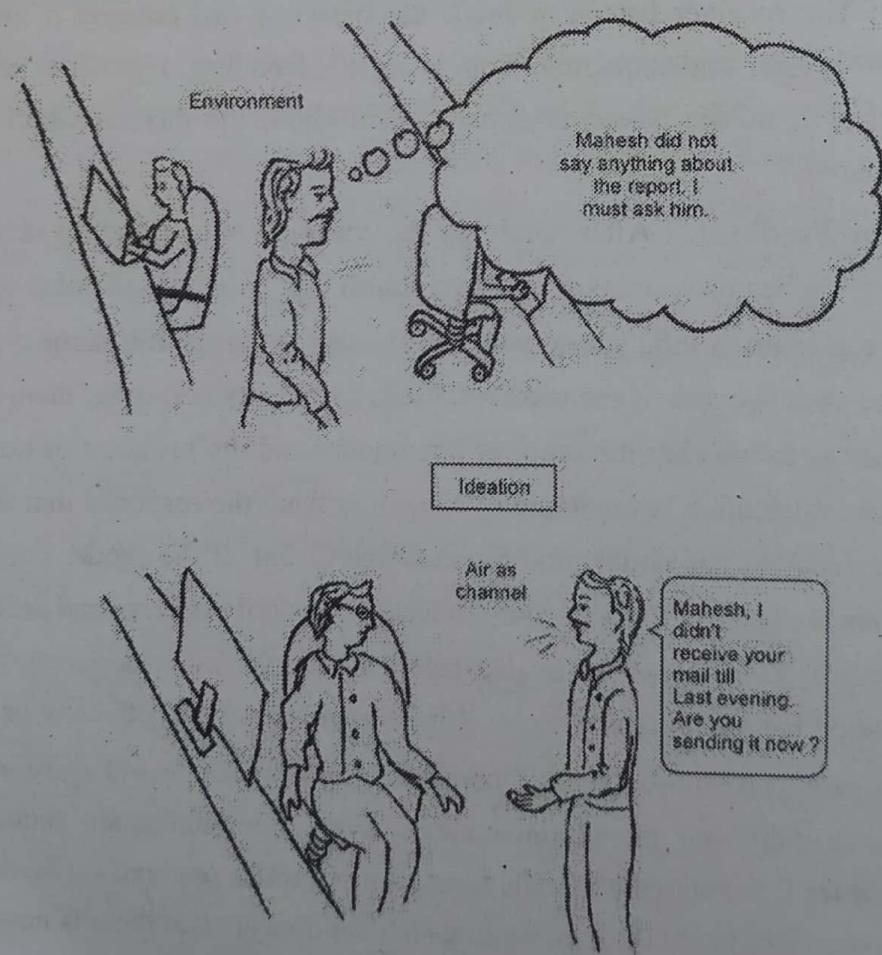
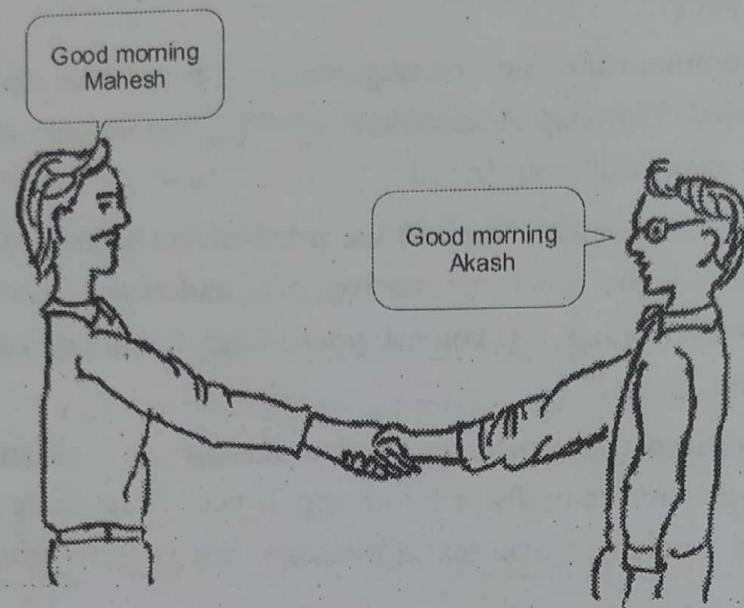
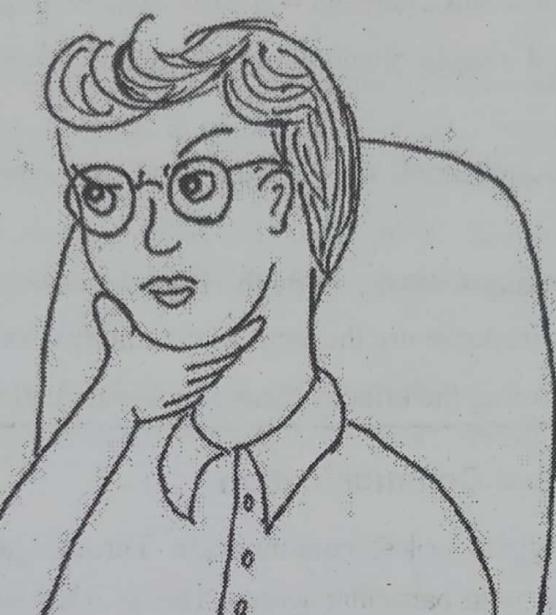
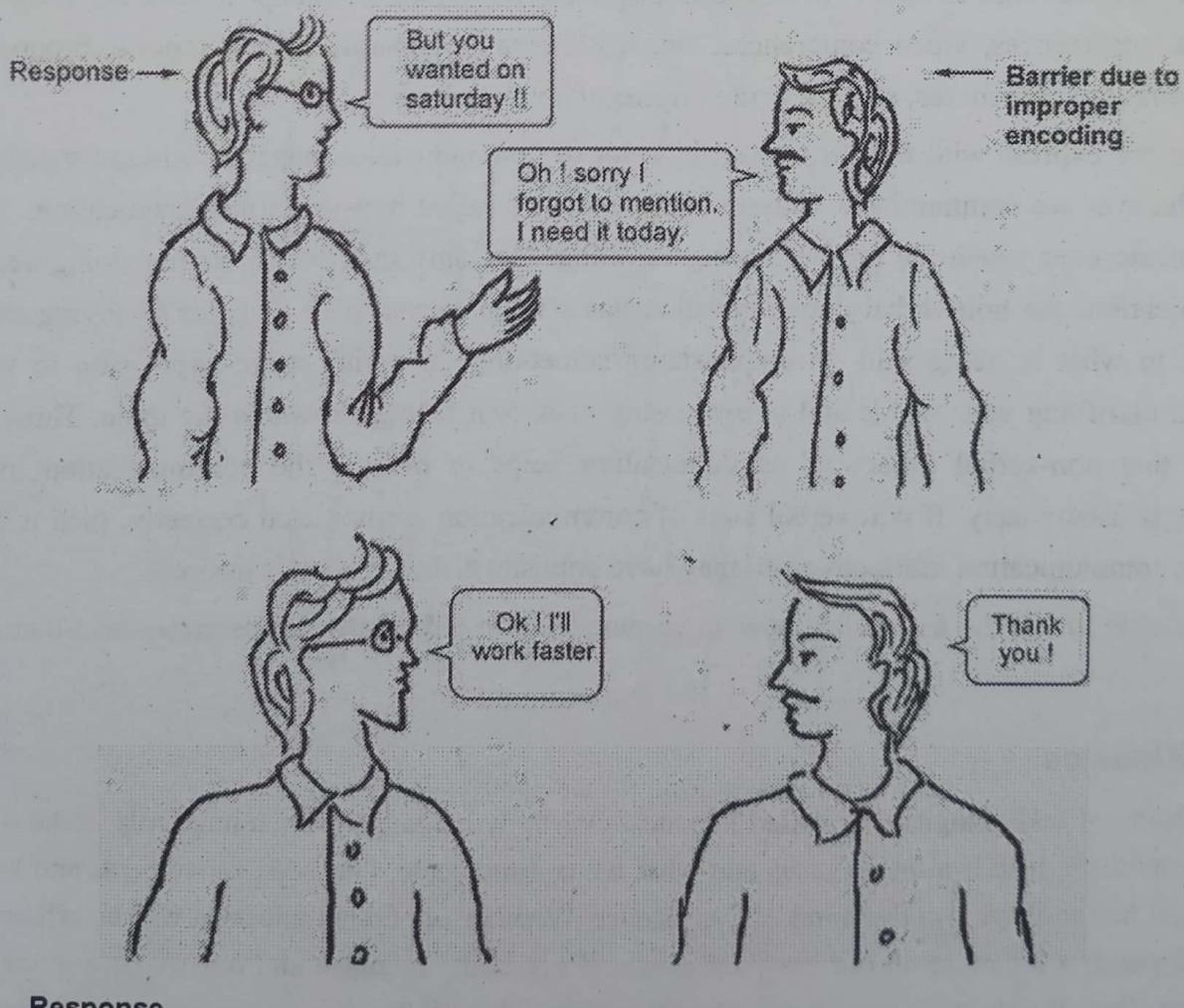
**Communication process**

Fig. 1.3.1

**Encoding and Sending Message****Mahesh is listening - Receiving and decoding message**

**Quick Bites :**

- Communication is an “exchange” and so it is a two-way process.
- Though seemed to be a simple phenomenon, communication is a process with various steps.
- A sender, a receiver, channel or medium and an environment is required for communication.
- Ideation, encoding, sending message through channel, receiving of message by receiver, decoding and feedback/response are the steps of communication process.
- Feedback helps in measuring the effectiveness of communication.

## 1.4 Verbal and Non-Verbal Communication

Language has been the biggest tool to communicate. Through language, we identify various things, concepts and emotions with particular words. This is what we call verbal communication which can be done in oral and written forms. Oral communication in an organisation can be in various forms like face to face conversation, telephonic conversation, group discussion, meetings, seminars, conferences, video conferences, etc. while emails, business letters, reports, proposals, notices, circulars, brochures, etc. are written forms of communication.

While we express with the use of words, a lot of communication happens without words as well. Whatever we communicate without using words is called non-verbal communication. We communicate even when we are not saying anything. Not only that, while we are doing verbal communication, the non-verbal communication has a huge role to play. It helps in giving more meaning to what is being said, in emphasizing something, in giving more expression to your words, in clarifying your words and in expressing your own feelings towards the topic. Thus, we can say that non-verbal aspect of communication helps in making the communication more effective, if used wisely. If non-verbal cues of communication are not used correctly, then it will make the communication ineffective and may have opposite effect of what is desired.

To be able to use the non-verbal cues in communication effectively, let us understand them in detail.

### 1.4.1 Kinesics

The study of body language is called kinesics. Our body language plays a huge role in the way we communicate. It tells a lot about us and what we communicate. Our body movements and how we carry it has an impact in the mind of the listener. Whether our communication will be effective or not, depends a lot more on our body language. If our body language and our words are not in alignment, then it acts as a barrier to communication. Thus, it is very important to study body language and try to inculcate in ourselves, the various ways of using it.



The following are the main components of body language which impacts our communication :

### 1. Physical Appearance

The physical appearance of a person has the first impact on the others. If a person dresses shabbily for an interview, the chances of being selected are minimal. This is because our appearance tells a lot about us. It shows how unorganized we may be to dress up like that in an interview. Similarly, the audience in a presentation would not concentrate more on a person whose appearance is shabby. This is precisely the reason, we must always have a good physical appearance by dressing up appropriately.

In a professional set up, a person must dress up neat and clean with formal clothing. Dressing correctly means dressing as per the occasion, it does not mean dressing fashionably or wearing expensive clothes.

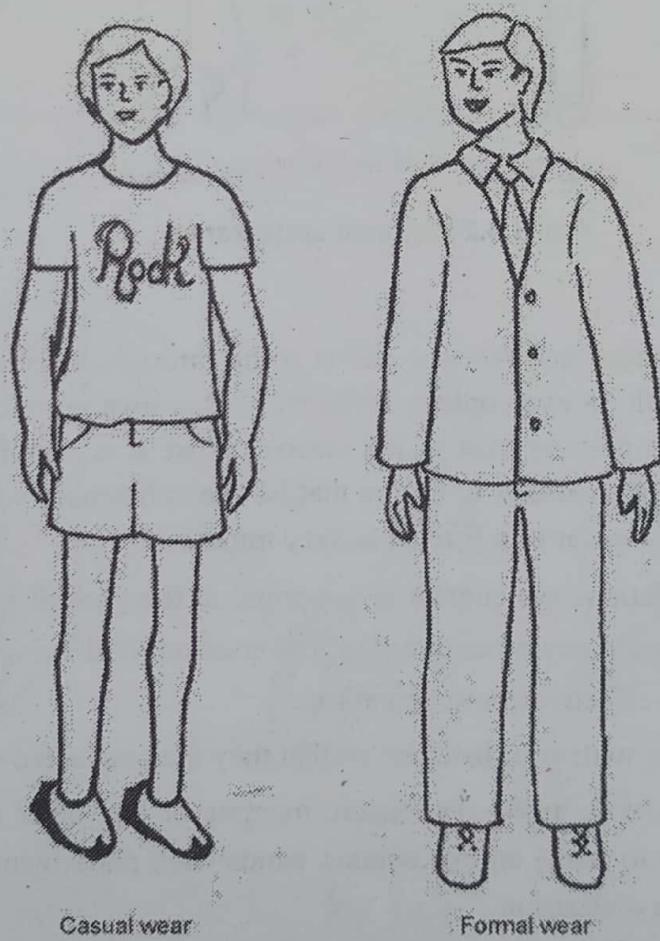
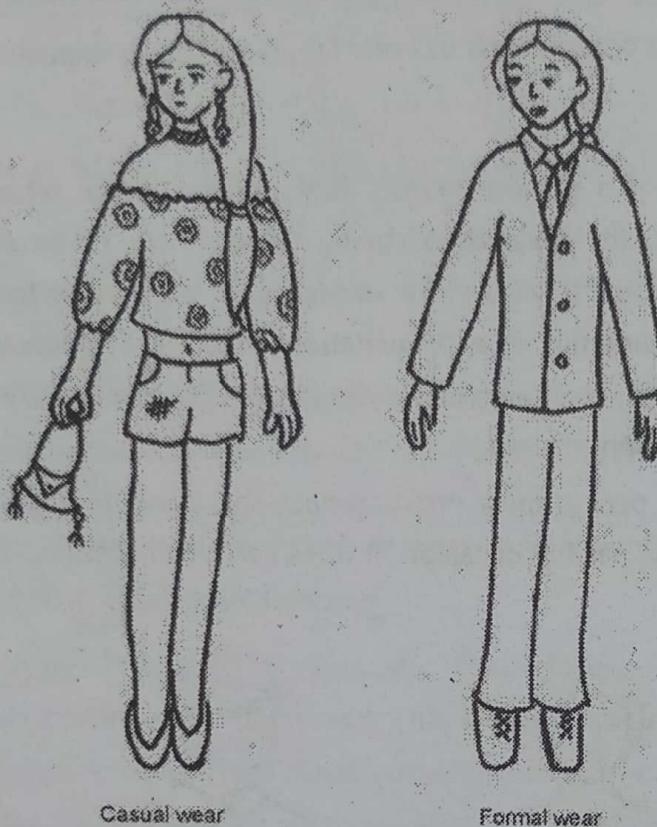


Fig. 1.4.1 Physical appearance



**Fig. 1.4.2 Physical appearance**

## 2. Eye Contact

Eyes convey the true emotions and feelings one is going through. It conveys one's confidence. When a person speaks with an eye contact, it shows his/her own conviction in what he/she is saying and thus it helps in gaining trust of the listener. Also, it is important for the listener to make an eye contact with the speaker to assure that he/she is listening with interest. Therefore, looking into the eyes of a speaker or a listener is very important.

In professional communication, eye contact is important at the time of interview, presentation, meeting, group discussion and any other one-one conversation. Following are the tips to use eye contact as a tool for doing effective communication :

1. Maintain an eye contact with your listeners so that they are connected with the topic.
2. While doing a presentation, group discussion, meeting or any other communication where listeners are many, try to make an eye contact which each participant from time to time to include everyone in the discussion.
3. When the gathering is very large and it is not possible to make eye contact with everyone, atleast try to look at front rows and look in all directions to include the entire audience.
4. Through your eye contact, you must be able to show your confidence and many other expressions related to your topic, like surprise, happiness, disgust, conviction, etc.
5. Do not make your listener uncomfortable by constantly staring at them.

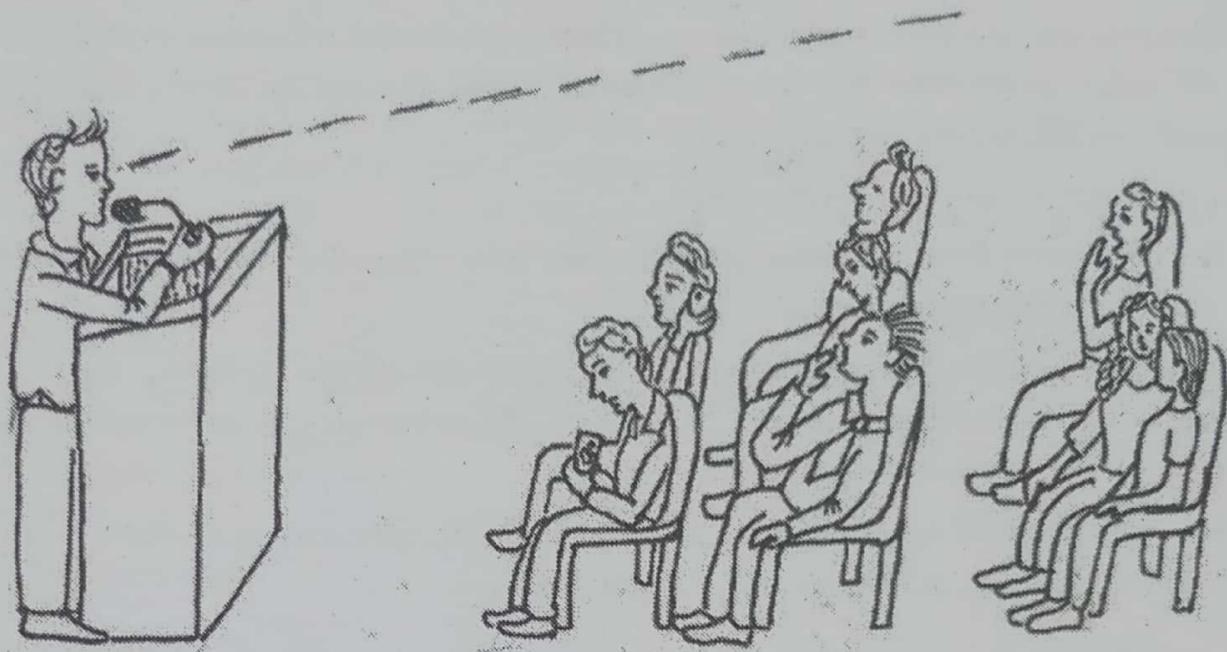


Fig. 1.4.3 The speaker gives speech without any eye contact, hence the audience is not interested in listening

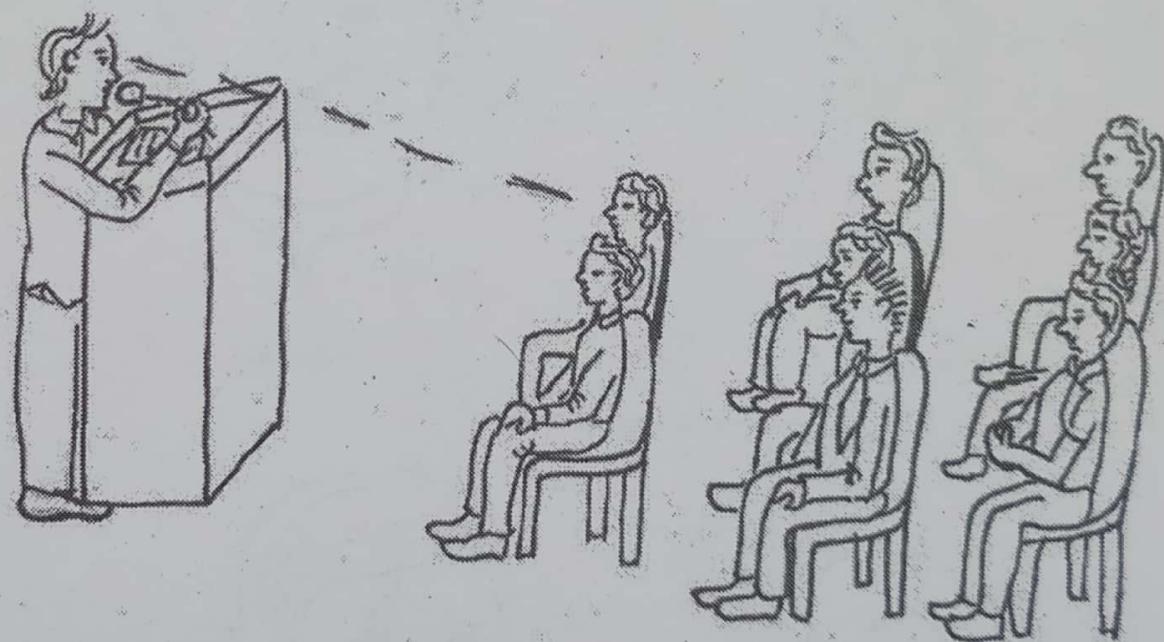


Fig. 1.4.4

### 3. Facial Expressions

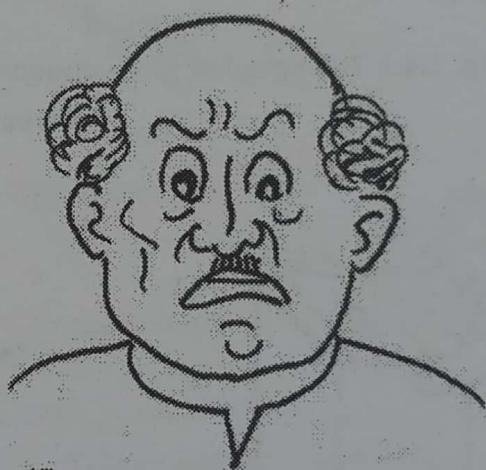
Just like eye contact, facial expression also helps in expressing your emotions. While we talk to someone, our facial expressions also adds to our words and gives it more impact. But, sometimes some people do not know how to use facial expressions and it works the other way round. So much so that what a person is saying through words may turn out to be completely opposite of the facial expressions. This renders the listener confused. Also, as a listener the

facial expressions says a lot, whether you are listening with interest or boredom or whether you are completely disconnected from the conversation. Following are the tips on how to use facial expression to enhance our communication :

1. Always start a conversation with a smile.
2. Keep a pleasant facial expression otherwise your listener may think that you are not very interested in the communication.
3. While in presentation, change your facial expressions according to the topic. Use expressions of conviction, surprise, authorisation, disappointment, etc. appropriate to your topic.
4. Be conscious about your expressions as a listener. Facial expressions of a listener showing interest in listening, encourages the speaker to share more.



Pleasant



Frowning

#### Facial expressions



Surprised



Disappointed

#### 4. POSTURE

Posture refers to the way we sit, stand or walk i.e. the way we carry ourselves. Sitting, standing and walking straight, with our spinal cord upright, shows confidence and elegance. A sluggish posture with drooping shoulders shows low confidence or uninterested in speaking. A straight posture creates a good impression and also demands respect from others. Hence, we must always take care about how we carry ourselves:

Do's of posture	Don'ts of posture
Sit straight in meetings, group discussions, interviews or any other conversation in the office	Never sit leaning backwards, as it shows disinterest and laziness
Keep legs straight while sitting	Don't sit cross legged or one leg on the thigh of other. It shows either a closed or dominating personality
Walk straight	Don't sit with one leg in front and other at the back
Lift each leg properly while walking	Don't drag your legs while walking
Keep your shoulder straight while walking	Don't look down while walking or standing
Look up while walking	Don't stand with legs too much apart or too much in attention position
Stand comfortably so as to gain more confidence while speaking	

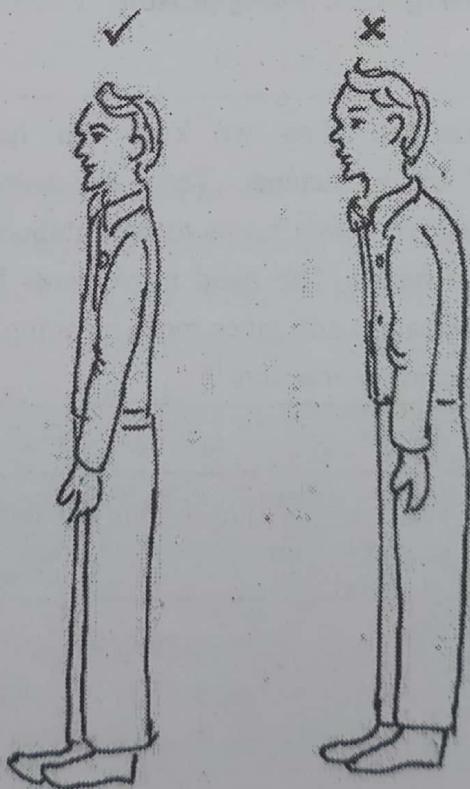


Fig. 1.4.5 Standing posture

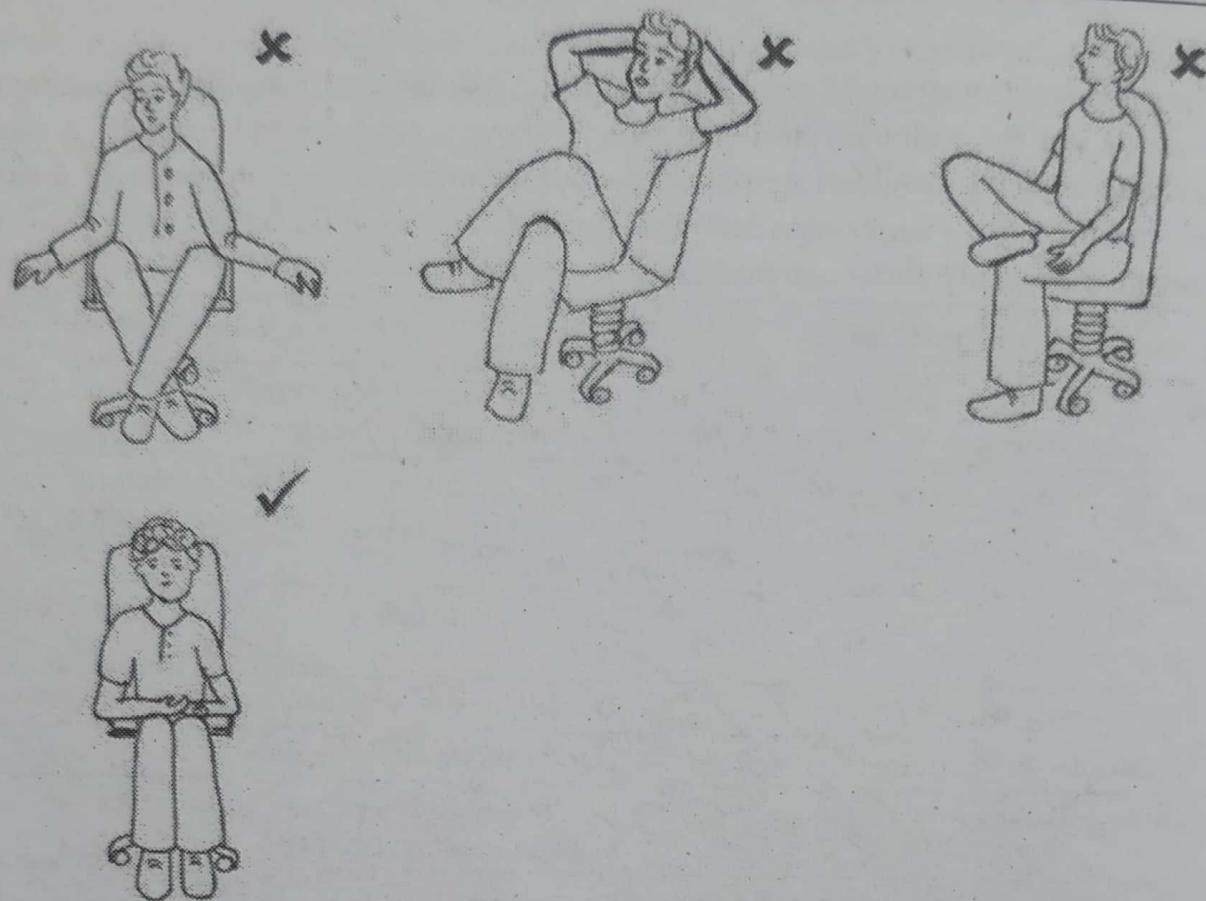


Fig. 1.4.6 Sitting posture

## 5. GESTURES

Gestures refer to hand movements. How we keep our hands or move them while communicating, has an impact on the listener. There are some hand positions which are negative and some which are positive which needs to be imbibed. Then we can even enhance our communication by using our hands. The hand movements help us express many things which adds to our verbal communication and gives more meaning to it. Let us see, how can we use our gestures to make communication effective ?

Do's of gestures	Don'ts of gestures
Use hand movement to show shapes, sizes and point out place	Never point out anyone with a finger
Use hand movements to show authorization about your topic	Never put your hands inside your pockets while speaking or listening, it shows closed, shy or arrogant personality
Use hand movements to add more to your topic	Never fold your hands while speaking or listening

Use open hand gesture while pointing out someone	Never keep your hands at the back particularly
Keep one palm over another holding each other	Never crack your knuckles while speaking or listening
Use Namaste gesture when you don't have to use any hand movement	Never fiddle with your keys, pen or any other accessory while talking

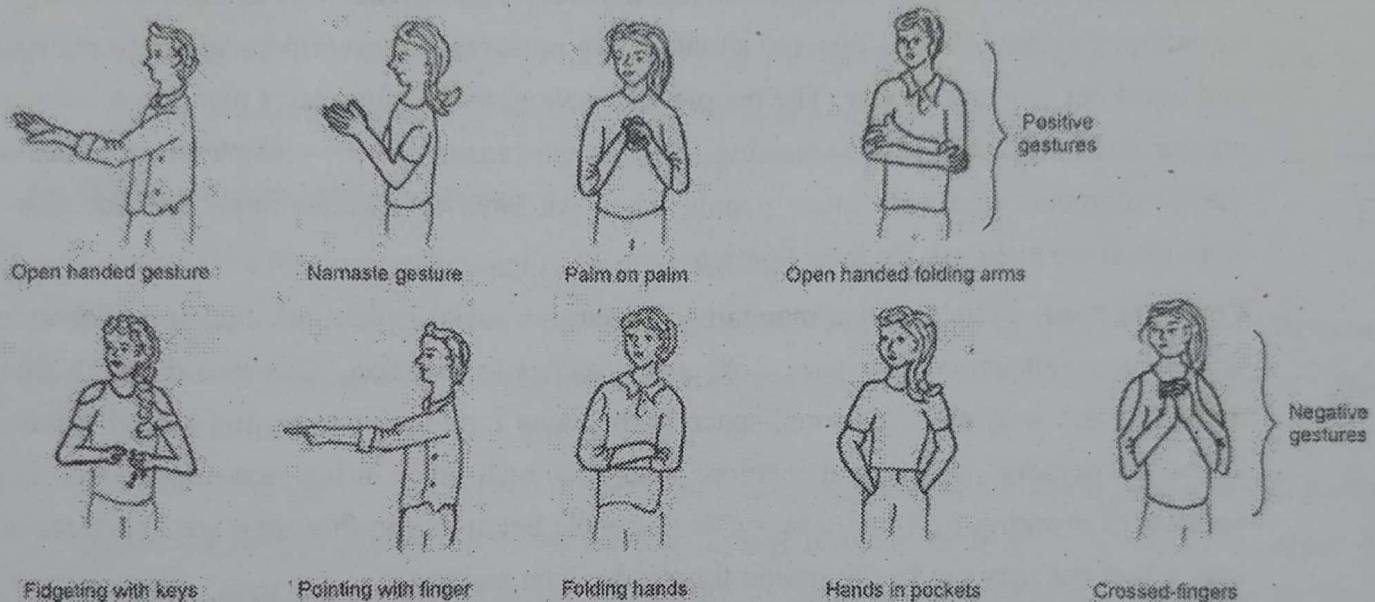


Fig. 1.4.7

**Quick Bites :**

- The study of body language is called kinesics.
- Our body language plays a considerable role in what we communicate.
- Even when we don't speak, our body language does the communication.
- Physical appearance, eye contact, posture, gesture and facial expressions are the important elements of body language.
- Dressing up appropriately help us create a good first impression.
- Eye contact helps in gaining trust of our listeners.
- Correct posture creates good impression on others and we become more confident in communicating.
- Right gestures are instrumental to right responses. If negative gestures are used, other people might get offended.
- Gestures are also used to add to the communication.
- Appropriate facial expressions helps in communicating effectively.
- Our body language must be according to our verbal communication. In other words, it should be in sync with what we are saying.

### 1.4.2 Proxemics

Proxemics refers to the study of space with respect to its effect on communication. Everyone has some space in which only selective people are allowed to enter. The knowledge of this space makes us equipped with the ways to use them for making communication effective. Let us see how proxemics affects the way we communicate, particularly in professional situation.

1. **Intimate zone :** This zone is a distance up to which only a few close people are allowed to enter, which includes only family members and very close friends. No stranger is allowed to intrude in this zone. In professional situation, we must respect every person's personal space and don't act like an intruder. The people who belong to this zone have maximum influence on our thinking and decision making. This is the reason, why we think more about our family members and very close people when we have to take an important decision or sometimes we even ask for their opinions.
2. **Personal zone :** The distance maintained in various social gatherings, business gatherings, or between colleagues may vary from a few inches to few feet. This is a distance which maintains the warmth of personal space at the same time maintaining the formal distance. Often the personal and formal relations fuse with each other in this zone in order to have comfort of working together. The views of people belonging to this zone are important and may affect but may not be the reason for our decision making.
3. **Social zone :** A distance of few feet or even more is a social zone. Usually, acquaintances which we may know only for a particular purpose, fall into this category. The security person of our society, the person coming at our place to repair various appliances, the laundry person, etc. fall into this category. Their influence on us is almost negligible. If a person in this zone gives you some advice or opinion, there are least chances that you will take their opinion seriously because it hardly matters what they think.
4. **Public zone :** A distance of several feet is called public zone. Particularly, a defined area is specified for the speaker to address the audience. Even the scope of eye contact is minimal in this zone. People in this zone are almost strangers and hence they have no influence on us. Thus, as the distance between a speaker and a listener decreases, the influence increases. We can use this knowledge to our advantage, to create more impact on our listeners, without intruding their personal space. This knowledge can particularly be applied in meetings, presentations and classrooms by moving around the space available, so that you are able to remain close to every member at different point of time.



**Quick Bites :**

- Proxemics is the study of space.
- The physical distance between a sender and a receiver determines how much one is able to influence the other.
- Intimate, personal, social and public are the different zones of proxemics.
- The lesser the physical distance from our listeners, the more we can influence them.
- We can use the knowledge of proxemics in meetings and presentation by utilising the space available to create proximity with everyone in the audience.

**1.4.3 Paralinguistic Features**

Paralinguistic features are the non-verbal aspects of our voice.

1. **Volume** : The volume of our speech must neither be too loud to hurt the ears of others nor be too soft to leave confusion. Low volume also indicates low confidence. Hence, we must maintain moderate volume while speaking.
2. **Pace** : The pace, rate or speed of speaking is also very important. Some people speak so fast that the listener has to force very hard to be able to catch each word, while others speak so slowly, that the listener is bored. Therefore, it is important to maintain medium speed of speech so that clarity of each word is there without losing the interest of the listener.
3. **Pitch** : Pitch means the frequency of the speech. We can change the pitch from low to high and vice versa to create an interest in the mind of the listeners. Good orators have the skill of using different pitch at different time to attract the sudden attention of the listeners.
4. **Intonation, articulation and pronunciation** : Intonation and articulation means the way we give expression to the words. The intonation adds to the meaning of the word and creates more impact. Also, correct pronunciation is very important as English language has many words with nearly same pronunciation. This may lead to confusion.
5. **Voice and voice modulation** : Everyone does not have a great quality of voice, but if practised, voice quality can be improved so that it becomes pleasant for the ears of a listener. Some people even change their voices to emphasise on a certain point and attract the attention of the audience.
6. **Pauses** : Taking short and long pauses from time to time indicates the use of punctuations and makes a sentence clear. Moreover, giving a long pause helps in giving some time to the listener to think about the point just made. It shows the importance of that point and demands more attention of the listener.



**Quick Bites :**

- Paralinguistic is the study of features that we give to our spoken language.
- Volume, pace, pitch, intonation, pronunciation, voice modulation and pause are the important elements of paralinguistic.
- We can show our confidence and conviction through our voices.
- We can attract the attention of the audience by voice modulation, sudden change in volume or intonation and articulation.
- Pronunciation is important for the clarity of word.
- Pauses help in giving time to the audience to ponder over an important thought.
- Through our voices we express our feelings and emotions attached to the idea that we are discussing.
- Mastering the paralinguistic skills helps in doing effective communication.

## **1.5 Importance of Interpersonal and Intercultural Communication in Today's Organizations**

Human beings communicate at different levels : Communication with self (Intrapersonal Communication), communication with non-human entity like our pet dog (Extra personal Communication), communication with others (interpersonal communication), and communication for business purpose (Organizational Communication), communication with large number of people (Mass communication). The interpersonal communication is very important as it involves our interactions in personal lives and professional lives including the organizational communication. The communication that takes place between individuals related to an organization like employees, employers, suppliers, clients, competitors, business associates, etc., plays an important role in deciding the course of action and ultimately the success of an organization. Every work in an organization revolves around communication amongst all stakeholders of the organization. Thus, it is important that the interpersonal communication of all these individuals must happen effectively to avoid any errors or misunderstandings and to ensure smooth working of the organization.

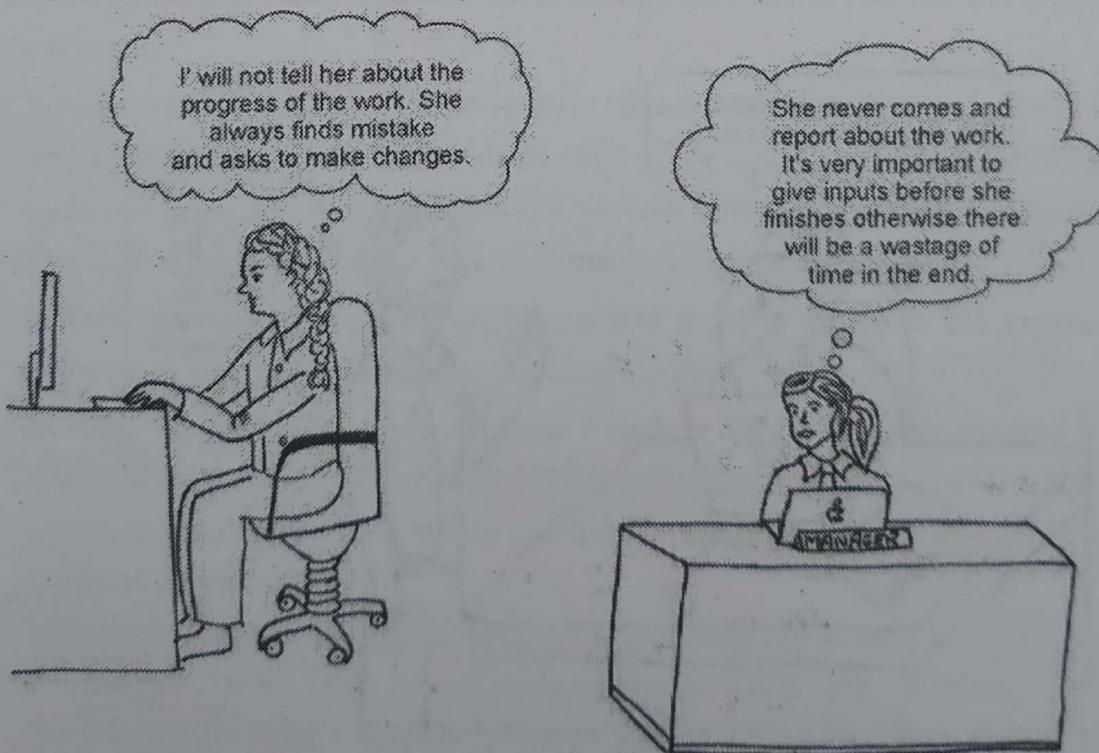
### **1.5.1 Key Components of Interpersonal Communication**

The interpersonal communication seems to be simple as we communicate with others daily, but in fact is complicated due to the involvement of two or more unique individuals. It is very dynamic as it depends on various aspects of a human being. There are many obvious barriers to interpersonal communication like noise in the environment, varied perceptions, different backgrounds, psychological barriers, etc. which makes it ineffective. To sum them up all, let's



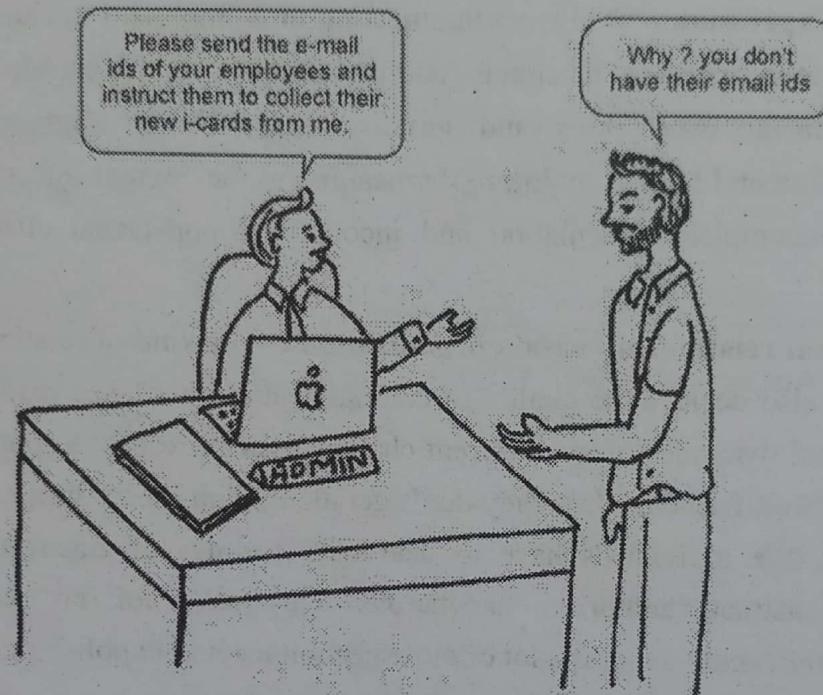
examine the key components that influence the way people communicate with each other. These key components are very important for the organizational communication to happen effectively.

- 1) **Self-concept :** The sender's /communicator's or receiver's/ listener's concept about self largely influences the way they communicate with each other. Not only that, the communicator's perception of how the other person sees her/him also affects the way they communicate. There can be misunderstandings or misinterpretation due to this perception.
- 2) **Clarity of Expression :** While communicating, it is important to choose the correct words, give complete information, be concise and use effective sentences. Moreover, the non-verbal cues like facial expressions and gestures must be in alignment with the verbal communication and help in giving more meaning to the content. Incorrect use of words and sentences, incomplete information and incongruent non-verbal cues leaves the listener confused.
- 3) **Interpersonal relationship within organization :** The kind of relationship that one shares with others also decides the quality of communication that takes place between them. The organizational dynamics offers different challenges with respect to human relations. People have some close friends, while they don't get along with others in the organization. Due to competition, the individuals have to deal with feelings of anger, resentment, jealousy, insecurity, distrust, authority, threat, etc. This asks for not only improving our communication skills but also a lot of introspection leading to polishing ourselves in order to have better relations with everyone in the organization.

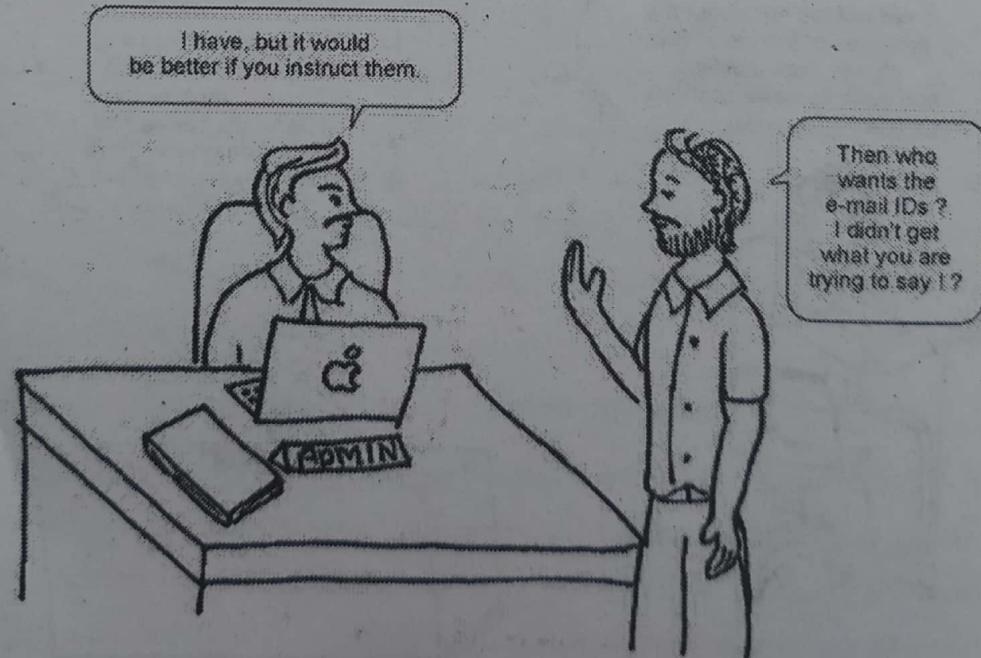


**4) Listening :** In an organization, an employee spends most of the time in listening. Listening to the boss's instructions, a client's requirements, a colleague's ideas or suggestions, a subordinate's concerns, etc. helps in deciding the course of action. A good listener is one who listens attentively with correct body language and giving verbal and non-verbal cues to the speaker to encourage more sharing. Also, the good listener clarifies everything at the end of the conversation. Lack of listening skills leads to confused actions and decisions.

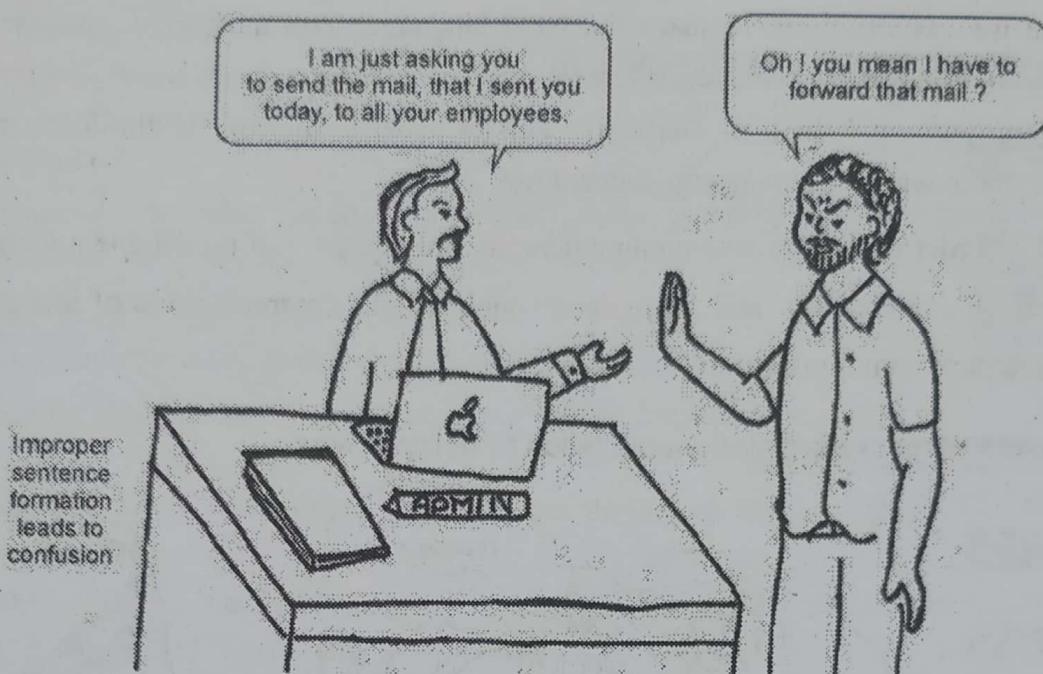
i) Clarity of expression



ii)



iii)



### 1.5.2 Nuances of Intercultural Communication

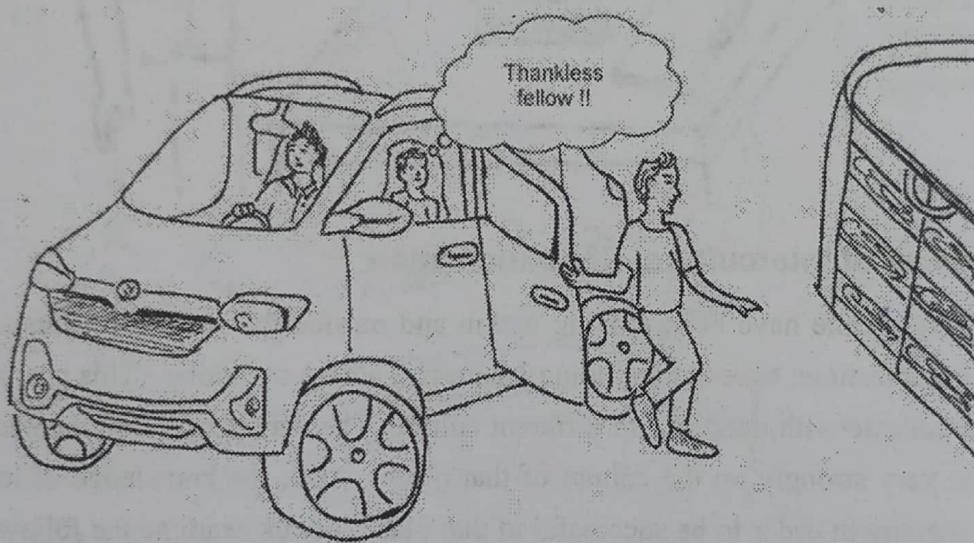
Today many people have been moving within and outside the country to pursue their goals. Also, many organizations have started doing businesses across the globe. This provides them the need to communicate with people with different culture. The way people communicate with each other depends very strongly on the culture of that place. Also, the knowledge of local language becomes a necessity in order to be successful in that place. Let us examine the following points to understand this :

- 1) In India and other Asian countries, people tend to be the part of closed groups wherever they are, be it family, relatives, friends or even a few colleagues. While, USA, UK and many other countries believe in individualistic culture. This influences the way they communicate. The Indians may feel that they are too formal and they may feel that we are too friendly.
- 2) Indians believe in obligatory relations while in other countries the reciprocation is not expected or you are not obliged to do things in return.
- 3) In India, we don't often thank our close friends or family members because we feel they're supposed to do things for us. In the USA they're used to thank for every small act of others, including parents and close friends and they find people who forget to thank for every little things as ungrateful.
- 4) In India, a boss speaks to the subordinate in a manner she/he likes with an authoritative tone without considering other person's self-respect. In many other countries, a subordinate can sue the boss for being rude, there everyone talks politely with mutual respect, irrespective of their positions.

The above points makes it clear, that how important it is to learn the culture of the place where we have to work or learn the local language. You must have come across many people in Gujarat, who belong to other states of India but speak fluent Gujarati, or many students learning French or Germany. This is because to work in the local market, it is important to learn local language and culture.

Thus, in order to do effective communication, one must try to polish one's verbal and non-verbal communication and also learn and imbibe correct ways of interpersonal and inter-cultural communication.

#### Lack off good interpersonal relationship leads to delay in work



#### Quick Bites :

- Our communication with others depend on our interpersonal relationship with them.
- The interpersonal communication in an organization is mainly influenced by self-concept, clarity of expression, our relationship with the other person and the listening skill.
- To be successful in our career, we need to master the interpersonal communication skill.
- The key to do effective interpersonal communication is to keep the other person in mind while communicating with them.
- Due to businesses happening across the globe, intercultural communication has become an important skills these days.
- The way of communication largely depends on the culture of that place or country.
- It is important to learn the cultural norms of the country before communicating with its people.

**EXERCISE**

1. What is communication ? Explain the process of communication with a diagram.

**GTU : Dec.-13,15,17, June-15, May-16,Jan-17**

2. Define communication as you view it. Discuss its decisive role in today's engineering studies and profession.

**GTU : June-14**

3. "In communication what you say is important but how you say it is more important." Discuss the statement giving appropriate examples.

**GTU : Dec-15**

4. Explain the importance of feedback in communication.

**GTU : Jan.-17**

5. Communication is a two-way process.- Justify the statement.

**GTU : May-17**

6. Discuss the main elements/components of non-verbal communication

**GTU : Sept-09, Jan.-11, May.16**

7. "You cannot not communicate...you communicate just by being." Explain the statement in light of 'kinesics'.

**GTU : Dec.-13**

8. 'Communication is the backbone of any organization' - Justify the statement. Elaborate the terms 'Kinesics' and 'Proxemics'. Give examples.

**GTU : Dec.-14**

9. "Action speaks louder than words" - Illustrate the statement with reference to non-verbal communication.

**GTU : Dec.-17**

10. Write short notes on : Kinesics, Proxemics, Paralinguistics      **GTU : May-15, Jan-17, May-17**

11. Explain the importance of Interpersonal communication in organizations.

12. Explain the importance of Intercultural communication in organizations.

**Practical Learning**

1. Sit with your classmate about whom you know very less and talk so that you know each other better. While talking, try to observe the non-verbal cues and infer more meaning out of it. Record your observations and share with her/him and verify the correctness.

2. If you have a friend or a relative abroad, discuss with them about the cultural issues that come their way in communicating in these countries.



# 2

# Technical Writing

## Syllabus

Report writing, Technical proposal, Technical description, Business letters (sales, order, complaint, adjustment, inquiry, recommendation, appreciation, apology, acknowledgement, cover letter), Agenda of meeting, Minutes of meeting, Resume writing.

## Contents

- 2.1 Introduction
- 2.2 Report Writing
- 2.3 Technical Proposal
- 2.4 Technical Description
- 2.5 Business Letters
- 2.6 Agenda of Meeting and Minutes of Meeting
- 2.7 Resume Writing

**Objectives :**

- To understand the importance of written communication.
- To be able to write an effective technical report in different formats.
- To be able to write an effective technical proposal.
- To be able to describe technically, a thing, tool, machine or process.
- To be able to understand different types and formats of business letters.
- To be able to write business letters with correct use of language for different types of letters.
- To understand the importance of agenda and minutes of meeting and write them effectively.
- To understand the different types of resume and the dynamics of how to write a resume for a given job profile.
- To be able to write one's own resume.

## 2.1 Introduction

In organizations, there are many instances where written communication is preferred over the oral communication. When you start working in an organization, you will have to communicate many things through written communication. Though oral communication may be faster and easier, written communication is preferred for particular cases where you cannot do away with just oral communication. When the information is large and complicated and if diagrammatical or graphical representation is required for explanation, then you have to do written communication. Also, it serves as a permanent record, proof, future reference which helps in decision making and problem solving. It sometimes acts as a legal document. Hence, written communication must be done with utmost care. Business letters, technical reports, technical proposals, e-mails, notices, circulars, text messages, corporate blogs, brochures, etc. are some examples of written communication. Every written communication has a specific purpose, content and audience. Hence, a particular technique of writing and specific format must be used. In order to write any organizational communication effectively, one must take care of a few points. Let us see how to write effective communication.

### 2.1.1 Tools for Writing Effective Communication and its Benefits

#### (The 5 Cs of Written Communication)

##### 1. Clarity :

- Plan and organize the information.
- Use topics and sub-topics at relevant places.
- Use a clear layout, indentation and visuals like diagrams or graphs wherever applicable as a clear message is more likely to evoke a positive response in the receiver.



- Maintain the logical linking of connected thought and use words to maintain coherence.
- Use simple language and words that the readers can understand as familiar words make it easier to concentrate and assimilate the message and short and simple sentences are easier to comprehend.
- Technical terms or business jargons must be used only for technical readers.

## 2. Completeness :

- Complete messages bring about the desired results without any more clarifications. All points and explanations must be sufficiently detailed to avoid misunderstandings.
- Consider whether the reader has the knowledge about the topic or not as it shows concern for others.
- It must be comprehensive, in order to make it persuasive.

## 3. Conciseness :

- Use as few words as possible and construct small sentences. It helps in highlighting the important ideas by eliminating unnecessary words and saves time.
- Remove irrelevant and unimportant information. It makes easier for the readers by not cluttering with too much of information and unnecessary words.
- Use definite words instead of ambiguous expression. E.g. instead of "almost all" use "100 %".
- Use active voice rather than passive voice.

## 4. Consistency :

- Be consistent in form and style. It means you must use uniformity in using margins, indentation, capitals, abbreviations, tables, numbering of pages, listing, etc. This helps the document look pleasing to the reader and provides ease in reading.
- Each section must be consistent with other parts of the document. It looks well connected and message flow smoothly from one paragraph to another.
- Avoid contradictions in different parts of the documents.

## 5. Correctness :

- The correctness of information must be verified before sending the communication as it makes the receiver feel at ease.
- Careful selection of words, with correct grammar, spellings and punctuation must be used as it creates favourable impression in the minds of the receivers.

### 2.2 Report Writing

Reporting is an important task in any organization. We see many reports in our surroundings like academic report, scientific report, medical report and business report. They provide some facts or observations, progress of work, completion of work, an event of the past, progress of an organization, efforts made towards a goal and analysis of a situation. Based on the topic, reports



can be short or long and oral or written. Some reports give only the data/ information, while other reports analyse that information based on the objective of that report. Organizations have reports which are periodical (submitted regularly) or special (only for a given event or work).

### 2.2.1 Objectives of Technical Reports

The following are various purposes for which technical reports are written :

1. To provide an account of the progress of some work or project.
2. To give a record of some facts observed through scientific experiments or based on research done.
3. To record and act as a proof of efforts made by employees towards a goal.
4. To document policies to be followed in the future.
5. To record and present the progress of an organization within and outside acting as a guidance for making many decisions.
6. To give a direction for further actions and decision making.
7. To analyse a situation and recommend actions to solve various organizational problems.

### 2.2.2 Characteristics of a Report

In order to write a report that serves the abovementioned objectives, one must take care of various aspects. The following are the important factors which help in making a report an effective one :

1. Audience : While writing a report, one must always keep the audience/ readers in mind.
2. Correctness : Each data presented must be correct.
3. Completeness : The report must contain all the information relevant to the topic and enough to serve the objective.
4. Conciseness : Important concepts must be highlighted avoiding unnecessary words and topics which are not relevant to the objective of the report.
5. Clarity : Clear message with unambiguous sentences helps the reader to understand the topic easily.
6. Documentation : Proper documentation by acknowledging the sources of information provides more value to the report.
7. Factual : Every information presented in the report must be based on true facts and not imagination or assumptions.
8. Format : A specific format needs to be followed to give a neat and clean look to the report and easy to read.
9. Illustrations : The facts presented in the reports must be backed by tables, graphs, drawings, maps, etc.



### 2.2.3 Formats

- 1) **Pre-printed formats :** The periodic reports which are meant for same data uses pre-printed format. It is like a form where data is asked for and a person just needs to fill up that data. The travel report or a leave report are examples of pre-printed reports.

Sample pre-printed report :

Alpha Service Providers

M G Road

Bangalore

#### Travel Claim Report

Employee Name : \_\_\_\_\_

Designation : \_\_\_\_\_

Department : \_\_\_\_\_

Place of visit : \_\_\_\_\_

Date of visit : From \_\_\_\_\_ To \_\_\_\_\_

Purpose : \_\_\_\_\_

No. of Days : \_\_\_\_\_

Travel	Local Commute	Hotel stay	Food	Others

Signature of Employee : \_\_\_\_\_

Approved By : \_\_\_\_\_

Signature : \_\_\_\_\_

Date : \_\_\_\_\_

Date : \_\_\_\_\_



- 2) **Memo format :** Smaller reports submitted within organization are written in memo or memorandum format.

Max India Ltd.

Mathura Road

New Delhi-10013

---

A report on growing Absenteeism

Prepared By : Ms. Kavya Jain, HR Manager

Submitted To : Mr. Abhijeet Chauhan, General Manager

Date : 3 January 2019

As per our last conversation, we have come to a conclusion that absenteeism has increased abnormally in our organization in last 6 months, which is alarming. Followed to that I had been instructed to carry out a detailed study of the same to find out the reasons for frequent absenteeism. This report presents the data of past 6 months and its analysis.

I have interviewed the employees and also got different sets of questionnaires filled up by them with twisted questions in each in order to get to the correct reason. The following is the data of absenteeism over a period of 6 months.

1. On an average an employee has taken 1 leave every week from past 6 months.
2. The highest number of absenteeism is recorded in marketing department followed by production department and the least in financial department.
3. On a given day, there was atleast 1 employee absent.
4. 75 % of the leaves on record were not planned but were taken in emergency.

The results obtained from personal interview are as follows :

1. 75 % said they had some personal work.
2. 10 % said they had health issues themselves or family member.
3. 3 % agreed that if working conditions were improved they will enjoy working.
4. 2 % said that they are demotivated with the work environment.
5. 10 % said they took leave for family issues.



From the observations of the interview, it was clear that the employees did not open up and had some fear in their minds. So, to get out the actual fact, set of questionnaires were designed. The personal interview gave a rough idea of what to stress more in the questionnaires. The following are the final conclusions after considering all observations.

1. The employees of production department are overloaded with work due to understaffing. For each process, there is 1 employee less than required.
2. Due to long working hours with minimal break time, the employees are getting exhausted and eventually getting sick frequently.
3. As far as marketing department is concerned, 90 % of the employees seem to be looking for a job elsewhere.
4. The marketing staff is highly demotivated due to work pressure and the new marketing manager who is very aggressive.
5. The communication within organization is not very open and employees are not able to relate to the team.
6. Overall environment of organization is not very motivating.

#### **Recommendations :**

1. The marketing manager must find out ways to motivate the employees to perform better without getting aggressive.
2. Incentive plans must be revised so that employees do not feel pressurised but are motivated to work even harder.
3. New people must be recruited as per the requirements of each department.
4. Work distribution, rotation and shifts must be well devised so that it doesn't become a burden on a few employees.
5. Recreational activities must be done twice in a year to make an open communication environment.

If the above recommendations are implemented in consultation with respective managers, the employees will look forward to coming to work and absenteeism will reduce.

(Signature)

Kavya Jain



**3) Letter format :** Smaller reports submitted outside the organization are written in letter format.

### Sample Letter Report

Accurate Consultancy Services  
B-308, Classic Plaza  
Ahmedabad

---

Date : 7<sup>th</sup> December 2018

To,

The Managing Director  
Smart Mobile Company  
801, Alpha Avenue  
Mumbai- 400001

SUB : A survey on features preferred mostly by youngsters/collegians

Dear Sir,

This is in reference to your request dated 20<sup>th</sup> November 2018 about doing a survey on preferences of youngsters for mobile features for your launch of new mobile phone.

Hereby, I have conducted a survey of 5000 youngsters by interviewing them personally as well as through questionnaires and social media. After surveying them all, the following are my findings.

1. 95 % of the youngsters use mobile phone for staying connected to their friends through social media.
2. 100 % users said they use the best movie and music apps as they prefer to listen to their favourite music or watch videos while commuting to college or waiting for someone.
3. 75 % users gave first priority to camera resolution as they use the phone mostly for taking pictures and uploading on social media, the rest 25 % did not have this as priority.
4. 90 % users gave priority to resolution and screen size as they spend most of their time playing games on the phone.



5. 100 % users gave preference to memory space as they record and store huge data in their smartphones.

The above points sums up the preferences of the youngsters for a smartphone. Hope, this study will serve you in designing, positioning and marketing the new launch that you are planning for. Wishing you success in this endeavour.

Thank you for choosing us for this task. For any further requirements please feel free to contact us. Looking forward to serve you in the future.

Sincerely,

Vartika Das

Research Scholar & Analyst

- 4) **Manuscript format :** This format is generally used for long and formal reports. The length of such report may run into several pages. The following are the elements that appear in the manuscript format :

1. Cover page
2. The title page
3. Certificate (for academic and research reports)
4. Letter of Transmittal / forwarding letter
5. Acknowledgement
6. Table of contents
7. Abstract and executive summary
8. Introduction
9. Findings/ Data analysis
10. Conclusion
11. Recommendation
12. Appendix
13. References and bibliography
14. Index



**Brain Drain**

Prepared By : Mayur Verma

Research Scholar

Accurate Consultancy

25 March 2019

**Brain Drain**

Prepared for: Ministry of HRD, Govt. of India

Prepared By : Mayur Verma

Research Scholar

Accurate Consultancy

25 March 2019



### Acknowledgements

I would like to thank the Indian Embassy and Visa office, Mumbai to provide with all the required data. Despite the busy schedule at these offices, all the concerned officers took out considerable time to provide with whatever was asked from time to time.

### TABLE OF CONTENTS

Acknowledgements

Abstract

1. Background
2. Immigration data
3. Analysis
4. Visa form analysis
5. Conclusion
6. Recommendations

### Abstract

In the past 10 years, it is observed that more and more high skilled manpower is migrating outside India every year. Every household of urban India has atleast one family member staying in US, UK, Australia and Germany. Among these, the doctors, engineers and academicians are maximum. Today, a student of professional studies has only one goal- to settle abroad. But it is a loss for the economy of the country. This study is an effort to improve this situation.

As mentioned earlier, past years have seen an increase of 10 % migration every year. Out of these, majority our doctors, engineers and academicians. There are many reasons for which these high skilled manpower migrates abroad. Due to this, the development in the country is slower than other countries and opportunities lessen every year. This manpower can change the scenario of the entire economy, by bringing about development in the country. These people can also create more opportunities with proper support from government. To provide

for what they are looking abroad, the ministry of HRD has assigned me a task of finding out the exact reasons for migration of majority of them. Following the results of the study, the government of India has set up a target of making policies which will help retain the high skilled manpower in India. In this report, I have taken help from the India Embassy and Visa office to get the data of past three years. From the Visa forms and interviews taken of immigrants, I have presented conclusions at the end of the report. Based on these conclusions, action points are recommended. If these are implemented, the immigration can be lowered by 5 % in next 3 years.

### **Data Analysis :**

The following is the data of past 3 years of migration of doctors, engineers and academicians.

#### **Migration for the year 2016 :**

<b>Figures in thousand</b>	<b>UK</b>	<b>USA</b>	<b>GERMANY</b>	<b>OTHER COUNTRIES</b>
DOCTORS	0.5	1	0.5	4
ENGINEERS	1	2	1	5
ACADEMICIANS	0.5	0.5	0.7	1
OTHERS	1	2	1	4

#### **Migration for the year 2017 :**

<b>Figures in thousand</b>	<b>UK</b>	<b>USA</b>	<b>GERMANY</b>	<b>OTHER COUNTRIES</b>
DOCTORS	0.6	1	0.6	4
ENGINEERS	1.5	3	1	5
ACADEMICIANS	0.7	0.8	0.8	2
OTHERS	2	3	2	5

**Migration for the year 2018 :**

Figures in thousand	UK	USA	GERMANY	OTHER COUNTRIES
DOCTORS	1	2	1	5
ENGINEERS	2	4	2	6
ACADEMICIANS	1	1	1	3
OTHERS	3	2	3	6

As seen from the data of past 3 years, it is observed that there is a steady increase in migration of doctors, engineers and academicians. It also suggests, that the increase in migration of engineers is the highest. The most preferred countries for engineers is USA and Germany. The rate of increase of migration to Germany is more as opportunities have started opening up more in Germany and Visa procedures in the USA have become more difficult. As compared to the past, nowadays USA and Germany have become the attraction for academicians as well. The migration of doctors have been increasing steadily over many years and it shows in the past 3 years data as well.

**Study of visa forms and conclusions :**

A sample of 10000 visa form was analysed and following are the top reasons for the migration of high skilled manpower :

- 90 % people migrate for better opportunities, good salary standards, government facilities and better living.
- 75 % are students who first pursue higher studies and find out jobs and get PR.
- Academicians mainly look for better research opportunities and facilities and high pay packages.
- 10 % migrate to take care of either the children or elderly who already have migrated abroad.

**Recommendations :**

Based on the above study, following are the recommendations to reduce migration :

- More job opportunities must be created in the country by technological developments.
- More institutes with well-equipped laboratories must be opened up to give better research opportunities.
- Entrepreneurship must be promoted through government schemes and loans which in turn will create new job opportunities.
- Government subsidies must be improved and expanded to cover more sectors to promote growth and development.

Meticulous plan with above recommendations will help in reducing the migration by 5 % within next 3 years of period. These recommendations are given based on the expectations of these high skilled manpower from their lives and the implementation of the same involves many other factors which can be planned out and take care with the intervention of different departments of government.

**Note :** The above report is based on assumptions and not real data. Also, many components like index, bibliography, certificate, etc. are excluded in this report, but must be included in all academic reports.

**Quick Bites :**

- A technical report is a written communication which describes a situation of past, a study or an issue prevalent in the organization.
- A report can be informative or analytical based on its purpose.
- A report is periodic or specific.
- There are 4 formats of reports- pre-printed format, letter format, memorandum format and manuscript format.
- A report must be clear, concise, coherent, factual and relevant to the audience.
- A report has introduction, main body and conclusion and sometimes the analytical report may also contain recommendations.



## 2.3 Technical Proposal

The word *proposal* is indicative of a new start. Technical proposal is a written report to suggest something new or different from whatever is already there. It is a document where you may introduce your product, explain how it can solve the recipient's problem, presents the plan of execution and details of the deal. It is always in a convincing tone.

### 2.3.1 Objectives of Technical Proposals

1. To convince other organization to tie up with you to do better business.
2. To increase the profit of the organization by persuading the customers to purchase your products or services.
3. To suggest solution for an existing problem.
4. To give new ideas which help in expanding the business.
5. To suggest innovative ways of doing things in organization to cope up with the changes.

### 2.3.2 Characteristics of Technical Proposals

As Technical proposal is meant to convince its readers to take a decision based on it, it must be well written and include arguments that prove the point. Following are the important factors that helps in making the technical proposal effective :

1. Proposal must be written very neatly and must look attractive.
2. It must be written in proper format which in sequence leads to the final suggestions.
3. Proposal must have a convincing tone with arguments backed by information and enough research.
4. While writing proposal you must keep in mind, the reader's /customer's actual needs in mind and provide solutions to address those needs.
5. Proposal must lead the decision makers to believe that their needs will be taken care of if it is accepted. This does not mean giving false promises in the proposal. It must be supported by concrete actions.
6. Of course, like all other written communication, a proposal must be clear, concise, coherent and factual.



### 2.3.3 Formats

The formats of Technical proposal are almost the same as that of technical report. The letter format and memo format are same, while in the manuscript format, the certificate is omitted. Also, the data analysis part includes the statement of the problem, proposed plan and schedule and advantages and disadvantages, which are the most important parts of a proposal.

#### Quick Bites :

- A technical proposal is an offer made by an organization to solve problems.
- It contains the details of its products and services with justification of its advantages over others in the market.
- A technical proposal is also an offer of new business deal and contracts between two parties.
- It is written in convincing tone.
- It is written in letter format, memorandum format or manuscript format.
- It must be clear, concise, coherent and factual in nature and must be written keeping the audience in mind.

## 2.4 Technical Description

A technical description is a text which describes an object or process in detail. When an object is described, it includes its physical aspects, functions and parts and a process is described by breaking it into steps and explaining each step in detail like its importance, its sequence in the process and how it is carried out. Technical description can itself be an independent document e.g. manual of a washing machine or it can be a part of a larger document e.g. a technical report or a text book. Often technical descriptions are part of a larger documents. In this section, we will learn how to write a technical description of a tool/ object, a machine and a process.

### 2.4.1 The Technical Description of an Object / Machine or a Process can be done using following Steps

**Defining :** The first and very obvious step is to define the object, machine or a process. A definition gives the meaning of a word. Here, when we define an object, machine or a process, we try to make it clear to the reader about what it is. The definition is for them who have heard the word for the first time and so, it is important to define before we describe anything. Definition may also include the function of the thing.



**Describing :** The description gives information about the physical features of an object or a machine with dimensions if possible, the material used to make it and the function or use. The description must be so vivid that the readers are able to visualize the thing. In case of process description, we must write the objective of the process and what is the final result. The description also includes the advantages and disadvantages of the object, machine or the process.

### 2.4.2 Defining and Describing Parts ("Steps", in Case of Process Description)

This includes listing the parts and defining them. Sometimes defining parts may require comparing it with other known objects, which makes it clear to the reader. It also helps the reader to visualize the part.

**The description of the part includes -**

- i) Physical features like shape, size, colour, material. Again, sometimes to clarify all these features, comparisons with known objects can be done. E.g. as small as a needle or sharp like a knife.
- ii) The placement of the part in the whole. This includes the detail of where the part is in the whole object or machine. In case of machine, where it is fitted or situated. In case of any small object, it may be described by using words like below, above, on the side, etc. and in case of process, we describe the step in sequential order.
- iii) Function of the part in the whole. Here, we describe what is the role of that part in the function of the object or machine and role of the step in a whole process ?
- iv) Advantages and disadvantages of the part.

### 2.4.3 Diagram

The most important thing in a description is a diagram or a photograph of the thing, if it is available. The diagram must be clear with listing and naming the parts. It must show clearly where different parts are located in the whole, by labelling them distinctly.

**Technical description of a cochran boiler :**

**Definition :** It is a multi-tubular vertical fire tube boiler having a number of horizontal fire tubes. It is the modification of a simple vertical boiler where the heating surface has been increased by means of a number of fire tubes.



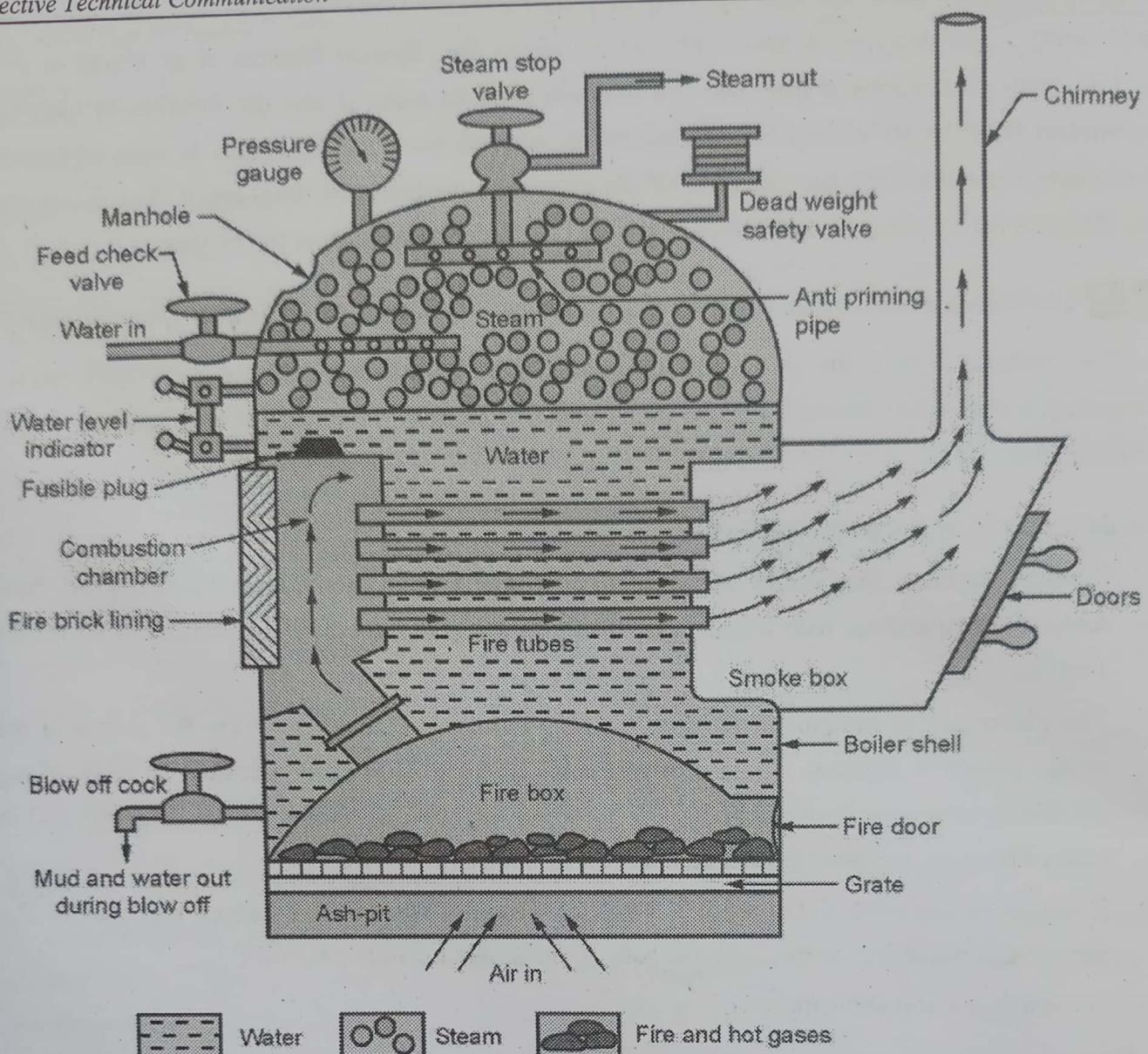


Fig. 2.4.1

**The parts and its description:-**

- Boiler shell** : It is cylindrical in shape with both ends closed by steel plates and by rivets. The shell provides space for steam. The diameter is approximately 1.8 m and height 4.5 m.
- Grate** : Here, the fuel is burnt. It is at the bottom and consists of cast iron bars with spacing between them so that the air for combustion may pass between the tubes and ash may fall below.
- Furnace** : It is also called firebox. It is the space between the grate and the shell in which the fuel is burnt with air and produce the products of combustion called flue gases.
- Water space and steam space** : The volume of shell which is occupied by water is called water space and remaining space is the steam space.
- Flue pipe** : It is a short passage connecting the fire box with the combustion chamber.



6. **Fire tubes** : In order to increase the heating surface, a number of horizontal fire tubes are provided. Usually this boiler has 160 tubes.
7. **Combustion chamber** : It is lined with fire bricks on the side of the shell to prevent overheating of the boiler. Hot gases enter the fire tubes from the flue pipe through the combustion chamber.
8. **Chimney** : This is for emitting the flue gases. Below the chimney there is a smoke box from where the smoke goes to the chimney and it has a door for cleaning the box and the fire tubes.
9. **Manhole** : It is provided for inspection and repair of the interior of the boiler shell.
10. **Ashpit** : It is an area for collection of ash, just below the grate.

#### Working :

- Coal is fed into the grate through the fire hole and burnt. Ash is collected in the ashpit which is removed manually.
- The hot gases passes from the grate passes through the flue pipe to the combustion chamber.
- The hot gases from combustion chamber passes through fire tubes and transfer the heat to the water through convection.
- The flue gases coming out of the fire tubes pass through the smoke box and are exhausted to the atmosphere through the chimney.

#### Advantages :

- It requires less area.
- It is easy to operate.
- It has low installation cost.

#### Disadvantages :

- Due to its height, it requires a room with high ceiling.
- It has limited pressure range.
- Its maintenance is difficult.

#### Quick Bites :

- A technical description is a text which describes an object or a process in terms of its parts, physical features, functions and organization.
- It is a systematic description of the whole and the parts one by one with its physical features and functions.
- It consist of the diagram of the object.
- Comparisons with similar known objects are done to clarify the features of the objects or its parts.

## 2.5 Business Letters

A business letter is a written form of correspondence between organizations and its customers, shareholders, suppliers and other external or internal parties. Business letters are written with various purposes which makes different types of letters. With different purposes and audience, the way a business letter is written, i.e. the words and tone used in each letter differs from the other. Also, to write a business letter one must follow a particular format. Let us learn what to write and how to write different business letters.

### 2.5.1 Standard Elements of a Business Letter

**Letter-head or heading :** The address, along with other contact details like website address, phone numbers, fax number, etc. is called the letter head or heading of a business letter. Usually organizations have their pre-printed letter-heads and most of the organizations prefer to write them centrally justified. The letter-head is designed with the logo and colour combination reflecting the brand image of the company. It can also be written, justified to the left margin.

**Date :** The date is written after leaving one line from the letter-head. It is written on the left side. It is better not to use dd/mm/yyyy format as it may be reverse for other countries and may create confusion. The date can be written in following manner :

1 January 2017 or 1<sup>ST</sup> January 2017 or 1 Jan 2017

**Inside address or recipient's address :** The inside address is written leaving one line after the date. It is also justified to the left margin. The inside address must be complete so that the letter reaches the recipient easily. It has the name of the person with appropriate title or designation or department, followed by name of the organization and full address.

Mr. Ranjit Sharma  
Zenith India Ltd.  
201, Akash Avenue  
Andheri (East)  
Mumbai-400002

Ms. Kavita Mehta  
Alpha academy of excellence  
42, Om complex  
Ashram Road  
Ahmedabad-380001

If you do not know the name of a particular person who is going to receive your letter or act upon it, you may write just designation or department and sometimes only the company name.



The Marketing Manager  
Zenith India Ltd.  
201, Akash Avenue  
Andheri (East)  
Mumbai-400002

If you are writing a letter outside the country, then the name of the country must be written in capital letters.

**Salutation :** The salutation is written leaving one line below the inside address. Usually any of the below can be chosen for the salutation.

Dear Sir

Dear Madam

Dear Manager

Dear Customers

Dear All

If you do not know the person who will be acting upon your letter, you may write..

Dear Sir/Madam

If you know the name of the person, you may write in a formal way like below.

Dear Mr. Shah

Dear Ms. Sarita Pillai

**Main body :** This is the main part of the letter and can be divided into small paragraphs, usually two or three depending on the subject. After every paragraph you must keep one line empty. Also, if needed, lists, bullets, numbering, bold fonts, etc. can be used to give more clarity to the content. But it is only used if the content is more complicated and needs it.

**Complimentary close :** The complimentary close is written below the main body after leaving one blank line. Following are the ways to write complimentary close.

Yours sincerely

Yours faithfully

Yours truly

Sincerely

Faithfully

Truly

Also, words like obediently, cordially and respectfully are written. But the most common word used in all business letters is 'sincerely'.

**Signature block :** The complimentary close is followed by signature block leaving one blank line. It has the sender's signature, name and designation.

Sincerely,

(signature of the person)

Name

Designation

There are few additional elements used in a business letter, whenever required. They are as follows :

**Addressee notation :** It is two blank lines above the inside address and justified centrally, used to restrict the readership of the letter. It is written in capital letters as mentioned below.

CONFIDENTIAL

PERSONAL

PLEASE FORWARD THROUGH PROPER CHANNEL

**Attention line :** It is used to draw the attention of particular person or department so that there is prompt action on your letter. It is written two lines below the inside address as below.

Kind Attention : Mr. Kishore Yadav

Attention : Marketing Manager

**Subject line :** The subject line helps the reader know quickly what the letter is about. It is written one line above the salutation.

Subject : Complaint about damaged goods received on 24<sup>th</sup> April 2016.

**Enclosures :** In many business letters we need to enclose other related documents for reference. After the signature block the enclosures are mentioned either in numbers or list as shown below.

Enclosures : 2

Enclosures : Bill, Purchase order OR

Enclosures : 1: Bill

2. Purchase order

**Copy notation :** When we write a business letter, sometimes it is required to send the copy of the same to other individuals either to just keep them informed about the communication as they



are related to it or they may actively involve in the matter or just to make sure that our work is done faster. The copy notation mentions the names of all people to whom we have marked a copy. It appears after the enclosures.

**Post script :** At the end of the letter, there appears a one liner which is called post script. Previously post script was used when some important line was forgotten as at that time either the letter used to be handwritten or typewritten. But now, as we can easily edit the letter in computer, the post script is used to emphasize or remind again, a point which is very important.

PS : Remember, the offer closes on the 31<sup>st</sup> of March.

## 2.5.2 Format or Layout of Business Letter

Business letter acts like the face of an organization. The outsiders create an impression of the organization from the communication that they receive. Hence, it is important to take care that any correspondence from the organization happens in a standard format and written neatly so as to give more clarity.

There are a few formats which are used by various organizations, but the contemporary and widely used format is the block layout.

In a block layout, all elements except the letter head are aligned to the left margin. The letterhead is centrally justified. If follows open punctuation, i.e. end punctuation marks are omitted after the end of each element except salutation, complimentary close and message.

### BLOCK LAYOUT

<b>LETTERHEAD /HEADING</b>	<b>Hi Tech Graphics</b> 602, M G Road Bangalore- 560003 Phone no. – 27235468      Website : <a href="http://www.hitech.co.in">www.hitech.co.in</a>	
<b>DATE</b>	15 March 2012	
<b>INSIDE ADDRESS</b>	Ms. Krishna Gupta 51, Galaxy Avenue Ahmedabad-380015	
<b>SOLUTATION</b>	Dear Ms. Krishna,	
<b>MAIN BODY</b>	Thank you for your quick delivery of goods ordered vide order no. HG25 dated 10 <sup>th</sup> March 2012.	



	We hereby acknowledge the receipt of all the goods described in the annexed list or invoice and further acknowledge that the said goods have been inspected and are without defect.
<b>COMPLEMENTARY CLOSE</b>	Regards Sincerely,
<b>SIGNATURE BLOCK</b>	Ashok Mishra General Manager.

### 2.5.3 Types of Business Letters

Business letters are written with various objectives. Based on these objectives, the use of words and the tone of language changes. While in some letters, the tone would be requesting in some other letters it would be authoritative. As the purpose of a business letter influences the way we must write them, they are classified into various types giving them the name as per their purpose. Following are the different types of business letters widely written in various organizations across industries :

- Sales letter :** The sales letter is mainly written to improve the sales and increase profit of the organization. It can be written to existing customers or potential customers. Introducing a new product, giving information about some offer, giving information about existing product, inviting customers to some event where they can buy the product or service of your organization or any other such information leading to increased sale are all examples of a sales letter. The sales letter includes introduction of your organization, details about the products/services or offers with advantages and creating interest in the mind of the customers. The words used in this letter must be such that it ignites curiosity or a desire. The overall tone of the letter is persuading and of conviction.

Drashti Communications

12, Titanium City centre

Ahmedabad

Email: [tapan.choksi@drashti.com](mailto:tapan.choksi@drashti.com)

Website : [www.drashti.com](http://www.drashti.com)

Date : 12 September 2018

Mr. George Fernandes

ABC Ltd.



GIDC  
Gandhinagar.

Dear Mr. George Fernandes

Greetings from Drashti Communications!!!

We are pleased to introduce ourselves as a provider of 360 degree communication solutions over internet. Our gamut of services include website development, search engine optimization, search engine marketing, display banner advertising, video ads over video platforms on internet, social media optimization and social media advertising.

At the very outset I would like to thank you for considering us as a capable partner to promote your products and services over internet.

Please find enclosed commercial proposition for executing a search advertising campaign for the regions of India, Middle-East and Africa. I firmly believe that you would find our services of good value and give us an opportunity to prove ourselves as the best in the business as far as response delivery is concerned.

Please feel free to contact in case any further elaboration is required.

We look forward to serve you.

Sincerely,

Tapan Choksi

Marketing Head.

Enclosure : Proposal

2. **Order letter :** The order letter is written from customer to any organization or from one organization to another, to order products required. This letter is simple in language and acts as a confirmation that you want to buy the product of other organization. Here, there is some reference of previous communication between you and the recipient as you may have agreed upon various things about the order. This letter must be clear and precise including the details like the specifications, quantity, price agreed upon, payment terms and conditions, the place of delivery of products, mode of transport and the date of delivery.



Sarthak tools Ltd.

Sector 2 GIDC Vatva

Ahmedabad

July 1, 2019

Mr. George Fernandes

Marketing department

Xylac engineering Ltd.

Andheri (E)

Mumbai

400002

### **SUBJECT : PURCHASE ORDER LETTER**

Dear Mr. George

As per our last conversation and your letter, ref no. X125, we would like to place an order of a few tools for which you had sent the brochure and price list.

Below is mentioned the details of all tools required by us :

TOOL	QUANTITY	Ref as per brochure
Power drill	10	P423
Router	5	RU22
Circular saw	5	CL052

Please ship the above mentioned latest by 10<sup>th</sup> January as we have a project on hand where we require all these tools. Payment terms will be as per ref no. X125.

In case of any query, you can contact Mr. Aakash Mehra, ext no. is 104.

Thanking you in advance and hoping for a quick delivery.

Sincerely,

Sunita Mehta

Purchase Manager

079-12345678



3. **Complaint letter :** The complaint letter is written to inform about some error and get it corrected. In the professional world there are many instances where errors may occur which impacts the other party adversely. While writing a complaint letter, your frame of mind may be that of anger but you must maintain a calm and polite tone, instead of being aggressive or insulting. The tone must be firm so that a prompt action is taken by the other organization. A complaint letter must include the information about what error has occurred, suggestion about how you want it to be corrected and reference to any order number or invoice number.

Kajal Shah  
4, Royal plaza  
M G Road  
Ahmedabad

11 November, 2015

Customer Service Manager  
Shiv Electronics Pvt. Ltd.  
7, Raj Plaza  
S G Highway  
Ahmedabad

Sub : Bill no. 2219, Lenovo tablet received in damaged condition

Dear Sir/Madam

Thank you for the quick delivery of the Lenovo tablet that I had ordered on 8<sup>th</sup> November 2015. I have received the same today. But on opening the package, I discovered that it was in damaged condition.

As I am a student, I have to appear many online tests. Moreover, our coaching classes also send notes and other updates online. I required this tablet very urgently so that I do not miss any lessons or tests. I had ordered it from you as I got recommendation from a friend about best services of your company. But now, as I received this tablet in damaged condition, I am left helpless. I am dispatching this back to you, the transportation cost of which must be borne by you. I request you to kindly replace it and send me the replacement before 15<sup>th</sup> November so as to avoid maximum loss of lessons.



I look forward to quick response and extra care from your side in order to avoid this problem.

Sincerely,

Kajal Shah

Enclosures : 1. Copy of bill  
2. Order letter

4. **Adjustment letter :** The reply letter to complaint letter is called adjustment letter. This letter includes a sincere apology for the error mentioned in the complaint letter, reason for the error (but it should not be an excuse), action taken as per the complaint letter, action taken to ensure no error occurs in the future and assurance of error-free work from your side in the future.

**Shiv Electronics Pvt. Ltd.**

7, Raj Plaza  
S G Highway  
Ahmedabad

Date : 12 November 2015

Ms. Kajal Shah

4, Royal plaza

M G Road

Ahmedabad

Subject : Complaint regarding receipt of damaged tablet, bill ref no. 2219

Dear Madam,

This is to acknowledge the receipt of your letter dated 11 November 2015 complaining about the damaged tablet sent by us. Thank you for writing to us. Kindly accept our apologies for the inconvenience caused to you.

We have looked into the matter and found out that it was due to loose packaging done hurriedly by the transportation executive as they were short of staff on that day. But, whatever may be the case, we have always been extra careful in sending such consignments and this has happened for the first time. So we have already reprimanded the staff and made sure that such error does not occur in future. Also, as per your letter, we have already despatched the new tablet today and it will reach you latest by 14<sup>th</sup> November. Kindly provide your account details so that we can transfer the transportation cost of the returned tablet.

Hope we have been able to do whatsoever required to compensate for the inconvenience caused by us. We assure you of error free services in the future.

Thanking you.

Sincerely,

Sandeep Saxena

Customer Service Manager

5. **Inquiry letter :** The inquiry letter is written to enquire about any product or a service. While writing an inquiry letter following points must be kept in mind.

1. Clearly mention what information you require - product details, price lists, quotations, etc.
2. Be as brief as possible.
3. If you are inquiring about some product or service, also clarify about the procedure and time frame of delivery.
4. Clarify about mode of payment, offers, etc.

Sometimes, you may also require to write an inquiry letter to find out the status of your work or an order placed. In all types of inquiry, it is important to be concise, clear and to the point.

Manoj Vyas  
302, Ramdev complex  
Ashram road  
Ahmedabad.

Date : 12 February 2018

Marketing department  
Vishnu Digital Pvt. Ltd.  
43, Akash Avenue  
Nr. IIM  
Ahmedabad.  
380015

Subject : Inquiry about smartphones

Dear Sir/Madam

I got your reference from a friend for smartphones. I am a tutor and I have my own android application where students can login and do various academic activities. In order to enrol new students, my staff need to show the demo of the application. For this, I require 10 smartphones of 2 GB RAM, Android 7 or higher, 32 GB memory and in the price range of ₹ 15000 to ₹ 18000.

Kindly let me know the availability of various options which fall under my requirements along with price list and your payment terms and conditions. Do let me know, how much time it will take to ship the phones after receiving confirmation of the order from me. Also, if you have any other better suggestions in the same price range, then please let me know.

Thanking you in advance.

Sincerely,

Manoj Vyas.

6. **Recommendation letter :** The recommendation letter is written to recommend a person for a job, promotion or admission for higher studies. Usually, recommendations are written by the reporting authority of person recommended to other organization or principal or any other person at a higher position in an institute. Many companies while recruiting a person, asks for a recommendation letter from authorities of your previous organization in order to know about your personality, skills and character. This letter mainly contains..

1. Positive aspects of the personality of the person recommended.
2. The skills of the person and how she/he handled the profile.
3. Any important projects done by the person, if any.

### Apex Engineering Ltd.

Karelibaug road

Baroda

Date: 15<sup>th</sup> June 2017

Anirudh Singh  
HR Manager  
Camex (I) Ltd.  
Ahmedabad

Subject : Recommendation letter

Dear Mr. Anirudh,

It is a great pleasure for me to recommend Mr. Shivansh Yadav for the post of Administrative in-charge. Mr. Shivansh worked with us as Administrative assistant and he did really great in his job.

I would like to say that he is a very hard working person and was an asset to the company. All our operations were carried out smoothly because of his meticulous work. He also has very good communication skills.

I can tell you this with certainty that he will become an asset in your company too if you provide an opportunity to work in your organization. For any further clarifications and doubts please feel free to contact me any time.

Sincerely,

Sandeep Sinha

General Manager.

7. **Appreciation letter :** Many times we feel like appreciating some organization or their employee for giving us a very good service. Also, whenever an employee works very hard and contributes towards the progress of the organization, the superior must appreciate her/him as it motivates the employee and also, it is important to give in written form as it remains with that person as one of the achievements in their career. Service industries consider appreciation letters given to their employees by customers during their performance appraisal and so they are of great importance. Usually, an appreciation letter includes..
1. Genuine appreciation about the person/organization.
  2. Reason for which you are writing the appreciation.
  3. Details of the work for which you are appreciating.
  4. Thanking the person/organization for doing such commendable work.

A-one Healthcare products

Ashram Road

Ahmedabad

Date : 3<sup>rd</sup> March 2018

Ms. Akshara Pandya

Start Events Pvt. Ltd.

S G Highway

Ahmedabad

3800015

Subject : Appreciation for your contribution in our event



Dear Ms. Akshara,

I would like to extend my heartiest appreciation to you and your team members for making the big event of our organization a success beyond imagination. Thank you for meticulous plan for the smallest details. The coordination among your team was also great without which the event wouldn't have run so smoothly.

The event was appreciated by the invitees also. Once again, thank you so much for all the efforts. Will certainly recommend your services to all my associates.

Sincerely

Mahesh Bhupat

Marketing Manager.

**8. Apology letter :** While adjustment letter is written to apologize for some error and assuring of action correcting it, an apology letter is written for a failure in performing a promised task. It can be either failure in providing the products, missing a deadline or failure in providing some service. There may be many instances when an organization has to refuse to do certain task, but in order to maintain the relation with the other party, one must genuinely apologize so that you do not close the doors for future business with them. It generally includes.

1. Apology for causing the inconvenience to the other person or organization.
2. Reason for not being able to meet the requirements.
3. Closing with a positive remark which ensures that the good relations will be maintained.

### Alpha Tours and Travels

12, Shreeji Towers

Relief Road

Ahmedabad

---

Date : 18<sup>th</sup> August 2017

Mr. Armaan Khan

101, Regal Avenue

Satellite

Ahmedabad



Dear Mr. Armaan,

This is in reference to your letter asking for added services and more discount to our package that we had offered to you.

I would like to inform you that we have already offered you the package with whatever possible discounts and value added services. There is no possibility of any further advantages in this package, so kindly accept our apologies for the same. We would like to serve you, but in that case as you said, if you are getting any beneficial offer from other organization according to your requirements, then please go ahead to avail their scheme. And if you still want to give us the opportunity for the offer given, then please let us know.

Kindly accept our sincere apologies once again and in future if you have any requirements please give us the chance to serve you. Our detailed brochure is attached with this for your reference.

Sincerely,

Indrajit Singh

Marketing Manager

**9. Acknowledgement letter :** This type of letter is written to acknowledge someone for her/his help or support whenever you required it. This letter includes thanking the person, but it is different from appreciation letter as it is only an acknowledgment of anyone's help. It includes...

1. The acknowledgement of someone's work.
2. Details regarding the other person's or organization's help.
3. Mention of something particularly outstanding which proved to be of great help to you.



ABC engineering Ltd.  
Anandnagar Road  
Ahmedabad

Date: 14<sup>th</sup> June 2018

Ms. Riya Pillai  
4, Crescent towers  
S G Highway  
Ahmedabad

Dear Ms. Riya,

We appreciate your interest for the position of Trainee Engineer and we acknowledge receipt of your resume for the same. We are in process of screening all the resumes and will short list the candidates meeting all our requirements.

We will notify all the applicants about the decision very soon. We hope you have an opportunity to interact with us about your skills in detail with us. However, if we do not have a relevant opening for you, we will retain your resume and in future if any requirement is there we will get in touch with you.

Thank you for your keenness to work with ABC engineering Ltd. We wish you success in all endeavours.

Sincerely,

Kuldeep Singh  
HR Manager.

10. **Cover letter :** The cover letter accompanies any document which needs to be sent to other person or organization or with the resume for job application. It mainly includes..
1. Informing that you are sending the documents.
  2. Listing down the documents which have been enclosed.
  3. Asking for acknowledgement of the receipt of documents by other party.

Tanya Mehra  
201, Vinayak Complex  
Goregaon East  
Mumbai  
Ph No: 6251254623

Date : 5<sup>th</sup> January 2019

Kalpana Sheth  
HR Manager  
Digisolutions software ltd.  
Andheri East  
Mumbai

Dear Madam,

This is in reference to our conversation during the Job fair at XYZ institute last week. It was great pleasure interacting with you about various opportunities in software industry and expected openings in Digisolutions software Ltd. I understood that the profiles available in your organization matches my credentials as well as my interest.

I will be graduating in June 2019 with a degree in Information Technology. I have an experience in developing android applications during my vacation. I am keen to work with your esteemed organization and deliver my best. I have attached my resume herewith for your reference. Please let me know if you require any other details.

Thank you for your valuable time and consideration. Looking forward to speaking with you once again.

Sincerely,

Tanya Mehra.



**Quick Bytes :**

- A business letter is widely used as a method of communication in organizations.
- Though e-mail has taken over business letters now, the business letters have not been wiped out completely.
- The need of business letter is mainly due to the need of the hard copy of a communication which requires the physical sign of the person and to retain the copy as a document for future reference.
- The block layout is the format which is widely used by organizations, where all elements are justified to the left margin.
- Based on the purpose of communication, business letters are of many types like sales, order, complaint, adjustment, inquiry, recommendation, appreciation, apology, acknowledgment, cover letter.

## 2.6 Agenda of Meeting and Minutes of Meeting

In this section we will discuss agenda of meeting and minutes of meeting.

### 2.6.1 Agenda of Meeting

An agenda is the important tool that ensures the success of any meeting in an organization. It is a list of topics to be discussed with time limits and usually sent along with the notice of the meeting. The meetings are conducted to plan, solve issues, brainstorm new ideas, give instructions, take suggestions. All work in an organization are planned and discussed in a meeting before executing. As it is a collective effort towards a goal, everyone participating in the meeting must know the agenda of the meeting so that they can get time to prepare for the same.

#### **Advantages of well-written agenda :**

1. It helps the convener to know what needs to be accomplished out of each topic.
2. If sent in advance, the participants are well prepared what is expected from them, which in turn saves time.
3. It prevents the meeting from going out of track thus saving time and energy to focus on the purpose of the meeting.
4. It acts as a roadmap for the smooth flow of ideas.
5. If the agenda is floated in advance, the participants can request to add any important topic which is not mentioned but relevant to the purpose.

#### **Following points must be taken care while writing an agenda :**

1. Follow a simple format that consist of a heading and main body.
2. The heading consist of name of organization, heading/name of the meeting, date, venue and starting and ending time.



3. The main body must have the list of all topics to be discussed, along with individual time allotted to each topic. Any meeting may start with the review of previous meeting if it is related to that and so the first item on agenda is "minutes of meeting" of the last meeting.
4. The list of topics must be arranged and allotted time according to the importance. You must keep more important topics first so that enough justice is given to them. When the meeting is coming to an end, the attendees may have got tired and may look forward to the completion of the same.
5. The action points must be written clearly, whether you want to discuss, develop or take decision.
6. Send the agenda in advance to all who are going to attend the meeting.

### 2.6.2 Minutes of Meeting (MoM)

The minutes of meeting is a detailed record of a meeting. It includes the names of participants, who all attended the meeting, the discussion that happened about each topic as per the agenda- the decisions taken, any approvals if any and if it requires further meeting. Clear action points decided in the meeting are noted down in the minutes of meeting. Thus, it acts as a guidance to future actions and decisions eg. if the meeting was for planning some event, it includes who will do what and how. So it acts as a clear guidance for all to accomplish their tasks in future. As it acts as a proof and is an official record of the meeting it must be accurate and detailed.

#### Quick Bites :

- The success of a meeting lies in how well the agenda is written and circulated in advance.
- The agenda has start time, end time, topics to be discussed, review of last meeting or any other issue related to the topic of discussion.
- The successful implementation of a plan lies in how well the minutes of meeting was written.
- MoM includes names of participants, decisions taken, and clear action points.
- MoM acts as a clear guidance for future actions.

### 2.7 Resume Writing

While applying for jobs, you can use different ways of writing a resume. But the most common and latest way of writing a resume is by organizing your information in chronological order. These days, a reverse chronological order is followed by putting things in a reverse sequence of occurrence i.e. first, you must write about what you are doing now and moving to the past in reverse order. This is done, so that the employers can easily get the details of your present job or studies, which is of high priority for them.

In this section, we will discuss how to write (i) a resume with no work experience and  
(ii) a resume with work experience.

## 2.7.1 Resume with No Work Experience/ Fresh Graduate or a Student

The key points you must remember is to focus on your education, highlight your skills, highlight your hobbies and interest and mention all extra-curricular activities and achievements. Following are the steps to follow while preparing a resume for no work experience.

### 1. Format

- Add a heading statement.
- Use reverse chronological method.
- Highlight your achievements and accomplishments.
- Underline your education and relevant skills.
- Include internships, extra-curricular activities and volunteer work.
- Add a cover letter.

### 2. Focus on education. Mention all details about your education

- If you are a post graduate, then you may write as below.

#### Post graduation

MBA in Marketing 2010

IIM, Ahmedabad

CGPA 9.2

#### Graduation

B.Tech.in Mechanical Engineering 2008

LJ Institute of Engineering and Technology

Ahmedabad

CPI 9.8

#### HSC 2004

Kendriya Vidyalaya, Ahmedabad

CBSE

95.5 %

#### SSC 2002

Kendriya Vidyalaya, Ahmedabad

CBSE

98 %

### 3. Objective statement or summary of resume

As you do not have any experience, this part of the resume becomes very important. Here you need to write your clear objective in only one sentence and write about yourself and your particular skillset which you have learnt during your life and which is relevant to the job applied for.

Eg. Kavya Menon Friendly, extrovert and ready to help nature. A person who is always sort out by friends and family members to solve their problems due to patient listening and objective thinking. Seeking to start and grow in customer service and deliver the best results.

### 4. Make your skills section very attractive

Communication skills, people skills, problem solving ability, organizing, fast calculation, information gathering, skills with using internet, knowing an extra software, etc. can be included in this section. It can be accompanied by some facts related to these skills from your student or even family life. Different skills are required for each job profile, so it helps employer to differentiate you from other candidates.

### 5. Certifications and awards

Mentions all certification courses that you have done to learn different skills. While you are students, it is important to learn more through short certification courses. These days, it has become easier as many good certification courses are available online. Also, mention your achievements and awards if you have received any during your student life.

### 6. Volunteer work

Employers appreciate candidates who have done something for the community. It shows that you have an attitude of contributing and you take initiatives to bring about a change. Also, it highlights some of your abilities and skills which you need to do certain volunteer work like interpersonal skills.

### 7. Hobbies and interests, languages known

Hobbies and interests, and languages known are important factors for a fresher. Your interest tells about what kind of person you may be. It also shows that you can manage taking work pressure as you already have other activities of your interest. The languages known are also very important to ensure the employee that you can communicate in more languages.

### 8. Add a cover letter

A great cover letter that matches your resume helps a lot in winning an interview. Mention something about the company in the cover letter, which relates to you. Also, mention how keen you are to work with them.



## 2.7.2 Resume for a Person with Experience

While all of the above mentioned points must be there in the resume with experience, they should not be very elaborate, as the focus is more on your experience. The experience section must be first, followed by education section, projects/internships, volunteer work, skills/ certification, languages known and personal details in sequence. Also, the latest job experience must be mentioned first. Following points are important while making resume with experience.

1. The skills section, volunteer work, internships, etc. must all be in brief.
2. Languages known is also not a very important factor after acquiring an experience unless you are applying for a job in some other state or country and you know the local language.
3. The reverse chronological order must be followed by putting latest job first and first job at the last, followed by educational qualification, with highest degree first.
4. If you have a very long experience then you must show upto 15 years of experience.
5. While writing about your experience, it is more important to mention your achievements rather than giving detail of your job profile and responsibilities. The recruiters know what you did in your jobs because your designation sums that up. So it is important to prove how well you did your past jobs rather than highlighting on what you did.
6. If asked by the recruiters, you may put the details of references at the end of the resume.

## 2.7.3 Other Important Points about Resume

1. If possible, make a one page resume. Only if you have more experience and credentials, then you must make more than one page. Usually, people think that longer the resume better are the chances of recruiters getting impressed. But the recruiters would like to see a crisp resume where things relevant to the job profile are highlighted.
2. In the personal details, gender and marital status are not much of importance anymore. So they can be omitted.
3. Highlight skills that you may have used in your previous jobs or as student which are relevant to the job that you are applying for.
4. All resume must be accompanied by a cover letter except when the recruiters have specifically asked you to send only the resume or when you're having a communication with recruiters from some time and as a result of that you are sending the resume.
5. To list down your educational qualifications or experience, you may even use the table format.

## 2.7.4 Types of Resume

Resume can be written in different ways according to the requirements. Based on these, there are different types of resume listed below.

1. **Functional resume** : This is a simple resume which lists down the educational qualifications and experience without following any chronology. It mainly focuses on "what" rather than "when". People with career gaps may use this type of resume.
2. **Chronological resume** : This is written in reverse chronological sequence, with latest job first and first job at the last, followed by educational qualification, with highest degree first. It helps recruiters find out important factors faster.
3. **Scannable resume** : Nowadays, it is very important to prepare and upload your resume online. This helps companies search for relevant resume and call for interview. This method of recruiting is faster and money saving. Most of the companies use ATS (Applicant Tracking System) to track applicants online. In order that your resume gets more chance to be tracked through ATS, you must write the resume in scannable format and also put as many keywords as possible.
4. **Visual resume** : Visual resume is a latest trend which breaks down the monotony of black and white resume. The visual resume has colour coding and simple design which makes the resume attractive. While making a visual resume, care must be taken to avoid using many different colours and the design and colours must be according to your profile and personality. Online templates are available to make these visual resumes. Thus, it is important to write the resume wisely so that your chances of being called for an interview increases.

### Quick Bites :

- Resume is like a passport to an interview.
- It should be written by giving good thought.
- All your skills, achievements and positive aspects of your personality must be mentioned in the resume.
- Usually resume is written in reverse chronological order.
- A resume of less than 15 years experience must be kept to one page only.
- There are various types of resume like functional, chronological, scannable and visual resume.
- Based on the job profile and requirement of the company, one must choose the type of resume.
- Highlight the qualities or skills which are relevant to the job.
- Always add a cover letter with the resume unless asked not to do so.



**EXERCISE**

1. The Director of Technical Education, Gandhinagar has been concerned about the poor linguistic standard and lacking of the soft skills of engineering students of various colleges in Gujarat. You, as deputy director of Technical education have been asked to inquire the matter and submit the report to director, prepare a report on his behalf.

**GTU : Jan.-13**

2. As the sales manager of a watch manufacturing company, you conducted a market survey and found that there is a considerable decline in the sales of your watch. Write a short report on your market survey and also suggest steps required to boost the sales of your product.

**GTU : June-09**

3. Write a technical description of a laptop.

4. Write your own resume.

5. Explain : How to write agenda and minutes of meeting. Also explain their importance.

6. What are the characteristics of technical reports and proposals ?

7. As the sales director of fitness point, Ahmedabad draft a mail to students of engineering College, Ahmedabad informing them about various packages with discounts for students offered by your gym.

**GTU : Jan.-17**

8. As a purchase manager of Shreya computers, 11-Kalyan chambers, M.G. road, Ahmedabad, write a complaint letter to the sales manager of hindustan computers limited, 140 M.G. road, Bangalore asking for repair, replacement or compensation as five out of fifty computers of your last consignment are received in damaged condition.

**GTU : June-13**

9. You are a customer care officer at Gloria Electronics, Tagore Road, Vadodara. Mr. Raj Sampat, Harihar Road, Dharmaj has sent you a complaint letter for a laptop, purchased online, from your enterprise, received in a damaged condition. With reference to this write an adjustment letter.

**GTU : May-17**

10. As a student of engineering, you want to purchase a laptop for your personal use. Write a letter of inquiry asking prices, configuration, discount and mode of payment, terms and conditions to The Sony Electronics, Bangalore.

**GTU : Dec.-13**

**Practical Learning**

- During any event taking place in your institute, like cultural event, job fair, exhibitions, etc., the student or faculty co-ordinator have to do communication with people/organizations outside your institute like inviting for lectures or chief guest, inviting as guides, requesting for sponsorship, etc. Be the part of that event and take up the responsibility to write letters and emails and have hands-on experience of writing letters.
- Write a report on the cultural event of your institute.
- Write your own resume and get it checked from the placement co-ordinator of your institute.



# 3

# Technical Communication

## Syllabus

*Public speaking, Group discussion, Presentation strategies, Interview skills, Negotiation skills, Critical and Creative thinking in communication.*

## Contents

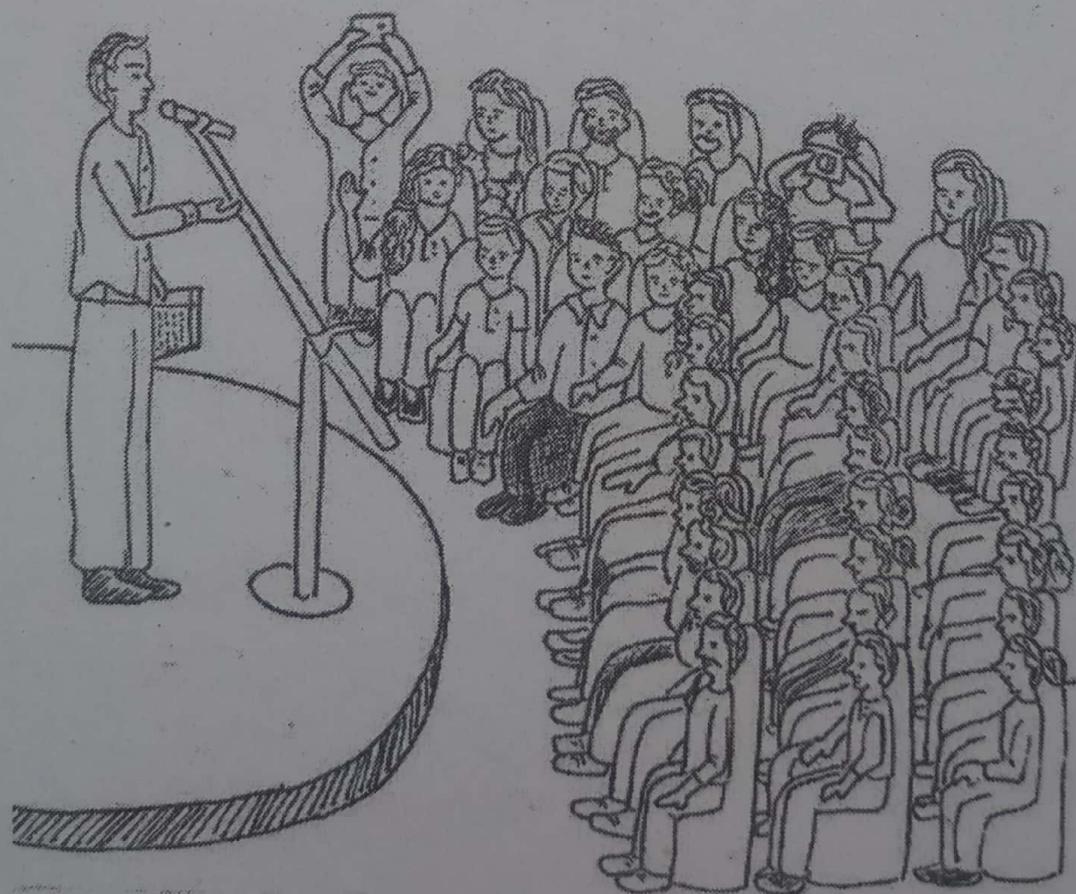
- 3.1 Public Speaking
- 3.2 Group Discussion
- 3.3 Presentation Strategies
- 3.4 Interview Skills
- 3.5 Negotiation Skills
- 3.6 Critical and Creative Thinking in Communication

**Objectives :**

- To be able to understand the nuances of various types of Public Speaking and apply them.
- To be able to showcase the required qualities in a group discussion.
- To be able to present a content effectively.
- To be able to face an interview well prepared and with confidence.
- To learn negotiation skills.
- To learn how to think critically and creatively.

**3.1 Public Speaking**

Public speaking is used to address a large number of people to inform, create awareness, persuade, or provide solutions. For different purpose, the content and style of speech varies. You may have experienced speeches which has a good impact and those which are dull and boring, creating almost no effect in the minds of the audience. You may have also participated in elocution or extempore in your school and realised that it requires much more preparation than what you may have thought about. Of course, experience may have acted as a best teacher, but a well prepared speech is always rewarding. Let us understand different ways of giving a speech and important points to be kept in mind while preparing for a speech.



**Fig. 3.1.1 Public speaking**

### 3.1.1 The Content - What and How to Present / Organizing the Content

If you have been asked to deliver a speech on a given subject, the first thing that you do is to decide what to speak. The content mainly depends on the purpose of the speech and the audience. So before preparing the speech, it is important to clarify yourself with your purpose and understand your audience so that you can cite illustrations that are more relevant to your purpose and audience.

Whether one gives a well-prepared speech or an extempore, the important thing is the flow of the speech. Any communication must have connectivity and continuity in the flow of ideas to make it more interesting and comprehensible. Following are the patterns one can use to arrange the content of public speaking as well as presentations :

1. **Chronological method :** All topics that are described with respect to time can be arranged in a chronology. Presentation of ideas in the sequence of their occurrence makes it clear and easy to remember. Topics dealing with history of anything- a country or a sport, biographies, planning of a project dealing one day after the other and instructional guides explaining any process step by step are all examples of chronological order.
2. **Categorical method :** When there is a detailed explanation of a topic, it can be broken into categories to make it easier for the speaker to remember and the listener to understand. All topics that are meant to give information or knowledge can be divided into subtopics. Mostly the theories in your text books use the categorical pattern.
3. **Causal method :** In this method the content is mainly divided into the reason of a problem and its results or the causes and its effects. Sometimes, it is also followed by the solutions. Usually, first the reasons and then results are presented but sometimes the reverse order may be used in order to create greater impact. This can be done by citing examples of effects of a problem which relates to the audience creating more involvement and making it emotive. Topics like ‘Global warming’, ‘Corruption’, ‘Effects of social media’, ‘Increasing number of nuclear families’, etc. can be arranged in this manner.
4. **Spatial method :** There are topics where the reference can be a place. While describing about different cultures, you may refer to different places, like “ in the city it is....while in villages people prefer to ...” or “ moving towards the east side of the city.....while in the west...”. Also, if you are describing a structure – of a building or a machine, you may move with respect to space- from inside to outside, top to bottom or left to right. Topics like “ Adalaj ni vaav- the masterpiece of a well”, “ Design of a lathe machine”, “ A guide to North India tourist places”, etc. can be arranged using spatial method.



**Quick Bites :**

- All types of public speaking requires a content which must be prepared in advance.
- A well-arranged content provides ease in understanding.
- A connectivity of thoughts helps the listeners to comprehend well.
- There are four methods of arranging the content, namely - chronological, categorical, causal and spatial depending on the type of content.
- Chronological method means arranging in sequence of occurrence of events, categorical method means categorizing in various types, causal method means to present the causes and effects of an issue and spatial method uses place or space as a reference.

**3.1.2 Delivery of Speech**

There are different ways that people use to deliver the speech. Different people may choose a different way to deliver a speech as per their preference and convenience, but each have their own advantages and disadvantages. You must choose the delivery of speech appropriate for a public speech, elocution and presentation keeping in mind, the advantages and disadvantages so as to make it more effective.

1. **Memorization** : Write down your speech and read it several times to memorize it and then speak in front of the audience from your memory. In this type of delivery of speech, you don't keep a paper with you containing your speech or brief notes.

**Advantages :**

- As you have memorized, you will not leave out any point.
- There is a very high scope of eye contact and gestures.
- If you have memorized it well, you also look very natural.

**Disadvantages :**

- When you speak something from your memory, there is a high risk of forgetting a point suddenly, and you will have to try very hard to remember it or sometimes skip the point and go to the next one.
- Some people, who are not very good in memorizing, may fumble a lot and it will take away the natural effect.
- There is no flexibility. Eg. if a person from audience asks a question in between, you may forget where you left and it becomes difficult to continue fluently.

2. **Manuscript** : Write your complete speech and carry it with you to read out word to word from the script.

Speaking from  
memory



Impromptu

Manuscript



Keeping notes



Fig. 3.1.2 Delivery of Speech

**Advantages :**

- As you are going to read out everything, you will not miss out any point.
- This method is appropriate for people who are very good readers and can add paralinguistics while reading.
- The speech will be perfect and there won't be any fumbling.
- Flexibility is there, as you can always start from the point where you left, even if you are interrupted.
- While using this method, you are more confident as you don't have any fear of forgetting.

**Disadvantages :**

- If you are not a good reader, the entire speech will be very monotonous and unnatural.
- It sometimes becomes very boring for the audience when a person just reads out from a paper.
- The audience may not trust on what you are saying as it may not look like your original thoughts.
- The scope of eye contact and gestures is minimum.

**3. Impromptu :** Sometimes you may have to deliver a speech without any preparation. For example, when you are asked to give a speech on the farewell of your colleague, you have to speak on the spot. This is called impromptu.

**Advantages :**

- It is highly natural and original as you are speaking what you think.
- Scope of eye contact and gestures is maximum.
- There's a lot of flexibility as it can be as interactive as possible.
- More paralinguistics can be used.

**Disadvantages :**

- Biggest disadvantage is that if your knowledge about the topic is not sufficient, you will fumble.
- Sometimes, you may have to give long pauses to think what to speak which may leave the audience irritated.
- There is no editing time and so, the arrangement of ideas may be haphazard losing out continuity in thoughts.

**4. Notes :** Taking notes with you while delivering a speech is the most popular method. This method uses the advantages of memorization and manuscript method. It also allows the impromptu thoughts to be included. In this method, you take a note along, which has only main points to be covered written in sequence. You first prepare the whole speech several

times. While delivering the speech, you speak without seeing the notes, but if required you just make a glance into the notes to check the sequence or the points you're supposed to speak on a particular point.

#### Advantages :

- There are no chances of forgetting any point as you have the notes written in a sequence.
- It gives more flexibility and can be interactive.
- Scope of eye contact and gestures is more.
- It looks natural and interesting.
- There are no disadvantages of this method if you are well prepared. But if you haven't done enough preparation, then any method will fail in making your speech effective.

#### Quick Bites :

- There are four methods of delivery of speech- Memorization, Manuscript, Impromptu and notes.
- Memorization method provides scope of body language but there is a risk of forgetting.
- Manuscript method has very less scope of body language but can be perfect because you have written the whole speech verbatim.
- Impromptu method is highly natural with maximum scope of body language, but chances of fumbling are there if there is lack of knowledge about the topic.
- Keeping the notes with you and delivering without seeing, is the best method of delivery of speech, which has all advantages of the above methods and counters their disadvantages.

### 3.1.3 Importance of Non-verbal Communication

A well written and well prepared speech accompanied with proper eye contact, gestures and paralinguistics acts like an icing on the cake. Making an eye contact with the audience helps in gaining their trust and connects them with the topic. Using appropriate gestures helps you to explain your point better and creates interest. Dressing up appropriately and maintaining correct posture helps create good impression on the minds of the audience. Alongwith this, a very important non-verbal aspect is the time factor. You must be aware about how much time to use for which topic and when to end. Stretching too much creates boredom and not discussing in detail when required, leaves the audience confused. Hence, you must time your speech and complete each topics as well as entire speech on time.

## 3.2 Group Discussion

### 3.2.1 Purpose of Group Discussions

- To share and exchange information and ideas.
- To collect information or feedback on any project, policy or scheme.
- To arrive at a decision on important matters.
- To solve a problem which is of concern to the organization as a whole.
- To discuss the issues related to a particular topic in relation to the group itself or for the benefit of a larger audience.
- To elaborate upon any work undertaken or research done.

### 3.2.2 Important Qualities Evaluated by Employers during a Group Discussion / Qualities Important to Participate in Group Discussions in Professional Life

#### 1) Knowledge of the topic :

You will be able to speak with conviction in a group discussion, only if you have in-depth knowledge about the topic. You should be able to grasp and analyse the situation at a deeper level. You must have your original viewpoints and suggestions. To be able to participate in group discussions successfully, it is always advisable to keep yourself updated about your surroundings. This will help you speak something about the topic and the rest you can gauge from what others say. Taking initiative, problem solving and creativity, etc. are required in professional life and that can be shown in the group discussion. But, this will only be possible if you have a proper knowledge and understanding of the topic.

#### 2) Communication skills :

During a group discussion the following skills are evaluated : 1) Verbal communication skills : You are expected to use right words with correct sentence construction. If you are able to use error-free language, then it becomes easy for other members of the group to understand your point. 2) Non-verbal communication skills : You must use correct body language throughout the discussion, like straight posture, correct gestures, making eye contact with all members, nodding your head while listening and using appropriate facial expressions. This helps you to gain positive response from others. 3) Listening skills : You cannot continue the discussion without listening to others. It is important to either take forward the point of the previous speaker if you agree or put your point mentioning how and why you differ from the previous speaker. This is how you have to create a thread of thoughts and weave them to come to a conclusion. You cannot put your independent thought, without considering what has already been said. 4) Clarity of thought : How clear you are about your thought can be shown using intonation, articulation and voice modulation.



**3) Group Behaviour :**

How one reacts in a group is shown by the ability to interact with other members. While doing so, emotional maturity is required. You must be able to remain objective, empathetic and mature. You must neither dominate the group nor get dominated by others. You must respect each and every member's views and try to cooperate and coordinate with everyone smoothly. Also, being able to listen to all equally is also a desirable group behaviour.

**4) Leadership Potential :**

Any group cannot carry on its task without a leader. A leader is one who leads everyone towards the goal. The employers look for leadership qualities in you during the group discussion because inspite of no appointed leader, the candidates who have these qualities will emerge as leaders. Where can you show your leadership qualities? A leader is an initiator, has knowledge, emotional stability, objectivity, communication skill, control, is a motivator and a decision maker. By starting or ending the discussion you can show you are initiator or decision maker. When you are able to calm down hostility among members, you are able to show control, emotional ability and objectivity. You can even show the objectivity by not getting carried away by any opposition in the group and rather consider everyone's views. By encouraging silent members to speak up, you can show that you are a motivator. Thus you can get opportunities to show your leadership qualities at different point of time in the group discussion.



**Fig. 3.2.1 Group discussion**

**Quick Bites :**

- To be able to give valuable inputs in a group discussion and create a good impression, have a good knowledge about things around you or gather it from what the others speak.
- Communicate using small and error-free sentences.
- Make eye contact with everyone in the group, use positive gestures, keep your posture straight and have a pleasant facial expression.
- Talk with a smile and never try to offend any member of the group, even if you disagree with them.
- Listen attentively to all.
- Do not jump to your own point and ignore the previous person's point.
- Let the previous person finish speaking before you start your own point.
- Encourage others to speak by asking open-ended questions.
- Try to solve any dispute between other members and bring the group back on track.
- Bring the discussion to end when the time is over, by summarizing and concluding.

**3.3 Presentation Strategies****Purpose**

In your student and professional life, you may have to give presentations at many occasions. Every time, the purpose of your presentation may be different. These purposes are as follows :

- To give information.
- To explain a concept in detail.
- To present a plan of a project to delegate work to members of the team.
- To analyse a problem and sometimes also give recommendations to solve such problems.
- To create an awareness.
- To present the progress of your work.
- To present in front of your professors for academic purpose.
- To persuade the audience to agree with your ideas, usually any business proposal or marketing presentation.

**Preparation**

As seen above, there are different purposes of presentations. In order to fulfill these purposes or in other words, in order to make our presentation effective, a thorough preparation is required. In order to make a good presentation, let's divide it into 3 phases : 1) Planning, 2) Preparing and 3) Presenting.



1) **Planning** : This is a very important phase with three steps namely defining purpose, analysing audience and analysing venue (place of presentation).

**Defining purpose** : It means, clarifying in your mind, the purpose of your presentation. You must think and analyse, what you want to achieve through the presentation and what all needs to be done for that. Whether you want to create an awareness or persuade audience, you have to include such illustrations and proofs in your content which backs your thoughts on the topic. Being clear about your purpose is important as it helps in deciding what to present and how to present.

**Analysing audience** : You must try to find out who is your audience. If you are going to deliver presentation in your college or organization then you may know everyone, but if you are invited outside your organization, then you must inquire the organizer about the audience. Once you know the audience, you can note down points which are relevant to your audience so that while preparing the content you may include such points and examples.

**Analysing venue** : You must be aware of the place where you have to make the presentation as it helps in deciding how you are going to present. If you have to present outside your organization, then it is advisable to visit the place and check for various things like, whether a projector is available or a black/white board, whether a podium will be given or not, how big is the room, whether there is a space for moving around in the room or stage is there or not, etc. Visiting the place gives you an idea how you have to prepare for presentation and it also helps you in lessening your nervousness due to the fear of unknown.

2) **Preparing for presentation** : This mainly consists of the content preparation. Based on your purpose and audience, now you know what should be included in your presentation. You may gather the information from your books, journals, your knowledge and experience about the topic and take help from other experts in the field. While gathering, it is important that you remove data which is not relevant to your purpose otherwise you will end up taking a huge data. Also, the time factor must be kept in mind while choosing the content.

Once you've decided what all needs to be said in the presentation, you must arrange it in order to bring coherence in your presentation. The content can broadly be divided into three portions namely **introduction, main body and conclusion**.

An introduction must be such that the audience becomes curious to listen further. You can use a catchy sentence, a quote or a story which can be related to the topic. The introduction consists of introduction of yourself and the topic. In the introduction part, you must clarify your purpose and give a brief idea about what you are going to speak, i.e. the agenda of your presentation.

The main body is the entire content and it can be organized using different ways as explained in the section 3.1.1 - "deciding the pattern for your speech". While preparing the content of the presentation, remember the 5 Cs - clarity, conciseness, completeness, continuity and consistency explained in chapter 2.

The last part of the presentation - The conclusion is very important because it is the time when the speaker leaves an impact in the minds of the audience. Many people complete the conclusion in a hurry, but it is advisable to give considerable time to conclusion. Summarize the whole presentation and remind the audience of your purpose by again mentioning the same story or quote you said in the introduction. This helps the audience retain the information and has a lasting effect in their minds.

**3) Presenting :** This includes the effective use of visual aids, delivery of speech and non-verbal communication.

**Effective use of visual aids :** The presentation differs from a speech because in it, you also show or display what you speak. Showing alongwith speaking creates more impact in the mind of the audience. Anything which we see, we tend to grasp and remember easier. There are various ways of showing your content to the audience like writing on a board, showing charts and through power point. To make the effective use of all these, you must take care of following points.

- Check for all your requirements, whether projector is available or not, laptop or computer is available or you have to carry your own device, availability of internet connection if required, uninterrupted power supply.
- If you have to used board, check for chalks or marker pens. Also check whether marker pens are in working condition because if they are not, you will waste your time right in the beginning and that will create more nervousness in you. This may lead to a situation where you may forget certain points, hence such small carelessness may become a spoiler for the presentation.
- Keep the visual aid visible to the audience by taking care that you or any pillar or anything is not blocking it.
- Your handwriting must be legible and big enough to make it visible till the end.
- Font used in a power point must be simple and big enough so that everyone can read. Avoid using fonts with curves and italics.
- Do not use too many colours in any visual aid. If you want to differentiate by colour, it is advisable to use only two colours.
- Do not change the slide (in case of ppt), chart (in case of flipcharts) or erase from the board, unless everyone has read the content. Give enough time to the audience to go through the visual aid.
- Write only points, and not the entire content in the visual aid. Also, do not crowd visual aid with many points.
- While speaking, avoid directly reading from the visual aid. Remember, that you are using visual aid to make it easier for the audience, and not for you to remember your content.

- Use your hand or a pointer to point the visual aid, whenever you want the audience to have a look at it.
- Use of diagrams, graphs, photographs, figures or plans must be included as far as possible as it makes it more interesting. But take care that only one diagram must be there on one slide/chart.
- While writing on a board, make optimum use of the board by making parts. Also, keep the portion on one side of the board if you have to refer it later.

**Delivering the presentation :** The method of delivery of speech and use of non-verbal communication are the two important aspects that one must take care while delivering the speech. The different methods of delivery of speech has been discussed in section 3.1.2 along with advantages and disadvantages. It is very clear that delivering the speech with the help of brief notes is the best way, whether it is only a speech or presentation. As seen earlier, the delivery of speech using notes helps you in doing a presentation without leaving out any point and it is very flexible. It also helps in making the maximum use of non-verbal communication. And like in any other communication, the role of non-verbal communication is very high in presentation as well. To understand the use of non-verbal communication, refer chapter 1 where it is discussed at length.

As far as presentation is concerned, all components namely professional dressing, eye contact with everyone, use of positive gestures, maintaining a correct posture and using appropriate facial expressions are important and must be used wisely to enhance what you are saying. You must take care that your body language must be in sync with your verbal communication.

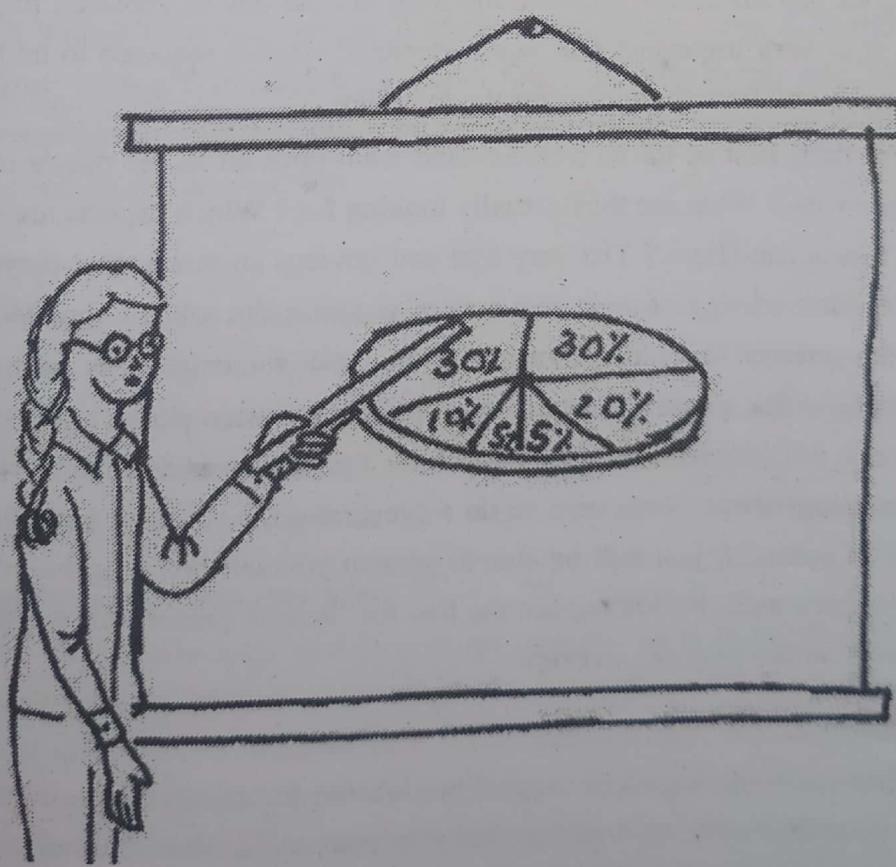


Fig. 3.3.1 Presentation skills

**Quick Bites :**

- For an effective presentation, first you must be clear about the purpose of your presentation.
- Keep the audience in mind while preparing for a presentation.
- Organize your content using the chronological, categorical, causal or spatial method whatever is appropriate for your topic.
- Start with a smile and use something catchy to create anticipation in the minds of the audience.
- Do not conclude in a haste, and leave a point for the audience to ponder.
- Use body language to enhance the effectiveness of your presentation like dressing appropriately, making eye contact with everyone, using hand gestures and facial expressions and having a correct posture.
- Use of paralinguistics is very important for effective presentation.
- Make maximum use of space available by moving around on the stage or the room.

**3.4 Interview Skills**

The day of your job interview becomes the most crucial day in deciding the direction of your career path. So, it is very important that you understand what is required to be the most desirable candidate for the job and how to prepare for the interview.

To understand that, first of all let's understand what goes on in the minds of the interviewers when they interview us ? What are they actually looking for ? Which aspects are very important for the company to hire a candidate ? The very first and obvious answer is that they want people who are thorough in the knowledge of their own area of work i.e. the subject knowledge. But that's not it. Apart from the subject knowledge, organizations look for employees who work effectively, having good people skills, positive attitude, good communication skills, team work, interested in doing the particular job in question and overall how a person is as a human being. You may feel that for all these things there is no need to do a preparation, but if you have thought well about different aspects of yourself, you will be able to present yourself better in the interview. Hence, it is important to prepare well. Following are the tips for 'how' to prepare for the interview and how to conduct yourself at the time of interview :

**1. Do introspection :**

This is the first and very important step of preparation for an interview. Introspection leads to knowing about your own self and making clarity in your mind. This will help you answer many behavioral questions. It is important to be sure about yourself. If you are not sure about yourself



then you will end up giving those answers that you think they want to hear. But in fact it is important to be honest in interview. Think about the likely questions that you might face in the interview and prepare your answers for the same. You must also do your self-assessment like finding your own strength and weaknesses, what kind of person you are, how you like to work, etc. After doing your own assessment, you must find how you are going to present yourself. If your answer is well-thought-out and honest, you will be confident in giving the answer.

#### **2. Dress appropriately :**

People see us before they come to know about us. Dressing appropriately gives that first impression, and sets a positive tone for the interview. It gives boost to your confidence. "Dressing appropriately" means according to the job and the company. You must first find out what is the company culture and dress code. From that you will get a hint on how to dress up. Many companies have semi-casuals in their culture and many others have highly formals. Appropriate dressing and neatly groomed person gives a first good impression.

#### **3. Display good non-verbal communication :**

As discussed earlier, we already know how non-verbal communication is instrumental in making our overall communication effective. During the interview, you must give answers by making eye contact with all interviewers as it shows confidence, keep a straight posture, use positive gestures, greet with a firm handshake, avoid fidgeting with things and wear a confident smile. Your non-verbal communication tells a lot about you and so a positive body language will make a good impression on the interviewers.

#### **4. Listen attentively :**

Remember that listening is the most important aspect of your communication skills and so, the interviewers expect you to listen attentively and give relevant and full answers of what is asked. Sometimes, the candidate end up answering the question in a completely different angle from what the interviewer has asked and sometimes the candidate always have to ask for clarification of the question. This shows your poor listening skills. Hence, sharpen your listening comprehension.

#### **5. Answer the questions fully with relevance :**

Many times, the interviewer asks you to give an example of a project or a work that you completed successfully. By asking such questions, the interviewer want to evaluate your behavioral aspects like personal effectiveness, interpersonal skills, management, etc. and so answering such questions requires a clear narration of how you did that particular job in the past. You should be able to remember a particular instance or situation and explain how you displayed certain qualities during that work. If you are not able to answer such questions fully and clearly, you lose the

opportunity to show your skills. These answers helps you in showcasing your skills and acts as proof of it. Before going for an interview, you can prepare the answers to questions they are most likely to ask. This you can get from the name of the job profile, your own subject or area of work, asking your seniors, asking someone already working in that company and from the company profile which you can find out from its website. Also, most of the questions comes from our own CV and that's why studying our own CV is very important to prepare answers for the interview.

#### **6. Use correct verbal language :**

Correct grammar and sentence formation is the basic requirement of verbal language. Also, strong vocabulary will help you to use appropriate words at different places. It will also make you fluent and you will not fumble and search for what to speak. Also, be careful that you do not use slang or anything inappropriate.

#### **7. Do not speak too much :**

Many people end up speaking too much to show their confidence and trying to impress the interviewer, speaking more than required is a big mistake. Also, if you have not prepared yourself enough for the interview questions, you may end up beating round the bush and that will show your lack of clarity. It is important to answer only what is asked and required.

#### **8. Be professional :**

Even if the interviewer are very friendly and cool, there is no need to become too much casual. If the interviewer tries to comfort you, that does not mean you must act like a friend and forget that you are a candidate for the job. Try to maintain professionalism and don't go overboard in showing your openness.

#### **9. Ask questions :**

Usually at the end of the interview, the candidate is asked if they want to clarify on something. At such time saying that you don't have any question, leaves an impression that you are not interested in knowing more about the company or you have appeared casually in the interview just to get the job. By asking questions, you can find out whether it is an appropriate job profile and appropriate place to work. During the interview you may have got many information but there may be some additional information that you require which will influence your decision to say yes or no, in case you are selected. Hence you must ask questions.





Fig. 3.4.1 Job Interview

**Quick Bites :**

- Be sure about yourself, know your own strengths and weaknesses.
- Dress neatly in formals as per the norms of the organization.
- Greet with a smile and a firm handshake.
- Be honest in answering the questions.
- Use correct verbal language and use positive body language.
- Do not get too much personal and casual.
- Listen attentively and answer the questions fully.
- Be prepared to ask questions.
- Show your interest for working in the organization and the job profile.
- Be positive about answering all questions.
- Ask for the follow up date and leave with a smile.

### 3.5 Negotiation Skills

As per the Cambridge dictionary, negotiation is the process of discussing something with someone in order to reach an agreement with them. Negotiation is usually used to sign business deals and contracts. But in fact, we do negotiation all the time in our professional and personal lives. We bargain when we're buying something, particularly expensive and that is negotiation. We negotiate in our personal lives to come to an agreement, how much we will contribute towards a task at home as against other members of the family. We negotiate for salary or other benefits at the time of our recruitment and we also negotiate for increment in our jobs. Thus, we come across situations in our day to day life, where we have to negotiate.

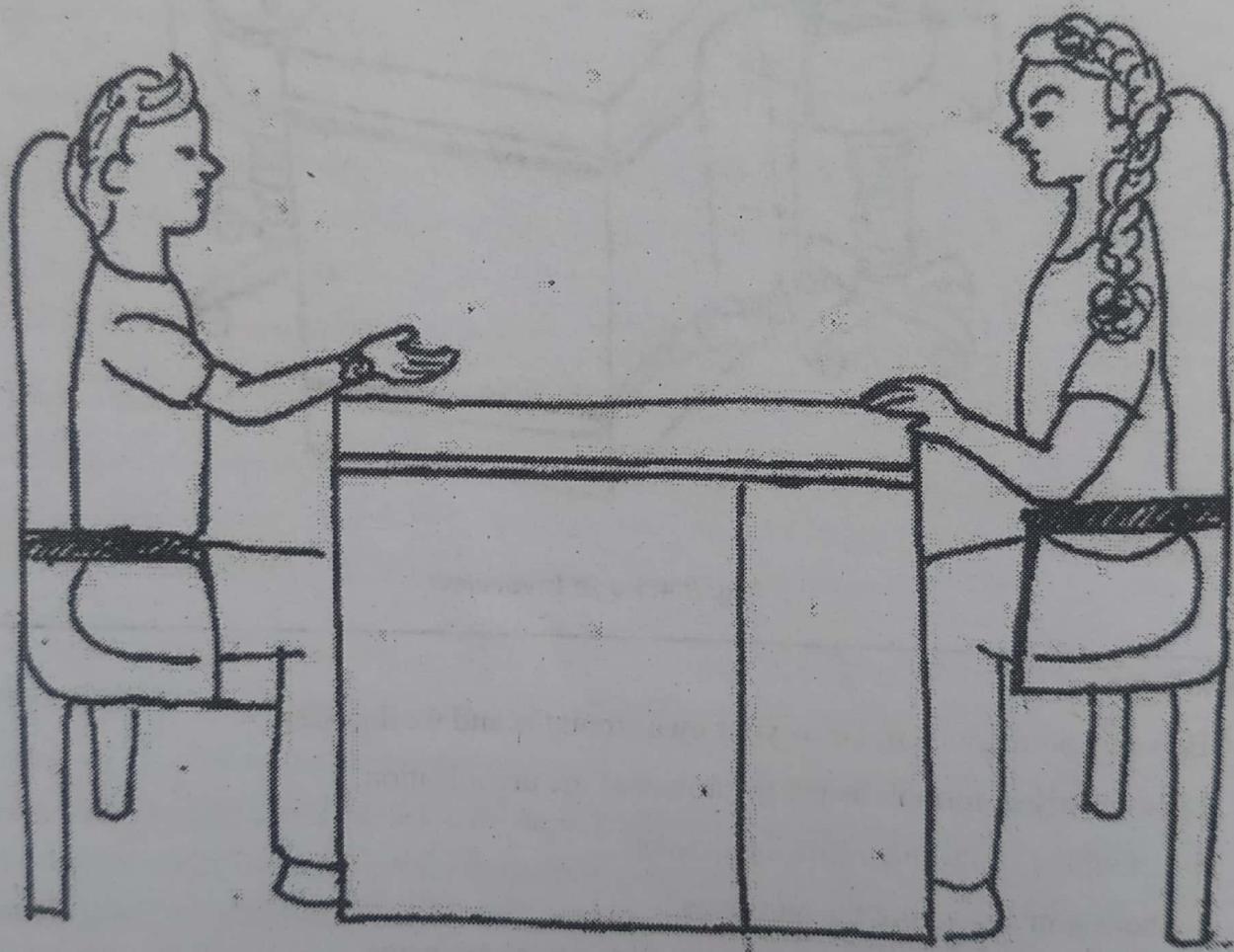


Fig. 3.5.1 Negotiation skills

#### 3.5.1 Negotiation Process

Negotiation happens in various stages. The first stage is information exchange. Both parties exchanges information of what they can offer and what is their expectation. The second stage is discussion of alternatives. The final stage is the closing, meaning here both the parties either come



to an agreement or decides not to go for the deal at all. Though these three stages talks about a deal, one must understand that it's not only a business deal, but also about personal life negotiations.

### 3.5.2 Types of Negotiation Styles

There are different styles of negotiation based on whether the negotiators are relationship-oriented or deal-oriented. The following are the different styles of negotiating :

#### 1. Accommodating :

As the name suggests, the negotiator has an inclination towards solving the problem of the other party and maintain personal relationships with their business associates. They do not bargain aggressively. Their offers may not be in their best interests and they yield to other's demands. This style of bargaining is usually pleasant and more comfortable for both the parties. They rather value friendship and their main objective is to get to reach an agreement.

#### 2. Avoiding :

Some people do not negotiate unless necessary. They try to avoid the confrontational aspect of negotiating. They have reserved behavior and do not express their own will, rather they insist on agreement.

#### 3. Collaborating :

Collaborators like to solve difficult problems creatively. They enjoy negotiations and value the concerns and interest of the other parties. Their approach is creative and innovative, and they see the situation objectively. Their choices are guided by principles of fairness, professional standards, tradition or moral standards.

#### 4. Competing :

Some people enjoy negotiations because it provides them the opportunity to win. They usually neglect the concern of others and their relationship with them as it may lead them to lose the bargain. Such negotiators often says the last word and do not give opportunity to the others to negotiate further. These negotiators usually bargain strategically and their only objective is to win.

#### 5. Compromising :

These negotiators close the deals quickly by looking at the interests of all parties involved. They are useful when the time is limited but sometimes there is a chance of suffering loss in a hurry to close the deal.

### 3.5.3 How to do Negotiation

1. **Preparation :** Having proper knowledge about the thing- product or a project and the party is very important. It is also important to ask questions to find out the needs of the other party. Try to learn about the strengths and weaknesses of the other party.
2. **Have a plan :** You must be clear about your own expectation from the negotiation. Be clear about what you want and stick to it. At the same time, don't be too unrealistic in keeping your expectations. You must also keep the margins, expectations and limitations of the other party. Keeping unrealistic expectation will lead to "no deal".
3. **Body language :** Your body language must not show aggressiveness or any other negative emotion. Think and reply objectively rather than becoming personal. Also, observe the body language of the other party. You can exactly tell at which point the other party is comfortable and at which point she/he wants to say a "no", if you are able to observe the body language minutely. For example, if you are a seller and having a talk with your buyer across the table, the point at which the buyer leans forward is the point of their interest, and you can take advantage of this information.
4. **Go for win-win solution :** Always try to go for a win-win solution where both the parties are happy with the deal. When a collaborative negotiation happens there is always a win-win solution. If one of the parties is very competitive and it might happen that one of the parties will quickly lose interest in the deal. If one of the parties is submissive, then you will end with a win-lose or lose-win solution where there is a compromise at one end and so the contribution of compromising party is less towards the deal even in the future courses of actions. But, win-win is a situation where both the parties gain something in the deal- both of them come to an agreement, where their expectations are almost met with. For example, a smart phone owner doesn't give discount to his customer but instead he agrees to give a earphone and a stylish cover for free to the customer.
5. **Make a written deal or contract :** If there is a deal or a contract or if the decision of negotiation has an effect in the future course of actions, then it is important to note down each and every point according to what you have agreed upon during your negotiation. There may be different aspects for example prices, number of products, warranty, delivery time, etc. which you may have agreed upon during your discussion and they all need to be noted down on a piece of paper to avoid misunderstandings. At last, a deal must be formalized and signed by all stakeholders.



**Quick Bites :**

- Negotiation is a discussion between two or more people, where everyone expresses their will and at the end comes to a point where everyone comes to an agreement.
- There are five styles of negotiating namely accommodating, avoiding, collaborating, competing and compromising.
- Before doing a negotiation, the negotiator must have clear objective and plan in the mind.
- Use appropriate body language so as not to offend the other party.
- Use collaborative style and come to a win-win solution rather than, one party incurring a loss.
- At the end of the negotiation, it is important to have a written deal or contract to refer in case of dispute in the future.

**3.6 Critical and Creative Thinking in Communication****Critical thinking :**

The process of objective analysis and evaluation of an idea or a situation, in order to form a judgement is called critical thinking. While thinking critically, we do a careful examination of different aspects of the issue with good amount of reasoning and evidences. Here the goal is not to accept or reject, but rather to evaluate the entire issue objectively. While doing critical thinking we do not get emotional and weigh each point judiciously.

We are involved in critical thinking in our daily as well as professional lives. We use critical thinking ability when we are reasoning, evaluating, problem solving, analysing and making decisions. All of these are of great importance in your work life and so critical thinking is important for one's success.

**How to develop critical thinking :**

- To be able to think critically you must develop a mind of curiosity as it helps in getting into the details of an issue and presents you with many arguments and evidences and you are able to evaluate them all to come to a judgement.
- Seeking and questioning the idea at hand helps in digging out more information and makes easier to weigh each one against the other.
- Have an open mind with humility to be able to accept if you were wrong in your judgement. This helps you in accepting new and better ideas.

**Advantages of critical thinking :**

- It leads to creativity.

- It helps in seeing every aspect with objectivity leading to successful decisions and actions.
- It improves your comprehension skills.
- It gives you a wide horizon of thoughts and helps you introspect everytime.
- It helps you to focus on facts and evidences rather than opinions.
- It enhances your communication with everyone around you as you are the person who sees things objectively and based on facts.

With critical thinking you can perform better and achieve more. It also enhances your creativity. You can also outwit others with your efficient critical thinking and problem solving skills.

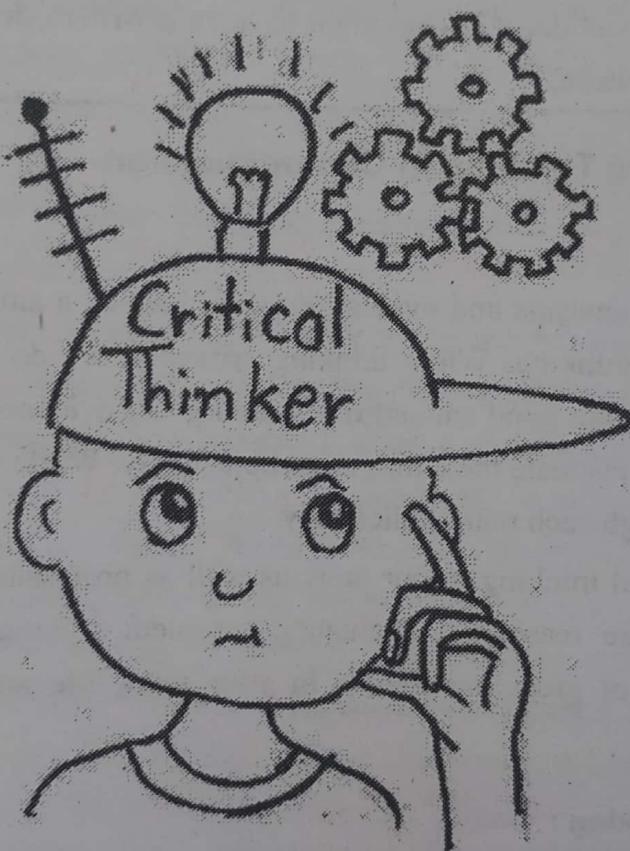


Fig. 3.6.1 Critical thinking

#### Creative thinking :

"Thinking out of the box" is the mantra for success these days. Being able to think different from others or thinking creatively is very important for everyone. The inventions, innovations and solutions in the world are all products of creative thinking. But everyday inventions are not possible! So why everyone needs to think creatively ?

So, first of all let us understand the term "thinking out of the box". Which box is this ? This box means the boundary built in our minds, beyond which there is unknown, a risk and a fear that no

one will agree. This boundary is built due to various factors like, genetic, environment- people around us and their thoughts, our own experiences and the knowledge that we gain as students, where we learn only the thoughts and inventions of others. All these information makes a boundary.

Now, why should we get out of this boundary ? We all possess the same information of whatever ideas are established in the world till now. That means offered with similar problems and issues, most of us can think in the same way and either come up with same solution or submit to the problem. But this is a threat to human dignity. Our dignity as humans lies in being different- it depends on what we can generate from the same information. Creative thinking helps us gain an edge over others. It is that quality which gives solution to many problems of humankind. Being creative does not mean being weird, but it means thinking divergent.

#### Why we don't think creatively :

- As said above, firstly, we have a boundary i.e. we know how things are and how they have been since years. So we think they can't be otherwise.

- There is a risk of failure. What if the idea doesn't work ?

- You have to give up the security of belonging, because when you think differently, you have to leave the crowd.

The "out of the box" has an infinite space and direction. There is no preset line of thought that you can hold onto, because you are trying to be creative which means no one has thought about it till now. And due to this whenever you think out of the box, you feel like getting back inside and accept what it is.

#### How to think creatively

Once you have decided to go out of the box, just try to go far and discover as many alternatives as possible.

Thinking creatively does not mean coming up with a completely new idea. You can use combination of two or more existing ideas. Sometimes, the application of an existing idea in a completely different manner brings about innovation.

Be open minded.

Don't look for correct answers because it takes you back to the existing thoughts as you will try to weigh all your new alternatives in context with existing ideas.

Assess the value of new idea as this is an undiscovered territory.



Fig. 3.6.2 Creative thinking

**Quick Bites :**

- Critical thinking is evaluating and analysing an issue to come to a judgement.
- Critical thinking involves seeking, questioning and digging of more information to check all aspects of a thing.
- Critical thinking leads to creative thinking.
- Creative thinking means 'thinking out of the box', but it does not mean being weird.
- Creative thinking leads to solution of problems.
- People generally don't offer creative solutions due to the risk of being rejected.
- To be able to think creatively, do not look for correct answers, be open minded and be solution oriented.

**Exercise**

1. Explain the evaluation components of group discussion as a selection process. GTU : Jan-17
2. What is presentation ? Explain different purposes for making presentation. GTU : June-09
3. What are the purposes of presentation ? Why should the presenter know his/her 'audience' before delivering presentation ? GTU : June-15
4. Write guidelines to make effective use of visual aids. GTU : June-13
5. Planning, preparing and presenting, all are equally important steps for an effective presentation. Justify the statement with supporting arguments. GTU : Jan-17
6. Write a note on various types of questions asked in a job interview. GTU : June-12

7. Give tips for success in job interview.
8. Give tips for success in group discussion.
9. Discuss various negotiation styles.
10. Give tips on how to do negotiation for a win-win solution.
11. What is critical thinking and why must we think critically ?
12. Explain creative thinking. What are the reasons people don't think creatively ?
13. Give tips for developing creative thinking ability.
14. How will you use your body language as a tool to be successful in a group discussion ?
15. Explain the organization of content for presentation.

GTU : June-14

GTU : June-14

**Practical exercise**

1. Do a role play of a job interview with 2 to 3 students acting as interviewers of a particular company and 1 interviewee. The interviewers have to decide the job profile and convey their requirements to the interviewee before starting the interview. The interviewee must design a resume accordingly be mentally prepared to answer the questions.
2. Make a group of 8-10 students and take a topic of your choice. Sit in a circle and do a group discussion for 20 mins on this topic. Ask the other students who are not participating, to observe and make notes. At the end, share the observations and analyse the performance of each participants.



# 4

# Ethics in Engineering

## Syllabus

*Scope of engineering ethics, Accepting and sharing responsibility, Responsible professionals and ethical corporations, Resolving ethical dilemmas, Making moral choices.*

## Contents

- 4.1 Introduction
- 4.2 Scope of Engineering Ethics
- 4.3 Accepting and Sharing Responsibilities
- 4.4 Responsible Professionals and Ethical Corporations
- 4.4 Resolving Ethical Dilemmas
- 4.6 Making Moral Choices

**Objectives :**

- To understand the importance of engineering practice for the benefit of public.
- To understand the need to learn and know the ethical codes of engineering practice over and above the basic science of engineering.
- To understand the professional responsibility of an engineer and to be able to carry out that responsibility in one's engineering practice.
- To learn how to resolve ethical dilemmas faced in one's profession as an engineer.
- To learn to make moral choices in interest of everyone.

**4.1 Introduction**

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 regularised the illegal structure of 3 storeyed 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 brigade 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

**4.2 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 many things that 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 the 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, fairness, 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 advise clients on what type of action to take when they are faced with risks and liabilities while conducting certain projects. In one case, the client wanted to expand his campus upto 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 analyse complex situations and resolve these problems in the most ethical manner.

#### Quick Bites :

- The work of an engineer has a great impact on the lives of the public.
- A decision taken by an engineer like a new design, level of waste disposal, constructing a building, sharing an information with outsider, etc. impacts the life of public, hence it is important that an engineer takes an ethical decision.



- In engineering studies, basic science of engineering and designing is taught, but the ways of business practices and real world experiences are not known to the engineering graduate.
- Learning ethical engineering will sensitize the engineering students and influence their decision making in the future.

### 4.3 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 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 of the above reasons, engineers are morally responsible for 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 fulfill 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 standards. 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 of informing the 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.

#### **4.3.1 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 yours, 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 analyse from different point of views and fail to recognize the problem.
6. **Lack of acceptance of authority** : Engineering codes of ethics emphasizes the importance of engineers exercising independent, objective judgement 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 judgement. 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 feeling 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.

#### 4.4 Responsible Professionals and Ethical Corporations

To understand who is a professional, let us first understand the meaning of a profession. A work that requires sophisticated skills, the use of judgement and the exercise of discretion, which is not routine and is not capable of being mechanized and significant public good results from it, is called a profession. To be a professional, one requires extensive formal education and not simply a



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 skills and particular knowledge which is obtained through extensive training through formal education for four years. Engineering design involves judgement 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.



Fig. 4.4.1

#### 4.4.1 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 confidentiality 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 defence industry have even more stringent requirements to keep confidentiality. Though it is obvious to an engineer about what to keep confidential and from whom, there are instances where there are gray 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.

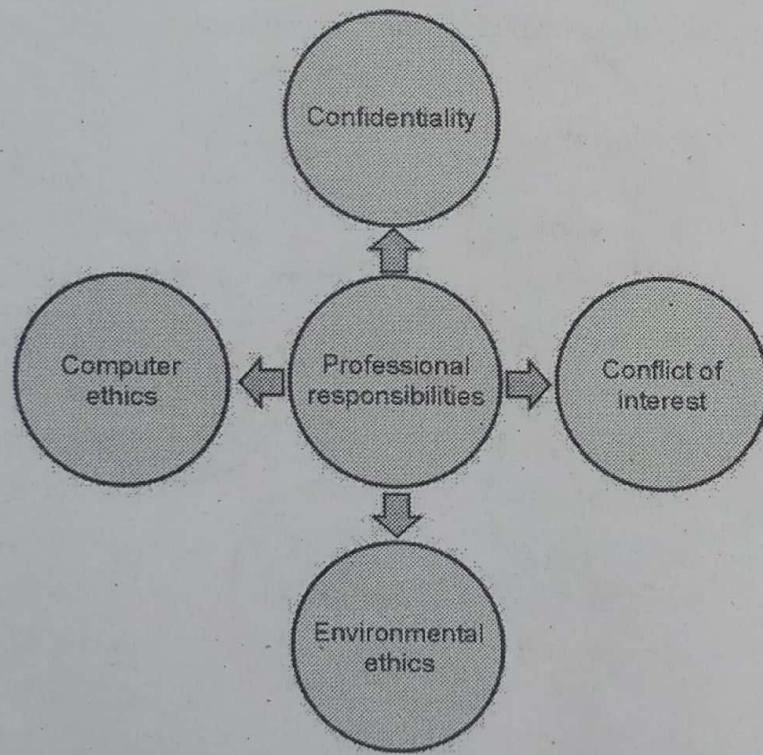


Fig. 4.4.2

- 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.

#### Quick Bites :

- A professional must maintain the information of clients and organization confidential.
- A professional must always work to avoid conflicts of interest so that the decisions taken are always ethical.
- There are situations where there is a conflict of self-interest, organizational interest and the public good. At such a time the professional faces dilemma and have to take a decision which is morally correct.
- There are various norms laid down by controlling societies for engineering firms about the level to which they can dump the wastes in the environment and these norms must be followed strictly.
- With every work being done on computers, there are ethical issues like robbery, privacy, harassment, data loss and misuse of data.

#### 4.5 Resolving Ethical Dilemmas

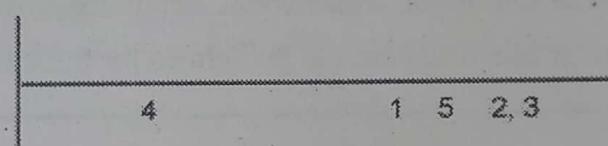
Though there are laws governing the conduct and action of an engineer and there are clear morally right and wrong decisions, often engineers face situations where there is a dilemma of what is right and wrong. To resolve this dilemma, following techniques are used :

**1. 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.



**Fig. 4.5.1 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 for 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 Fig. 4.5.2 on next page)

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 can we make these moral choices.

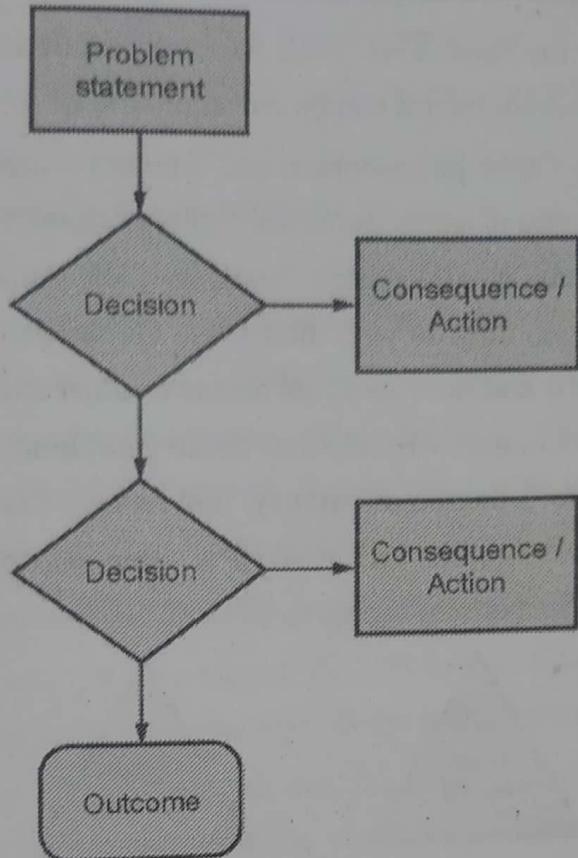


Fig. 4.5.2

**Quick Bites :**

- Ethical dilemma is just like an engineering design problem.
- One can list down the hypothetical situations and then do the analysis to come to conclusion.
- Line drawing method and flow charting is used to take ethical decisions.
- While deciding whether any choice is ethical or not, one must be honest, so that the decision is truly ethical.

**4.6 Making Moral Choices**

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

1. **The Utilitarian Approach :** Some ethicists believe that the ethical action is the one that balances good over harm. The action which provides the most good over least 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 Rights Approach :** Other philosophers 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 per se 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 not merely as means to other ends. The list of moral rights -- including the rights to make one's own choices 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-humans have rights, too. Also, it is often said that rights imply duties -- in particular, the duty to respect others' rights.

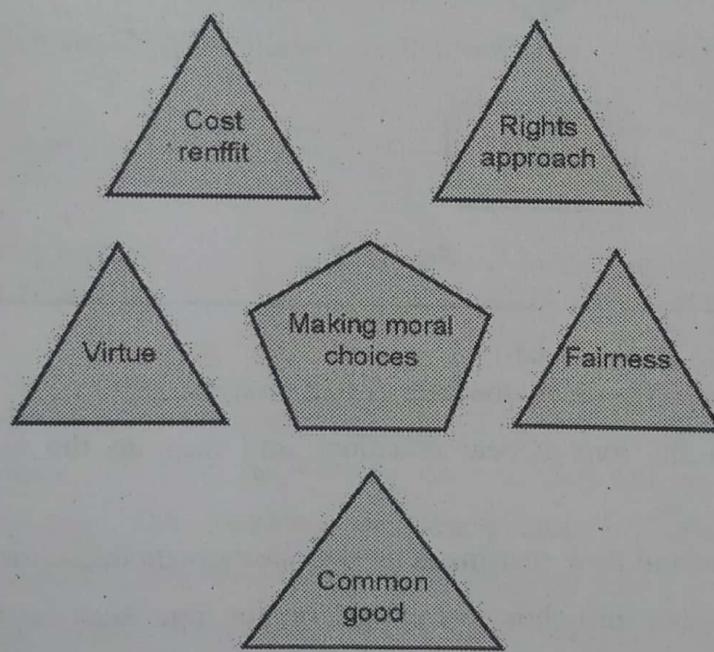


Fig. 4.6.1

- 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 harder work or the greater amount that they contribute to an organization, and say that is fair. But there is a debate over CEO salaries that 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 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 least, but at the same time she wanted to be honest as they were company's important customers.

What should she do?

#### Quick Bites :

- To make moral choices one can use the utilitarian approach, the rights approach, fairness, common good and virtue approach.
- The utilitarian approach weighs the cost against the benefit but may go wrong when only one person is harmed against benefit of many, but it is a huge loss for that person.
- Rights approach helps in making decision based on the right of an individual on how she/he must be treated, but those rights can only be decided by the people in question.
- The fairness good approach is based on the belief that all equals must be treated equally.
- The common good approach is based on the welfare of everyone under common conditions.
- The virtue approach is based on the ideal virtues on which our character is based. These virtues are mainly guided by religious beliefs, spiritual practices or personal moral values.



**Exercise**

1. Explain the importance of learning engineering ethics. To what extent an engineer's decision can influence the lives of the public?
2. What is a profession?
3. Discuss the responsibilities of a professional.
4. Discuss the methods one can use to solve ethical dilemma.
5. Explain, how can one make moral choices.



# 5

# Etiquettes

## Syllabus

Telephone etiquettes, Etiquettes for foreign business trips, Visits of foreign counterparts, Etiquettes for small talks Respecting privacy, Learning to say NO, Time management.

## Contents

- 5.1 Introduction
- 5.2 Telephone Etiquettes
- 5.3 Etiquettes for Foreign Trips
- 5.5 Etiquettes for Small Talks
- 5.6 Respecting Privacy
- 5.7 Time Management
- 5.8 Learning to Say No

**Objectives :**

- To learn telephone etiquettes.
- To learn the etiquettes while travelling abroad and with foreign visitors at your place.
- To learn the etiquettes of interacting informally in professional world.
- To understand the importance of privacy and maintaining confidentiality and respect other people's and your organization's confidentiality.
- To learn how to say no gracefully to unimportant demands of others.
- To learn time management and to be able to finish all your tasks on time by applying this knowledge.

**5.1 Introduction**

Etiquette is a code of behaviour that describes the expectations of social behaviour of an individual according to the norms of the society, group or organization. There are norms of communication for people working in organizations. The way one must interact with others, either in person or on phone is well defined in the professional world. Also, etiquettes of different countries are different as per their culture. This chapter deals with the overall conduct of a person in different professional scenarios.

**5.2 Telephone Etiquettes**

One of the fastest ways of communication is through telephone. It is very handy, convenient and cost-effective. Hence, it has become the most popular means of communication. The biggest challenge in telephonic conversation is that there is no advantage of the body language. The clarity achieved through eye contact and facial expressions is lost. To overcome this, two things become important in telephonic conversation : (1) The listening skill of the receiver and (2) The tone and clarity of voice of the speaker. The receiver must thus listen with more concentration than face-to-face conversation and indicate that she/he is listening by saying "hmmm", "okay", "right", "I see" etc. The speaker must keep a friendly tone and clear voice. Even the correct choice of words is also important. Following are few guidelines for telephonic conversation :

**5.2.1 Etiquettes for Caller- when other Person Picks Up**

1. When you make a call, start with a greeting like "Good morning" "Good afternoon", etc. followed by your name and your organization's name. e.g. "Good morning", this is Raj Mehta calling from Techsoft Ltd.".
2. If you have called the office number and someone else picks up the call, then ask politely to put you to the person you wish to talk to.



3. If you are asked for the reason of your call, give details.
4. If the person asks you to hold while your call is transferred, say "thank you" to the person before your line is transferred.
5. If the concerned person is not available, then give clear message to be passed on to the person or ask for a convenient time when the concerned person is available so that you can call back.
6. Do not get irritated if you are put on hold for a while or because the person is not available. Maintain a friendly tone and end the call by a polite "Thank you" or "Have a good day".

**Etiquettes for caller when the person to whom you want to talk, picks up**

1. Start with a greeting, "Good morning" "Good afternoon" or "Good evening" followed by your name and your organization's name.
2. Before starting the conversation, first tell the purpose of your calling and how much time you will take. Then ask, "Is it good time to talk to you?" Maybe the person is in the middle of the meeting or driving or doing some important task, where she/he cannot concentrate on the conversation. Eg. "I will just take 2 mins of yours to discuss about the last order. Is it good time to talk to you?"
3. Keep all the information handy before dialing the number. It is very rude to call a person and then keep that person waiting because you haven't done your homework.
4. Before hanging say "thank you" with a pleasant tone.
5. Make sure that there is no noise around you before you make a call.



**Fig. 5.2.1 Telephone etiquettes**

### 5.2.2 Etiquettes for Receiver

1. Receive the calls promptly rather than making the caller wait for long.
2. Greet with your full name and organization name.
3. In some organization, people pick up the phone and greet followed by directly the organization name without saying their own names. It depends on what are the standard ways of communication in your organization.
4. Ask the name of the person and offer help. Eg. "May I know your name sir ? How can I help you ?"
5. If the person wants to talk to someone else, then pass on the line without making the caller wait for longer time and if the person is not available ask if you can take message to pass on to the person.
6. Always keep a notepad and a pen handy, so that you can note down the correct information.
7. Take down the message fully and correctly.
8. Pass on the message without fail to the concerned person.

#### Some Do's and Don'ts of telephonic conversation :

1. Be polite and tactful in using appropriate words. Remember, that your tone says it all in a telephonic conversation.
2. Always offer help.
3. Greet and give your and organization's name.
4. Ask necessary questions to get clarity. Also confirm whether the listener has understood or not.
5. Paraphrase at the end.
6. Listen attentively to the caller and give your verbal acknowledgement as mentioned earlier.
7. Let the other person complete before you start speaking.
8. Always keep a notepad and a pen handy to note down what you have listened.
9. Hold the mouthpiece properly. Do not hold it too far or too close.
10. Do not shout on telephone.
11. While talking on the phone, do not get distracted by your surrounding otherwise you will lose concentration.
12. Do not do parallel conversations. It disturbs the person on the other side of the line and leads to confusions. While talking on phone, do not pay attention to what your colleagues are talking about. If it is difficult for you to concentrate, then go to a place where there is no disturbance and then make a call.

13. While talking on the phone, do not chew a chewing gum, drink or eat something.
14. Do not use slang.
15. Don't sound impatient or frustrated. There may be days when you may have received many calls, but the caller doesn't know the count of your calls. Hence, it is important to listen patiently.
16. Always call back whenever you have promised to do so. This is the major complaint and to deal with it, you must note down everything clearly alongwith follow up action.

#### Dealing with difficult callers :

It may happen that on a given day, you receive a call and there is an irate customer on the other end shouting at you. What do you do at that time ? You may or may not be the reason of his anger. It may be a case that you already have a bad day, or you are working on a very important project. What would be your state of mind on receiving this call ? Will you get frustrated and tell the caller "Why are you shouting on me ? Why don't you talk to our Marketing department as this is their fault ?" The best way to respond to a difficult caller is to listen out first. This is what they want. Once they have vented out, they will be ready to listen to you. No matter how difficult your day maybe, or how much important work you are doing, it is important to remain calm while talking to a difficult caller. Following are the tips how to talk to a difficult caller and what to bear in mind while talking :

1. The caller is angry because something wrong has happened to that person.
2. The caller is shouting on you, but actually he is abusing the organization, as he doesn't know whose mistake it is.
3. You are the part of the organization and hence you represent the organization, so the first thing you can do is to apologize.
4. Talk very calmly and be a good listener.
5. If someone else is responsible for the situation, calmly ask the person, "Would you mind holding the line, while I transfer your call to the concerned person or shall I ask him to call you back ?"
6. Always address the difficult person with his name, listening to one's name makes one feel to be treated well. It will make the caller calmer.
7. If you have to pass on the message to the concerned person due to unavailability of that person, then do not forget to give the message. Also, as you had attended the call, you will be held responsible if the matter is not resolved. Hence, it's ok to even follow up with the person whether the matter is resolved and whether the customer has been called back or not.



Fig. 5.2.2 Etiquettes for receiver

**Quick Bites :**

- Always sound pleasant on the telephone as it doesn't offer the advantage of body language.
- Show your readiness to help the person on the other side.
- Give proper information and be clear in your speech.
- Keep a notepad and pen near the telephone so that you don't have to keep the other person hanging.
- Always answer the phone in 2-3 rings.
- Always remember to call back if you have promised to do so.
- If you have taken a message for other person, then do not forget to pass on the message.
- Be calm in handling a difficult caller.

### 5.3 Etiquettes for Foreign Trips

With the increase in global business, you may be required to travel to different part of the world on a business trip. Travelling to completely a different land can be challenging in terms of different culture, habits and language. Our foreign trip can be successful or unsuccessful based on whether we were able to communicate with them according to their expectations. As we have seen earlier, that when we communicate, we must communicate keeping the audience in mind, and communication is guided by the culture of the country. Following are the aspects that one must check before travelling abroad :

- Give all information like your arrival date and time and your schedule after you reach there.
- If you are asked to give information about your stay and food requirements before you reach there, then you must send the details clearly and before time so that they get time to make arrangements.
- Find out from the internet, a friend or colleague staying there, about the culture of the country and learn from her/him the ways to deal with people there.
- In different countries, the way of greeting are different, hence you must first find that out. In some countries, a firm handshake is used to greet, while in a few countries, kissing on the cheek is used to greet each other.
- Find out how they behave in a meeting. People of USA and Canada may directly come to business talks and are highly professional, while in India we start with small talks often asking personal questions.
- There are different norms of giving and accepting gifts in different countries. Usually, in some countries like USA, it is a good etiquette to open the gifts in front of the giver, while in Asian countries it is considered to be rude.
- In most of the western countries, there is a culture of being thankful for all little favours while in India, we assume certain obligations in our relations with others and would not always express our gratitude.
- In most of the countries accept India and Russia, people reach before the scheduled time of the meeting.
- It is also advisable to learn a few common words like greetings in their language.
- Also, find out the norms of taking meals and paying the bills of that country.
- Unlike Asians, the people in the USA, UK, Australia, Canada and a few other countries are straightforward which may sometimes sound to be rude, but it is their way of dealing with others.

- Any meetings would start with small talks, but remember that except India, people of other countries do not like talking about personal matters. So if you have to do a small talk to break the ice, talk about something general, like weather or something famous about their country.
- Finally, the best way of being prepared for a foreign trip is to hear the experience of a person who has already been to that country.

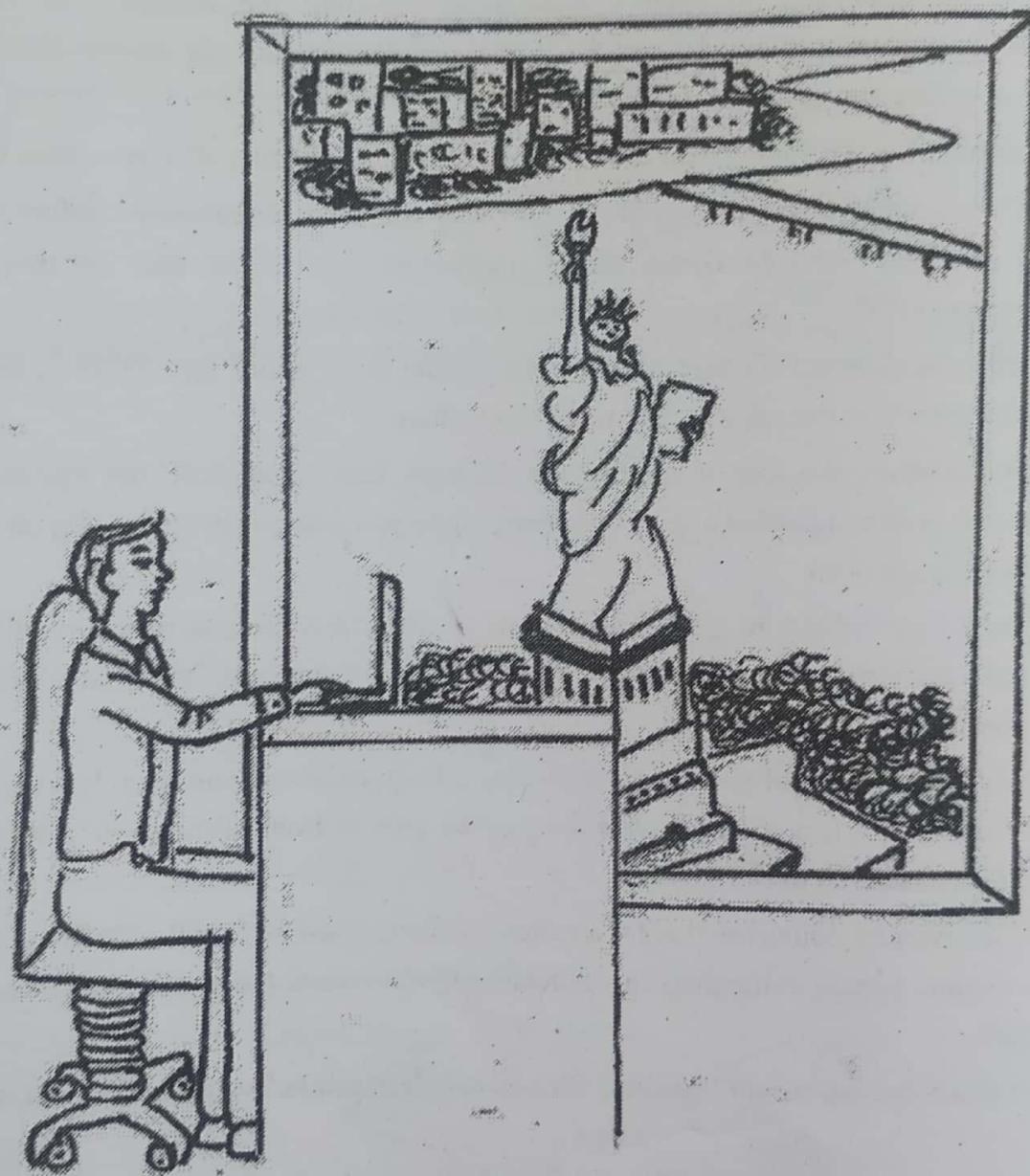


Fig. 5.3.1 Etiquettes for foreign trips

## 5.4 Visits of Foreign Counterparts

As discussed in the above section, we know that the way people communicate and conduct themselves socially majorly depends on the cultural norms of their country. Hence, if any of your foreign counterpart is visiting our country, all of the above things must be checked so that we can understand their ways and avoid misunderstandings. Following are the additional points that must be taken care to welcome a person from other country :

- You may have received the details of their visit and if not, please ask them beforehand and make arrangements of their pickup from the airport.
- One person from the office must go to receive the person, do not send the driver alone.
- Show the courtesy to ask about the kind of hotel they would prefer to stay in and the arrangements they would like to have during their stay.
- Make arrangements for their daily commute for the entire period of their stay.



Fig. 5.4.1 Visits of foreign counter parts

- Make arrangements for their communication like arranging for a mobile phone and a sim card in advance.
- Make sure, that there is one person who is a point of contact if they need anything during their stay.
- If the stay is longer and weekends are included, you may offer to visit some famous place in your city or country, as for a person who has travelled for work does not have anything significant to do on a weekend.
- Offer for any other entertainment available on weekends.
- To summarize, you must make their stay in our country comfortable and make them feel at home.

**Quick Bites :**

- The social conduct of people varies largely based on the culture of a country.
- The ways of communication also varies largely in different countries.
- If you have to visit a foreign country, it is important to learn the culture of that country so that you behave and communicate in an acceptable manner.
- If someone from other country is visiting your organization, then it is important to learn their culture and also take care of all their requirements during their stay.
- The way one does handshake, greets others, indulge in small talks, gives or accepts gifts, shares personal information to others, etc. depends on the culture of the country and hence, you should learn the ways of the other country while travelling there or dealing with visitors from there.

**5.5 Etiquettes for Small Talks**

There is nothing small about the 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 relationship 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 a 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, 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."



Fig. 5.5.1 Etiquettes for small talks

**Quick Bites :**

- Small talks are important to gel with people like clients and colleagues.
- Small talk is a good people skill and company's look for people having such skill.
- Though small talks are informal, there are a few guidelines of how to do it.
- Small talk should be about general topics and must be limited to break the ice.
- It should be used for a comfortable communication environment and not become too much personal.
- Remember that your relation with your clients and colleagues is professional, so do not go overboard while doing small talks.

**5.6 Respecting Privacy**

- To respect privacy is the fundamental concept of many societies. People have a 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 maybe using the premises and equipments 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 behaviour, 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 maybe 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 colleague 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.

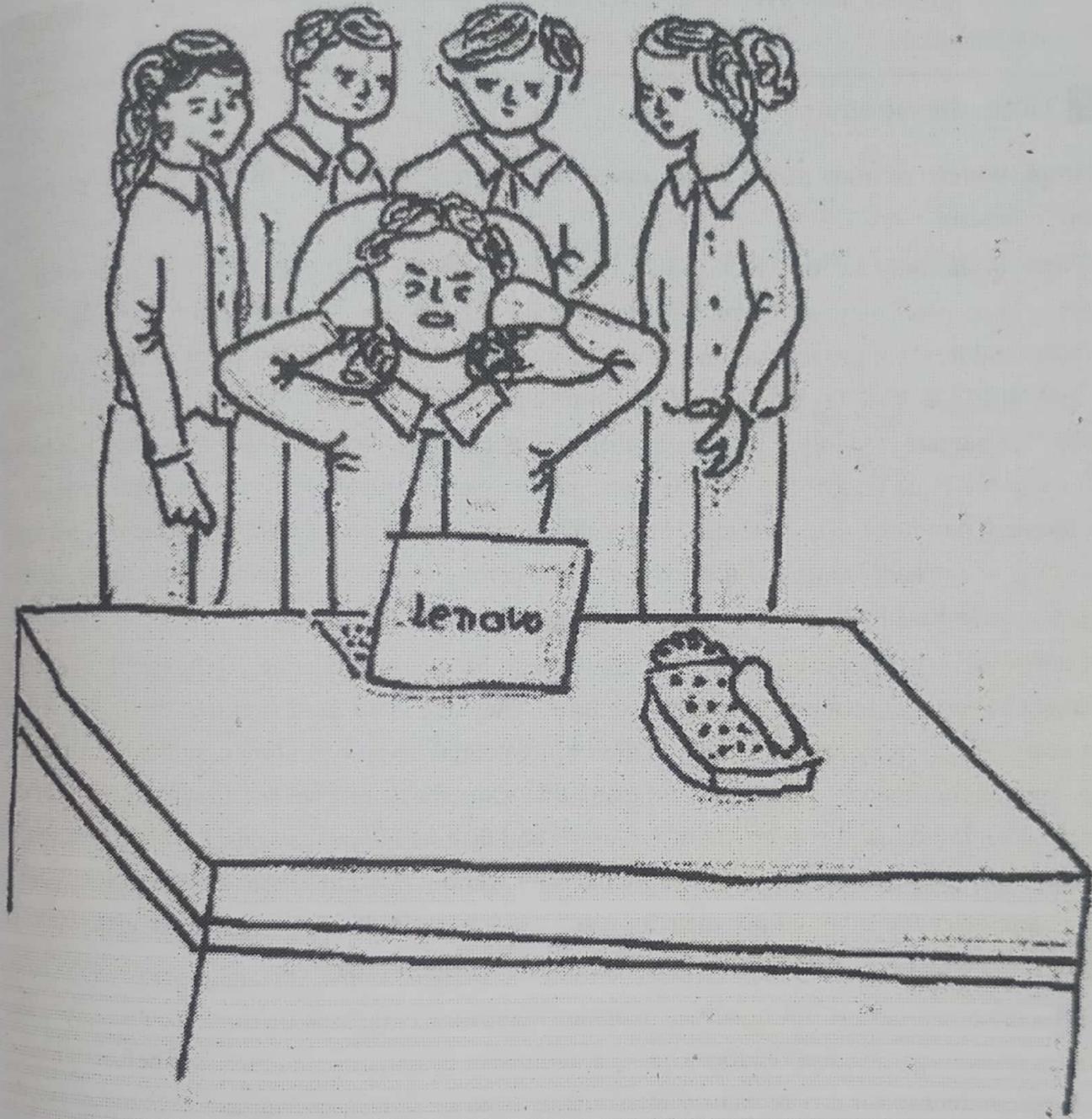


Fig. 5.6.1 Respecting privacy

**Quick Bites :**

- Every person has a right to privacy to enjoy peaceful existence.
- Even in workplace, an employee likes to have privacy while doing work.
- The organization may monitor the activities of an employee for security and productivity purpose, but should not make them uncomfortable.

- The employers have a responsibility of keeping the personal information of the employees confidential.
- The employees have a responsibility of keeping the information of clients and organization confidential.

## 5.7 Time Management

**"Things which matter most must never be at the mercy of things which matter least." - Goethe**

Time, is the only factor which moves constantly, without stopping, with the same speed and forever. Time itself may not be tangible, but still we can see time by relating it to the situations in our lives and how we grow with time. It is a very important measure and a point of reference when we look at life as how far we have come. Time is not absolute, it is a relative term. For example, 5 mins for parents waiting at airport for their son is too long, but 2 months that their son stayed with them seems to be too short for the same parents. Some people even uses the phrase "it seems that the time has come to a standstill". For such a person, it may be the case that what that person is expecting is not happening and the waiting is not getting over. So, whether time is too short or long, is not decided by its measure, but by the state of mind of the person.

Interestingly, many people do not like their life to be the slave of time. They simply don't like the idea of everything happening at a perfect time. They like to do the things that they wish at their own time. They simply cannot work with their full potential if you bound them in the boundaries of time. But, as the famous quote says "time and tide waits for none", we see that if we wait for our own time to do things, it will go out of our hands and then its no more worth. Looking at nature, it has a perfect schedule. The sun rises every morning without fail and sets at a given time. Seasons appear one after the other as per their time and the life cycle of all living beings also works in continuation with perfect timing. Then, how can we not respect time ?

Let's examine various life situations- reaching the school or college on time, reaching the office on time, completing your ppt before you have to present it, reaching the bus stop before it leaves, taking the patient to the doctor immediately, taking food on time... and almost everything that we do is attached with time. Be it our personal life or professional life, doing things on time is very important.

We know that its important to do everything on time and that time is very precious. But, not everyone is able to utilize the time wisely. Though everyone has the same amount of time during a day, there are people who are the busiest of all and at the end of the day couldn't accomplish anything worthwhile, while there are others who do not look very busy and are doing their work calmly and at the end of the day, they have definitely accomplished something worthwhile as



compared to yesterday. They are the people who are moving ahead everyday. The first kind of people, who are the busiest are always complaining that their work never gets completed. They have lots of pending work and they are the most stressed out people. Both kinds of people have same amount of time and almost same amount of work, but the only difference is the way they manage their time.

Time management is a method through which we can make the most of our time. We can accomplish more in less time. Not only that, there will be no stress and all our work can be completed on time without compromising on the quality. To understand and apply time management, let's understand the Eisenhower decision matrix, which helps you decide on which activities to focus.

### The Time Management Matrix

	Urgent	Not Urgent
Important	I ACTIVITIES : Fire fighting Crisis Deadline-driven projects Pressing problems	II ACTIVITIES : Planning Prevention activities Recognizing new opportunities Relationship building Projects ahead of deadline
Not Important	III ACTIVITIES : Interruptions Phone calls Social media notifications Pressing matters of others	IV ACTIVITIES : Time wasters Checking mails Checking instagram, facebook Watching TV/web-series All pleasant activities

The above matrix shows 4 quadrants of our entire day. It has four kinds of activities that we do during a day- urgent and important, urgent but not important, not urgent but important and not urgent and not important. Now, the tasks are identified in a particular category, by considering your goal that you accomplish. So, if you want to make your own time management matrix, first list down all the activities that you do during the day. Then, to find out the importance of the activity, ask the question- 'Does this activity take me nearer to my goal ?' and to find out the

urgency, ask the question ‘Is it ok if I don’t do this task today or does it requires my immediate attention’?

1. The first quadrant is for activities that are urgent and important. This quadrant is the place where mostly the people who are the busiest all the time, dwell. This is a quadrant of fire-fighting. If your first quadrant is full, that means you are always chasing a deadline, or because you did not accomplish a task that was required to be done before, you have to address it urgently. People who stay in first quadrant also spend time in fourth quadrant because they get burned out by always chasing deadlines and so they feel they require some relaxation. They spend considerable time in watching TV or checking their Instagram or Facebook accounts. Being in this quadrant leads to stress, compromise in quality and sometimes even a give up attitude. So, to make the tasks of this quadrant minimum, you must be proactive. Do things way ahead of time. Plan your day with activities that are important for your goal and stick to it.
2. The second quadrant has important but not urgent activities. These are the activities that you do way ahead of time. A student revising what has been taught at the school daily, is an activity of second quadrant. Regular maintenance activities of your devices or your tools and equipments is also an activity of second quadrant. People who plan their day and stick to their schedules always stay in the second quadrant. They have to hardly do the activity of first quadrant when it is really a genuine urgent matter, like someone’s accident.
3. The third quadrant is of activities that are urgent but not important. Here, actually the urgency of the matter is not actual, but perceived. This quadrant has all the distractors. Phone calls, messages, notifications or an intruder. These are the activities of ‘other people’s priorities’. They are not at all important as far as your goal is concerned. For example, you have to complete an important presentation which you are supposed to present after few days and you decided to complete it today so that you can get it reviewed from your boss and make changes if required to make it more effective. But while you started doing it, one of your colleagues comes and asks you to accompany her to the café to have a cup of coffee because she’s having a headache. Though your work was important, you felt going with her is urgent and you went. You ended up with unfinished task at the end of the day. Here, we must stick to the mantra of ‘first things first’ and learn to say no to the other person. You should never have any activity which falls in this quadrant unless it is genuinely urgent. To avoid these activities, we must learn the art of saying no, which we will discuss in detail in the next section of this chapter.
4. The last and the fourth quadrant is that of not urgent and not important activities. They are clearly time-wasters. As seen before, the people of first quadrant go into the fourth quadrant activities when they want to escape the stress of fire-fighting. Also, people who don’t have clear goals and plans or who are not motivated to work towards their goals, usually stay in

fourth quadrant. One must always remain in second quadrant so that there is no crisis and hence no stress. To get enough motivation to work for the goal, you must 'begin with the end in the mind' which Stephen Covey identifies as one of the habits of an effective person. If you make a mission statement or visualize what you want to accomplish, you will get motivation to do the activities of quadrant 2.

To conclude, if you want to use your time effectively, do the following things :

1. Plan your day, everyday. Remember, "all things are created twice- you plan first in your mind and then implement."
2. Do activities way ahead of time.
3. Know your priorities.
4. Concentrate on task at hand and do not get distracted by unimportant things.
5. Avoid other people's priorities by saying a 'no'.
6. Have a clear vision of your goal, this will motivate you to stick to your schedule.

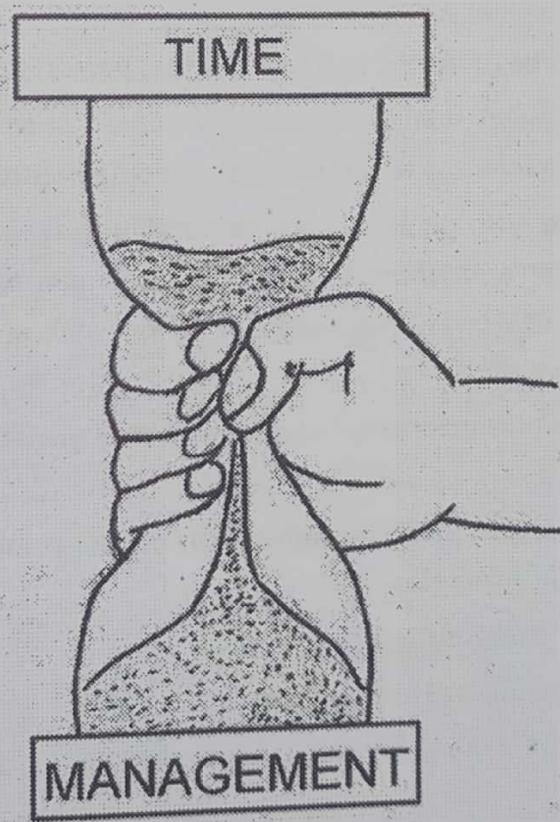


Fig. 5.7.1 Time-management

**Quick Bites :**

- Often people who complain that they are the busiest are the people who are not able to complete their tasks.
- The busy people are usually busy on tasks that are not important.
- The busy people are often seen fire-fighting.

- People are not able to manage their time because of lack of clarity of their priorities.
- People end up doing unimportant tasks as they give in to other people's demands.
- To do proper time management, use the time-management matrix and analyse to know your major time-wasters.
- Do the activities of second quadrant and you will never have to do fire-fighting and you will meet all your deadlines without suffering the quality.
- The key to successful time- management is planning your day in advance.

## 5.8 Learning to Say No

We saw in the previous topic that when we do activities which are other people's priorities, we end up accomplishing nothing at the end of the day. Like in the example given above in the explanation of quadrant 3, 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 a 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've 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. Eventhough 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.

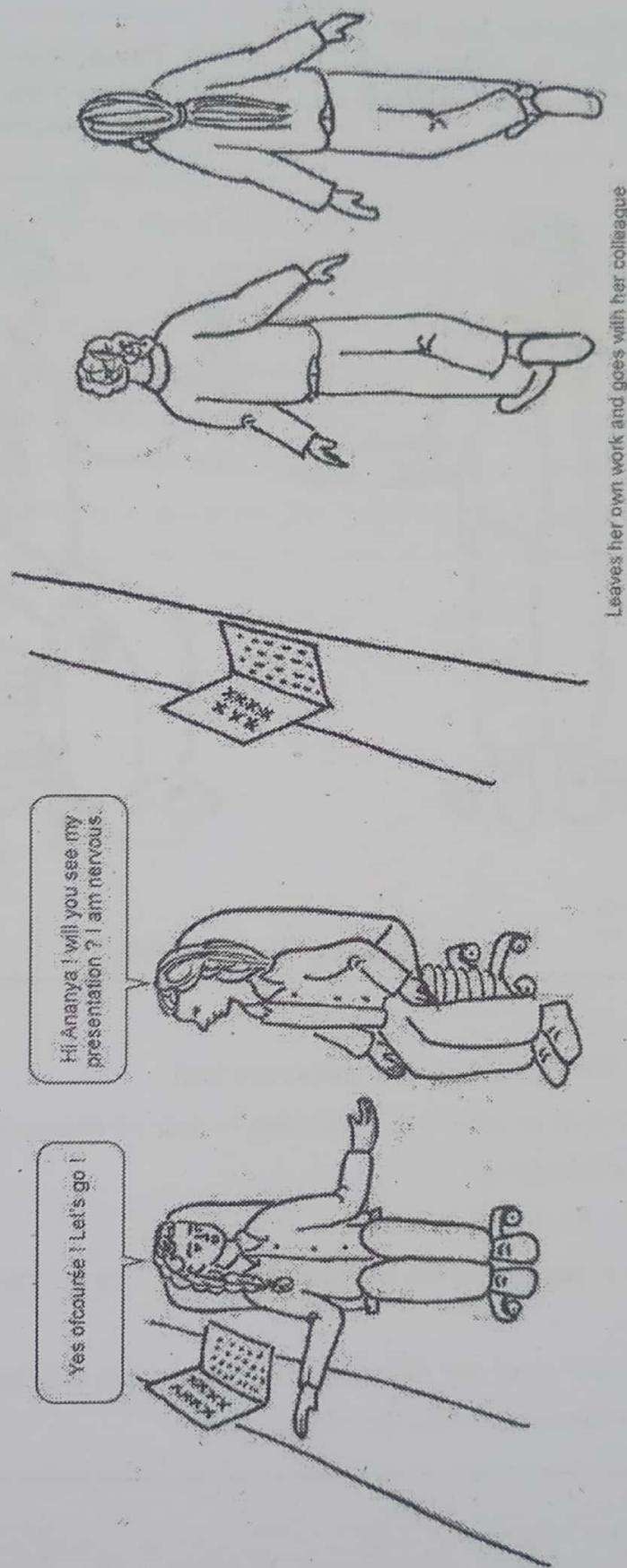


Fig. 5.8.1 Not able to say "No"

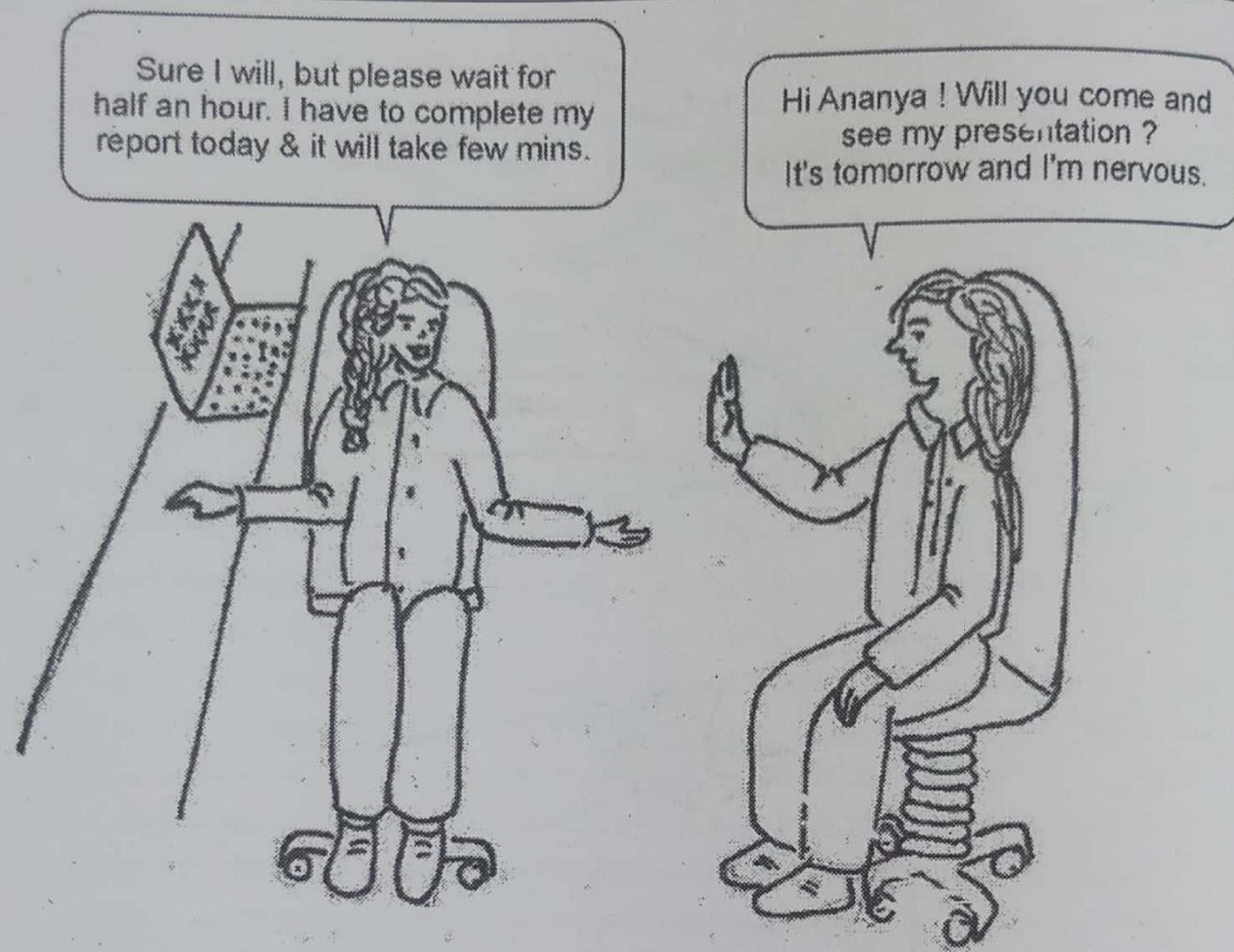


Fig. 5.8.2 Saying "No" gracefully

**Quick Bites :**

- To be able to say "NO" gracefully is an important skill.
- Usually people give-in to other's demands due to fear of non-acceptance and a strong desire of feeling of belonging.
- People can't say no due to lack of power of decision.
- When we are able to say no, we can pay attention to our own priorities and do not go into resentment later.
- 'Learning to say NO' does not mean avoiding others, but it helps in respecting your independent will without offending the other person.

**Exercise**

1. Discuss the Do's and Don'ts of receiving calls.
2. Discuss the Do's and Don'ts of making calls.
3. Explain how to handle a difficult caller.
4. Discuss the things that one must take care of while visiting other country for work.
5. Discuss the etiquettes while dealing with the foreign counterpart visiting your country.
6. What is a small talk and what is its importance ? Give tips for small talks.
7. Explain various points about respecting privacy of others and organization.
8. Explain Eisenhower decision matrix of time-management.
9. What are the important factors that affects the time-management. Explain how to manage time.
10. Explain the importance of being able to say "NO" and why some people are not able to do so.



# 6

## Self Development and Assessment

### Syllabus

Change, Grow, Persist, Prioritize, Read, Learn, Listen, Record, Remember, Asses, Think, Communicate, Relate, Dream.

### Contents

- 6.1 Change
- 6.2 Grow
- 6.3 Persist
- 6.4 Prioritize
- 6.5 Read
- 6.6 Learn
- 6.7 Listen
- 6.8 Record
- 6.9 Remember
- 6.10 Asses
- 6.11 Think
- 6.12 Communicate
- 6.13 Relate
- 6.14 Dream

**Objectives :**

- To understand and apply the important principles of self-development.
- To be able to grow with changing times and also bring about change in own lives and environment.
- To understand the importance of persistence and to be able to persist.
- To imbibe the habits of reading, listening, learning, remembering and recording as the instruments of success.
- To be able to dream big and make that dream come true.
- This chapter is not only for students or professionals, but it can be applied by any human being who wants to grow in life.

All human beings possess infinite potential. But we don't work to our full potential due to various reasons. If we don't make ourselves better than before then our lives will become stagnant. To be successful in all spheres of life, we need to develop ourselves each day and do continuous assessment of where we are. It is important in setting goals and moving towards achieving those goals. In this chapter, very important elements of self-development and assessment are discussed keeping the students and professionals in mind. Though it targets students and professionals, it equally applies to all human beings and all spheres of life.

## 6.1 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". It is very important for us to keep up with the change. We need to develop ourselves to become better today than yesterday. We all have a certain image which we might have formed subconsciously based on our experiences. But, when we think a little deeply, most of the time we want that people must have a certain image of ourselves in our mind. This difference in both images is because the image we have created till now was subconscious, which might have been a result of resorting to our circumstances. In reality, we all want to be persons who are liked and appreciated by others and rewarded for our work. We know, that there are certain things in us like our habits or qualities which needs to be changed, and if we become successful in doing so, we can become better people with rewards coming our way.

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. Completely trying to get away a bad habit without replacing with another habit will take you nowhere. It is said that if



you continue 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. Changing habit is not an easy task, persistence is the key to it.

Consider a professional who is not able to meet her/his deadline or is never able to reach office on time. She/he needs to introspect and find out what needs to be changed to become more effective. If such a change is not brought about, the person ends up with no progress, rather will regress in life. Same applies with organizations. If an organization doesn't change its way of working or keeps on giving the same type of product or service, then it will not survive in cut throat competition. 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. It must adapt to new technologies and make the best use of it to improve their workings and always keep relevant with the time.

"Change" is also important for a society as a whole. When an individual brings about a change in 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 :

1. Identify one thing that you need to change.
2. Accept, that you really need to change this one thing.
3. Determine that you will do something to change.
4. Identify the action points to bring about the change.
5. Take action.
6. Persist till you succeed.



Fig. 6.1.1 Striving to "Change" by developing new habit

**Quick Bites :**

- Change is the only constant in this world.
- If you want your environment to change, you must change first.
- Always have the inside-out approach.
- Each and every person can always change for better, because improvement is a lifelong process.
- We usually do not work at our full potential and that is the reason we must always try to bring about a change in ourselves.
- Human beings usually resist change, but when we get into the process of change from within, we realize that we can achieve greater goals than we had thought and we really start liking this change in ourselves.
- Change is difficult, but not impossible. In fact, it is the only natural way of living.

**6.2 Grow**

*"Growth is painful. Change is painful. But, nothing is as painful as staying stuck where you do not belong." - N. R. Narayana 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 example, 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.

**Quick Bites :**

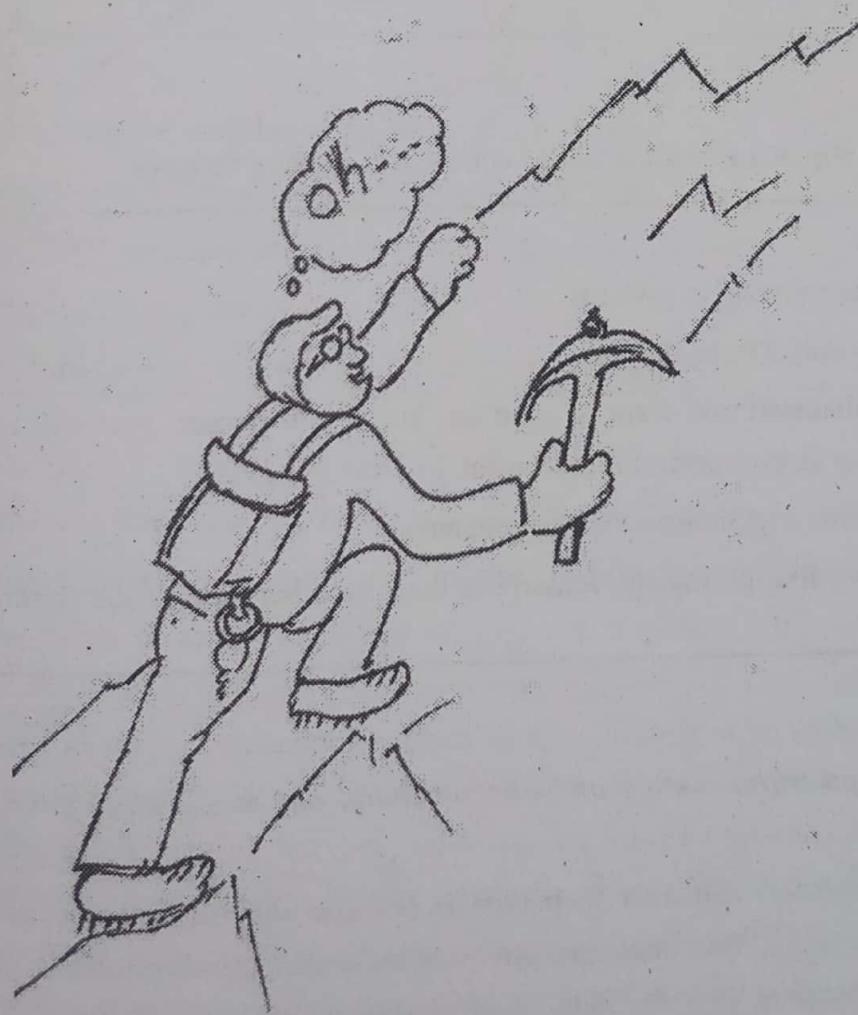
- In order to grow, one must change.
- Stepping out of your comfort zone helps you grow.
- When we expand our limits, our capabilities also expand and this way we grow.
- Growth is painful, because it asks for more of our time and energy and so our mind may want to resist. But remember, our mind is like a muscle, the more you stretch it, the more powerful it will become.
- The biggest failure of a human being is to get stuck at one place without any internal growth.



**6.3 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 you reach your goal.



**Fig. 6.3.1 Persistence**

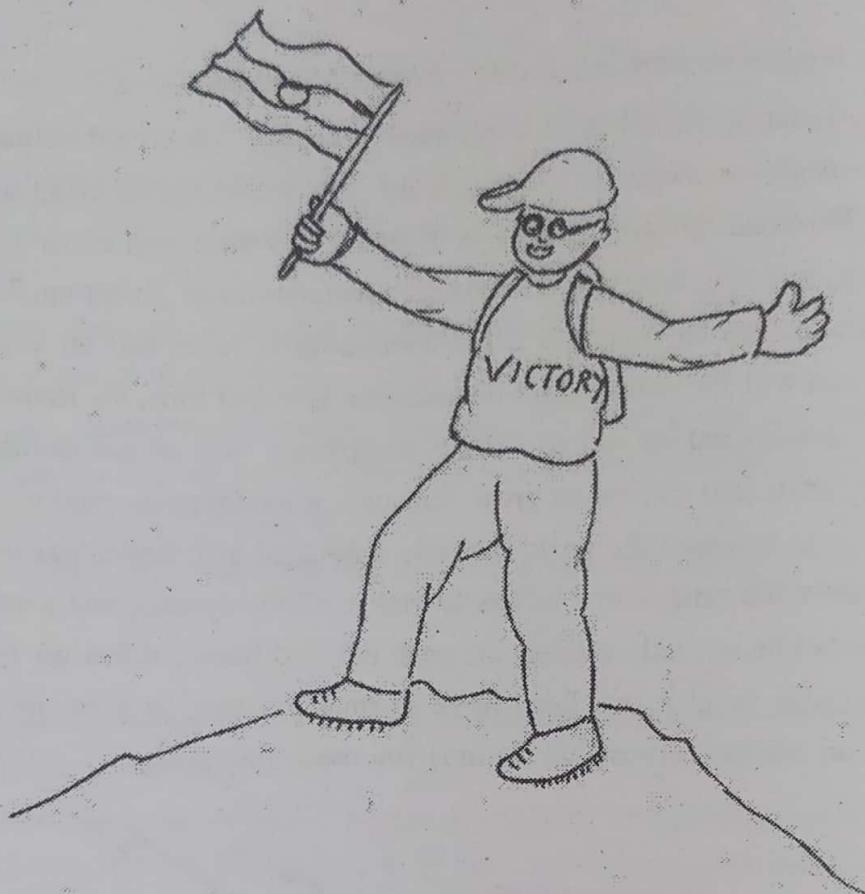


Fig. 6.3.2 "Persistence" will help in scaling heights

#### Quick Bites :

- Persistence means refusing to give up.
- Persistence is the only key to success.
- You may feel exhausted and want to give up, but if you persist, you will reach the end which will be even more wonderful than what you had imagined.
- No dreams can come true in absence of persistence.
- Whenever you feel like giving up, remember that the other side of the mountain is more beautiful.

#### 6.4 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 professionals 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, prioritize your work and make a plan and discard everything which is not in your plan, unless it is very urgent and important.

#### Quick Bites :

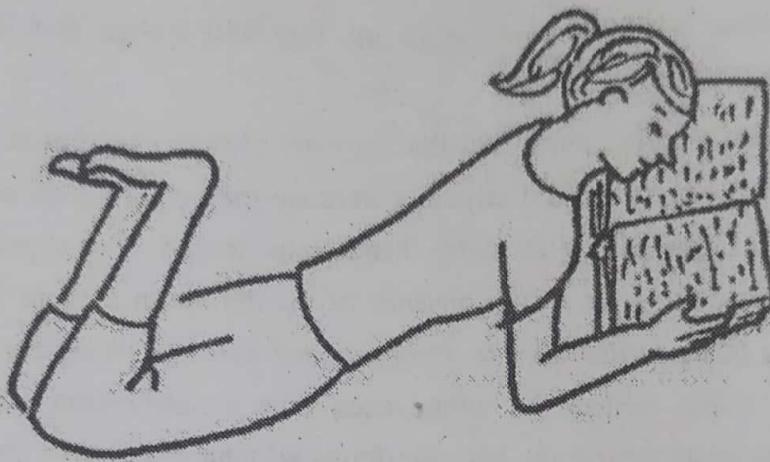
- Failure begins with the inability to understand our priorities.
- Planning your day is the mantra to stick to your priorities.
- Learn to say "NO" and stop becoming part of other people's plan.
- Avoid distractions. They can wait.
- Remember, if it is not in your schedule, it is not important either.

#### 6.5 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.



**Fig. 6.5.1 Reading**

#### Quick Bites :

- It is said that books are the best friend of human beings.
- Reading is the best habit that one should develop.
- Reading gives thoughts to ponder on and can change your life if you actually apply those thoughts.
- It gives you wider knowledge of your work and everything related to it.
- It helps in developing your communication skills. The more you read, the wider is your vocabulary and the better you will be able to express.
- It helps you to see things with a wider perspective.
- A person who reads a lot has an edge over others.

#### 6.6 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, everytime 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 helps 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.

#### Quick Bites :

- Learning continuously makes you knowledgeable than others.
- It prepares you for some sudden change in the industry or organization.
- It helps you keep updated with changing times.
- You can remain relevant forever, if you keep on learning and adapting new things.
- It helps you in doing your work in a better way.
- It gives you an insight into various things and helps you think from a new perspective.
- Being a knowledgeable person of your field makes you the most sought-after person.
- To learn, read books, read blogs and articles online, attend seminars/trainings/workshops, watch videos online which gives you information and knowledge about your work and network with people who have a zest to learn.

#### 6.7 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, you are able to act accordingly. Listen to knowledgeable people, listen to 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.

**Quick Bites :**

- Listening helps you in learning.
- It helps you know more about your surroundings.
- You can understand your employees, employers, colleagues and everyone around you and can know about their needs.
- Listening helps you make better decisions and take better actions.
- In the world of free expression, listening is something which has become rare.

**6.8 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. It is a prerequisite for self-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.



Fig. 6.8.1 Recording

**Quick Bites :**

- Record what you read, learn and listen.
- Record your achievements.
- Develop a habit of recording your daily life, which helps you reflect upon from time to time.
- Use record-keeping for measuring, assessing and creating your goals.

**6.9 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 clients to get back to him with a solution and you forgot 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 a 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.

**Quick Bites :**

- Learn a lot and remember it so that you can put it into practice.
- Remember your commitments.
- Remember your dreams and goals all the time.
- Remember things about others. It is a good people skill.
- You remember about a thing, because that is a priority for you.

**6.10 Asses**

Assessment is very important to see the progress. We must assess from time to time everything that we do and find out whether 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 will it take to reach our goal. It needs to be done continuously with the process of change that you are striving to bring about. Self-assessment gives motivation too. When we look back and analyse 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.

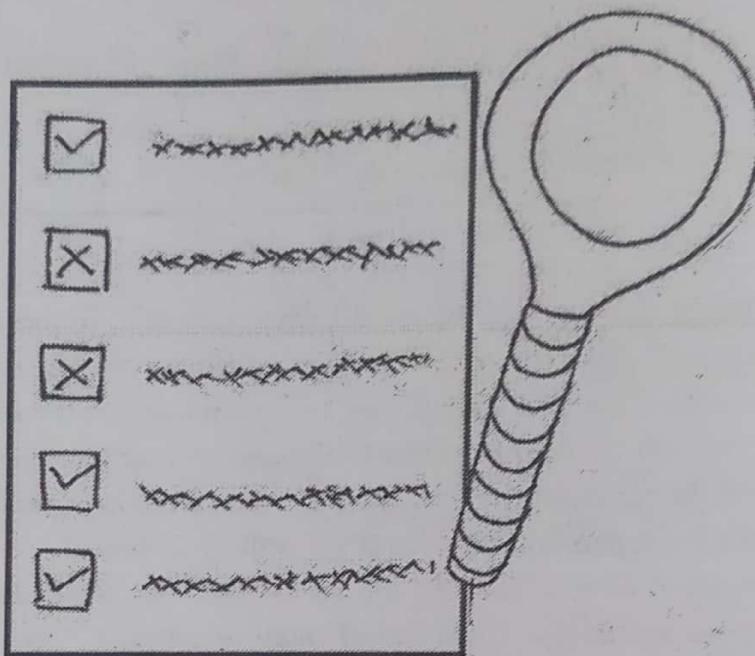


Fig. 6.10.1 Assessment

#### Quick Bites :

- Assessment is a way of checking whether the goals are met or not.
- It is a strong tool of motivation as it conforms with our self-concept.
- Self-assessment sometimes turns out to be a self-esteem destroyer if your self-concept is completely different from the results of your self-assessment, but if taken positively, it can be used as a strong tool of self development.

#### 6.11 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 perspectives. 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 perspectives. 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 is important because it helps us analyse 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 and apply something from that. Moreover, it is important to keep our thoughts focussed 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 its creator. Hence, thinking is important which involves a critical analysis and provide objective and implementable solutions.



Fig. 6.11.1 Think

#### Quick Bites :

- Think, to understand.
- Think and act. Thoughts without action are useless.
- Think about what you learn new and try to implement, a knowledge without giving it a proper thought and action is merely a storage of data.
- Think, to develop new ideas.
- Everything in this world has happened twice- first in the mind and then in reality.
- Keep your thoughts constantly focussed on the goal rather than thinking in opposite direction. This is the key to reach a goal.

#### 6.12 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.

**Quick Bites :**

- Communicate to express.
- Communicate to make things happen.
- Communicate your concerns.
- Communicate your ideas.
- Communicate to obtain knowledge from others.
- Communicate motivating thoughts to yourself and others.
- Communicate to practice.

**6.13 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 throughout 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 completely 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.

**Quick Bites :**

- Relate what you read, learn, experience or observe.
- Relate your goals with the goals of your environment to coexist with it.
- Relate different ideas to be able to understand the full aspect of anything rather looking from only one perspective.



**6.14 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 are their dreams. 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 realise it becomes your dream. To have a dream or a goal in life is very important otherwise you will never know where to go.



Fig. 6.14.1 Dream big

**Quick Bites :**

- Never be afraid to dream.
- Always dream big.
- Have plans and strategies to fulfill your dreams.
- Stick to your plans to make your dreams come true.

**Exercise**

1. Write a short note on "change".
2. Explain, why persistence is important for an individual or an organization.
3. Why reading, listening and learning is important.
4. How can record-keeping help you?
5. Write your own thoughts about "thinking".
6. Think of one thing that you want to change and try to act upon it. Keep the track of it daily and try to achieve it. Once you are able to do write a report on how you could achieve it.
7. For question 1 note down the difficulties that you may face in accomplishing the goal and what will you do to persist.
8. Determine to read atleast one paragraph of something other than your text books and write what you are able to learn with continuous reading.
9. Start your daily journal.
10. Start a habit of daily planning and self-assessment.

**Case studies**

1. Take an example of any successful restaurant in your city and analyse, how it grew from a small outlet to a big restaurant. By evaluating its progress, try to examine, which tools of self-development were exercised by the owners. You may even meet them and listen to their story and write a report on which of the above qualities helped them grow.
2. Study the life of Dr. A. P. J. Abdul Kalam and relate to the topics discussed in the chapter.
3. Sit with your friends and talk about famous personalities like scientists, leaders, cricketers, footballers, actors, film-makers, singers, etc. and try to identify their characteristics which helped them become successful.



# Solved Model Question Paper

## Effective Technical Communication

Semester - III (Common to All Branches)

(As per New Question Paper Pattern)

[Time : 2  $\frac{1}{2}$  Hours]

Total Marks : 70]

### Instructions :

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

Q.1 a) List the Do's and Don'ts of correct posture. (Refer section 1.4.1) [3]

b) Write a brief note on : Proxemics. (Refer section 1.4.2) [4]

c) Define communication. Explain the process of communication with diagram. (Refer sections 1.3 and 1.3.1) [7]

Q.2 a) Write the characteristics of a technical proposal. (Refer section 2.3.2) [3]

b) What are the advantages of writing an effective agenda ? Give tips about writing agenda. (Refer section 2.6.1) [4]

c) Smart mobile company wishes to launch a new mobile in the market. They have asked you to survey about the features which are mostly preferred by youngsters in their mobiles. You have conducted a survey of the students on the features preferred by collegians in a mobile. Draft a report to be submitted to the production manager of the company. (Refer section 2.2.3 (3)) [7]

OR

Q.3 c) What are the objectives of a technical reports ? Write a brief note on different formats of a technical report. (Refer sections 2.2.1 and 2.2.3) [7]

a) What is non-verbal communication ? What is its importance ? (Refer section 3.1.3) [3]

b) Write a note on : Critical thinking. (Refer section 3.6) [4]

c) Explain the qualities which the employers look for in a candidate, during a group discussion. (Refer section 3.2.2) [7]

OR

a) Explain briefly the different styles of negotiation. (Refer section 3.5.3) [3]

b) Write a note on : Creative thinking. (Refer section 3.6) [4]

c) Your friend is going to appear in a job interview for the first time. Give tips to become successful in the interview. (Refer section 3.4) [7]

- Q.4**
- a) List down the etiquettes for receiving a call. (Refer section 5.2.2) [3]
  - b) "It always seems impossible until its done." Elaborate the statement in context of 'persistence.' (Refer section 6.3) [4]
  - c) Explain briefly, the different methods of delivery of speech and their advantages and disadvantages. (Refer section 3.1.2) [7]

OR

- a) List down the etiquettes for making a call. (Refer section 5.2.1) [3]
- b) Explain the importance of prioritizing by relating it to the concept of time-management. (Refer section 6.4) [4]
- c) What are the tips that one must follow while presenting, to make the presentation effective ? (Refer section 3.3) [7]

- Q.5**
- a) Why is it important to manage our time ? (Refer section 5.7) [3]
  - b) Explain briefly - The time-management matrix. (Refer section 5.7) [4]
  - c) What is the need for learning engineering ethics ? (Refer section 4.2) [7]

OR

- a) Explain briefly the term 'profession'. (Refer section 4.4) [3]
- b) Explain the methods of resolving ethical dilemma. (Refer section 4.5) [4]
- c) Write technical description of a laptop. (Refer sections 2.4 and 2.4.3) [7]

