

ଓଡ଼ିଶା ରାଜ୍ୟ ମୁକ୍ତ ବିଶ୍ୱବିଦ୍ୟାଳୟ, ସମ୍ବଲପୁର
ODISHA STATE OPEN UNIVERSITY, SAMBALPUR

ଓଡ଼ିଶା ରାଜ୍ୟ ମୁକ୍ତ ବିଶ୍ୱବିଦ୍ୟାଳୟ, ସମ୍ବଲପୁର, ଓଡ଼ିଶା

Odisha State Open University

Sambalpur, Odisha



ଓଡ଼ିଶା ରାଜ୍ୟ ମୁନ୍ତ୍ର ବିଶ୍ୱବିଦ୍ୟାଳୟ, ସମ୍ବଲପୁର, ଓଡ଼ିଶା
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Soft Skills



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INTRODUCTION

SOFT SKILLS

Soft skills get little respect but will make or break your career -Peggy klaus

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

Source : Google



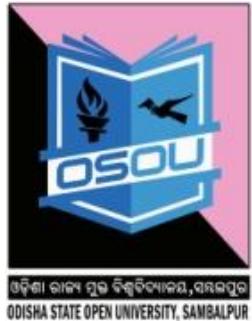
Good attitude being a behavioural skill cannot be taught. But consistent practice and training can instil that in a person. Right perspective and readiness to learn and turn the situation to a positive outcome, take responsibility of one's action with the capacity to take any challenge, so the job seekers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

LEARNING OBJECTIVES

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

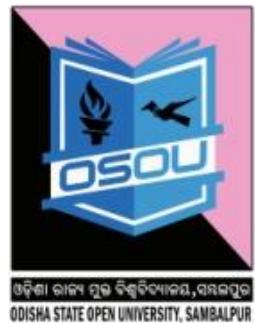
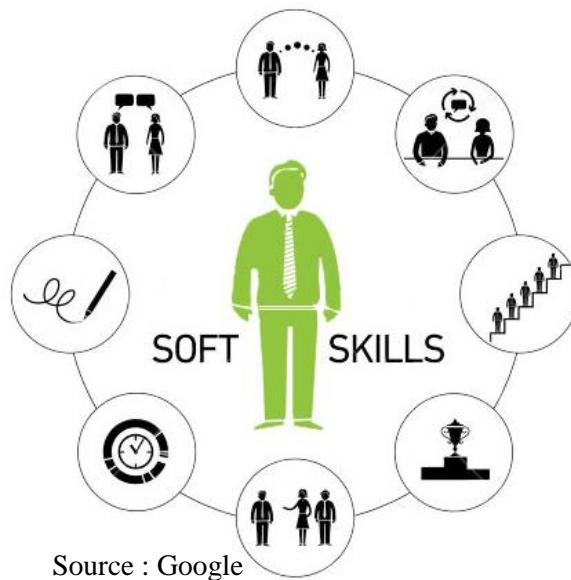
- A realistic perspective of work and work expectations
- To develop problem solving skills,
- To guide students in making appropriate and responsible decisions,
- To create a desire to fulfil individual goals,
- To educate students about unproductive thinking, self-defeating emotional impulses, and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

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



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

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



What are Soft Skills?

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

Soft skills are a combination of interpersonal people skills, social skills, communication skills, character traits, attitudes, career attributes and emotional intelligence quotient (EQ) among others. Technical knowledge of any subject is considered hard skill. Soft skills are also called corporate skills. Soft skills can be more useful and practical. A definition based on review literature explains soft skills as a cluster of productive personality traits that characterize one's relationships in a social environment with other people and the key three abilities/elements are people skills, social skills and personal career attributes, in other words social skills is an umbrella term for skills under this functional elements.

Soft skills are related with insights, emotions, feelings, gut-instinct and (some would say) an inner knowing. Because of this they are not taught passively as in the way of

"hard skills". Hence soft skills are associated with EQ (Emotional Quotient) and EI (Emotional Intelligence) rather than with IQ.



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

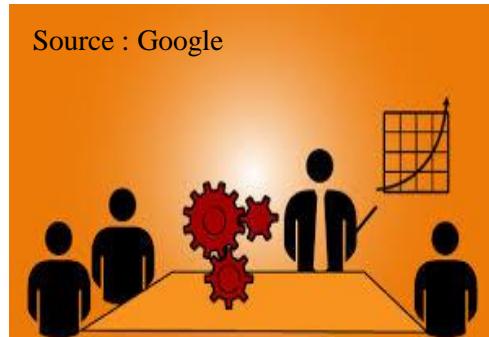
Importance of soft skill:

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

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

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

Source : Google



- Hard skills and soft skills are both important skills to have in the working world.
- Employers need employees who are reliable, responsible problem-solvers with good social skills who have the ability to work on a team so they seek graduates with soft skills obtained during study and work experience rather than degree-specific knowledge and often opt to hire graduates from any discipline.
- Soft skills are essential for those entering the working world because these workers are the business leaders of the future. Business leaders must obtain soft skills as well as hard skills in order to be viewed as effective leaders.

- The skills most demanded by today's employers are soft skills such as the ability to work with others, to communicate effectively, to demonstrate initiative and self-direction, to solve problems, and to demonstrate a positive work ethic.

Soft skills are very important as they help:

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



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

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



Source : Google

Types of Soft Skills

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

- Communicative skills.
- Thinking skills and Problem solving skills.
- Team work force
- Life-long learning and Information Management

- v. Entrepreneur skill
- vi. Ethics, moral and professionalism
- vii. Leadership skills

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



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

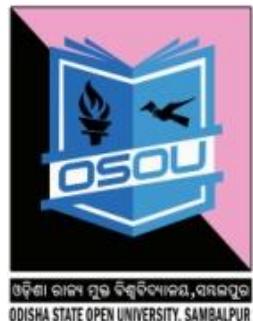
**Table -1 Type / Elements of Soft Skills
“Must Have” and “Good To Have”**

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

2.	Critical Thinking and Problem Solving Skills	<p>Ability to identify and analyse problems in difficult situation and make justifiable evaluation.</p> <p>Ability to expand and improve thinking skills such as explanation, analysis and evaluate discussion.</p> <p>Ability to find ideas and look for alternative solutions.</p>	<p>Ability to think beyond..</p> <p>Ability to make conclusion based on valid proof.</p> <p>Ability to withstand and give full responsibility.</p> <p>Ability to understand and accommodate oneself to the varied working environment.</p>
3.	Team Work	<p>Ability to build a good rapport, interact and work effectively with others.</p> <p>Ability to understand and play the role of a leader and follower alternatively.</p> <p>Ability to recognize and respect other's attitude, behavior and beliefs.</p>	<p>Ability to give contribution to the planning and coordinate group work.</p> <p>Responsible towards group decision.</p>



4.	Life-Long Learning Information Management Skill	<p>Ability to find and manage relevant information from various sources.</p> <p>Ability to receive new ideas performs autonomy learning.</p>	<p>Ability to develop an inquiry mind and seek knowledge.</p>
5.	Entrepreneurship skill	<p>Ability to identify job opportunities.</p>	<p>Ability to propose business opportunity.</p> <p>Ability to build, explore and seek business opportunities and job.</p> <p>Ability to be self-employed.</p>
6.	Ethics, Moral & Professional	<p>Ability to understand the economy crisis, environment and social cultural aspects professionally.</p> <p>Ability to analyse make problem solving decisions related to ethics.</p>	<p>Ability to practice ethical attitudes besides having the responsibility towards society.</p>
7.	Leadership skill	<p>Knowledge of the basic theories of leadership.</p> <p>Ability to lead a project.</p>	<p>Ability to understand and take turns as a leader and follower alternatively.</p> <p>Ability to supervise members of a group.</p>

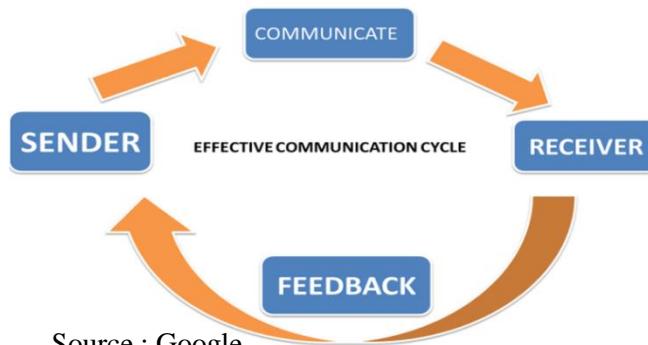


It can be observed that education is an essential tool for achieving sustainability. We all realized that the current economic development trends are not sustainable and that public awareness, education and training are the key elements to move our society towards sustainability. Only a quality future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



(1) Communicative Skills

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



(2) Critical Thinking and Problem Solving Skills

This skill includes the ability to think critically, creatively, innovatively and analytically. It also involves the ability to apply knowledge and understanding to new and different problems as well. For ESD to be successful, it must give people

practical skills that will enable them to continue learning after they leave school, to have a sustainable livelihood and to live sustainable lives. The critical thinking skills, skills to organize and interpret data and information, skills to formulate questions and the ability to analyze issues that confront communities are greatly addressed in the reorientation of basic education in ESD. The following are some examples of skills that comply with ESD and some of these skills are similar to the soft skills being emphasized in the curriculum of higher education. The ability to think about systems (both natural and social sciences).

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



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

(3) The Skill of Team Work

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

(4) Life-Long Learning and Management of Information

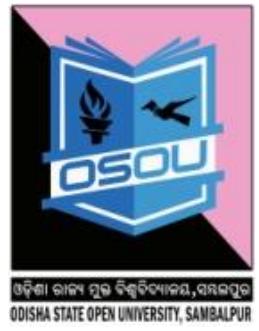
This skill involves an effort to learn to be independent or self-regulated learning in acquiring skills and new knowledge. The ability to find and manage relevant information from various sources is also a criterion of this soft skill. Besides this, students are also expected to develop an inquiry mind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

(5) Entrepreneurship skill

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

(6) Ethics, Moral and Professional

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



(7) Leadership skill

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

Essential soft skills to be stressed upon

- Communication Skills: Effective Communication is a two way process – sending the right message and to the right person. Effective communication is the communication which produces intended or desired result”

- Body Language or grooming skills: Body language is controlled by your subconscious mind, so a reader can actually understand if there's a difference in what we are saying and thinking.
 - Points to remember:
 - ✓ Never be up tied or stiff while making movements.
 - ✓ Avoid body language that may be misunderstood or look unprofessional. E.G. Winking □
 - ✓ A consistent eye contact is a positive sign and must be used
 - ✓ Avoid fiddling with things around. It may distract the attention
 - ✓ Each body part movement signifies something and helps in interpreting. E.G. Standing with hands on hips signifies aggressions, nodding signifies agreement and active listening, biting nails signifies nervousness.
 - ✓ Unlike emails, body language does not give time to think. Hence they must be used appropriately.
 - Etiquettes: Etiquette in simpler words is defined as good behaviour which distinguishes human beings from animals. Human Being is a social animal and it is really important for him to behave in an appropriate way. Etiquette refers to behaving in a socially responsible way.

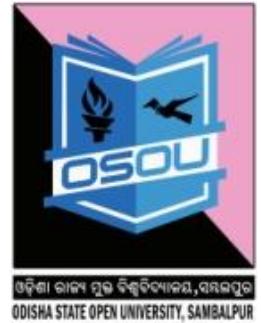
- Group discussion skill: Group discussions occur in many different formats – from very informal ones between friends to highly structured and challenging discussions included as part of a selection process. Developing group discussion skills is useful for everyday life as we regularly find ourselves having discussions amongst friends, family and colleagues. These may vary from very informal chats about day-to-day things, to more serious topics, for example a discussion about a recent news story or a problem that needs to be solved.



- Presentation skills: Presentations skills and public speaking skills are very useful in many aspects of work and life. Effective presentations and public speaking skills are important in business, sales and selling, training, teaching, lecturing, and generally feeling comfortable speaking to a group of people. Developing the confidence and capability to give good presentations, and to stand up in front of an audience and speak well, are also extremely helpful competencies for self-development and social situations.
- Interview skills: Interviewing skills are actions candidates take during job interviews that make them stand out. These actions can include proper interview behaviour, controlling nervousness or asking intelligent questions. If you have interviewing skills, you will probably receive more job offers than those without them. You are better at convincing interviewers you are the right candidate for the job. The best way to acquire interviewing skills is through practice. Hiring managers must also have interviewing skills so they choose the right candidates for jobs.
- Emotional Intelligence.: Emotional intelligence (EI) is the capability of individuals to recognize their own, and other people's emotions, to discern between different feelings and label them appropriately, to use emotional information to guide thinking and behavior, and to manage and/or adjust emotions to adapt environments or achieve one's goal
- Time Management: Time management is the process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency or productivity.

The basis of time management is to take care of:

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



All the above mentioned skill we shall discuss in detail in coming units To have a basic idea about soft skills p[lease go through the video links provided below for a better understanding of subject..

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

UNIT-I

Communication Skills



Learning Objectives

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

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

Structure

- 1.1 Introduction
- 1.2 Definitions
- 1.3 Scope and Importance of Communication
- 1.4 Types of Communication
- 1.5 Levels of Communication
- 1.6 Effective Listening
- 1.7 Communication Process
- 1.8 Barriers to Effective Communication
- 1.9 Overcoming Communication Barriers
- 1.10 Let's Sum-up
- 1.11 Key Terms
- 1.12 Self-Assessment Questions
- 1.13 Further Readings
- 1.14 Video links for references
- 1.15 Model Questions

1.1 INTRODUCTION



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

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

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

1.2 Definitions

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

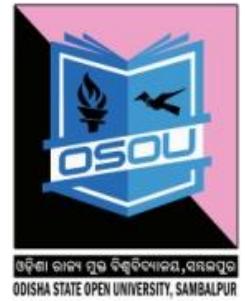
Communication is the art of being understood- **Peter Ustinov**

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

- **Keith Davis**

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

—G.G. Brown



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

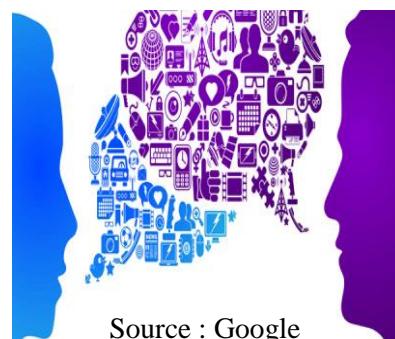
Newman and Summer: "Communication is an exchange of facts, ideas, opinions, or emotions by two or more persons. Communication is also defined as an interrelated approach by words, letters, symbols, or messages and as a way that one organisation member shares meaning understanding with another."

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

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

1.3 Scope and Importance of Communication

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



Source : Google

Scope

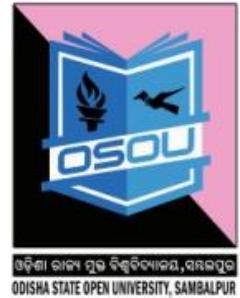
The scope of communication is very wide and comprehensive. It is a subject of almost unlimited dimensions and is an interdisciplinary one. It is a two-way process involving both transmission as well as reception. It is a continuous process of exchange of facts, ideas, feelings, attitudes, opinions, figures, and interactions with others. In the process, it uses a set of symbols; symbols may be words, action, pictures or figures. Communication, however, does not mean downward movement of sending

directions, orders, instructions etc. It is only one-way communication. The scope of communication can be evaluated and analysed from different point of views.



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

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



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

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

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

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

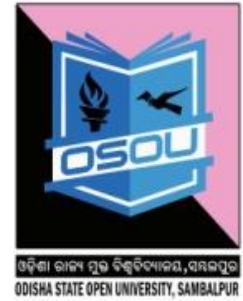
Importance of Communication

Effective communication is an important life skill that enables us to better understand and connect with the people around us. It allows us to build respect and trust, resolve differences and foster environments where problem solving, caring, affection and creative ideas can thrive. Lack of effective communication relatively leads to conflict and frustration in both professional and personal relationships. The following points highlight the importance of communication:

- Communication helps to spread knowledge and information among people. For example, authors write books to impart knowledge to the

world, and teachers share their experience with their students. Also, friends or co-workers discuss their ideas with each other, and companies exchange information with their subsidiaries and customers.

- The advent of the internet not only allows people to have better access to knowledge and information in all fields, but also makes it easier and faster to contact with people around the world.
- Communication is the foundation of all human relationship. At first, strangers start talking and getting to know each other, and then the relationships are formed when they have more interaction and communication.
- Communicating helps people to express their ideas and feelings, and it, at the same time, helps us to understand emotion and thoughts of the others. As a result, we will develop affection or hatred toward other people, and positive or negative relationships will be created.



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

1.4 Types Communication Flow

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

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

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

1. ORAL OR VERBAL COMMUNICATION

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

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



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

There are many benefits of oral communication.

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

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



Source : Google

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

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



2. WRITTEN COMMUNICATION

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

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

To ensure an effective written communication form, it is a must to follow completeness, clarity and correctness in your writing. As there is no immediate feedback that can be received, it is important that written communication is detailed and accurate to ensure that the write message is communicated.

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

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



Formal Communication

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

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

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

Informal Communication

It is in the form of unofficial messages (work related or people related) that flow outside the officially designed channels. Technically called as grapevine communication. Result of natural desire to communicate with each other freely and frequently.

The **informal network flow** develops as people interact within the formal communication system and certain behaviour patterns emerge, patterns that accommodate social and psychological needs.

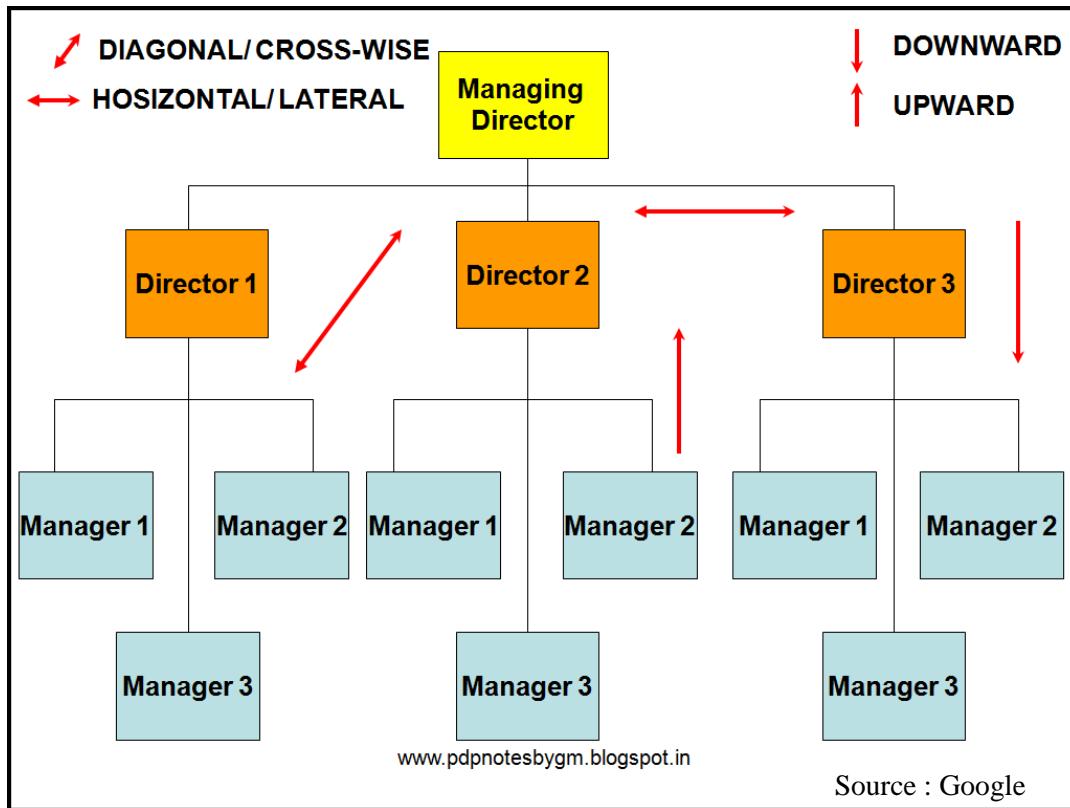
Because the informal network undergoes continual changes, it generally cannot be depicted accurately by graphic means.

• FORMAL NETWORK FLOW

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



Source : Google



In an organization, communication flows in 5 main directions-

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

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

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



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

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



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

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

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

Grievance Redressal System, Complaint and Suggestion Box, Job Satisfaction surveys etc. all help in improving upward communication. Other examples of Upward Communication are -performance reports made by low level management for reviewing by higher level management, employee attitude surveys, letters from employees, employee-manager discussions etc.

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

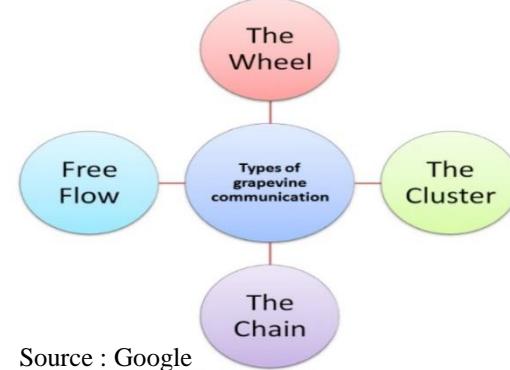
- ✓ It is time saving.
- ✓ It facilitates co-ordination of the task.
- ✓ It facilitates co-operation among team members.
- ✓ It provides emotional and social assistance to the organizational members.
- ✓ It helps in solving various organizational problems.
- ✓ It is a means of information sharing.

- ✓ It can also be used for resolving conflicts of a department with other department or conflicts within a department.

3. **Diagonal Communication:** Communication that takes place between a manager and employees of other workgroups is called diagonal communication. It generally does not appear on organizational chart. For instance - To design a training module a training manager interacts with Operations personnel to enquire about the way they perform their task.
4. **External Communication:** Communication that takes place between a manager and external groups such as - suppliers, vendors, banks, financial institutes etc. For instance - To raise capital the Managing director would interact with the Bank Manager.

- **INFORMAL NETWORK FLOW (the GRAPEVINE)**

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



Source : Google

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

According to Prof. Keith Davis,

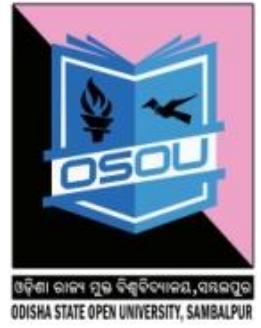
"Grapevine arises from social interaction, it is as fickle, dynamic and varied as people are. It is the exercise of their freedom of speech and is a natural, normal activity".

➤ **Characteristics**

Informal or grapevine communication has the following characteristics:

- (1) Formation through Social Relations:

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



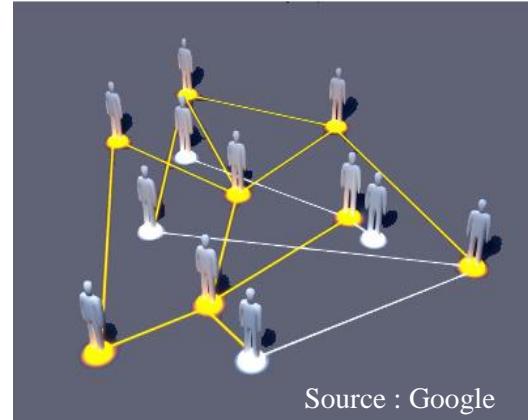
(2) Two types of Information:

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

(3) Uncertain Path: Since it is beyond the restrictions of the organisation, it follows no definite channel. Like a grapevine, it moves in a zigzag manner.

(4) Possibility of Rumour and Distortion:

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



Source : Google

(5) Quick Relay:

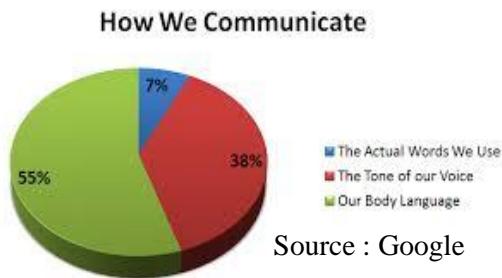
Informal communication makes news spread like wildfire. Not only this, people start adding something of their own which sometimes changes the real meaning of the communication.

<i>Differences</i>	
<p>► <u>FORMAL</u></p> <ul style="list-style-type: none"> • <i>Used in a professional setting e.g forms</i> • <i>No slang</i> • <i>Pronounce words correctly</i> 	<p>► <u>INFORMAL</u></p> <ul style="list-style-type: none"> • <i>Usually used with friends and family</i> • <i>Contains shortened version of words</i> • <i>Contains slang words</i>

Source : Google

3. Nonverbal Communications:

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



Source : Google

Types of Nonverbal Communication

Seven different nonverbal dimensions:

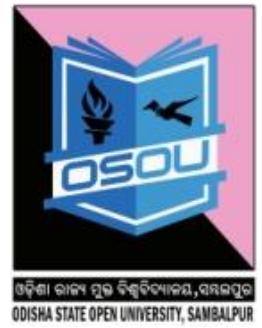
- Kinesics or body movements including facial expressions and eye contact;
- Vocalics or paralanguage that includes volume, rate, pitch, and timbre.
- Personal appearance.
- Our physical environment and the artefacts or objects that compose it
- Proxemics or personal space
- Haptics or touch and
- Chronemics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

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

4. E-Communication

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

message, the goals you are trying to achieve and the strengths (and weaknesses) of the available media - telephones, voice mail, fax machines, print, etc.



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

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



Source : Google

1.5 Levels of Communication

We communicate with one another on many different levels.

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

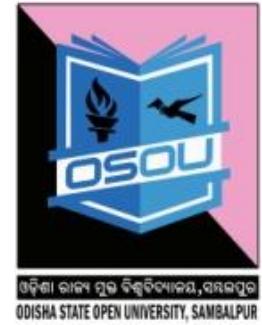
Communication can involve sending messages to both large and small audiences. Internal messages are intended for recipients within the organization. External messages

are directed to recipients outside the organization. When considering the intended



audience, communication can be described as taking place on five levels i.e.

intrapersonal, interpersonal, group, organizational, and public. **Intrapersonal Communication-** It is within oneself because it does not involve a separate sender and receiver, some do not consider intrapersonal communication to be true communication. Others, however, believe that intrapersonal communication when conceived of as the degree of our self-awareness is an important foundation of effective communication. Accurate perception of our self and an understanding of how others see us is the first building block of effective communication. Self-awareness is generally achieved through self-reflection or what might be thought of as intrapersonal communication.



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

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

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

Public Communication- This type of communication is intended to help the organization to reach out to its public to achieve its external communication goals. Examples of public communication include advertisements, public relations, crisis management, and website communication about the company and its products and services. Some forms of public communication, such as advertisements and public relations, might be characterised as mass communication since they are often transmitted using media.

1.6 Effective Listening

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

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



Effective Listening Skills

Discover your interests' field.

- Grasp and understand the matter/content.
- Remain calm. Do not lose your temper. Anger hampers and inhibits communication. Angry people jam their minds to the words of others.
- Be open to accept new ideas and information.
- Jot down and take a note of important points.
- Work upon listening. Analyse and evaluate the speech in spare time.
- Rephrase and summarize the speaker's ideas.

- Keep on asking questions. This demonstrates that how well you understand the speaker's ideas and also that you are listening.
- Avoid distractions.
- "Step into the shoes of others", i.e., put yourself in the position of the speaker and observe things from his view point. This will help creating an atmosphere of mutual understanding and improve the exchange of ideas in communication process.



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

1.7 Communication Process

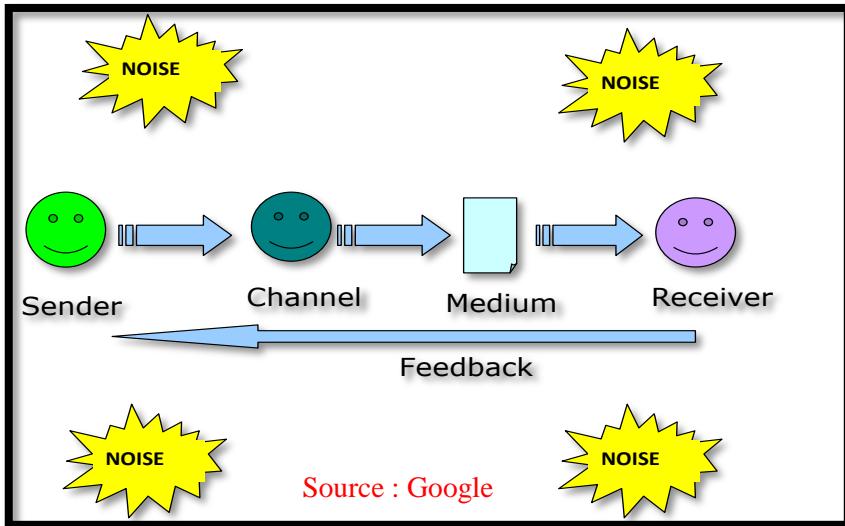
Process of communication begins with ideation. Ideation means generating a thought or an idea or an emotion. Now, this idea needs to be expressed to others in a meaningful manner. Therefore, the idea takes the shape of a coded message. Code, here, refers to the language or signals used for creating the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

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

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

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

This is known as receiver centred communication.



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

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

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

- Content- It is simply communicating what you desire to communicate i.e. the subject matter.
- Context- It involves adapting your presentation to the situation in which the audience is.

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

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

Communication is a concern to many people. So a lot of thought, work and discussion has gone into different communication situations. Today, such people as psychologists, educators, medical doctors, sociologists, engineers and journalists

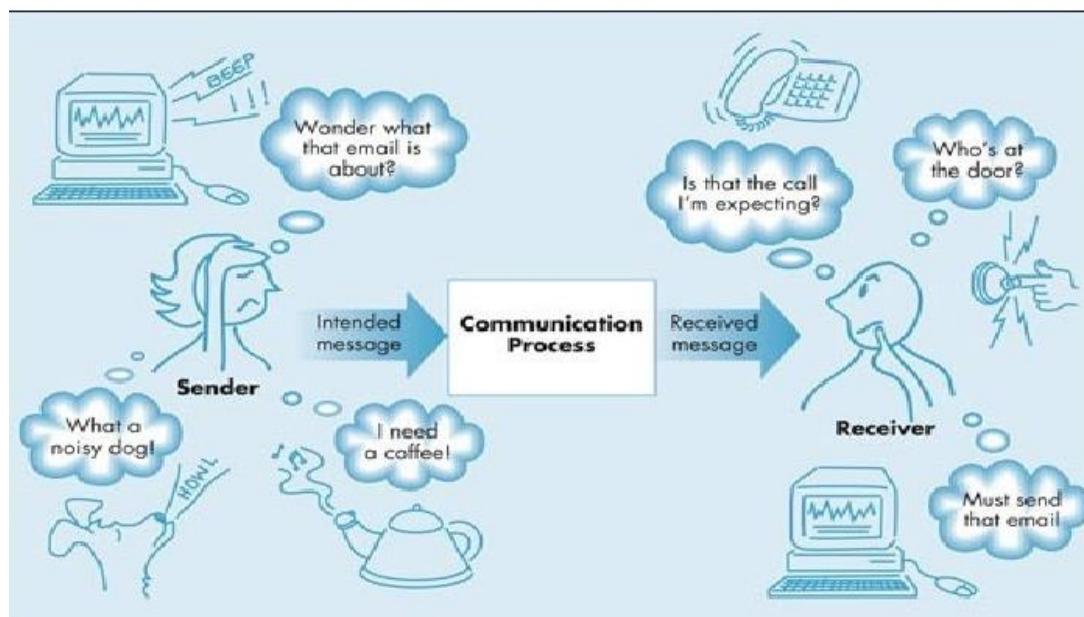
represent only a few of the professional groups whose members have developed ways of looking at and talking about the communication process in their specialized fields.



1.8 Barriers to Effective Communication

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

Barriers to Communication



Source : Google

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

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

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

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



Source : Google



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

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

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

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

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

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

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

(vi) Emotions: Emotional state at a particular point of time also affects communication. If the receiver feels that communicator is angry he interprets that the

information being sent is very bad. While he takes it differently if the communicator is happy and jovial (in that case the message is interpreted to be good and interesting).

(vii) Complexity in Organizational Structure:

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

TACTFUL Conversation.

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

Source : Google



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

1.9 Overcoming Communication Barriers

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

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

1. **Clarify Ideas before Communication:** The person sending the communication should be very clear in his mind about what he wants to say. He should know the objective of his message and, therefore, he should arrange his thoughts in a proper order.
2. **Use of Simple Language:** Use of simple and clear words should be emphasized. Use of ambiguous words and jargons should be avoided.
3. **Reduction and elimination of noise levels:** Noise is the main communication barrier which must be overcome on priority basis. It is essential to identify the source of noise and then eliminate that source.
4. **Communicate According to the Need of the Receiver:** The sender of the communication should prepare the structure of the message not according to his own level or ability but he should keep in mind the level, understanding or the environment of the receiver.
5. **Consult Others before Communication:** At the time of planning the communication, suggestions should be invited from all the persons concerned. Its main advantage will be that all those people who are consulted

at the time of preparing the communication plan will contribute to the success of the communication system.

6. **Be Aware of Language, Tone and Content of Message:** The sender should take care of the fact that the message should be framed in clear and beautiful language. The tone of the message should not injure the feelings of the receiver. As far as possible the contents of the message should be brief and excessive use of technical words should be avoided.

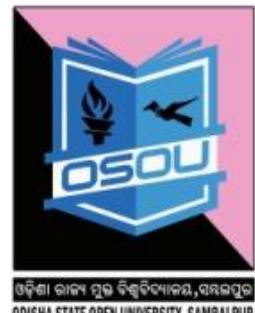


7. **Active Listening:** Listen attentively and carefully. There is a difference between “listening” and “hearing”. Active listening means hearing with proper understanding of the message that is heard. By asking questions the speaker can ensure whether his/her message is understood or not by the receiver in the same terms as intended by the speaker.
8. **Convey Things of Help and Value to the Listener:** The subject matter of the message should be helpful to the receiver. The need and interest of the receiver should specially be kept in mind. Communication is more effective in such a situation.
9. **Emotional State:** During communication one should make effective use of body language. He/she should not show their emotions while communication as the receiver might misinterpret the message being delivered. For example, if the conveyer of the message is in a bad mood then the receiver might think that the information being delivered is not good.
10. **Ensure Proper Feedback:** The purpose of feedback is to find out whether the receiver has properly understood the meaning of the information received. In the face-to- face communication, the reaction on the face of the receiver can be understood. But in case of written communication or some other sort of communications some proper method of feedback should be adopted by the sender. Avoid giving negative feedback. The contents of the feedback might be negative, but it should be delivered constructively. Constructive feedback will lead to effective communication between two persons.
11. **Avoid Information Overload:** We should know how to prioritize our work. We should not overload ourselves with the work. We should spend quality time with Our speakers and should listen to their problems and feedbacks actively.



Source : Google

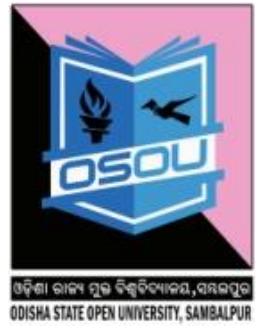
12. Proper Media Selection: We should properly select the medium of communication. Simple messages should be conveyed orally, like: face to face interaction or meetings. Use of written means of communication should be encouraged for delivering complex messages. For significant messages reminders can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



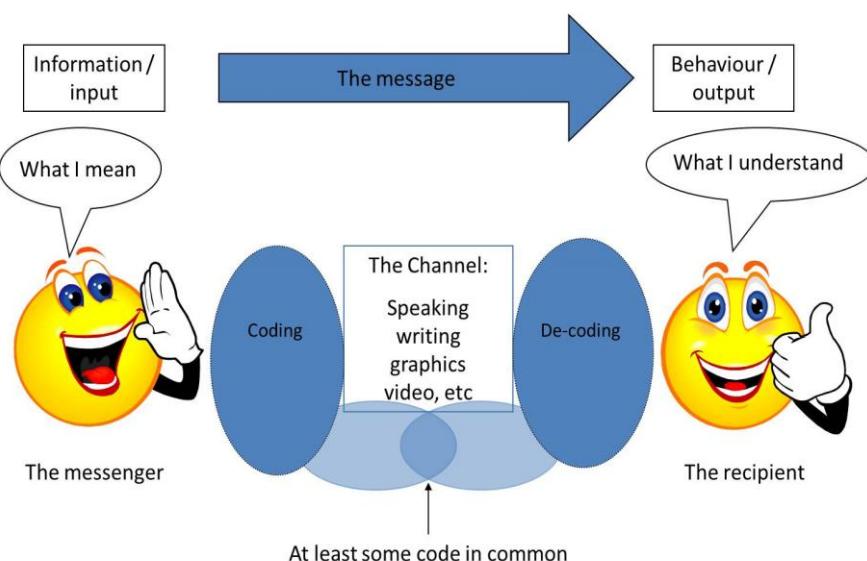
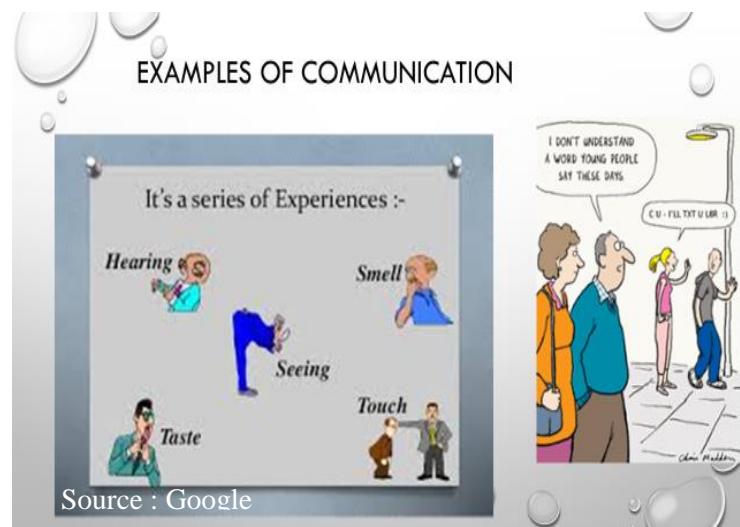
DO'S	DON'TS
<ul style="list-style-type: none"> • Do Be Clear & Direct • Do Paraphrase • Do Be Respectful • Do Tailor Conversation to Audience • Do Face-To-Face 	<ul style="list-style-type: none"> • Don't Give More Attention To Cell Phones Than People • Don't Overuse Abbreviations • Don't Overuse Abbreviations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

Source : Google

1.10 Let's Sum-up



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



Source : Google

1.11 Key Terms

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

1.12 Self-Assessment Questions

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

1.13 Further Readings and references

- Bovee, Courtland, L., John V. Thill and Barbara E. Schatzman. [Business Communication Today](#). Delhi: Pearson Education (Singapore) Pte. Limited, 2003.
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- Chaturvedi, P. D. and Mukesh Chaurvedi. [Business Communication: Concepts, Principles and Practice](#).

- Cases and Applications. Delhi: Pearson Education (Singapore) Pte. Limited, 2004.
- Lesikar, Raymond V. and Marie E. Flatley. Basic Business Communication. New Delhi: Tata McGraw-Hill, 2005.
- Sen, Leena. Communication Skills. New Delhi: Prentice-Hall of India Limited. 2004.
- Subramanian, Sharmila. Essentials of Communicative English. Delhi: Vrinda Publications. 2013.
- http://www.managementstudyguide.com/communication_barriers.htm



1.14 Video links for references

- **Extraordinary Communication Skills - By Sandeep Maheshwari I Hindi & English Speaking Practice Tips**
<https://www.youtube.com/watch?v=VczVqHJW0gg>
- **Effective Communication Skills Training Video in Hindi**
<https://www.youtube.com/watch?v=kxAXOh5RmwU>
- **A guide to effective communication**
<https://www.youtube.com/watch?v=JwjAAgGi-90>
- **A Failure to Communicate**
<https://www.youtube.com/watch?v=8Ox5LhIJSBE>
- **Non Verbal Communication**
<https://www.youtube.com/watch?v=SKhsavlvuao>
- **Nonverbal Communication- Gestures**
<https://www.youtube.com/watch?v=0cIo0PkBs2c>

1.15 Model Questions

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

UNIT-II

Body Language and Etiquettes



Learning Objectives

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

- Explain the meaning and definition of Body Language.
- Understand the Important Features of Body Language.
- Describe various types of Etiquettes and its requirements.
- Know the importance and relevance of Etiquettes.

Structure

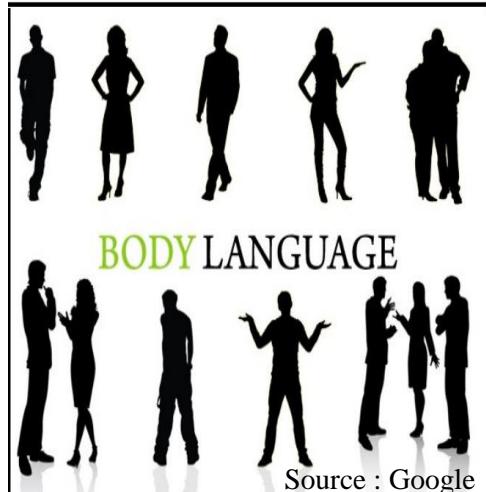
- 2.1 Introduction
- 2.2 Definitions
- 2.3 Important Features of Body Language
- 2.4 Examples of Body Language
- 2.5 Positive and negative body language
- 2.6 Concept and Definition of Etiquette
- 2.7 Need for Etiquettes
 - 2.8 Types of Etiquettes
 - 2.8.1 Etiquettes
 - 2.8.2 Dress Code/ Clothing Etiquettes
 - 2.8.3 Telephone Etiquettes
 - 2.8.4 Interview Etiquettes
 - 2.8.5 Meeting Etiquettes
 - 2.9 Let's Sum-up
 - 2.10 Key Terms
 - 2.11 Self-Assessment Questions
 - 2.12 Further Readings
 - 2.13 Video Links for reference
- 2.14 Model Questions

2.1 Introduction



Our state of mind is expressed in our body language. For example, if we doubt something we hear, we raise an eyebrow. If we feel puzzled, we scratch our nose. We cross our arms to isolate or protect ourselves. We shrug our shoulders to express indifference. We wink as a sign of intimacy. If we are impatient, we drum our fingers. We strike our forehead with our hand when we have forgotten something. We rock when we feel anxious, and we sway backwards and forwards on our feet when we are in a situation of conflict. An inexperienced speaker in an auditorium expresses his anxiety by moving from one side to another, staring at the ceiling, walking round in circles, or rubbing his hands together.

It is interesting to note that a vast majority of us communicate several messages without using speech quite often. When you are offered a cup of coffee you not only say: 'No, Thank you', but, also shake your head or cross your hands. When someone attempts to touch you for a penny, you indicate your denial through words as well as shaking your palm. When someone is in difficulty, he wrings (twists) his hands in frustration. The study of body movements is also known as Kinesis. Body language is so important that a description of it has entered our spoken language. You say that someone blinked to mean that he was confused; someone was bleary eyed to mean that he was not focusing and someone kept his fingers crossed to mean that he was eagerly anticipating and so on and so forth. Our language itself has several such expressions recognising body language. Communication experts point out that only a small percentage of communication is verbal whereas a large percentage is through body language.



If you are aware of what you do with your body, your self-understanding becomes deeper and more meaningful. Once you manage to control your body language, you will be able to cross many defensive barriers and establish better relationships.

2.2 Definitions

Body language is a powerful communicator. A large percentage of what we deliver is derived from our speech tones, our gestures, movements, mannerisms, expressions and idiosyncrasies. It is without doubt the stronger communicator, with so much emphasis being placed on how statements and stories are delivered rather than relying on actual words to get our statements across.



Body language is a type of nonverbal communication that relies on body movements (such as gestures, posture, and facial expressions) to convey messages.

The gestures, postures, and facial expressions by which a person manifests various physical, mental, emotional states and communicates nonverbally with others.

2.3 Important Features of Body Language

➤ Posture

The way a person stands or sits is his posture. It is good to adopt a flexible erect posture rather than a stiff or slouching posture. An erect posture reveals confidence and poise. Drooping shoulders, sagging in the seat, etc., reveal a feeling of depression and lack of interest.

➤ Head Motion

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



Source : Google

➤ Facial Expression

Face is the index of the mind. We say, ‘she put on a long face’ to mean that she was not in the best of her moods. However much one tries, his hidden feeling of anger, fear, confusion, uncertainty, enthusiasm and joy will get revealed by the facial expression. Sometimes, the words that you utter may be contradicted by your facial expression. A teacher might ask the student if he understood the idea, but he should not wait for an answer. A lack-luster bewildered facial expression would reveal that the student has not grasped anything.

➤ Eye Contact

In an oral communication context, the speaker and listener should not only face each other but also maintain correct eye contact. If someone avoids direct eye contact, he is suspected to be sly or cunning. In eastern countries, subordinates or younger people may avoid direct eye contact out of respect or deference, but it will be misunderstood in an international context. The Tamil poet Subramanya Bharathi has praised upright bearing and straight eye contact.

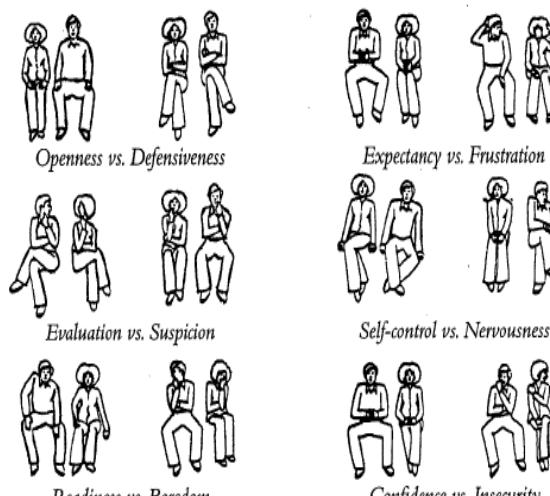


Source : Google

➤ Gestures

Movement of hands and fingers enhance communication. But, gestures are culture specific. A clenched fist may mean emphasis for an American but disrespect for an Indian. A thumb up sign, a movement of the index finger communicates messages effectively. Continuous gestures should be avoided. Non-verbal communication in short, adds, subtracts and amends our message. In an oral communication context, all the above features of body language play an important role. If you expect to communicate in a relaxed atmosphere, you have to kill and destroy the stiffness with appropriate components of body language. Though gestures are culture specific some of them have become universal cutting across cultural boundaries. They have become emblematic. A "V" sign with index finger and central finger stands for victory. A thumbs up sign stands for hitchhiking. A wave of the arm is for a 'hello' or a good-bye. Emblems directly stand for a verbal message. Certain gestures are illustrators for they illustrate a point. An arm can be used to draw a circle. The index finger shown with a little shake stands to emphasise a point as an illustrator.

Certain gestures made unconsciously will reveal the mental state of the speaker. Anger, fear, nervousness etc., are often revealed by fidgeting, shifting of legs etc., Twisting the shirt button or cuff-links, rubbing the neck-tie, scratching the cheek, nose, stroking the chin are some of the innumerable unconsciously acquired gestures. If overdone, they may degenerate to the level of mannerisms. One has to avoid the habit of over-gesturing in oral communication.

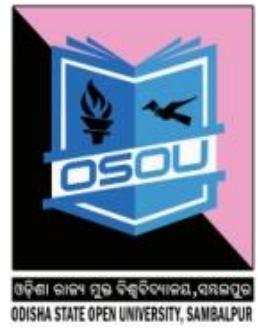


Engaging Approachable Body Language

Source : Google

Body language can be studied elaborately under kinesis which makes a scientific and analytic study of the subject. Oral communication takes place in face to face or one

to one situation or when a speaker addresses an audience. The audience may be small as in a group discussion or large in the case of some business meetings. In all these situations, body language plays an important role.



➤ Paralanguage

In oral communication situations paralanguage plays an important role while speaking or listening. The speaker or listener makes use of sounds like ‘Hmm’ – ‘ha’, or clicks his tongue or chuckles. These sounds though do not have a semantic value (meaning), are in fact important prompters in maintaining an unbroken communication chain. They are effective tools of listening. Empathetic listening (ability to imagine and share another person’s feelings, etc.) is characterised by the use of para-language. Our speech is affected by the volume of our voice, the speed of articulation and such sounds made by clicking of our tongue, chuckling, etc. We come across people whose voices quiver when excited. Some others raise the decibel level of their voice. These are people who shriek or shout when provoked. All these lead to an evaluation of the personality of the communicator.

➤ Voice and Tone

It is possible to communicate an unpleasant information pleasantly or good news badly. When you tell someone, ‘you have done a great job’, it is your statement and the tone together show the receiver whether you are complimenting him or ridiculing him. A complimentary tone is distinctly different from a sarcastic tone.

➤ Space

In oral communication situations, the space between the speaker and the listener is important. Americans consider that a person who comes very close to him while speaking, say, less than two feet is invading into his privacy. Only in intimate and personal situations can people move closer than a foot and a half. To us, who are used to overcrowded public transport system, the American practice of maintaining space in the elevator will be rather surprising whereas to him our invasion of his personal space revolting.

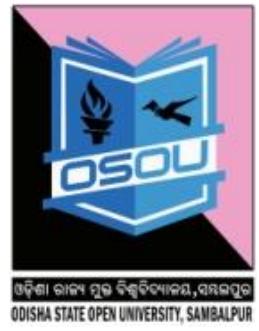
➤ Silence

In oral communication situations, silence plays an important role. People quite often talk about “eloquent silence”. Yes, silence can send communication signals. Silence in a particular situation may mean acceptance, agreement and in certain others indifference, apathy or even anger.

➤ Listening – a Proactive Skill

In oral communication situations, listening plays an important role. Listening is different from hearing. One can hear all noises and sounds and yet could be a poor listener. Listening is hearing attentively and responding appropriately. Only a good listener can become a good speaker. Attentiveness begins with the posture a listener

adopts while he is listening. If a person inclines towards the speaker, it means that the speaker is not clear either in the message or in his articulation. If the listener tilts his head backwards, it shows that he is indifferent. A Good listener is proactive. He is, as they usually say, “all ears”. He responds appropriately using paralanguage. He says, Hmm—yeah—yes—come on now and then. He asks questions and verifies facts. A listener’s role in an oral communication situation is as important as a speaker’s role.



Listening in communication has several beneficial results. Good listening leads to getting useful and updated information. Good listening creates a better understanding and rapport between the speaker and listener. Good listening leads to better decisions. Good listening provides the best feed back to the speaker.

2.4 Examples of Body Language

(The Art of Translating Body Language into Action)

Following are some examples of body language, and what each example communicates to other people:

- Arms crossed over the chest. This example of body language can indicate that a person is being defensive. It can also demonstrate that the individual with crossed arms disagrees with the opinions or actions of other individuals with whom they are communicating.
- Nail biting. Nail biting is a type of habit than can demonstrate stress, nervousness, or insecurity. Oftentimes people bite their nails without even realizing it.
- Hand placed on the cheek. This example of body language can indicate that a person is lost in thought, or is considering something. Sometimes when the hand is on the cheek, it is accompanied by a furrowed brow, which further demonstrates deep concentration.
- Tapping or drumming the fingers. Finger-tapping demonstrates that a person is growing impatient or tired of waiting.
- Head tilted to one side. A tilted head demonstrates that a person is listening keenly, or is interested in what is being communicated.

- Touching the nose. When someone touches or rubs their nose, it can signify a number of things: it can be a signal of disbelief or rejection, or it can also demonstrate that an individual is being untruthful about what they are saying.

- Rubbing the hands together briskly. This can show that a person's hands are cold. It is also a way of communicating that an individual is excited for something, or is waiting in anticipation.



- Placing the tips of the fingers together. "Steepling" of the fingers, or placing the tips of them together, is a demonstration of control and authority. This type of body language can be used by bosses or authority figures to subtly demonstrate that they are running things.

- Palms open, facing upward. An open palm is a sign of openness and honesty. It can be a show of submission – in older days when many people carried weapons, this was used to show that they were not holding one – or of sincerity and innocence. Some people open their palms during worship at church as a sign of submission and respect.

- Head in hands. Yet another example of body language that might mean a number of things, the head in hands move can demonstrate boredom, or it might show that a person is upset or ashamed and does not want to show their face.

- Locked ankles. When the ankles are locked together, either while standing or seated, it can communicate nervousness or apprehension.

- Standing up straight, shoulders back. This position shows that a person is feeling confident of him or herself, and is often accompanied with walking at a brisk stride.

- Stroking of the beard or chin. When one strokes the chin, he or she is communicating deep thought. Such a motion is often used unintentionally when an individual is trying to come to a decision about a matter.

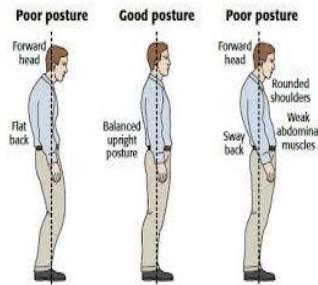
- Pulling of the ear. People often pull the lobes of one of their ears when they are attempting to make a decision, but remain indecisive. This motion demonstrates the inability to come to a conclusion.

Each of these examples of body language clearly communicates a message even without saying a word. Now that you know about these examples, you can be on the lookout for people using body language in your everyday interactions.

2.5 Positive and negative body language

Positive body language

- **Posture:** the way a person stands or sits is his posture. It is good to adopt a flexible erect posture rather than a stiff or slouching posture. An erect posture reveals confidence and poise. Drooping shoulders, sagging in the seat, etc., reveal a feeling of depression and lack of interest.



- **Handshake :** shake hands firmly
- **Head motion :** Nodding head is a positive gesture. No one is expected to keep on shaking his head, but appropriate nods and shakes of the head enhance the level of communication.

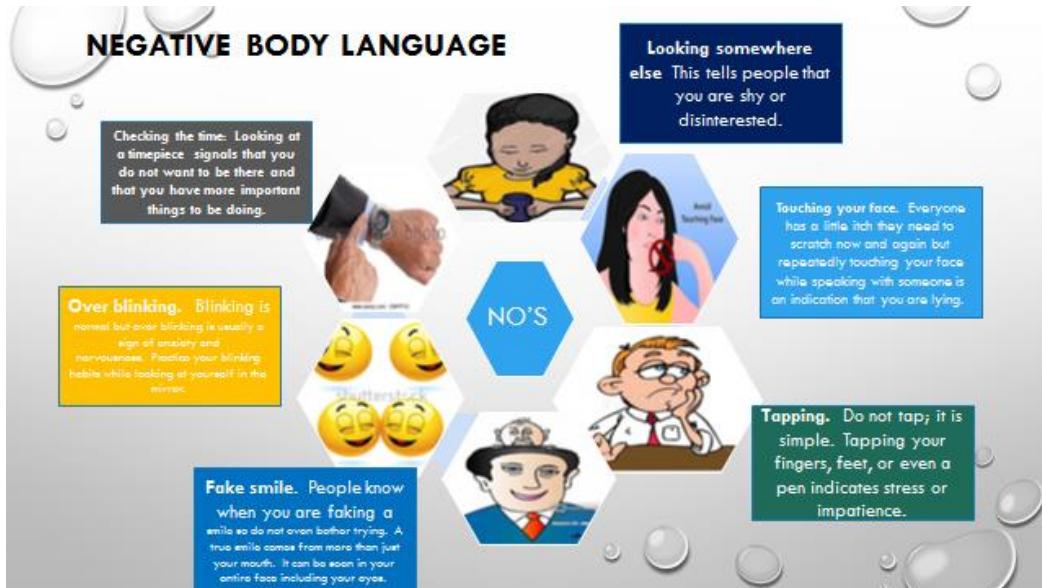
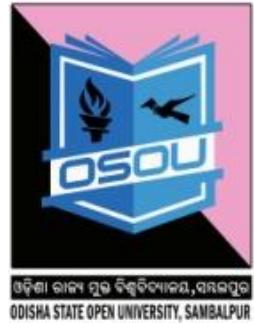


Source : Google

- **Facial Expression:** Having a pleasant face enhances positivity
- **Taking notes.** Taking notes lets others know that you value what they are saying and that you are engaged in the conversation. Taking notes is not appropriate though in every situation.
- **Slower.** Take a deep breath, hold it for a second or two, and let it out. Focus on slowing down your speech and body movements a bit. This will make you appear more confident and contemplative. It will also help calm you down if you are nervous.
- **Voice and tone:**

- Volume of voice (pleasant, audible volume)
- Tone of voice (confident, assuring tone)
- Modulate voice (avoid high pitch)

- **Space:** In oral communication situations, the space between the speaker and the listener is important. A person who comes very close while speaking, say, less than two feet is invading into his privacy
- **Silence** In oral communication situations, silence plays an important role. People quite often talk about “eloquent silence”. Silence in a particular situation may mean acceptance, agreement and in certain others indifference, apathy or even anger.



Source : Google

2.6 Concept and Definition of Etiquette

Most of the etiquette experts agree that proper etiquette begins by showing respect for others, being honest and trustworthy, putting others at ease and showing kindness and courtesy to others. Only after that should you focus on the details of specific situations.

The word "etiquette" comes from the French word "estique," meaning to attach or stick. The noun "etiquette" describes the requirements of behaviours according to conventions of society.

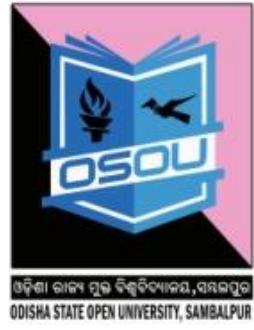
It includes the proper conduct that is established by a community for various occasions, including ceremonies, court, formal events and everyday life.

The short definition at Merriam-Webster.com is "*the rules indicating the proper and polite way to behave.*" The full definition is "*the conduct or procedure required by good breeding or prescribed by authority to be observed in social or official life.*"

Etiquette is a set of customs and rules for polite behaviour, especially among a particular class of people or in a particular profession.

Etiquette includes a wide range of behaviours, including kindness, consideration, elegance, style, and decorum. Here are some quick tips to help you with the social graces:

- Ask yourself if the behaviour is kind or generous before engaging in the act.
- Make sure you are putting others first without putting yourself down
- Practice good etiquette so that it comes naturally and from the heart.
- Since etiquette varies from one society to another and periodically changes continue to learn the new rules and follow them.



2.7 Need for Etiquettes

- Etiquette makes you a cultured individual who leaves his mark wherever he goes.
- Etiquette teaches you the way to talk, walk and most importantly behave in the society.
- Etiquette is essential for an everlasting first impression. The way you interact with your superiors, parents, fellow workers, friends speak a lot about your personality and up-bringing.
- Etiquette enables the individuals to earn respect and appreciation in the society. No one would feel like talking to a person who does not know how to speak or behave in the society. Etiquette inculcates a feeling of trust and loyalty in the individuals. One becomes more responsible and mature. Etiquette helps individuals to value relationships.

2.8 Types of Etiquettes

1. **Social Etiquette-** Social etiquette is important for an individual as it teaches him how to behave within the society in just and appropriate manner.
2. **Business Etiquette-** Business Etiquette refers to how an individual should behave while he is at work. It also includes ways to conduct a certain business in a prescribed manner. Don't ever cheat customers. It is simply unethical. Each one needs to maintain the decorum of the organization. Don't loiter around unnecessarily or peep into other's cubicles.
3. **Meeting Etiquette-** Meeting Etiquette refers to styles one need to adopt when he is attending any meeting, seminar, presentation and so on. Listen to what the other person has to say. Never enter meeting room without a notepad and pen. It is important to jot down important points for future reference.
4. **Interview Etiquette-** Interview etiquette refers to codes of conduct an individual must follow while appearing for interviews.
5. **Telephone Etiquette-** It is essential to learn how one should interact with the other person over the phone. Telephone etiquette refers to the way an individual should speak on the phone. Never put the other person on long holds. Make sure you greet the other person. Take care of your pitch and tone.

6. **Eating Etiquette**- Individuals must follow certain decorum while eating in public. Don't make noise while eating. One should not leave the table unless and until everyone has finished eating.
7. **Bathroom Etiquette**- Bathroom etiquette refers to the set of rules which an individual needs to follow while using public restrooms or office toilets. Make sure you leave the restroom clean and tidy for the other person.
8. **Wedding Etiquette**- Wedding is a special event in every one's life. Individuals should ensure they behave sensibly at weddings. Never be late to weddings or drink uncontrollably



To conclude, etiquette transforms a man into a gentleman.

2.8.1 Business Etiquettes

Business Etiquette refers to set of rules an individual must follow while he is at work. One must respect his organization and maintain the decorum of the place.

Business Etiquette refers to behaving sensibly and appropriately at the workplace to create an everlasting impression. No one would take you seriously if you do not behave well at the workplace. Remember we can't behave the same way at work place as we behave at our homes. One needs to be professional and organized.

It is important to behave well at the workplace to earn respect and appreciation.

Let us go through some Do's and Don'ts at workplace:

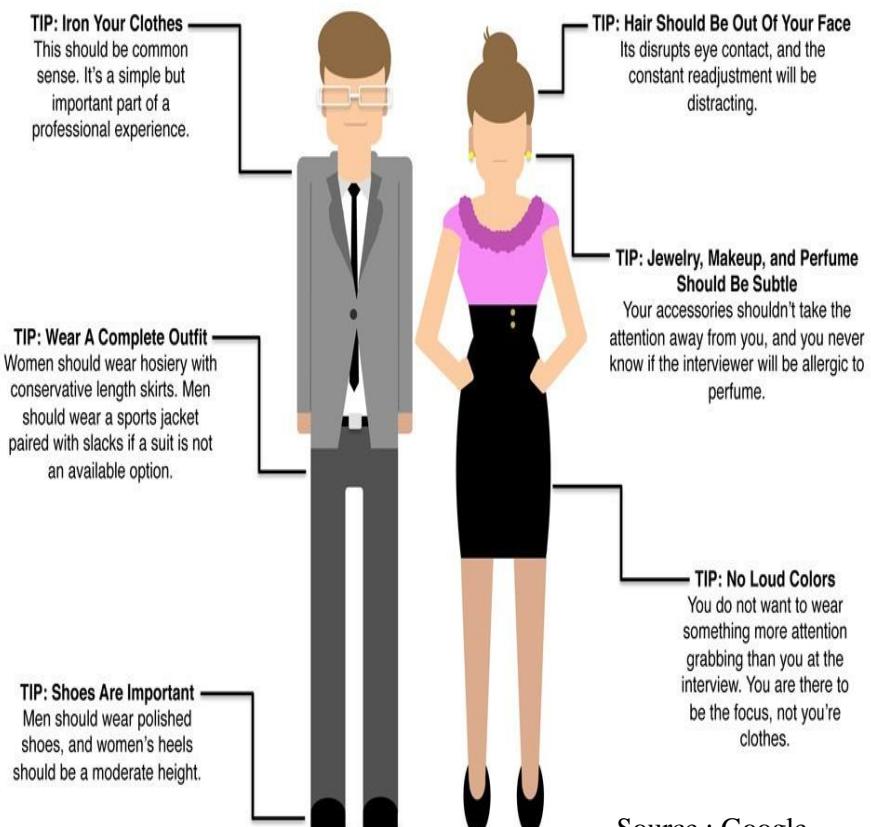
- **Never adopt a casual attitude at work.** Your office pays you for your hard work and not for loitering around.
- **Don't peep into other's cubicles and workstations.** Knock before entering anyone's cabin. Respect each other's privacy.
- **Put your hand phone in the silent or vibrating mode at the workplace.** Loud ring tones are totally unprofessional and also disturb other people.
- **Don't open anyone else's notepads registers or files without his permission.**
- **It is bad manners to sneeze or cough in public without covering your mouth.** Use a handkerchief or tissue for the same.
- Popping chewing gums in front of co-workers is simply not expected out of a professional.
- **Stay away from nasty politics** at the workplace. Avoid playing blame games.

- **Keep your workstation clean and tidy.** Throw unwanted paper in dustbin and keep files in their respective drawers. Put a label on top of each file to avoid unnecessary searching.
- **Never criticize or make fun of any of your colleagues.** Remember fighting leads to no solution. There are several other ways to express displeasure. Sit with your colleagues, discuss issues face to face and decide on something which is mutually acceptable.
- **Take care of your pitch and tone at the workplace.** Never shout on anyone or use foul words. It is unprofessional to lash out at others under pressure. Stay calm and think rationally.
- **Never attend meetings or seminars without a notepad and pen.** It is little tough to remember each and everything discussed in the meeting. Jot down the important points for future reference. Wait for your turn to speak.
- **Pass on information to all related recipients in the desired form.** Communicate through written modes of communication preferably through emails. Keep your reporting boss in the loop. Make sure your email signatures are correct.
- **Reach office on time.** One must adhere to the guidelines and policies of the organization. Discipline must be maintained at the workplace.
- **No organization likes to have a shabbily dressed employee.** Shave daily and do not use strong perfumes.
- **Never wear revealing clothes to work.** Body piercing and tattoo are a strict no at the workplace. Females should avoid wearing heavy jewellery to work.
- Don't pass lewd comments to any of your fellow workers.
- **While having lunch together, do not start till the others have received their food.** Make sure your spoon and fork do not make a clattering sound. Eat slowly to avoid burping in public.
- Respect your fellow workers and help them whenever required.
- It is unethical to share confidential data with external parties and any other individual who is not related to the organization. Data in any form must not be passed to anyone outside the organization.
- Office Stationery is meant to be used only at work. Taking any office property back home is equivalent to stealing.
- **Make sure you turn off the monitor while you go out for lunch or tea breaks.** Switch off the fans, lights, printer, fax machine, scanner before you leave for the day.
- Don't bring your personal work to office. Avoid taking kids to office unless and until there is an emergency.
- **Park your car at the space allocated to you.** Don't park your vehicle at the entrance as it might obstruct someone's way.
- **Never ever drink while you are at work.** Smoke only at the smoking zones.
- Do not leave the restroom with taps on.
- Female Employees should stick to minimal make up.



2.8.2 Dress Code/ Clothing Etiquettes

One must dress as per the occasion. Avoid wearing jeans, capris, shorts, T - Shirts or sleeveless dresses to work. Follow a professional dress code. Make sure you feel comfortable in whatever you wear. It is not always necessary to wear expensive clothes rather wear something which looks good on you.



Source : Google

Choose professional colours like black, blue, brown, grey for official attire. Bright colours look out of place in corporate. Light and subtle colours exude elegance and professionalism and look best in offices.

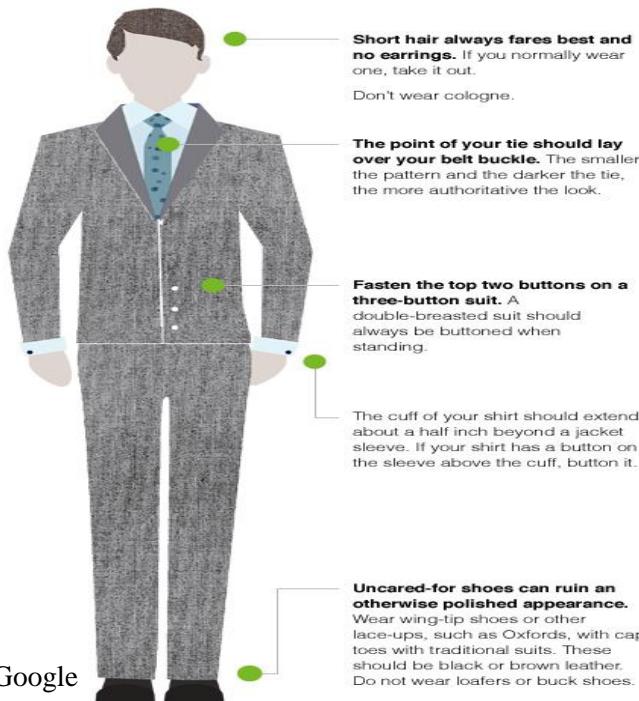
Make sure your clothes are clean and ironed. One should never go shabbily dressed to work. Prefer wrinkle free clothes.

Hair should be neatly combed and kept short. Spikes hairstyle looks good only in parties and informal get together. Females should tie their hair. It gives a neat look.



Male

Male employees ideally should combine a simple shirt with trousers. Make sure the colours are well coordinated. Prefer a light colour shirt with a dark trouser and vice a versa. Do not wear designer shirts to work. Prefer plain cotton or linen wrinkle free shirts in neutral colours.,



Source : Google

The shirt should be properly tucked into the trouser for the professional look.

Prefer full sleeves shirts at workplace. Never roll up your sleeves.

- **Silk ties look best on professionals.** Don't go for designer ties. The tie should neither be too short nor too long. The tip of the tie ideally should touch the bottom of the belt buckle. Slim ties are not meant for offices.
- Wear leather belts to work preferably in black or brown shades. **Do not wear belts with flashy and broad buckles.**
- Socks must be well coordinated with the outfit.
- Don't wear shoes that make noise while walking. Prefer soft leather shoes in black or brown colour. Make sure your shoes are polished and laces properly tied. Never wear sports shoes or sneakers to work.
- **Shave daily.** Use a good after shave lotion and make sure your skin does not look dry and flaky.
- Body odour is a big turn off. One must always smell good in public. **Use a mild perfume or deodorant.**

Female

- Females should wear decent clothes. Avoid wearing outfits that is not graceful. Wear clothes which fit you best. Don't wear too tight or loose clothes.
- Understand the basic difference between a party wear and office attire. Wear covered clothes. Wear cotton or silk elegant sarees



Source : Google

- Females who prefer westerns can opt for light coloured shirts with dark well fitted trousers. A scarf makes you look elegant.
- Never wear heavy jewellery to work. Avoid heavy makeup. Nails should be trimmed and prefer natural shades for nail paint.
- Avoid wearing sharp pointed heels to work.
- The colour of the handbag must coordinate with the outfit.
- Eyebrow, naval, lip piercing must be avoided at the workplace.

2.8.3 Telephone Etiquettes

Telephone is an important device with the help of which people separated by distance can easily interact and exchange their ideas. Got a brilliant idea and want to convey it to your friend staying out of the country, use the telephone. Telephone is one of the easiest and cheapest modes of communication.

Telephone etiquettes - An individual needs to follow a set of rules and regulations while interacting with the other person over the phone. These are often called as telephone etiquettes. It is important to follow the basic telephone

etiquettes as our voice plays a very important role in creating an impression of our personality, education, family background as well as the nature of job we are engaged in. The person giving the information is called the sender and the second party is the recipient.



Let us now study the various telephone etiquettes. Please find below the various telephone etiquettes.

- Always remember your **voice has to be very pleasant** while interacting with the other person over the phone. Don't just start speaking, before starting the conversation use warm greetings like "good morning", "good evening" or "good noon" depending on the time.
- **Never call any person at odd hours** like early morning or late nights as the person will definitely be sleeping and will not be interested in talking to you.
- **In any official call, don't use words like "Any guess who I am?"** as the person on the other side might be occupied with something and can get disturbed. Always say "Is it Ted?", and do ask him, "Is it the good time to talk to you?" and then start communicating. If the person sounds busy always wait for the appropriate time.
- **Make sure your content is crisp and relevant.** Don't play with words, come to the point directly and convey the information in a convincing manner. First prepare your content thoroughly and then only pick up the receiver to start interacting.
- After dialing, always reconfirm whether the person on the other side is the desired person whom you want to interact with. Always ask "Am I speaking to Mike?" or "Is this Jenny?" before starting the conversation.
- Always carefully dial the numbers, never be in a rush or dial the numbers in dark as it would lead to a wrong call. If by mistake you have dialled a wrong number, don't just hang up, do say sorry and then keep the phone courteously.
- **Never put the second party on a very long holds.** Always keep the information handy and don't run for things in between any call as the listener is bound to get irritated.
- While interacting over the phone, don't chew anything or eat your food. First finish your food and then only dial the number. If you are reading, please leave the book aside, first concentrate what the other person wishes to convey and then continue with the book.
- After completing the conversation, don't just hang up. Reconfirm with the receiver whether he has downloaded the correct information or not and do end your conversation with pleasant words like "Take care", "nice speaking with you" and a warm bye. Never say Goodbye.
- Always speak each and every word clearly. The person on the other hand can't see your expressions so remember your tone should be apt to express your feelings in the correct form.

- **Don't take too long to pick up any call.** If you miss the call, make sure you give a call back as the other person might have an important message to convey. Avoid giving missed calls at work places as it irritates the other person.
- In professional talks, never keep the conversation too long as the other person might be busy. Always keep the content crisp and relevant and do come to the point after formal greetings.
- If you are not the correct person and the speaker needs to speak to your fellow worker always say “one moment please- I will call him in a minute”. If the colleague is not in the office premises, always take a message on his behalf and don’t forget to convey him when he is back.
- Decrease the volume of the television or turn off the speakers while speaking over the phone as noise acts as a hindrance to effective communication
- If there is any disturbance in the network, don’t just keep speaking for the sake of it; try to call after sometime with a better line.

Remember all the above telephone etiquettes must be practiced for an effective and healthy telephonic discussion and smooth flow of information.

2.8.4 Interview Etiquettes

Interview etiquette refers to codes of conduct an individual must follow while appearing for interviews.

Let us go through some interview etiquette:

- While appearing for telephonic interviews, make sure you have your resume in front of you. **Move to a quiet place** and keep a pen and paper handy to jot down address or other necessary details.
- **An individual must be present at the interview venue before time.** Start from your home a little early and allow a margin for traffic congestions, car problems, route diversions and other unavoidable circumstances. Check the route well in advance to avoid last minute confusions.
- If you do not have own conveyance, book a cab or ask your friend or family member to drop you right outside the venue. Avoid going by public transport that day.
- **Be very particular about your appearance.** Follow the professional dress code for an everlasting first impression. Wear something which looks good on you. Coordinate a light colour shirt with a dark colour well fitted trouser. Make sure your shoes are polished and do not make noise. Hair should be neatly combed and do apply a mild perfume. It is essential to smell good.
- **Enter the interviewer's cabin with confidence.** Greet him with a warm smile. A firm handshake says that an individual is confident, aggressive and

willing to take challenges. Do not offer to shake hands if the interviewer is a female. Do not sit unless you have been told to so.

- **Make an eye contact with the interviewer.** Avoid looking here and there.
- Be honest with the interviewer. Remember a single lie leads to several other lies. Avoid fake stories. It might land you in trouble later.
- Take care of your pitch and tone. Be polite but firm.
- **Stay calm.** Avoid being nervous during interviews. Remember no one will hang you till death if you do not clear the interview. There is always a second chance.
- One must sit straight for the desired impact. Avoid fiddling with pen and paper. It is important to have the right attitude as it helps you stand apart from the crowd.
- Keep your cell phone in the silent mode while attending interviews. Cell phone ringing during interviews is an offence.
- Chewing gum during interview is childish.
- Do not fold your resume; instead keep it in a proper folder. Carry all other relevant documents which you might need during interview. Keep a passport size photograph handy.
- **Slangs and one-liners must not be used in interviews.**
- **Avoid cracking jokes with the interviewer.**
- Once you are done with the interview, do not forget to thank the interviewer.



2.8.5 Meeting Etiquettes

Meeting Etiquette refers to codes of behaviour an individual ought to follow while attending meetings and discussions at the workplace.

Let us go through some meeting etiquette in detail:

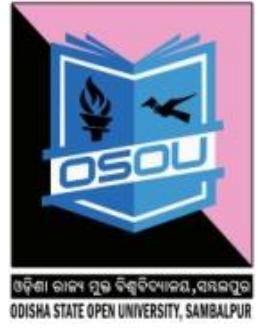
- **Try to find out what the meeting is all about.** Understand the importance of the meeting. Never go blank. Employees should do all the ground work before attending meetings to ensure maximum participation from their end. Prepare notes in advance.
- **Never attend meetings without a notepad and pen.** It is practically not possible for an individual to remember each and every thing discussed at the time of meeting. A notepad helps in jotting down the important points for future reference.
- **Always keep your cell phone on the silent or vibrator mode.** Cell phones ringing in the middle of meetings and seminars are considered rude and unprofessional. This might insult others sitting in the same room as well as break the pace of the meeting.
- **Do not attend phone calls during meetings unless it is an emergency.** It is bad manners to do the same.

- **Superiors must create an agenda before every meeting.** The agenda must be circulated among all employees for them to prepare in advance. Meetings should not be conducted just for the sake of it. It is important to have well defined plans. Make a list of issues to be discussed at the time of meeting. Make sure you do not deviate from the key points. Keep the meetings short.
- **Never be late for meetings.** Going late for a meeting is something which is not expected out of a professional.
- Chewing gum during meetings is childish and must be avoided.
- **Be a good listener.** Listen to what others have to say. Wait for your turn to speak.
- Sit wherever you find a place. Do not run here and there.
- Do not enter the meeting room once the meeting has already begun. It disturbs others.
- Avoid taking your cups of coffee or tea to meeting rooms unless and until advised by superiors.
- **Fiddling with pen or notepad is one of the major distractions in meetings.** One must concentrate and stay alert. Be an attentive listener. Do not yawn even if you find the meeting boring.
- **The one chairing the meeting must speak loud and clear.** It is essential to take care of the pitch and tone.
- Meetings ought to be interactive and allow employees to come up with their suggestions and valuable feedback. A question answer round must be kept at the end for employees to clear their doubts.
- Once the meeting is over, minutes of the meeting must be prepared and circulated across all departments for them to take necessary action.
- Use Whiteboards, projectors, graphs, pointers, slides for better clarity.
- Do not convert the meeting room into a battle ground. Speak politely and do respect your colleagues.
- **Never attend meetings in casuals.** Follow a professional dress code.

2.9 Let's Sum-up

Body language is an important component of communication and it is to our advantage to develop skills in this area in order to communicate effectively, that relies on body movements. It refers to the gestures, postures, and facial expressions, by which a person manifests various physical, mental, or emotional states and communicates nonverbally with others. Body language is an important – and often decisive – factor in risk communication. This is especially true of communicators, who need to show congruency between the oral information and their body language when transmitting a message, because only if they manage to do so will the message be effective. Body language is an element in communication that we should be very much aware of because it gives clues to the character, emotions, and reactions of an individual.

Etiquette in simpler words is defined as good behaviour which distinguishes human beings from animals. Human Being is a social animal and it is really important for him to behave in an appropriate way. Etiquette refers to behaving in a socially responsible way. Etiquette refers to guidelines which control the way a responsible individual should behave in the society.



Business Etiquette refers to behaving sensibly and appropriately at the workplace to create an everlasting impression. No one would take you seriously if you do not behave well at the workplace. Remember we can't behave the same way at work place as we behave at our homes. **One needs to be professional and organized.**

2.10 Key Terms

- **Body language** is the process of communicating nonverbally through body movements and gestures.
- **Posture** conveys information about: Interpersonal relations, which involves personality traits such as confidence, submissiveness, and openness.
- **Facial Expression is the index of mind while communicating nonverbally.**
- **Eye Contact** is a form of nonverbal communication and is thought to have a large influence on social behavior.
- **Gesture** includes movement of the hands, face, or other parts of the body.
- **Paralanguage refers to empathetic listening (ability to imagine and share another person's feelings, etc.).**
- **Etiquettes** help individuals to value relationships. It refers to behaving in a socially responsible way.
- **Business Etiquettes** refers to behaving sensibly and appropriately at the workplace to create an everlasting impression.

2.11 Self Assessment Questions

1. Define body language and explain the need and importance of body language.
2. Explain why we need business etiquettes with suitable examples from business organisations.

2.12 Further Readings

- 2 Allan, Pease; *Body Language- How to read others' thoughts by their gesture*, Manjul Publishing House Pvt. Ltd, New Delhi, 2014.
- 3 Rebel, G; *Body language*, Madrid: EDAF. 1995.
- 4 Boothman, N, *How to make people like you in 90 seconds or less*, New York: Workman Publishing. 2000.
- 5 Lesikar, Raymond V. and Marie E. Flatley. [Basic Business Communication](#). New Delhi: Tata McGraw-Hill, 2005.
- 6 Subramanian, Sharmila. [Essentials of Communicative English](#). Delhi: Vrinda Publications. 2013

2.13 Video Links for references

- Business Etiquette and Office Etiquette <https://www.youtube.com/watch?v=UXppWibseg0>
- Meeting Etiquette, Phone Etiquette & email Etiquette <https://www.youtube.com/watch?v=4NoXEblQb4o>
- Dressing, Grooming and Dining Etiquette <https://www.youtube.com/watch?v=3ziYgZI0xUs>
- How to introduce yourself in a job interview <https://www.youtube.com/watch?v=t2u5mkc5UEk>
- Confident Body Language Tips in Hindi <https://www.youtube.com/watch?v=d36aZIMQt1Q>

2.14 Model Questions

1. Give examples of body language relating to gestures and facial expression.
2. Mention the dress code etiquettes for attending interview.



UNIT-III

GROUP DISCUSSION AND INTERVIEW SKILLS

Learning Objectives

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

- Understand the meaning and concept of group discussion.
- Know the essential elements and purpose of a group discussion.
- Explain the techniques/process of leading the discussion.
- Understand the dos and don'ts of a group discussion.
- Understand the meaning and concept of interview.
- Know the various types of interview.
- Understand the ways to succeed in an interview.

Structure

- 3.1 Introduction
- 3.2 Definitions
- 3.3 Purpose of Group Discussion
- 3.4 Types of Group Discussions
- 3.5 Characteristics of Effective Group Discussion
- 3.6 Phases in Group Discussion Process
- 3.7 Do's and Don'ts of participating in Group Discussion
- 3.8 Interview Concept and Definition
- 3.9 Purpose/Objective of Interview
- 3.10 Types/Classification of Interview
- 3.11 Guidelines for Effective Interview
- 3.12 Let's Sum-up
- 3.13 Key Terms
- 3.14 Self-Assessment Questions
- 3.15 Further Readings
- 3.16 Video links for references
- 3.17 Model Questions

3.1 Introduction

Discussions of any sort are supposed to help us develop a better perspective on issues by bringing out diverse view points. Whenever we exchange differing views on an issue, we get a clearer picture of the problem and are able to understand it. The understanding makes us better equipped to deal with the problem. This is precisely the main purpose of a discussion. The dictionary meaning of the word Group Discussion is to talk about a subject in detail. So, group discussion may refer to a communicative situation that allows its participants to express views and opinions and share with other participants. It is a systematic oral exchange of information, views and opinions about a topic, issue, problem or situation among members of a group who share certain common objectives.

Group” is a collection of individuals who have regular contact and frequent interaction, mutual influence, common feeling of camaraderie, and who work together to achieve a common set of goals. ”Discussion” is the process whereby two or more people exchange information or ideas in a face-to-face situation to achieve a goal. The goal, or end product, maybe increased knowledge, agreement leading to action, disagreement leading to competition or resolution or perhaps only a clearing of the air or a continuation of the status quo.

A Group Discussion or GD, as it is popularly known, judges the personality of a person. It assesses the behavioural traits in a person his or her leadership skills, social skills, team skills, problem solving skills and presence of mind.

If we analyse the two words Group and Discussion. Group means a number of individuals who may or may not have interacted before. Discussion means exchanging information on a certain topic and coming (or not coming) to a concrete conclusion.

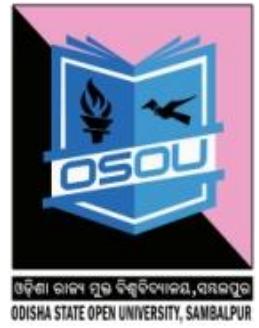
Hence, we can say that Group Discussion is an invigorating discussion where a topic is analysed and discussed, and in the end, the members come to a fair conclusion. It involves team work, but at the same time, it portrays individual personalities.

3.2 Definition

Nowadays Group Discussion is being extensively used along with personal interviews for the final selection of candidates. It plays a main role in selecting the best among the best. Having scored high marks, students who get selected for a

higher/another course or employment are placed on a par - on equal footing - based on their age, qualification and experience. It becomes necessary to conduct further screening for choosing a few among many. It is here, the Group Discussion plays an important part. It helps in choosing the socially suitable candidate among the academically superior achievers. It is one of the best tools to study the behavioural and attitudinal responses of the participants.

Rightly speaking, Group Discussion is more a technique than a conventional test. In fact it is one of the most important and popular techniques being used in a number of personality tests. It is a technique or a method used for screening candidates as well as testing their potential. It is also designed as a situation test wherein a sample of a candidate's group worthiness and potential as a worker comes out quite explicitly.



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

3.3 Purpose of Group Discussion

Many group discussions have no specific purpose except the exchange of ideas and opinions. Ultimately, an effective group discussion is one in which many different ideas and viewpoints are heard and considered. This allows the group to accomplish its purpose if it has one, or to establish a basis either for ongoing discussion or for further contact and collaboration among its members.

There are many possible purposes for a group discussion, such as:

- Create a new situation – form a coalition, start an initiative, etc.
- Explore cooperative or collaborative arrangements among groups or organizations
- Discuss and/or analyse an issue, with no specific goal in mind but understanding
- Create a strategic plan – for an initiative, an advocacy campaign, an intervention, etc.
- Discuss policy and policy change
- Air concerns and differences among individuals or groups
- Hold public hearings on proposed laws or regulations, development, etc.
- Decide on an action
- Provide mutual support
- Solve a problem

- Resolve a conflict
- Plan your work or an event



3.4 Types of Group Discussions

Topic – based discussion – A candidate can be provided with a topic which is

1. **A controversy** – For example, the topic could be “Caste based reservation” or “China – Biggest threat to India” or “Which diet is better – Vegetarian or non – vegetarian”, etc. In this type of discussion, a candidate is required to take a stand on the given topic and support his/her stand with suitable arguments and examples.
2. **A descriptive one** - For example, a candidate may be told to discuss “Indo – US Relations”, “Poverty in India” or “Causes of Inflation”. In this kind of discussion, a candidate’s knowledge of the subject plays an important part. Else, he/ she may be provided a plain fact and told to discuss it.
3. **An abstract topic** – This type of discussion has gotten popular in the recent years. Topic can be anything under the sky, such as “Zero”, “Black”, “Gold”, or a number or anything you can think of. A candidate’s creativity comes into play here. A candidate is expected to say what he/ she thinks relevant about the topic.



Source: Google

4. **A Case Study** – Candidates may be given a real life situation or an imaginary case scenario, or even a dilemma. Then they will be asked to present their opinion on the given situation, or find a solution to a given problem (as a group or / and as an individual). Candidates may be instructed to speak one by one or all at once, or even both. Such variations hardly matter to candidates who are well prepared.

3.5 Characteristics of Effective Group Discussion

For any group discussion to be successful, achieving group goal is essential. Following characteristics are necessary:

Having a clear objective: The participants need to know the purpose of group discussion so that they can concentrate during the discussion and contribute to achieving the group goal. An effective GD typically begins with a purpose stated by the initiator.

Motivated Interaction: When there is a good level of motivation among the members, they learn to subordinate the personal interests to the group interest and the discussions are more fruitful.

Logical Presentation: Participants decide how they will organise the presentation of individual views, how an exchange of the views will take place, and how they will reach a group consensus. If the mode of interaction is not decided, few of the members in the group may dominate the discussion and thus will make the entire process meaningless.

Cordial Atmosphere: Development of a cooperative, friendly, and cordial atmosphere avoids the confrontation between the group members.

Effective Communication skills: The success of a GD depends on an effective use of communication techniques. Like any other oral communication, clear pronunciation, simple language, right pitch are the pre-requisites of a GD. Non-verbal communication has to be paid attention to since means like body language convey a lot in any communication.

Participation by all candidates: When all the members participate, the GD becomes effective. Members need to encourage each other in the GD.

Leadership Skills: Qualities like initiation, logical presentation, encouraging all the group members to participate, summarizing the discussion reflect the leadership qualities.

3.6 Phases in Group Discussion Process

A group discussion can be categorically divided into three phases.

- 1. Initiation/Introduction**
- 2. Body of the group discussion**
- 3. Summarisation/Conclusion**

Now, we will discuss the first and third phase.

INITIATION/ INTRODUCTION

Initiating a GD is a double-edged sword. When a candidate initiates, apart from grabbing an opportunity to speak, he also grabs the attention of examiners and fellow candidates. So, if a candidate who initiates is able to make a favourable first impression through his content and communication skills, it will help him sail through the GD.

On the other hand, if a candidate stammers stutters or quotes wrong facts and figures, the damage done is irreparable. The candidate who initiates also has the onus of giving the GD the right perspective or framework. So, initiate only if you have in-depth knowledge about the topic at hand.

If, after initiating well, a candidate does not say much during the GD, it still gives the impression that he or she started the GD just for the sake of starting it, or to get those initial points earmarked for an initiator. There are different techniques to initiate a GD in order to make a remarkable first impression:

1. Quotes

An effective way of initiating a GD. If the topic is 'Should the censor board be abolished?' a quote like 'Hidden apples are always sweet', is apt to capture attention and convey more than what is actually said. For a topic like 'Customer is King,' one can quote Sam Walton's famous saying, "There is only one boss: The Customer. And he can fire everybody in the company from the Chairman down, simply by spending his money somewhere else."

2. Definition

One can start a GD by defining the topic or an important term in the topic. For example, if the topic is, 'Advertising is a diplomatic way of telling a lie,' one can initiate by defining advertising as 'Any paid form of non-personal presentation and



promotion of ideas, goods or services through mass media such as newspapers, magazines, television or radio by an identified sponsor.' Similarly, for a topic like 'The Malthusian Economic Prophecy is no longer relevant', a candidate could simply start by explaining the definition of the prophecy.



3. Question

Asking a question at the start of a GD creates an impact. It does not signify asking a question to any of the candidates so as to hamper the flow, it implies asking a question and then answering it yourself. If a question is being asked to hamper the flow of a GD, insult a participant or to play devil's advocate, it should be discouraged. But, if a question is being asked to promote the flow of ideas, it is appreciated. If the GD topic is 'Should India go to war with Pakistan', for instance, you could start by asking, 'What does war bring to the people of a nation?'

4. Shocking statement

Initiating a GD with a shocking statement is the best way of grabbing immediate attention and putting forth your point. If the topic is 'Impact of population on the Indian economy,' for instance, it can be initiated with a statement like, 'Near the centre of the Indian capital stands a population clock that relentlessly ticks away. It tracks 33 births a minute, 2,000 an hour, 48,000 a day, which calculates to nearly 12 million every year. That is roughly the size of Australia. As a current political slogan puts it, nothing is impossible when 1 billion Indians work together.'

5. Facts figures and statistics

When a candidate decides to initiate a GD through facts, figure and statistics, he should quote them accurately. Approximation is allowed for macro level figures, but micro level figures need to be correct and accurate.

For instance, we can say that approximately 70 per cent of the Indian population stays in rural areas (macro figures, approximation allowed) but we cannot list 30 states of India instead of 28 (micro figures, no approximations). If a person ends up stating wrong facts, it works to his or her disadvantage.

6. Short story

This can be used for a GD topic like 'Attitude is everything.' The topic can be initiated with the help of a short story as follows: 'A child once asked a balloon vendor, who was selling helium gas-filled balloons, if a blue-coloured balloon would go up as high as a green-coloured one. The vendor told the child that it was not the colour of the balloon but what was inside it that made it go high'

7. General statement

This can put the GD into proper perspective. For example, if the topic is 'Should Sonia Gandhi be the prime minister of India?' one could start by putting it into perspective with, "Friends, before jumping to any conclusion, let us first find out what qualities a good prime minister should possess. We can then compare these with the qualities possessed by Sonia Gandhi, which will help us reach a conclusion in a more objective and effective manner.'



SUMMARIZATION TECHNIQUES

Most GDs are left without a conclusion, and it isn't even essential that a group reach one. Remember that a GD is about getting to know one's personality traits and it is the process, not the conclusion that reveals these traits. Even though not every GD is concluded, everyone is still summarised. While a conclusion represents a final stage, where the entire group decides in favour or against a topic, in the case of a summarisation a candidate summarises in a nutshell what the group has discussed. The following points should be kept in mind while summarising a discussion:

1. No new point should be taken up.
2. A person should not share his or her own viewpoint alone.
3. A summary should not dwell only on one side of the GD.
4. It should be brief and concise.
5. It should incorporate all the important points spoken.

If a candidate has been told by the examiner to summarise a GD, this means it has come to an end. It is not advisable to add anything once a GD has been summarised.

A simple framework for a summary can be, 'We had a healthy group discussion and, as a group, evaluated this topic from different perspectives. Some of my friends spoke in favour of the topic and the reasons they gave were (elaborate), while some good points against the topic were (elaborate). In all, we had a very good discussion with everyone participating enthusiastically.'

The initiation and summarisation techniques mentioned above will help you make an impact and succeed in a Group Discussion.

3.7 Do's and Don'ts of participating in Group Discussion

As you have to participate in a Group Discussion, several questions spring across your mind. You want to know what actions and gestures can get you positive points and what can cost you the selection. Here's a list of Do's and Don'ts of participating in the GD.

Do's of participating in a GD:

- Listen to the subject carefully
- Put down your thoughts on a paper
- Initiate the discussion if you know the subject well
- Listen to others if you don't know the subject
- Support your point with some facts and figures
- Make short contribution of 25-30 seconds 3-4 times
- Give others a chance to speak
- Speak politely and pleasantly. Respect contribution from other members.
- Disagree politely and agree with what is right.
- Summarize the discussion if the group has not reached a conclusion.

Don'ts of participating in a Group Discussion

- Initiate the discussion if you do not have sufficient knowledge about the given topic.
- Over speak, intervene and snatch other's chance to speak.
- Argue and shout during the GD
- Look at the evaluators or a particular group member
- Talk irrelevant things and distract the discussion
- Pose negative body gestures like touching the nose, leaning back on the chair, knocking the table with a pen etc.
- Mention erratic statistics.
- Display low self-confidence with shaky voice and trembling hands.
- Try to dominate the discussion
- Put others in an embarrassing situation by asking them to speak if they don't want.

3.8 Interview Concept and Definition

Interview is the widely used (election method). It is a face-to-face interaction between interviewee and interviewer. If handled carefully, it can be a powerful technique in having accurate information of the interviewee otherwise unavailable. At the same time, if the interview is not handled carefully, it can be a source of bias, restricting or distorting the flow of communication.

Different scholars have defined ‘interview’ differently. According to **Scott** and others, “an interview is a purposeful exchange of ideas, the answering of questions and communication between two or more persons”. **Bingham** and others define an interview as a ‘conversation with a purpose’.



Source : Google

According to **L.P. Alford** and **H.R. Beaty**, “The employment interview is for the purpose of determining the suitability of the applicant for the job and of the job for the applicant. In simple words, interview is an

attempt to secure maximum information from the candidate in a face to face dialogue.

Thus, interview can be defined as an attempt to secure maximum amount of information from the candidate concerning his/her suitability for the job under consideration.

It tries to achieve an accurate appraisal of the applicant in terms of his/her educational qualification, training, family background, previous work experience and judge the applicant’s certain qualities like manners, appearance, conversational ability, meet other people pleasantly, etc.

3.9 Purpose/Objective of Interview

The basic purpose of the interview is to identify behaviour patterns of the interviewee or candidate. Occurrence and reactions to situations that are repeated in the applicant's experience suggest characteristics reaction pattern. Interview enables the interviewer to judge certain qualities like manners, appearance, ability to speak, grasp of things etc., of the candidate.



Objectives of Interview:

Some of the objectives of interview are discussed as follows:

1. Judgement of Applicant:

Interview gives an opportunity to the interviewer to know about the applicant. The information gathered from application- blank and tests is verified by talking to the candidate.

It provides a chance to know whether the information (about previous experience and training, etc.) supplied by the candidate is justified by him or not. The appearance, ability to communicate, attitude, nature, etc. of the applicant are also judged at the time of interview.

2. Give Information to The Applicant:

Interview is undertaken not only to know about the applicant but also to use it as an opportunity to give him information about the company and the job. Applicant is given full information about the nature of job, hours of work, medical facilities, and opportunities for advancement, employee benefits and services, etc. Thus, the applicant can make a decision of joining or not joining the new job.

3. Promote Goodwill:

An interview also gives an opportunity to create and enhance goodwill of the company. The interviewee should be treated with courtesy. If not selected, then reasons for the same are explained offering constructive suggestions.

3.10 Types/Classification of Interview



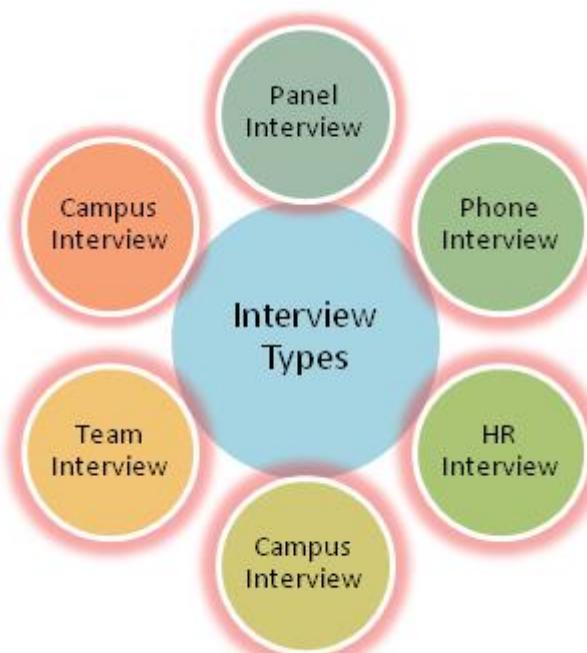
The following types of interviews for selection have been identified.

These are:

1. Preliminary Interview:

The interviews conducted to screen the applicants to decide whether further detailed interview will be required are called preliminary interviews. The candidate is given freedom by giving job details during the interview to decide whether the job will suit him.

One of the drawback associated with the preliminary interview is that it might lead to the elimination of many desirable candidates in case interviewers do not have much and proper experience in evaluating candidates. The positive argument, if any, for this method is that it saves time and money for the company.



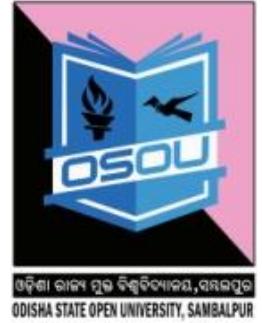
Source : Google

2. The Telephone Interview

Often companies request an initial telephone interview before inviting you in for a face to face meeting in order to get a better understanding of the type of candidate you are. The one benefit of this is that you can have your notes out in front of you. You should do just as much preparation as you would for a face to face interview, and remember that your first impression is vital. Some people are better meeting in

person than on the phone, so make sure that you speak confidently, with good pace and try to answer all the questions that are asked.

3. Patterned Interview:



In this interview, the pattern of the interview is decided in advance. What kind of information is to be sought or given, how the interview is to be conducted, and how much time is to be allotted to it, all these are worked out in advance. In case interviewee drifts, he/she is swiftly guided back to the structured questions. Such interviews are also called standardised interviews.

4. Depth Interview:

As the term itself implies, depth interview tries to portray the interviewee in depth and detail. It, accordingly, covers the life history of the applicant along with his/her work experience, academic qualifications, health, attitude, interest, and hobbies. This method is particularly suitable for executive selection. Expectedly, depth interview involves more time and money in conducting it.

5. Promotion Interview

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

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

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

6. Stress Interview

Such interviews are conducted for the jobs which are to be performed under stressful conditions. The objective of stress interview is to make deliberate attempts to create stressful or strained conditions for the interviewee to observe how the applicant behaves under stressful conditions.



The common methods used to induce stress include frequent interruptions, keeping silent for an extended period of time, asking too many questions at a time, making derogatory remarks about the candidate, accusing him that he is lying and so on. The purpose is to observe how the candidate behaves under the stressful conditions – whether he loses his temper, gets confused or frightened.

However, stress-inducing must be done very carefully by trained and skilled interviewer otherwise it may result in dangers. Emotionally charged candidates must not be subjected to further stressful conditions. The candidate should be given sufficient chance to cope with such induced stress before he leaves.

7. Exit Interview

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

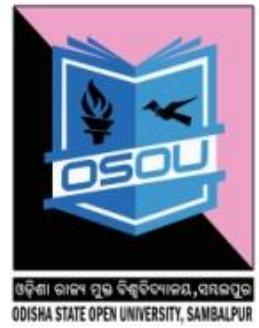
Exit interview is a survey conducted with an employee when he leaves the company. The information from each survey is used to provide feedback on why employees are leaving, what they liked about their employment and what areas of the company need improvement. Exit interviews are effective when the data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

8.The Face-to-Face Interview

This can be a meeting between you and one member of staff or even two members.

9. The Panel Interview

These interviews involve a number of people sitting as a panel with one as chairperson. This type of interview is popular within the public sector.



10. The Group Interview

Several candidates are present at this type of interview. You will be asked to interact with each other by usually a group discussion. You might even be given a task to do as a team, so make sure you speak up and give your opinion.

11. The Sequential Interview

These are several interviews in turn with a different interviewer each time. Usually, each interviewer asks questions to test different sets of competencies. However, if you are asked the same questions, just make sure you answer each one as fully as the previous time.

All these types of interviews can take on different question formats, so once you've checked with your potential employer which type of interview you'll be attending, get preparing!

12. Appraisal Interview

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

3.11 Guidelines for Effective Interview

Below are given some guidelines, if observed, can make interview more effective:

1. The interview should have a definite time schedule known to both the interviewers and the interviewee.

2. Interview should be conducted by the competent, trained and experienced interviewers.

3. The interviewers should be supplied with specific set of guidelines for conducting interview.

4. The interviewers should ensure an element of privacy for the interviewee.

5. A resume for all the candidates to be interviewed should be prepared and the same be made available to the interviewers before the interview starts.

6. The interview should not end abruptly but it should come to close tactfully providing satisfaction to the interviewee.

7. The interviewers should show their sensitivity to the interviewee's sentiments and also sympathetic attitude to him/her.

8. The interviewers should also evince emotional maturity and a stable personality during the interview session.



Some findings and research studies on the interview seem worth mentioning:

1. Structured interview are more reliable than unstructured interviews.

2. Interviewers are influenced more by unfavourable than by favourable information.

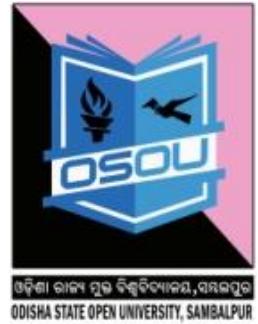
3. Inter-rater reliability is increased when there is a greater amount of information about the job to be filled.

4. A bias is established early in the interview, and this tends to be followed by either a favourable or an unfavourable decision.

5. Intelligence is the trait most validly estimated by an interview, but the interview information adds nothing to test data.

6. Interviewers can explain why they feel an applicant is likely to be an unsatisfactory employee but not why the applicant may be satisfactory.

7 Factual written data seem to be more important than physical appearance in determining judgments. This increases with interviewing experience.



8 An interviewee is given more extreme evaluation (positive/negative) when preceded by an interviewee of opposing value (positive/negative).

9 Interpersonal skills and motivation are probably best evaluated by the interview.

10. Allowing the applicant time to talk makes rapid first impressions less likely and provides a large behaviour sample.

11. Nonverbal as well as verbal interactions influence decisions.

12. Experienced interviewers rank applicants in the same order, although they differ in the proportion that will accept. There is a tendency for experienced interviewers to be more selective than less experienced ones.

3.12 Let's Sum-up

Group Discussion! Is a methodology or in a simple language you may call it an interview process or a group activity. It is used as one of the best tools to select the prospective candidates in a comparative perspective. GD may be used by an interviewer at an organization, colleges or even at different types of management competitions.

GD evaluation is done by the subject experts based on the discussions. A report will be prepared on analyzing the facts at the end of the discussion.

Some of the personality traits GD tries to gauge may include the following:

* Communication skills * Interpersonal Skills * Leadership Skills * Motivational Skills
* Team Building Skills * Analytical /Logical Skills * Reasoning ability *
Different Thinking * Initiative * Assertiveness * Flexibility * Creativity.

Interview can be explained as an attempt to secure maximum amount of information from the candidate concerning his/her suitability for the job under consideration. It tries to achieve an accurate appraisal of the applicant in terms of his/her educational qualification, training, family background, previous work experience and judge the applicant's certain qualities like manners, appearance, conversational ability, meet other people pleasantly, etc.

The basic purpose of the interview is to identify behaviour patterns of the interviewee or candidate. Occurrence and reactions to situations that are repeated in the applicant's experience suggest characteristics reaction pattern. Interview enables the interviewer to judge certain qualities like manners, appearance, ability to speak, grasp of things etc., of the candidate.



3.13 Key Terms

Group: Means a collection of individuals who have contact and frequent interaction, mutual influence, common feeling of camaraderie, and who work together to achieve a common set of goals.

Discussion is the process whereby two or more people exchange information or ideas in a face-to-face situation to achieve a goal.

Group discussion: It refers to a communicative situation that allows its participants to express views and opinions and share with other participants.

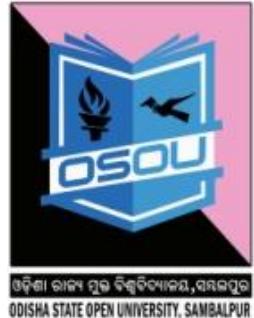
Interview can be explained as an attempt to secure maximum amount of information from the candidate concerning his/her suitability for the job under consideration.

3.14 Self Assessment Questions

1. What is meant by a group discussion? Discuss the characteristics and elements of a Group discussion.
2. Discuss the initiation or introduction phase of a Group discussion.

3.15 Further Readings

1. Anand Gangly – Group Discussions for Admissions & Jobs (Pustak Mahal)
2. Nitin Sharma – Group Discussion (Unicorn Books)
3. Sen, Leena. Communication Skills. New Delhi: Prentice-Hall of India Limited. 2004
4. Subramanian, Sharmila. Essentials of Communicative English. Delhi: Vrinda Publications. 2013



3.16 Video links for references

- How to Introduce Yourself? : Interview Tips in Hindi
<https://www.youtube.com/watch?v=WjSprr9ISU>
- Interview Question: Tell Me Something About Yourself?
https://www.youtube.com/watch?v=r_w9gRRbC6s
- Job Interview by Sandeep Maheshwari in Hindi
<https://www.youtube.com/watch?v=ihBLwmHN514>
- 08 common Interview question and answers - Job Interview Skills
<https://www.youtube.com/watch?v=1mHjMNZZvFo>
- How to Make a Good First Impression at an Interview
<https://www.youtube.com/watch?v=F1zqhQsTos4>
- Do's and Don'ts in a GD - Group Discussion tips from Freshersworld.com
<https://www.youtube.com/watch?v=OgzIoTLFqOY>
- How to Crack Group Discussion (English) - Shalu Pal
<https://www.youtube.com/watch?v=9W1sdUMmdQs>
- How to Crack Group Discussion (Hindi) - Shalu Pal
<https://www.youtube.com/watch?v=04QYCsaOdLM>

3.17 Model Questions

1. Explain the phases involved in a Group discussion process
2. Define interview. What are the various objectives or purposes for which interview is conducted?

PRESENTATION SKILLS**Learning Objectives**

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

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

Structure

- 4.1 Introduction
- 4.2 Definitions
- 4.3 Importance of Presentation
- 4.4 Essentials for making a Presentation Work
- 4.5 Use of power point slides for making a presentation
- 4.6 Let's Sum-up
- 4.7 Key Terms
- 4.8 Self-Assessment Questions
- 4.9 Further Readings
- 4.10 Video links for references
- 4.11 Model Questions

4.1 Introduction

Management is the art of getting things done. A Presentation is a fast and potentially effective method of getting the message through to people. In managing any project, presentations are used as a formal method for bringing people together to plan, monitor and review its progress. Effective presentations and public speaking skills

are important in business, sales and selling, training, teaching, lecturing, and generally feeling comfortable speaking to a group of people.

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

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



4.2 Definition

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



Source : Google

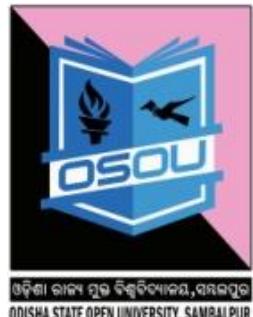
The web dictionary defines presentation as a speech or talk in which a new product, idea, or piece of work is shown and explained to an audience.

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

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

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

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



A formal presentation is divided into two broad categories:

Presentation Skills and

Personal Presentation.

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

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



Source : Google

4.3. Importance of Presentation

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

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

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

professional development and success, while you are enabled to gain good reputation in the organization



2. Presentations are Important for Business Success

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

3. Presentations are Important for Stress Reduction

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

4. Presentation Skills are Important for Time Management

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

5. Presentation Skills are Important for Leadership

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

6. Presentation skills are Important for Public Image & Opinion

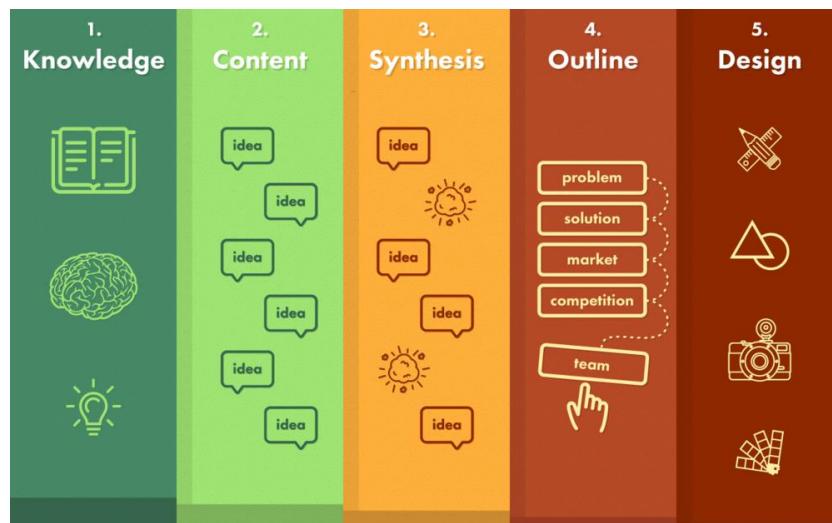
It might seem unfair, but people will often judge a presenter, who represents an organization, an institution. Family and the product/ service on how the presenter or

executive deliver a presentation. People tend to remember the extremes - really bad or really good. Remember that perception is relative to how everyone else presents. Better presentations don't guarantee success but they give a stronger chance of success. Almost everything a presenter wants to accomplish is a battle. Therefore, we need to improve the presentation skills for ourselves and for our team.



4.4 Essentials for making a Presentation Work

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



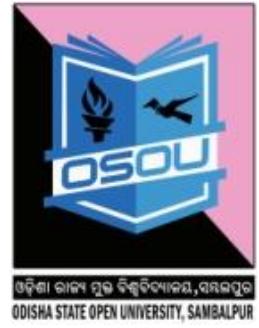
Source : Google

A. The Plan

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

With so much potentially at stake, the presenter must concentrate not only upon the facts being presented but upon the style, pace, tone and ultimately tactics which

should be used. As a rule of thumb for an average presentation, no less than 1 hour should be spent in preparation for 5 minutes of talking.



Formulate your Objectives

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

Identify the Audience

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

Structure

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

- **Sequential Argument**

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

- **Hierarchical Decomposition**

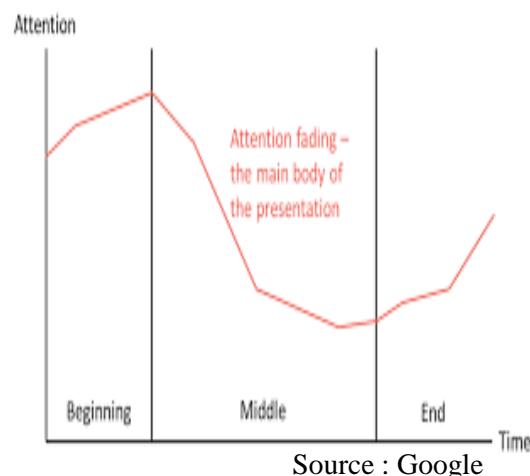
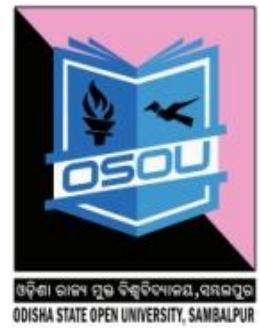
In hierarchical decomposition the main topic is broken down into sub-topics and each sub-topic into smaller topics until eventually everything is broken down into

very small basic units. These basics units are explained and illustrated to the audience for better understanding.

- **Question or Audience Orientated**

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

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



Source : Google

- **The Meaty Sandwich**

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

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

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

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

- Will you use visual aids?
- Will you use examples, samples, or stories? F

- Will you present in a formal or informal setting?
- How much time will you devote to the introduction, the main body, and the conclusion?
- Will you have a question-and-answer session following the presentation?
- Will the audience be able to interact with you during the presentation (questions, discussion, exercises, and so on)?
- What will the audience gain from, learn from, or do with the material presented?



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

B. The Beginning

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

Establish a theme

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

Present a structure

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

Create a rapport

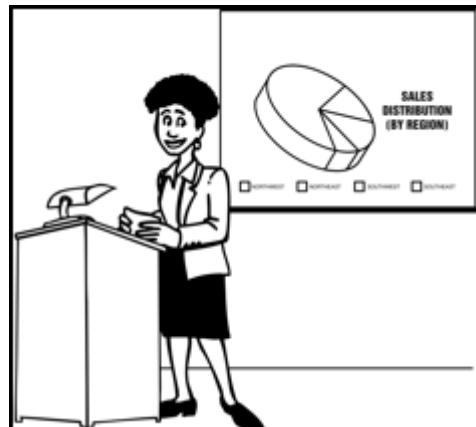
Presenter should plan exactly how he/ she wishes to appear before the audience and use the beginning to establish that relationship.

Administration

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

C. The Ending

The final impression presenter makes on the audience is the one they will remember. Thus it is worth planning the last few sentences with extreme care. As with the beginning, it is necessary first to get their attention, which will have wandered. This requires a change of pace, a new visual aid or perhaps the introduction of one final culminating idea.



Source : Google



D. Visual Aids

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

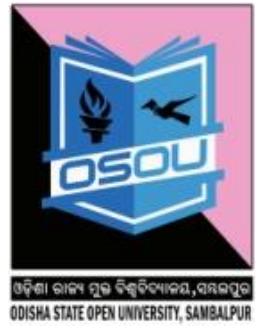
E. The Delivery

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

The Eyes

The eyes are said to be the key to the soul and are therefore the first and most effective weapon in convincing the audience of the honesty, openness and confidence in the objectives of presentation. During presentations, it is important to hold the gaze fixed in specific directions for five or six seconds at a time. Shortly

after each change in position, a slight smile will convince each person in that direction that the presenter has seen and acknowledged them.



The Voice

After the eyes comes the voice, and the two most important aspects of the voice for the public speaker are projection and variation. It is important to realise from the onset that proper voice modulation, intonation and pitch can help make the presentation effective.

Expression

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

Appearance

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

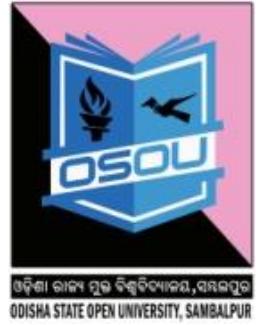
Stance

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

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

Following points should help using right techniques of Speech-

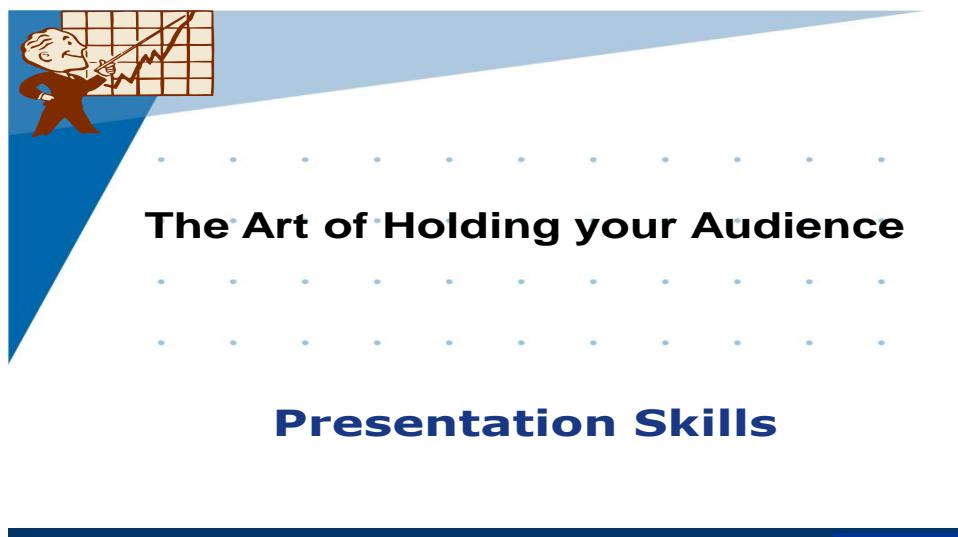
1. Make an impression
2. Repeat key points
3. Draw to explain, if need be
4. Use humour, if need be
5. Plain speech is also welcome
6. Make it short and sweet i.e. manage time
7. Write the script for narration
8. Practice, practice and practice
9. Rehearse
10. Relax during the presentation
11. Conclude with main points of the presentation



4.5. Use of power point slides for making a presentation

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

1. OPENING SLIDE



2. ELEMENTS OF PRESENTATION



Three Elements of a Great Presentation

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



3. DELIVERY TIPS



Delivery Tips

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

4. THE MOM PRINCIPLE-

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

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

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



Time Management



- **What you **MUST** present**
- **What you **Ought to** present**
- **What you **may** present**



5. THE DELIVERY FRAMEWORK



Delivery Framework

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

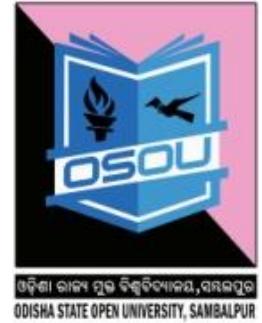


6. EFFECTIVE POWER POINT PRESENTATION



Effective Power Point Presentation

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



6. MAKE IT BIG



Effective Power Point Presentation

Make it Big!

This is Arial 12

This is Arial 18

This is Arial 24

This is Arial 32

This is Arial 36

This is Arial 44

7. KEEP IT SIMPLE



Effective Power Point Presentation

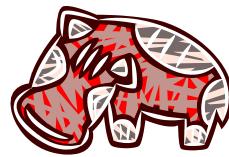


ଓଡିଶା ଜ୍ଞାନ ସୂଚ ବିଶ୍ୱବିଦ୍ୟାଳୟ, ସମ୍ବଲପୁର
ODISHA STATE OPEN UNIVERSITY, SAMBALPUR

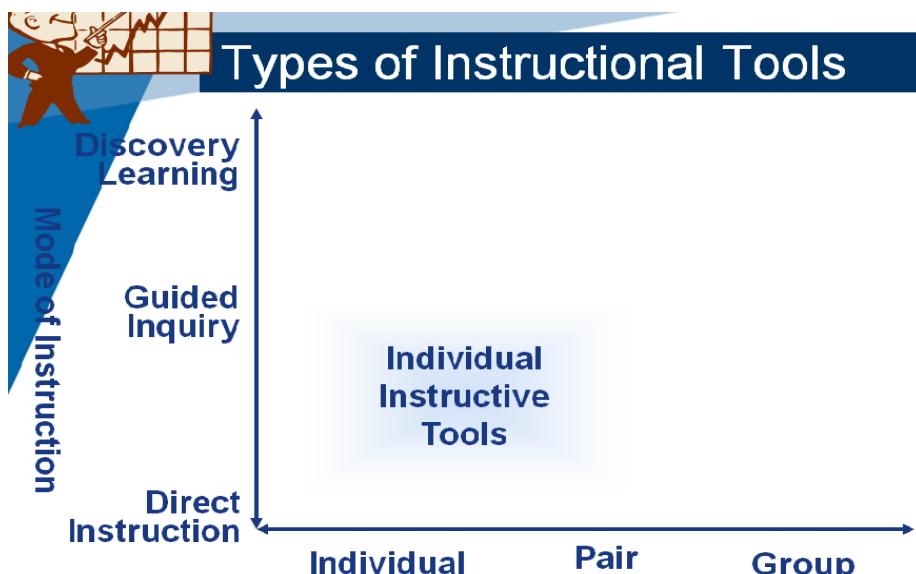
Keep it Simple!



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



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





Types of Instructional Tools



ଓଡିଶା ରାଜ୍ୟ ମୁଦ୍ରଣ ବିଭାଗୀୟକାରୀ, ସମ୍ବଲପୁର
ODISHA STATE OPEN UNIVERSITY, SAMBALPUR

9. MAKE IT CLEAR



Make It Clear (Fonts)

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



Make It Clear (Numbers)

Use numbers for lists **with sequence**

For example:

How to put an elephant into a fridge?

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

10. ENDING



Source : Google

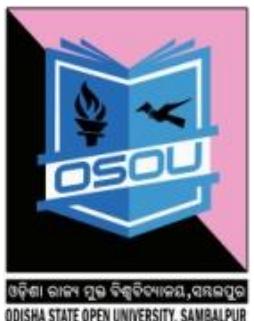
These illustrations can help preparing good presentation slides for an effective presentation.

a. Presentation tips for an Effective Presentation

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

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

- **Say hello and smile when you greet the audience:** your audience will probably look at you and smile back: an instinctive reaction.



Source : Google

- **Transform nervous energy into enthusiasm:** make sure that you are enthusiastic and energetic before a presentation as an enthusiastic speech will win over an eloquent one, if required listen some energetic music to drive yourself.



- **Use positive visualization: instead** of thinking "i'm going to be terrible out there" and visualizing yourself throwing up mid-presentation, imagine yourself getting tons of laughs while presenting with the enthusiasm, positive thoughts can be incredibly effective

- Keep within the **allotted time** for your talk: take along a wristwatch to help you keep track of time

- **Don't read, make an eye contact with the audience:** look at everyone in the audience from time to time, not just at your notes or at the power point slides. Don't read out your talk, as this sounds boring and stilted, but **refer to brief notes** jotted down on small (postcard sized) pieces of card

- **Work on your pauses:** don't be afraid to slow down and use pauses in your speech. Pausing can be used to emphasize certain points and to help your talk feel more conversational. If you feel yourself losing control of your pacing, just take a nice pause

- **Don't load the information:** presentations should be full of useful, insightful, and actionable information, knowing what to include, and what to leave out, is crucial to the success of a good presentation. If it feels too off-topic, or is only marginally relevant to your main points, leave it out.

- **Be entertaining and actively engage the audience:** including some jokes and light-hearted slides is a great way to help the audience feel more comfortable. Asking the audience what they think, inviting questions, and other means of welcoming audience participation can boost engagement and make attendees feel like a part of a conversation.



Source : Google

- **Drink Water: Dry** mouth is a common result of anxiety. Prevent cottonmouth blues by staying hydrated and drinking plenty of water before your talk. Keep a bottle of water at arm's reach while presenting in case you get dry mouth while chatting up a storm.

- **Don't Fight the Fear:** Accept your fear rather than trying to fight it. Getting yourself worked up by wondering if people will notice your nervousness will only intensify your anxiety.
- **Structure your presentation** with an introduction, body and conclusion. In an introduction brief about the aims and objectives, cover the story in the middle and summarize the presentation in the end
- **Admit You Don't Have All the Answers:** we all know that nobody can ever know everything about a given topic, admitting so in a presentation can actually improve your credibility.



4.6 Let's Sum-up

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

Most important aspects of making a presentation includes-

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

4.7. Key Terms

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

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

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

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

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



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

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

4.8 Self-Assessment Questions

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

4.9 Further Readings

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

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

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

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

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

4.10 Video links for references

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

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

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

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

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

Creating a Presentation - PowerPoint 2010
<https://www.youtube.com/watch?v=3ZUwFwo0MrY>

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

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

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

4.11. Model Questions

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





UNIT- V

EMOTIONAL INTELLIGENCE SKILLS

Learning objectives:

- Understand emotional intelligence and its importance in personal and professional success
- Recognize the components of EQ that you need to incorporate to enhance EQ level
- Employ your emotions for better decision making
- Show care and build trust by showing empathy
- Learn to motivate others

Structure:

5.1 Introduction

5.2 Importance of Emotional Intelligence

5.3 Components of Emotional Intelligence:

 5.3.1 Self-Awareness

 5.3.2 Self-Regulation

 5.3.3 Motivation:

 5.3.4 Empathy

 5.3.5 Social Skills

5.4 Advantages of High Emotional Intelligence

5.5 Lets Sum Up

5.6 Glossary

5.7 Evaluate Your Progress

5.8 Videos for References



Source : Google

5.1 INTRODUCTION

Our education has always emphasized on academic results, but this is not the only way to get success in life. Students though performing very well in schools are not able to handle peer pressure in colleges or workplace, why? Emotions do affect how and what we learn. Being more aware of our emotions and reaction to it will help us manage the stress. Once we learn to understand our emotions we will be able to communicate better.

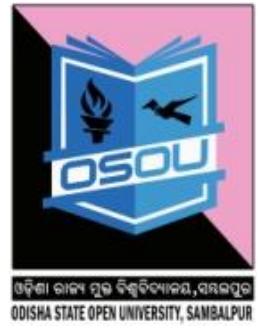
Emotional Intelligence (EI or sometimes EQ – Emotional Quotient) is a more modern concept and was only fully developed in the mid-1990s, by Daniel Goleman.

Definition

Emotional intelligence (EI) is the area of cognitive ability that facilitates interpersonal behaviour.

The term emotional intelligence was popularized in 1995 by psychologist and behavioural science journalist Dr. Daniel Goleman “in first book, Emotional Intelligence”. Dr. Goleman described emotional intelligence as a person's ability to

manage his feelings so that those feelings are expressed appropriately and effectively.



According to Goleman, emotional intelligence is the largest single predictor of success in the workplace.

Emotional Intelligence is the measure of an individual's abilities to recognize and manage their emotions, and the emotions of other people, both individually and in groups.

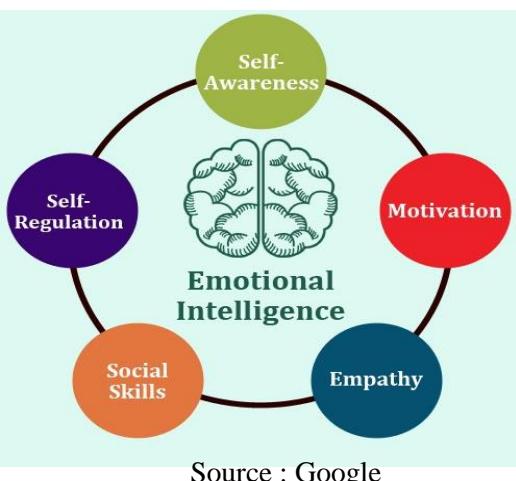
5.2 IMPORTANCE OF EMOTIONAL INTELLIGENCE

Importance of EI Emotional Intelligence has been proven to

- Increase productivity in workplace
- Helps to reduce stress
- Moderate the impact of conflict related situation
- Promote relationships and understandings
- Foster stability and continuity
- Heighten self of awareness

It is easy for the people with higher EQ to maintain interpersonal relationships and fit in to group situations.

People with higher emotional intelligence can manage stress effectively and are less likely to suffer from depression as they are better at understanding their own psychological state.



5.3 COMPONENTS OF EMOTIONAL INTELLIGENCE:

Daniel Goleman has briefly outlined about five main components of emotional intelligence. The main identifying characteristics Emotional Intelligence component are:

1. **Self-Awareness**
2. **Self-regulation**
3. **Motivation**
4. **Empathy**
5. **Social skill**

Personal Skills or Competences	Social Skills or Competences
Techniques to manage ourselves	Techniques to manage others
<input type="checkbox"/> Self-awareness <ul style="list-style-type: none"> • Emotional awareness • Accurate self-assessment • Self-confidence 	<input type="checkbox"/> Empathy <ul style="list-style-type: none"> • Understanding others • Developing others • Service orientation • Leveraging diversity • Political awareness
<input type="checkbox"/> Self-regulation <ul style="list-style-type: none"> • Self-control • Trustworthiness • Conscientiousness • Adaptability • Innovation 	<input type="checkbox"/> Social Skills <ul style="list-style-type: none"> • Influence • Communication • Conflict management • Leadership • Change catalyst • Building bonds • Collaboration and cooperation • Team capabilities
<input type="checkbox"/> Motivation <ul style="list-style-type: none"> • Achievement drive • Commitment • Initiative • Optimism 	

5.3.1 SELF-AWARENESS:

Self-awareness is a phenomenon of recognizing and understanding our own moods and motivations and their effect on others. To achieve this state, we must be able to monitor our own emotional state and identify our own emotions. This trait shows:

- Confidence
- Sense of humour (can laugh at self)
- Aware of your impression on others (can read the reactions of others to know how you are perceived)

Self-awareness encompasses:

- Emotional awareness
- Accurate self-assessment
- Self-confidence



Source: Google

For example, anger is usually associated with being a negative emotion. However, it can be a completely reasonable and appropriate emotion in certain circumstances – emotional intelligence allows us to recognize our anger and understand why this emotion has occurred.

Effective self-assessment of feelings and emotions will help to improve our confidence and self-esteem.

5.3.2 Self-regulation

Self-regulation is all about expressing our emotions appropriately. Emotional intelligence requires makes us able to regulate and manage our emotions. This doesn't mean hiding our true feelings and locking our emotions – it simply means waiting for the right time, place, and avenue to express our emotions.

People having skills of self-regulation are more flexible and adapt themselves well with the changing circumstances. They are also good at managing conflict and diffusing tense or difficult situations. Goleman also suggests that those with strong self-regulation skills are high in conscientiousness. They always try to think of ways to influence others and takes the responsibility for their own actions. This trait shows:

- Conscientious and take personal responsibility for our own work/deeds.
- Adaptable (and favourable) to change
- When someone is complaining or is rude to us, we should not respond in the same kind. We should respond in a manner which would not escalate the situation. (At this point, we will also realize that when someone expresses anger at us, they're not always angry on us, they're often just angry and want to take it out on someone.)

Self-regulation includes:

- Self-control
- Trustworthiness
- Conscientiousness
- Adaptability and
- Innovation.

- [Self-Control](#)

Self-control is recognizing and controlling our emotions appropriately rather than masking or hiding our emotions.. This means not making rash decisions or over-reacting to a situation but remaining calm and rational. It means the ability to make a balanced decisions based on what is really important and not just taking decisions how we feel at that time.



Source : Google

- [Trustworthiness and Conscientiousness](#)

Trustworthiness is our ability to maintain our integrity, which means ensuring that what we do is consistent with our personal values. People who are trustworthy act ethically. They build trust through their personal actions, and the way that their

actions are consistent with their organizational values. They are also prepared to confront unethical actions and take a stand when necessary, even if that stand will be unpopular.



Conscientiousness is taking responsibility for our own personal performance, and making sure that it matches up to our ability and our values.

- Adaptability:

The ability to adapt, or adaptability, is a great quality to have, if we are an employee of a company that is going through a lot of changes. We could say that some chameleons, which change colour to blend into their surroundings, have a high level of adaptability similarly we should be ever ready for change and adapt ourselves with the changing environment.

- Innovation:

According to Business Dictionary ,Innovation involves deliberate application of information, imagination and initiative in deriving greater or different values from resources, and includes all processes by which new ideas are generated and converted into useful products. Being open to change means knowing our personal strengths and weaknesses in the context of dynamic situations and using our insight about our own limitations and capabilities to shape our future actions.

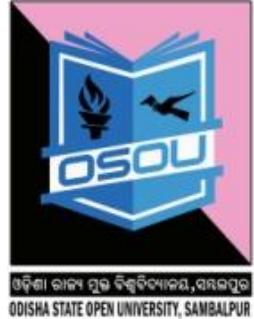
5.3.3 Motivation:

Mr Alison Doyle has described Motivational skills in the workplace can be defined as actions or strategies that will elicit a desired behaviour or response by a stakeholder.



Motivational tactics will vary according to the style of the motivator, their relationship with the target of the motivation, and the personality of the individual to be motivated.

Steps in the Motivational Process



1. Assessing the preferences and personality characteristics of the individual or group to be motivated.
2. Defining motivational strategies appropriate for that target.
3. Conveying expectations for performance to or achieving desired outcomes from the object of the motivation.
4. Communicating benefits, rewards, or sanctions if expectations are (or are not) met.
5. Providing feedback regarding progress or lack of progress towards desired outcomes.
6. Addressing problems or obstacles that are limiting success.
7. Providing rewards for desired outcomes.
8. Issuing warnings prior to enacting sanctions.

Tips for Improving Motivational Skills

There are many specific techniques that can be used to increase motivation, here are some of them:

- Motivating Others - An important skill for managers is to be able to motivate other workers. In order to enhance productivity either of the following ways can be chosen:
 - Rewards - Giving out rewards for good work can be a great way to motivate employees to work harder.
 - Recognition - While money and other financial rewards are nice, some people are motivated by the chance of being recognized for their skills.
- Self-motivation - In addition to motivating others, we can be benefitted by motivating ourselves.
 - Goals - Having goals that are being worked toward can be a great way for a person to motivate themselves to work harder.

- Strength - When a person is able to identify things that make them stronger, it can really help with motivation.



5.3.4 Empathy

Empathy is an important element of Emotional Intelligence, the bond between self and others, as it is how we as individuals understand what others are experiencing being in their position. Empathy is, at its simplest, awareness of the feelings and emotions of other people.



Elements of Empathy

Source : Google

Daniel Goleman identified five key elements of empathy.

1. Understanding Others
2. Developing Others
3. Having a Service Orientation
4. Leveraging Diversity
5. Political Awareness

1. Understanding Others

It means taking an active interest in understanding others concerns and sensing their feeling and perspectives.

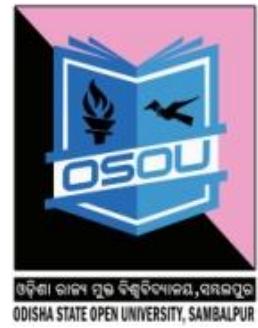
2. Developing Others

Developing others means helping others to their full potential by working and thinking about their needs and concerns. People with skills in this area usually:

- Reward and praise people for their strengths and accomplishments, and provide constructive feedback designed to focus on how to improve.
- Provide mentoring and coaching to help others to develop to their full potential.

- Provide stretching assignments that will help their teams to develop.

3. Having a Service Orientation



Today's world is customer driven, so organizations having a service orientation are more concerned about the customers and put their needs first and look for ways to improve their satisfaction and loyalty. People who have this approach will 'go the extra mile' for customers. They will genuinely understand customers' needs, and go out of their way to help meet them. In this way, they can become a 'trusted advisor' to customers, developing a long-term relationship between customer and organization. This can happen in any industry, and any situation.

Eg: Maruti Suzuki limited: They believe on "No More Satisfied Customers but delighted customers"

4. Leveraging Diversity

In today's competitive world to thrive, we need uniqueness or some feature that is nowhere present and highly accepted in the world. Leveraging diversity means being able to create and develop opportunities through different kinds of people, recognizing and celebrating that we all bring something different to the table.

Leveraging diversity does not mean that it's necessary to treat every person in the same way, depending on the nature we should tailor the way we interact with others to fit with their needs and feelings.

People having this skill respect and relate well to everyone, regardless of their background. As a general rule, they see diversity as an opportunity, understanding that diverse teams work much better than teams that are more homogeneous. Therefore, diverse groups perform much better than homogeneous ones.

They try to create an atmosphere that is respectful towards everyone.

6. Political Awareness

Political awareness can help individuals to navigate organisational relationships effectively, allowing them to achieve where others may previously have failed.

Many people think of ‘political’ skills as manipulative, but in its best sense, ‘political’ means sensing and responding to a group’s emotional undercurrents and power relationships.



➤ Three Types of Empathy

Psychologists have identified three types of empathy:

- **Cognitive empathy** is understanding someone’s thoughts and emotions, in a very rational, rather than emotional sense.
- **Emotional empathy** is also known as emotional contagion, and is ‘catching’ someone else’s feelings, so that you literally feel them too.
- **Compassionate empathy** is understanding someone’s feelings, and taking appropriate action to help.

➤ Using Empathy Effectively

To start using empathy more effectively, consider the following:

1. Try to see things from the other person's point of view and put aside your viewpoint,

This will make us realize that other people most likely aren't being evil, unkind, stubborn, or unreasonable – they're probably just reacting to the situation with the knowledge they have.

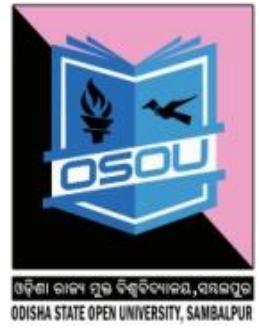
2. Validate the other person's perspective.

We should accept the fact that opinions of people differ and not necessarily they will match with our opinion, and the opinions that they hold may have good reason to hold those opinions. Once you "see" why others believe what they believe, acknowledge it. Remember: acknowledgement does not always equal agreement.

3. Examine your attitude.

To have enough room for empathy we need to have an open mind and attitude. We should have a clear state of mind that whether we are more concerned with getting

our way, winning, or being right? Or, is our priority to find a solution, build relationships, and accept others? Without an open mind and attitude, you probably won't have enough room for empathy.



4. Listen.

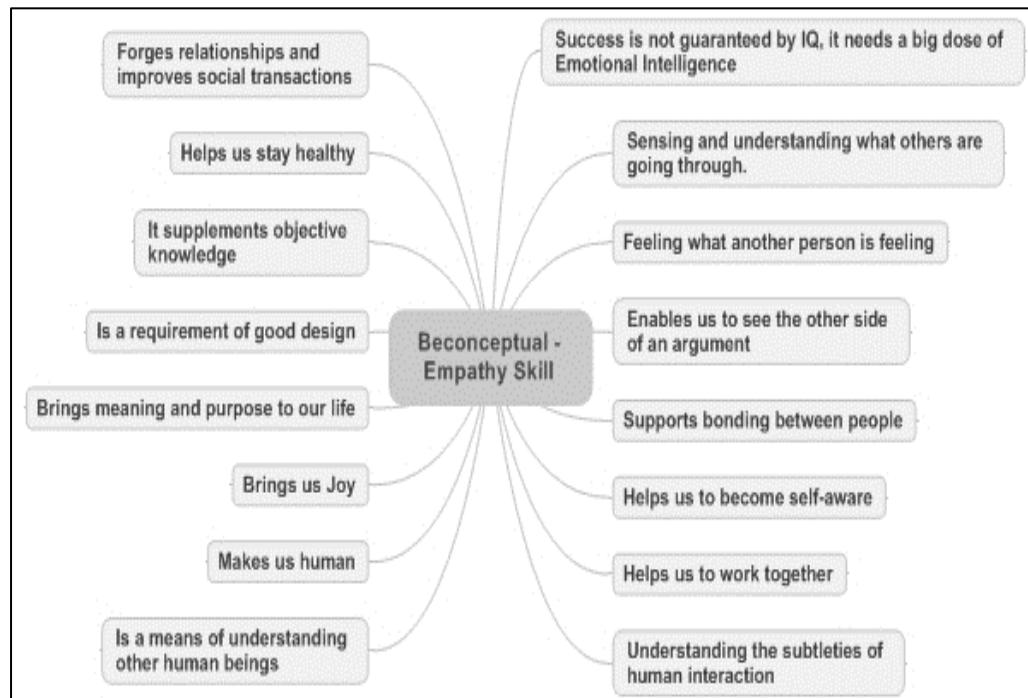
We need to listen the entire message carefully that the other person is trying to communicate

- Listen with your ears – what is being said, and what tone is being used?
- Listen with your eyes – what is the person doing with his or her body while speaking?
- Listen with your instincts – do you sense that the person is not communicating something important?
- Listen with your heart – what do you think the other person feels?

5. Ask what the other person would do.

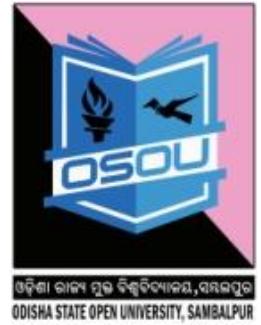
When in doubt, ask the person to explain his or her position. This is probably the simplest, and most direct, way to understand the other person. It's always better to know the front persons need.

Here are some more tips for an empathetic conversation:



Source : Google

- Pay attention, physically and mentally, to what's happening.
- Listen carefully, and note the key words and phrases that people use.
- Respond encouragingly to the central message.
- Be flexible – prepare to change direction as the other person's thoughts and feelings also change.
- Look for cues that you're on target.



5.3.5 Social skills

Being a social animal humans have developed various methods and ways to communicate the messages, thoughts and feelings with others. Social skills are the skills used to communicate and interact with each other, both verbally and non-verbally, through gestures, body language and our personal appearance.

Advantages of social skills

There are distinct advantages of having well developed social skills. They are

1. To establish more and better relationships

It's difficult to advance or achieve goals in life without strong interpersonal relationships. It's important to focus on relationships as it will help us to get a job, get promoted and make new friends. Well-honed social skills can increase our happiness and satisfaction and give us a better outlook on life.

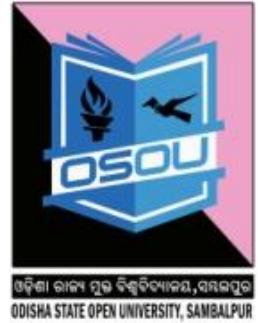
By developing your social skills you will become more **charismatic**, a desirable trait to become popular or noticed by people. People are more interested in charismatic people as charismatic people are (or at least appear to be) more interested in them.

2. Better Communication

It's almost impossible to have great social skills without good communication skills and the ability to convey one's thoughts and ideas may be the single most important skill that anyone can develop in life. To develop one's communication skills the best way is to relate with people and able to work in large groups naturally.

3. Greater Efficiency

With efficient social skills we can fit ourselves in any social situation or gathering.



It becomes easy to attend a meeting at work or a party in our personal life if we know at least some of the people who will be there. Some people avoid social interactions because they do not wish to spend time with individuals who do not have similar interests and viewpoints.

4. Advancing Career Prospects

Organizations need smart people who have the potential to pull the job regardless of circumstances. Most organizations are looking for individuals with a particular, tactical, skill set: the ability to work well in a team and to influence and motivate people to get things done. Most worthwhile jobs have a 'people component' and higher positions in an organization often involve a large amount of time spent interacting with employees, media and colleagues. It is rare that an individual can remain isolated in their office and still excel in their job.

Getting along and understanding people will help to open many personal and career-related doors.

We should build the confidence to start a conversation at a work-related conference and this may lead to a new job offer with a higher salary. A smile and 'hello' in a social situation may lead to a friendship being formed.

5. Increased Overall Happiness

The ability to build healthy relationships with other people can greatly reduce stress and anxiety in our life. Levels of anxiety differ among people, like, if we are socially anxious and desperately want to make friends or are too fearful to do so or are unsure about how to reach out to others. As a result of these anxious feelings, we may even be avoiding social situations. Indeed if we improve our social support it directly links with a better mental health in general, since having good friends can act as a "buffer" for feelings of anxiety and low mood.

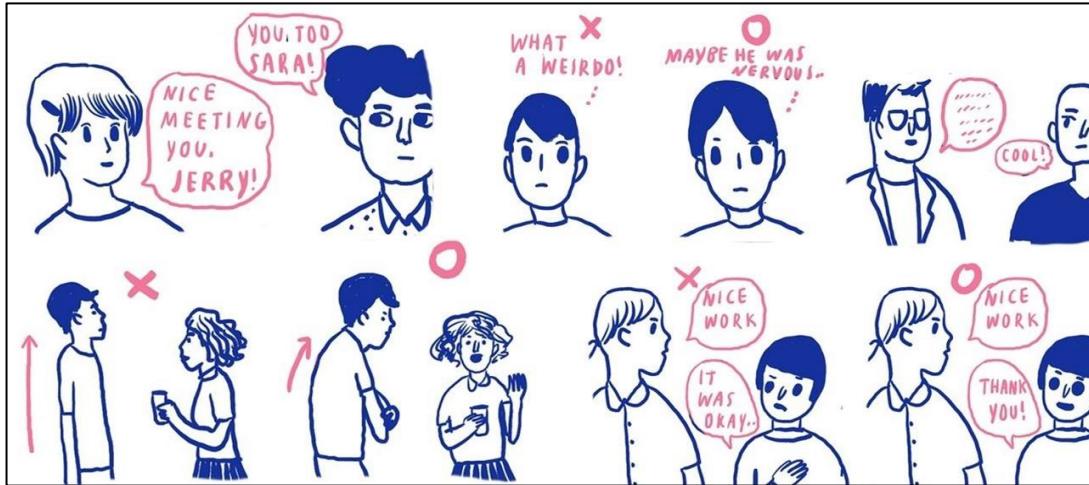
Techniques to improve social skills

- Speak the same volume as the people around you.
- Start with small talk and find ways to keep it going.
- Maintain open body language. Avoid slouching or crossing your arms.
- Practice non-verbal communication at home in front of a mirror.
- Practice in public places where chatting with strangers is acceptable.
- Build up your confidence interacting with others

- Develop strong communication skills that would increase the chance for successful relationships
- Note what went well and what didn't in past conversations.



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Source : Google

5.4 Advantages of High Emotional Intelligence

Robert Cooper and Ayman Sawaf in their book Executive EQ enumerated following advantages of having high EQ:

1. A high IQ can help an individual for getting hired in a reputed organization but with a high EQ a person will get promoted and sustain in an organization.
2. With a high IQ a person can master the daily routine work but with a high EQ he/she can thrive during times of changes and uncertainty.
3. With a high IQ a person can be efficient professional but with a high EQ the same can become a great leader.

5.5 LETS SUM UP

If we keep on practising these Emotional Intelligence skills when we interact with people we are likely to appear much more caring and approachable, as we increase our interest in others thoughts, feelings, and experiences. It's a great gift to be willing and able to see the world from a variety of perspectives – and it's a gift that we can use all of them, in any situation.

Emotional Intelligence (EQ) is the ability to identify, use, understand, and manage emotions in an effective and positive way. A high EQ helps individuals to communicate better, reduce their anxiety and stress, defuse conflicts, improve relationships, empathize with others, and effectively overcome life's challenges.

Our emotional intelligence directly or indirectly affects the quality of our lives because it influences our behaviour and relationships. Developing EQ can possess a great impact on our success apart from our personal situations and intelligence that has influence as well. EQ can profoundly affect our choices by creating options we may not have otherwise imagined or considered to be possibilities.



	Definition	Hallmarks
Self-Awareness	The ability to recognize and understand your moods, emotions, and drives, as well as their effects on others	Self-confidence Realistic self-assessment Self-deprecating sense of humor
Self-Regulation	The ability to control or redirect impulses and moods The propensity to suspend judgment and think before acting	Trustworthiness and integrity Comfort with ambiguity Openness to change
Motivation	A passion to work for reasons that go beyond money or status A propensity to pursue goals with energy and persistence	Strong drive to achieve Optimism, even in the face of failure Organizational commitment
Empathy	The ability to understand the emotional makeup of other people Skill in treating people according to their emotional reactions	Expertise in building and retaining talent Cross-cultural sensitivity Service to clients and customers
Social Skill	Proficiency in managing relationships and building networks An ability to find common ground and build rapport	Effectiveness in leading change Persuasiveness Expertise in building and leading teams

Source: Google

5.6 GLOSSARY:

- **Emotional Maturity:** Emotional maturity refers to your ability to understand, and manage, your emotions. Emotional maturity enables you to create the life you desire. A life filled with happiness and fulfilment. You define success in your own terms, not societies, and you strive to achieve it.
- **Self-Esteem:** self-esteem reflects a person's overall subjective emotional evaluation of his or her own worth. It is a judgment of oneself as well as an attitude toward the self.
- **Conscientiousness:** Conscientiousness implies a desire to do a task well. Conscientious people are efficient and organized as opposed to easy-going and disorderly. They exhibit a tendency to show self-discipline, act dutifully, and aim for achievement
- **Stretching Assignments:** A “stretch assignment” is a project or task given to employees which is beyond their current knowledge or skills level in order to “stretch” employees developmentally. The stretch assignment challenges employees by placing them into uncomfortable situations in order to learn and grow.
- **Undercurrents:** an underlying feeling or influence, especially one that is contrary to the prevailing atmosphere and is not expressed openly.
- **Well-Honed:** Well-honed is a past participle adjective meaning "having a skill or skills that are developed extremely well."
- **Charismatic :** Charisma is the ability to attract, charm, and influence the people around you. Charisma is often said to be a mysterious ineffable quality

5.7 Evaluate your progress

A. Multiple choice questions:

1. Emotional intelligence was first discovered by:

- a) Dr Golemann
- b) Peter Drucker
- c) Robert Cooper
- d) None of the above

2. Emotional intelligence is important because:

- a) Increase workplace productivity
- b) Reduce stress
- c) Moderate conflict
- d) All of the above



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3. Which is not a component of Emotional intelligence

- a) Self-awareness
- b) Self-regulation
- c) Self esteem
- d) Motivation

4. Which type is not included among type of empathy?

- a) Cognitive empathy
- b) Contingent empathy
- c) **Emotional empathy**
- d) Compassionate empathy

5. What are the advantages of social skills?

- a) More and Better Relationships
- b) Better Communication
- c) Increased Overall Happiness
- d) All of the above

B. Check your answers

1:a /2:d / 3:c / 4:b / 5:d

C. Answer in your own words

Q.1 What do you understand by emotional intelligence. Explain its relevance in professional and personal life?

Q.2 What are the various component of Emotional Intelligence? How can we incorporate them for our betterment?

Q.3 What do you understand by empathy? What are the various types of empathy? How can we use empathy skills effectively?

Q.4 What are social skills ? Explain the various techniques to improve social skills ?

Q.5 What is the need to motivate others ? What is the process of motivation and how can we improve our motivational skills.

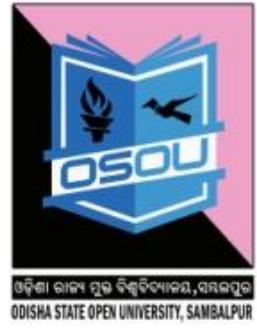


5.7 References and Further Readings

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- Emotional Intelligence - Managing Emotions With BK Shivani - Awakening With Brahma Kumaris <https://www.youtube.com/watch?v=3GZnf6PHyw0>
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UNIT-VI

TIME MANAGEMENT SKILLS

Learning objectives

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

Structure

- 6.1 Introduction:
- 6.2 Importance of Time Management
- 6.3 Key Factors of Time Management
- 6.4 Effective Time Management
- 6.5 Techniques to Practice To Master Your Own Time
- 6.6 Lets sum up
- 6.7 Glossary
- 6.8 Evaluate Your Progress
- 6.9 References
- 6.10 Videos for references

6.1 INTRODUCTION:

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

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

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

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



Source : Google

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

6.2 Importance of time management

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

The importance of Time Management:

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



Source : Google

➤ Successful time management leads to :

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



➤ Failure in managing time results in:

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

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

6.3 Key factors of time management

1. PROCRASTINATION:

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

FACTORS THAT AFFECT HOW WE USE OUR TIME?

- What our values are?
- What our goals are?
- What our priorities are?
- What our actions are?
- how we use our time?



Source : Google

➤ Reasons for procrastinate:

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

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



A case study :

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

How to beat procrastination

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

- Make a random listing of everything you would like to accomplish during the day.
- Then prioritize the list by marking urgent works on the top
- Do not schedule secondary items, just plan to do them as time permits.
- You need flexibility to handle the unexpected events of the day.
- The danger of the To Do list is that it tends to be based upon urgency. So always take a moment when preparing your list to see if the things you plan to do are going to make a direct contribution to the purpose and goals of your job and yourself.
- Most people don't manage to get to the bottom of their list by the end of the day. Don't worry. If you've worked according to your priorities, then you will have done the important things for that day. . Brainstorm your goals, rewrite them in order of importance then schedule time to begin working on them.

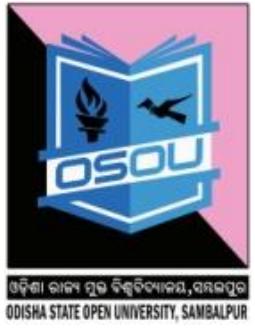


Source : Google

- You can produce a list for your daily, weekly, monthly, or annual goals. The same principles apply to each
- Spend the last few minutes of each day preparing your list for the next day. This is one of the most effective time management practices.
- Last thing, you usually write a more demanding and complete list.
- If you have some stuff to do that won't take very long just do it now. It can be very psychologically rewarding to achieve a lot of things in a relatively short space of time.



Source : Google



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

2. Managing Your Desk

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

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

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

- Take action straight away. Depending on your priorities for the day you may be able to deal with this at once.
- Take action later today. Park the paper in the in-tray and schedule some time to complete the task.
- Take action at a later date. Set up a diary dating file. File it. Have a separate in tray for items to be filed. This is not urgent and can be done when you have a bit of spare time. Try to do this once a week or delegate it if possible.

Everyone's system will be different depending on the job they do. To manage the flow of paper, as you do with the flow of electronic information: 1. Do it now OR 2. Delegate it OR 3. File it for future action and schedule the time when you will deal with it OR 4. Get rid of it (shred, delete) unless you need to keep a paper copy For paperwork that has been sent for your information such as trade magazines, mailshots etc, create a dump drawer and go through this when and if you have the time



3. Saying ‘Yes’ to everything

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

3. Using the telephone

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

- Use voicemail during busy times when you don't wish to be disturbed. On voicemail, give your email address as a potential method of alternative contact.
- Switch off your mobile during meetings unless you are waiting for an urgent call.
- Let people know when you are most likely to be available. Be polite, but firm with unsolicited sales calls. If you are busy, say so and arrange an alternative time.
- When you are making outgoing calls try to set aside a block of time when they can all be done at once. This is a much more efficient way of making calls than doing them individually as it will focus your mind and so save time. Set yourself objectives for each call and try to minimize the amount of time spent on each call. Have any relevant documents to hand and some means of taking notes during the call itself.
- It can be difficult when dealing with people who want to chat. They can be major time wasters. Without being rude, at some point you need to make it clear why you are calling and get down to work. Wait till they have finished a sentence then say something like:

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



4. Indecisiveness

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

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

There are three basic types of decision-making:

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

We need to ask ourselves:

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

The standard model for decision-making is:

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

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



6.4 EFFECTIVE TIME MANAGEMENT

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

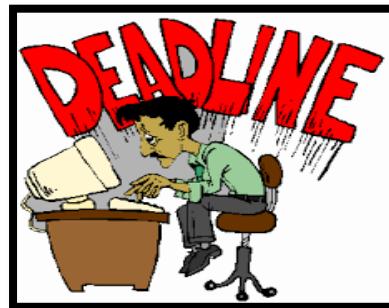
- **Assess your current working practice:**

Source : Google

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

- **Know your own system?**

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



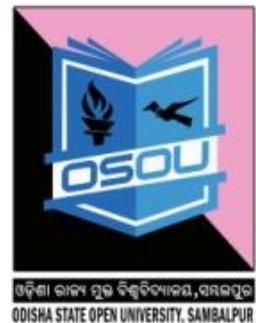
For eg:

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

- **Objectives Setting:**

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

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



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

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

- **Prioritization:**

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

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

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

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

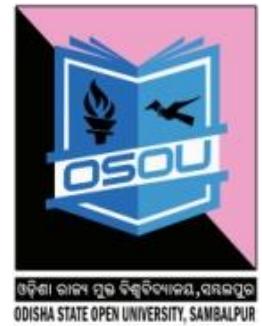
- A daily plan
- A weekly plan
- Commitments that occur regularly (weekly or monthly or annually)
- A plan for the coming month (perhaps linked to a planning chart).

- **Managing Interruptions :**

Dealing with the uncontrollable or interruptions should be acted smartly

Things occur that cannot be predicted, and a proportion of the available time is always going to go in this way. For example, a manager on the sales or marketing

side of a commercial company may have enquiries and queries coming from customers that are very important and must be dealt with promptly



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

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

- **Thinking ahead**

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

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

Source : Google

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

- **Spend time to save time**

Source : Google



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

- **Be prepared to say ‘no’**

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



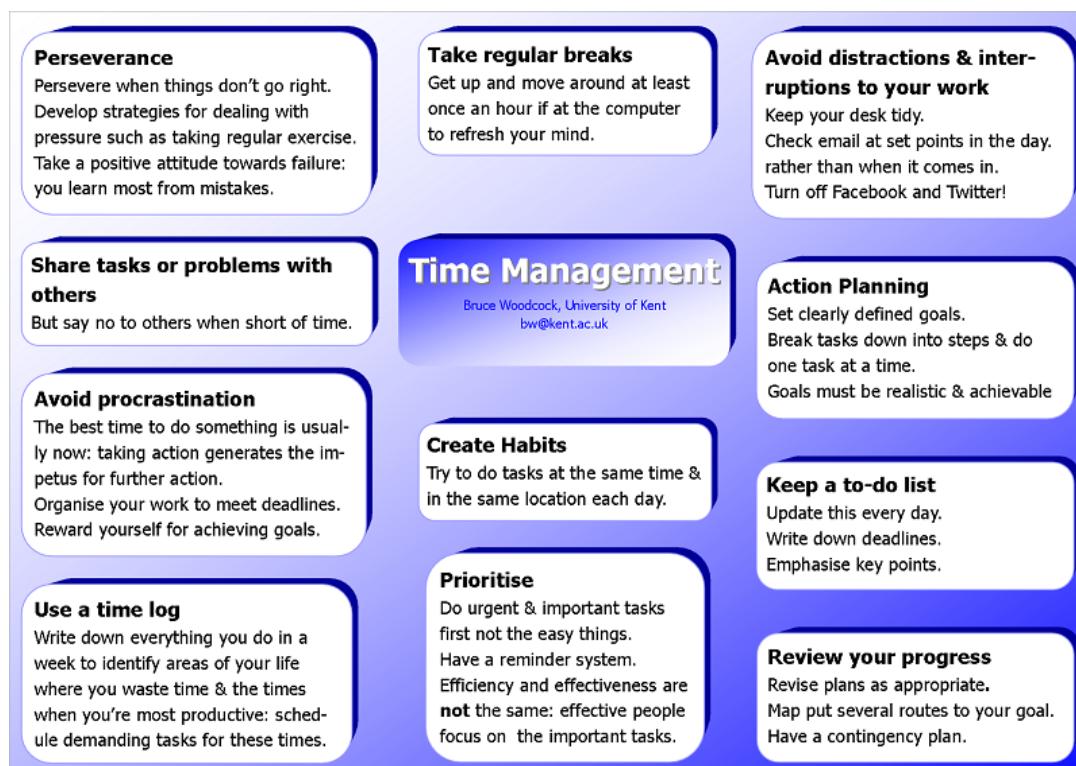
- **Work smarter not longer**

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

- **Reward yourself**

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

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



Source : Google

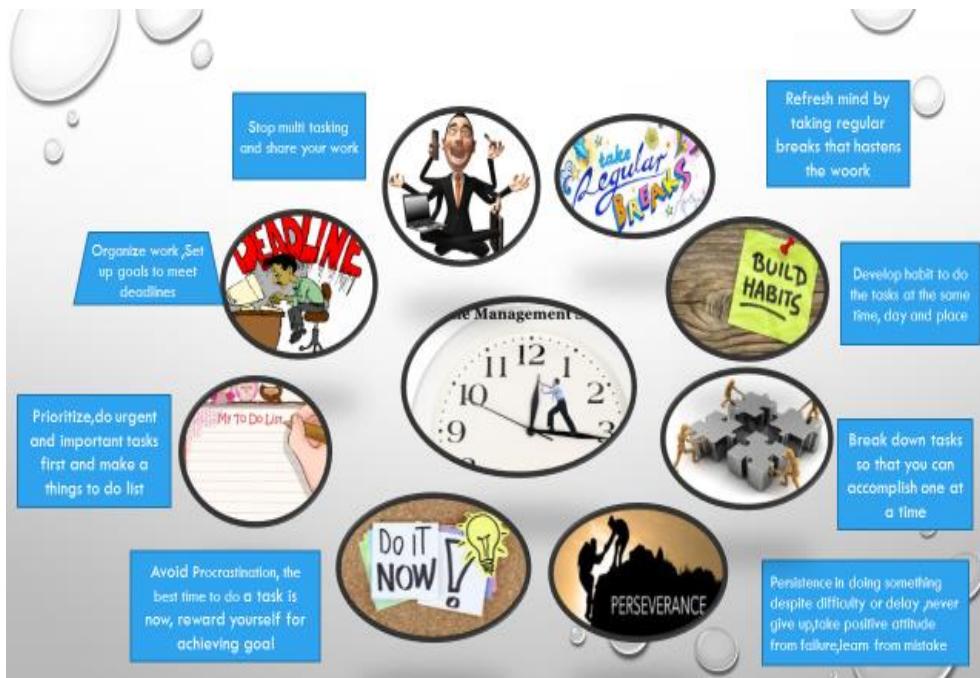
6.5 Techniques to practice to master your own time



As explained by MSME'S the techniques are:

1. Carry a schedule and record all your thoughts, conversations and activities for a week. This will help you understand how much you can get done during the course of a day and where your precious moments are going. You'll see how much time is actually spent producing results and how much time is wasted on unproductive thoughts, conversations and actions.
2. Any activity or conversation that's important to your success should have a time assigned to it. To-do lists get longer and longer to the point where they're unworkable. Appointment books work. Schedule appointments with yourself and create time blocks for high-priority thoughts, conversations, and actions. Schedule when they will begin and end. Have the discipline to keep these appointments.
3. Plan to spend at least 50 percent of your time engaged in the thoughts, activities and conversations that produce most of your results.
4. Schedule time for interruptions. Plan time to be pulled away from what you're doing. Take, for instance, the concept of having "office hours." Isn't "office hours" another way of saying "planned interruptions?"
5. Take the first 30 minutes of every day to plan your day. Don't start your day until you complete your time plan. The most important time of your day is the time you schedule to schedule time.
6. Take five minutes before every call and task to decide what result you want to attain. This will help you know what success looks like before you start. And it will also slow time down. Take five minutes after each call and activity to determine whether your desired result was achieved. If not, what was missing? How do you put what's missing in your next call or activity?
7. Put up a "Do not disturb" sign when you absolutely have to get work done.
8. Practice not answering the phone just because it's ringing and e-mails just because they show up. Disconnect instant messaging. Don't instantly give people your attention unless it's absolutely crucial in your business to offer an immediate human response. Instead, schedule a time to answer email and return phone calls.
9. Block out other distractions like Facebook and other forms of social media unless you use these tools to generate business.

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



Source : Google

6.6 Let's sum up

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

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

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

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

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

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

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

Finally quick summary of tips to manage your time:

- Procrastination only causes you stress.
- Use lists to prioritize your time and reduce procrastination.
- Manage your physical files as well as your electronic files.
- Try to have a clear desk.
- Draw a map of where everything should go based on the flow of paper and information into your office.
- Manage the flow of paper in one of the following ways, either:
Do it now OR Delegate it OR File it for future action and schedule the time when you will deal with it OR Get rid of it (shred, delete)
- Manage your incoming and outgoing telephone calls.
- If you are a manager use different styles of decision making to make better use of your time and your team's time.

6.7 Glossary

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

6.8 Evaluate Your Progress



A.Multiple Choice

1. A meeting should have a clear _____ to clarify why the meeting is taking place.
 - a) Purpose
 - b) Lunch menu
 - c) Agenda
 - d) Assessment

2. Which of these is not a common time management problem area?
 - a) Procrastination
 - b) Over planning
 - c) Being too Self Sufficient
 - d) Too many meetings

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

4. Proper time management can have all of the following benefits except which choice?
 - a) It can save your company money that is otherwise lost in low productivity
 - b) It wastes managers time creating lists
 - c) It can increase productivity through greater focus from each individual
 - d) It can help to reduce stress in the workplace

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

Answer in your own words

1. What do you understand by time management? Explain its importance
2. What are the key factors affecting time management?
3. How can we improve our time management skills?

- 4.
5. Explain the various techniques to manage your own time?

6.9 References and further readings:

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



6.10 Videos for references

- Practical tips for Time Management - Life Skills 17 - BK Shivani and Dr Girish Patel (Hindi) <https://www.youtube.com/watch?v=vLSfbOHCoVY>
- Time Management Skills At Work - <https://www.youtube.com/watch?v=IdCnZMkOArY>
- Smart Work & Time Management - By Sandeep Maheshwari I Hindi <https://www.youtube.com/watch?v=HeAcRFIrKFY>
- SMART WORK & TIME MANAGEMENT IN HINDI - EAT THAT FROG SUMMARY <https://www.youtube.com/watch?v=QhGvLnV5QSY>
- Improve Time Management Skills | Increase Productivity <https://www.youtube.com/watch?v=oXEanzlcoPg>

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Unit –VII

Curriculum Vitae/Resume Writing



Learning Objectives

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

- Explain the meaning and concept of Curriculum Vitae/Resume.
- Describe the objective and importance of Curriculum Vitae/Resume.
- Understand the difference between Curriculum Vitae and Resume.
- Explain how to write a CV/Resume.
- Know the Dos and Don'ts in CV/Resume Writing
- Understand how to Write a Cover Letter.

Structure

- 7.1 Introduction
- 7.2 Concept and Definition
- 1.3 Objective/ Purpose of CV/Resume Writing
- 1.4 Importance of CV/Resume Writing
- 1.5 Difference between a CV and a Resume
- 1.6 Tips for CV/Resume Writing
- 1.7 How to write a CV/Resume?
- 1.8 Dos and Don'ts in CV/Resume Writing
- 1.9 How to write a Cover Letter
- 1.10 Examples
- 1.11 Let's Sum-up
- 1.11 Key Terms
- 1.12 Self-Assessment Questions
- 1.13 Further Readings
- 1.14 Video References
- 1.15 Model Questions

1.1 Introduction

A resume or curriculum vitae (CV) is a summary of your education, employment experience, skills and relevant aspects of your extra-curricular life. It's also a marketing document to promote your suitability to a recruiter or prospective employer.

Your application may be your first contact with that person, so it's important to make a good first impression by presenting your qualifications, skills and achievements positively, enthusiastically and truthfully.

To market your skills effectively it's very important to tailor your resume to each job vacancy.

It's important to consider both format and content. In doing so, don't underestimate the time it takes to put together a good resume.

Resume describes one's education, employment experience and other personal data. A successful resume inspires a prospective employer to employ the resume holder. An ideal resume should possess the following features or qualities:

- **Honesty:** An effective resume should always include accurate information. It should be free from exaggeration and false information.
- **Cleanliness:** Employer gets a primary impression about the job applicant from the appearance of the resume. It indicates the carefulness and eagerness of the application towards the job. Therefore, the resume should be neat, clean and attractive. Its attractiveness depends on clear typing or writing, layout of the writing, quality of papers, necessary margin etc.
- **Full disclosure:** An accurate and effective resume gives detailed information about the applicant. The related information includes identifying information, career or job objective, educational background, work experience, references etc. without full disclosure of these facts, employer cannot evaluate a resume.
- **Brevity:** Resume should be concise in nature. Inclusion of unnecessary information or repetition of information may irritate the employer.
- **Appropriate format:** Resume can be drafted in three different formats such as, chronological format, functional format, and combination of chronological and functional format. Selection of format depends on nature of information to be included in the resume; selection of an



appropriate format for particular information will obviously enhance its acceptability and appeal.

- **Updated information:** A good resume always conations updated information. **Resume** is the only information sheet that an employer has in determining whether to call the application in the interview. Therefore, the resume should be updated including new skills, experiences and abilities.



1.2 Concept and Definition

A **resume** is a summary of one's identification, qualification and intended career path. It is a formal arrangement of one's personal inventory. In other words, resume can be defined as a written statement that includes a person's personal data, education and employment background etc. it is also known as 'curriculum vitae', 'qualifications document', or 'qualification brief'. It acts as an advertisement of a person's qualifications and stimulates the potential employers to call the person to the **interview**.

Murphy and Hildebrandt defined, "Curriculum Vitiate is a document labeling one's qualifications and career path."

In the opinion of **Bovee, Thill and Schanznan**, "A resume is a structured, written summary of a person's educations, employment background and job qualification."

According to **Kitty O. Locker**, "A resume is a persuasive summary of one's qualifications for employment."

1.3 Objective/ Purpose of CV/Resume Writing

The purpose of a resume is to provide a summary of your skills, abilities and accomplishments. It is a quick advertisement of who you are. It is a "snapshot" of you with the intent of capturing and emphasizing interests and secures you an interview. It is not an autobiography. Since your resume is a primary tool in your job search, it needs to be carefully written and critiqued.

The purpose of a resume is to "sell" your professional expertise to the hiring manger. The summary statement, professional profile, or career objective is the first "advertisement" of your skills and expertise that a hiring manger will see. Each one has a slightly different intent and feel. In the past, most job seekers included a career objective on their resumes to tell hiring managers what type of position they were looking for. A more recent trend is to include a summary statement or a professional profile in place of the objective.

1.4 Importance of CV/Resume Writing

The importance of a well written Professional Resume cannot be stressed upon enough. A Resume is a medium for advertising yourself, it's the first means in which you use to present yourself as a job applicant and try to claim that you are the best choice candidate to a prospective employer.

Remember though that a Professional Resume is always an evolving document, which improves over the period of time, during your career, so keep modifying and improving on it after its first draft and keep its different versions with you as you move forward in your chosen career.

Did you know that on average an employer or Recruiter takes only around 10-15 seconds to screen your Resume and Job Application Cover Letter before considering an applicant to either be shortlisted for a pre-screen telephone interview or not. Sometimes it can be even less than this. Hiring and engaging with a Resume Writing expert who really understands the importance of a Resume and addressing the key selection criteria of a role and a company culture. You spend the most hours of each week working full-time sharing your ideas and plans with a group of people at work, so why would it not be important to invest in your job application to that perfect role?

1.5 Difference between CV and Resume

Although both the nomenclatures (CV and Resume) are used interchangeably, some experts in the field prefer to make some points of difference between the two as mentioned below:

	Curriculum Vitae	Resume
Audience	Academics in your field of study	Employers hiring you for a specific position
Length	Highly flexible	1–2 pages
Focus	Represents your academic achievements and your scholarly potential	Represents skills, job-related experience, accomplishments, and volunteer efforts
Essentials	List of publications, presentations, teaching experience, education, honours, and grants	Skills and experiences related to the job you're seeking
Extraneous	Complete list of publications, presentations, and titles of classes pursued	Activities unrelated to academic pursuits

	Curriculum Vitae	Resume
List of references	you've taught	Include Don't include
Goal	Present a full history of your academic credentials, including teaching, researching, awards, and services	Present a brief snapshot of your skills and experiences that communicates your ability to perform the job you're seeking



1.6 Tips for CV/Resume Writing

A Curriculum Vitae (or Resume) is a concise summary of your skills, achievements and interests inside and outside your academic work. Employers may initially spend a very short time studying your CV, so it must be engaging, conveying the most relevant points about you in a clear, accessible way. The primary challenge is to make it easy for the recruiter to find exactly what they are looking for. Focus on their core requirements and adjust or adapt your CV for each specific application.

Be concise

- Keep it to one or two full pages (only academic CVs can be longer).
 - Use bullet points to package information succinctly.
 - Avoid too much context, excessive detail or unfocused material that will dilute the impact of your most relevant messages.

Remember the purpose

- Your CV is to get you the interview or meeting, NOT the job itself – highlight what you have achieved so that the reader wants to learn more by meeting you.

Target your CV

- Target your CV to each position applied for – it should not be a list of everything that you have done.

Be evidence based

- Provide evidence of your contribution and impact
 - Focus on “actions taken” rather than “responsibilities” to showcase your skills.

- Use numbers, percentages and values to quantify your impact and give a sense of scale to your actions.
- Avoid unsupported assertions or opinions.

Be clear

- A well laid out CV is inviting to read and easy to scan quickly.
- Use simple language – avoid jargon, acronyms and technical details which may not be understood or provide too much detail.
- Avoid writing in paragraphs – space is limited and prose makes it slower to find key points.
- CVs are (mostly) a record of what you have done, so completed tasks and activities are written in the past tense.



1.7 How to write a CV/Resume

HOW TO WRITE A RESUME

Your resume (sometimes called your "CV") is your most important tool when applying for a job. It doesn't matter how qualified you are, or how much experience you have - if your resume is poorly presented or badly written, you're going to have trouble getting the job you want - or even an interview.

Taking the time to work on your resume is really important. The information on this page offers some tips and advice on how to make your resume the best it can be.

The purpose of a resume

Your resume is a marketing tool. It needs to demonstrate:

- That you are employable
- How you meet the job and the organisation's requirements
- That you have the right qualifications and education
- That you have the right experience and skills
- That you have the right level of professionalism for the job

How long should my resume be?

There is no set length for a resume. A resume varies in length depending on your experience and education. If you haven't worked much before, one or two pages is best, but three pages is okay if you've got a lot of study and work behind you.

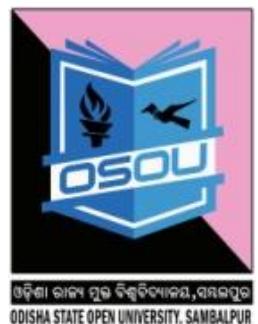
Make sure you don't pad out your resume. If your resume is only one page, as long as it's well-presented it might get better results than a two-page resume full of unnecessary information.

How should I order my resume?

Generally it's always good to present the information on your resume in this order:

- 1) Contact details
- 2) Opening statement
- 3) List of key skills
- 4) List of technical/software skills
- 5) Personal attributes/career overview
- 6) Educational qualifications
- 7) Employment history/volunteering/work placements
- 8) References/referees

Not everything in this list must appear on your resume



every time, and the order can change from application to application.

The most important thing is to get the most useful information across first. For example, if your education history is not specifically related to the job, put it toward the end of your resume, behind the information that *is* related to the job.

Do I need to change my resume for each application?

You need to tailor your resume to every job application so that it responds to the specific requirements of the job you're applying for.

You might not need to change much, but you do need to make sure your opening statement, your key skills and your personal attributes all respond to the needs of the role, based on the job ad (if there was one) and the research you've done into the job.

You should also tailor your resume to show how your work experience specifically meets the needs of the job you're applying for.

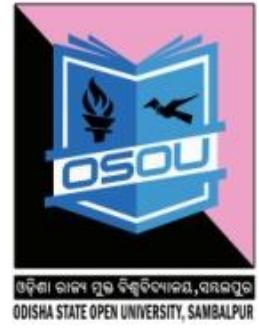
How to tailor your resume

Ways that you can tailor your resume include:

- Using your opening statement to link your experience and education to the organisation and the requirements of the job
- Listing your most relevant key skills first
- Including examples of achievements that meet the advertised requirements of the job
- Including specifically relevant key words and phrases throughout your resume (see "Keywords" in "What Your Resume Should Include", below)

Contact details

Make sure you include your name, email address and a contact phone number on your resume. You don't have to include your home address, although there might be some situations when doing so would be a good idea.



Don't include your contact details in the header of your resume. Recruitment software sometimes has difficulty reading information in headers or footers, so it's a good idea to avoid headers altogether.

You can put your contact details in the footer of your resume, but if you do, you must make sure they're also in the main body of the document.

Opening statement

An opening statement is a summary of who you are, where you've studied and/or worked, and what you bring to the job. It should be about six lines long and written in first person without the personal reference (i.e., don't say "I did this" - say "Did this" instead).

Your opening statement should start with one sentence about who you are and what you bring to the job, then describe the skills and attributes you have that suit you to the job.

Key skills & strengths

Your resume should include a list of between 10 and 15 skills that link your experience to the job you're applying for.

If the job you're applying for was advertised, either the ad or the position description may provide a list of skills and experiences that are essential for doing the job. It may also provide a list of "desirable" skills and experience. Your list of key skills & strengths needs to respond to all of the items on the "essential" list and as many items as possible on the "desirable" list.

When putting together this list, think of things you've done or learned to do as part of:

- Jobs you've had
- Your studies
- Any work placements you've done
- Any volunteering you've done



Technical/software skills

This is a short list of the names of software or technology you know how to use. Examples might include:

- Word processing or spreadsheet software
- Programming languages

Personal attributes

If you haven't got much work experience, a list of personal attributes can be another way to demonstrate that you're the right person for the job.

Things you could include in this section might include ways you can demonstrate that you are reliable, honest, trustworthy or quick to learn new things.

You can include between three to five personal attributes, but make sure you don't include them instead of your key skills.

Educational history

Your Educational History only needs to show your highest level of education. You don't need to include your results, unless showing them proves how well you are suited to the job.

If you can, you should also include a few bullet points listing your academic achievements (e.g., school or class captaincies, awards you've won, or groups you've been part of).

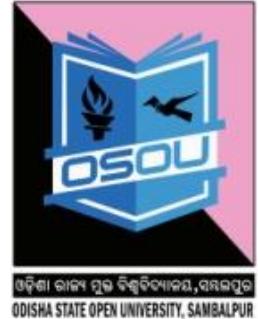
Employment history

When providing your employment history, start with the your most recent job and go backwards from there. Give the position title and the dates you worked there.

If you haven't had a job before, you can use other things to demonstrate your experience, including:

- Work experience you've done through school
- Work placements or internships that you've done through university or TAFE
- Volunteer work you've done

For each job provide a list of the things that you achieved while in that job, and the significant contributions you made to the organisation. Make sure that these achievements and contributions match the key skills and strengths listed earlier on your resume.



References/referees

Your resume should list two people who can positively recommend you as an employee. Ideally your references will be people that you have worked with before. Provide their name, their position title, and a way that they can be contacted.

Testimonials

A testimonial is another good way to prove that your skill and experience is what the employer is looking for.

Getting a testimonial can be as easy as asking a colleague, teacher or previous employer to write a couple of sentences about you. Ideally the people you get testimonials from should also be included in your references.

You can include any testimonials you get as part of your educational history or your employment/volunteering/work placement history.

Usually it's enough to include one or two testimonials in your resume. Any more than two is probably too many.

Keywords

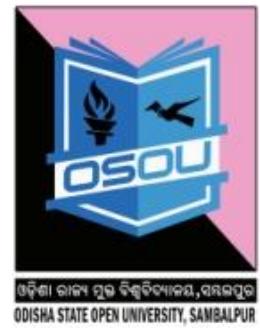
A lot of recruitment agencies use software that scans applications for key words and phrases. Applications that don't use the right keywords tend to be automatically rejected.

Key words and phrases that this software looks for can include the names of:

- Skills
- Jobs
- Activities
- Qualifications
- Software
- Tools

To make sure your resume has the right key words and phrases, check out the job ad and make a list of the words and phrases it uses. If you don't have a written job ad to refer to, you can use a job search engine to find other ads for similar jobs and see what kind of keywords those ads use.

Once you have a list to work from, start adding those words and phrases to your resume. Good places to add keywords include:



- Your opening statement
- Your list of key skills
- Your educational history
- Your employment history

1.8 Dos and Don'ts in CV/Resume Writing

- Use bullet points. A CV should be a quick snapshot of your history of work and education. Keep it concise.
- Put the most important information first. You'll want to list your work and education experience in chronological order. Make your path from student to dentist very clear and intentional by organizing your CV in the way you want it read. But for sections such as skills or organizations you're active in, list the most important ones first.
- Remove older work experiences, like the summer job you held when you were 17. Unless it has to do with dentistry, leave it out.
- Use white space to break up heavy areas of text to make it easier to read and more visually pleasing.
- Use easy-to-read fonts (like the one in the sample, Calibri).
- Use numbers to back up your achievements. If you were fundraising chair, total the amount raised while you held the position. This puts your achievement into perspective.
- No hobbies. Unless you are 100 percent sure that a hobby will support your candidacy, leave it off. Hobbies may come up in an interview, but don't waste precious page space in your CV talking about your kickball team.
- No jargon is to be used.
- Keep your CV to 2-3 pages.
- Never lie on your resume. Be sure to double-check your facts and dates.

Source : Google



1.9 How to write a Cover letter?

Always write a cover letter to go with your application. It personalizes your application and is a chance for you to emphasize your most relevant qualifications for the position.

What to put on your cover letter

Contact Information

- Include your name, address, telephone, and e-mail.
- Keep the format of this section consistent with your resume.

Date

- State the month, day, and year (e.g., April 11th, 2017).

Employer's Information

- Include the name of the contact person, job title, company name, address, and postal code.
- Try to obtain as many of these details as possible through mail and contacts.

Salutation

- Begin with “Dear” or “To”.
- Address the contact person by the last name starting with “Mr.” or “Ms.”
- If you don’t know the person’s name, address the person by their job title or address your letter to “Human Resources” Department.
- Avoid “To Whom It May Concern” or “Dear Sir/Madam”.

Opening Paragraph

- Open with strong sentences that grab the employer’s attention.
- Demonstrate knowledge of the position: say why you are interested, mention two or three strengths that qualify you for the position.
- Mention the position you are applying for and how you learned about the job.
- Name your referral if relevant.
- If you are responding to an advertisement, refer to the advertisement and date.

Follow-Up Paragraphs

- Describe specific accomplishments from your past work, volunteer, and academic experiences that show your strengths.
- Target your strengths to the needs and requirements identified in the ad or from your research.

Next-To-Last Paragraph

- Explain why you are interested in working for this employer.
- Do research to show you know something about the organization's values, culture, or areas of prospective growth.
- Describe how these values are similar and relevant to you and your previous accomplishments.



Closing Paragraph

- Mention your interest in an interview or discussion about opportunities.
- Provide information on your availability and how the employer may contact you.
- When appropriate, take a more proactive approach by arranging to call the employer.

7.6 EXAMPLE

(Application for the post of Salesman)

Rabi Mahapatra

Plot . No. 123

Shahid Nagar

Bhubaneswar-7510 07

1 January 2016-07-23

Mr Surya Prakash

Personnel Manager (HR)

Rahul Steel

Mancheswar Industrial Estate

Bhubaneswar- 751010

Dear Mr Prakash

As per your advertisement in the Odia Daily The Samaja I am applying for the post of Salesman, because I have the requisite qualification and experience as the advertisement mentioned. I have completed my +2 Science, recently. My CV (enclosed) explains the jobs I have undertaken during my summer vacations. I have also been working as a sales person in a shop that deals with steel products. I love to travel and own a motor-cycle.

I am looking forward to be engaged in a full-time job. So I would like to discuss how I can be an asset to your company. I look forward to a positive communication from you.

Yours sincerely

Rabi Mahapatra

Enclosure: CV



CV TEMPLATE

[Your Name] | [Curriculum Vitae]

[Street Address, City, ST Zip Code] | [Telephone] | [Email]

Objective

[To replace tip text with your own, just select a line of text and start typing. For best results when selecting text to copy or replace, don't include space to the right of the characters in your selection.]

Skills & Abilities

[On the Design tab of the ribbon, check out the Themes, Colors, and Fonts galleries to get a custom look with just a click.]

Experience

[Job Title] — [Company Name]

[Dates from] —

[to]

[This is the place for a brief summary of your key responsibilities and most stellar accomplishments.]

[Job Title] — [Company Name]

[Dates from] —

[to]

[This is the place for a brief summary of your key responsibilities and most stellar accomplishments.]

Education

[School Name] — [Degree, Location]

[Dates from] —

[to]

[You might want to include your GPA here and a brief summary of relevant coursework, awards, and honors.]

Communication

[You delivered that big presentation to rave reviews. Don't be shy about it now! This is the place to show how well you work and play with others.]



Leadership

[Are you president of your fraternity, head of the condo board, or a team lead for your favorite charity? You're a natural leader—tell it like it is!]

1.10 Let's Sum-up

Your resume (sometimes called your "CV") is your most important tool when applying for a job. It doesn't matter how qualified you are, or how much experience you have - if your resume is poorly presented or badly written, you're going to have trouble getting the job you want - or even an interview. Taking the time to work on your resume is really important.

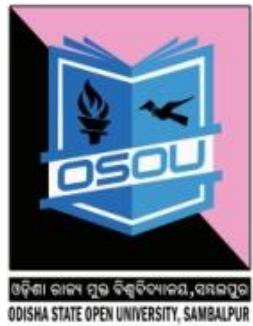
A Curriculum Vitae/ Resume are a concise summary of your skills, achievements and interests inside and outside your academic work. A *resume* is a summary of one's identification, qualification and intended career path. It is a formal arrangement of one's personal inventory. In other words, resume can be defined as a written statement that includes a person's personal data, education and employment background etc. it is also known as 'curriculum vitae', 'qualifications document', or 'qualification brief'. It acts as an advertisement of a person's qualifications and stimulates the potential employers to call the person to the **interview**. The purpose of a resume is to provide a summary of your skills, abilities and accomplishments. It is a quick advertisement of who you are.

FINAL TIPS TO MAKE YOUR CV ATTRACTIVE

- Give your cv a professional look
- In order to do so, double check your cv for any mistake.
- Don't use any fancy font. Use capital letter Or underline the headings. Do not use italics.
- Be factual, complete and objective.
- Your CV should reflect your skill or your achievements. No subjective account should be given.
- Address, phone number ,Date, must be correct.
- Take care of your grammar, spelling, usage, vocabulary, and punctuation.

1.11 Key Terms

Curriculum Vitae: A summary of a job applicant's experience and educational background, along with other relevant information regarding the candidate's qualifications.



Resume: Refers to the summary of applicant's education, employment experience, skills and relevant aspects of along with extra-curricular activities.

Testimonial: A testimonial is another good way to prove that your skill and experience is what the employer is looking for.

References/referees: Your resume should list two people who can positively recommend you as an employee. Ideally your references will be people that you have worked with before.

1.12 Self-Assessment Questions

1. Explain the basic objective or purpose of resume writing.
2. Highlight the Dos and Don'ts in Curriculum Vitae/Resume Writing.
3. Write what are the contents included in how to write a cover letter.

1.13 Further Readings

1. James Innes; The CV Book: Your definitive guide to writing the perfect CV, Bookbarn International, Wells Rd, Bristol, UK.
2. How to Write Better Resumes and Cover Letters, Barron's Educational Series, Hauppauge, New York.
3. Gopalaswamy Ramesh, The ACE of Soft Skills: Attitude, Communication and Etiquette for Success. Pearson Education India, Noida, U.P.
4. Neogy Jayant, Success in Interview, Unicorn Books Pvt Ltd., Darya Ganj, New Delhi.

1.14 Model Questions

1. "A resume is a persuasive summary of one's qualifications for employment." Examine the statement.
2. Identify the differences between Curriculum Vitae and Resume.

1.15 Video links for references

- How to write Resume Effectively? : Job Interview Tips in Hindi by Himeesh <https://www.youtube.com/watch?v=Qv2Pd0ylToY>
 - How to write a resume / CV with Microsoft Word
<https://www.youtube.com/watch?v=fZclFtagPic&t=27s>
 - How to Write a Winning Resume, with Ramit Sethi
https://www.youtube.com/watch?v=_0fjkKCsM1w&t=1s
 - How to Write a Cover Letter
<https://www.youtube.com/watch?v=wRo26Gth7u0>
 - How to Write a Resume - Dos and Don'ts (HD) | Quality Resume Writing by Resume Service Plus
https://www.youtube.com/watch?v=M4E_u6Bau2g
-

