

**SRINIVAS UNIVERSITY**  
**INSTITUTE OF COMPUTER SCIENCE**  
**& INFORMATION SCIENCE**

**CITY CAMPUS, PANDESHWAR, MANGALORE-575 001.**  
**BACKGROUND STUDY MATERIAL**

**SOFT SKILLS**

**B.C.A III Semester**



**Compiled By**  
**Faculty**

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**2022-23**

Syllabus Teaching Plan	
<b>Unit I : Introduction to soft skills</b>	
1.1	<b>Hard Skills and Soft Skills</b>
1.2	<b>Aspects of soft skills</b>
1.3	<b>Communication skills</b>
1.4	<b>Classification of communication</b>
1.5	<b>Effective Communication</b>
1.6	<b>Leadership skills</b>
1.7	<b>Problem Solving Skill</b>
1.8	<b>Conflict management, Team Work Skills</b>
1.9	<b>Assignment</b>
<b>Unit II : Positive Thinking</b>	
2.1	<b>Positive Thinking</b>
2.2	<b>Dr. Eric Berne's views on attitude.</b>
2.3	<b>Johari Window</b>
2.4	<b>Features of telephone, Advantages and disadvantages of telephonic communication</b>
2.5	<b>Guidelines to send a call, Guidelines while receiving a call</b>
2.6	<b>The points to remember when you are at a video conference.</b>
2.7	<b>Non Verbal Communication</b>
2.8	<b>The features of voice</b> <b>The faults in the voice</b>
2.9	<b>Assignment</b>
<b>Unit III : Proxemics</b>	
3.1	<b>Proxemics</b>
3.2	<b>Palm positions, Types of handshakes</b>
3.3	<b>Advantages of silence, Advantages of pauses</b>
3.4	<b>Difference between listening and hearing</b>
3.5	<b>Stages of listening</b>
3.6	<b>Types of listening</b>
3.7	<b>Internal factors affect listening</b>
3.8	<b>Active listening techniques, Guidelines for effective listening</b>
3.9	<b>Assignment</b>
<b>Unit IV : Negotiation skills</b>	
4.1	<b>Negotiation skills</b>
4.2	<b>The qualities of negotiator</b>

4.3	<b>Stages of negotiation</b>
4.4	<b>Preparation for negotiation</b>
4.5	<b>Negotiating styles</b>
4.6	<b>Phases of negotiation</b>
4.7	<b>Characteristics of culture, Communication styles</b>
4.8	<b>Communication objectives, Maslow's Theory of Human Needs</b>
4.9	<b>Assignment</b>
<b>Unit V : Communication Breakdown</b>	
5.1	<b>Communication Breakdown</b>
5.2	<b>The characteristics of good writing</b>
5.3	<b>Business writing , Types of Business writing</b>
5.4	<b>Memorandum</b>
5.5	<b>Format of memo</b>
5.6	<b>A Sample Memo</b>
5.7	<b>Letter</b>
5.8	<b>Circular, Letter report</b>
5.9	<b>Assignment</b>
	<b>Question Bank</b>

**Total Hours: 40 Hours**

**4 Hours/ Week**

**COURSE OUTLINE:**

Soft Skills, a buzz word today has attracted the attention of students, professionals and entrepreneurs all over the world. Employability, being the major concern today, every individual aims at getting coveted jobs. Employability today is commensurate with proving multiple skills in varied situations in a fast changing world. Hence, everyone aspiring for jobs today has to prove one's mettle in various situations where one requires to be armed with different skills, which, collectively come under Soft Skills. One may be armed with good competence of one's subject but one cannot compete with his peer groups unless one has the potential of performance. Performance can be ensured with the demonstration of certain abilities that can help a professional communicate, corroborate, convince, evaluate and look into the continuing as well as the upcoming trends of the corporate world from time to time.

<b>Paper :</b> 21CAE-3/21SSE-3 <b>Theory/Week:</b> 4 Hours <b>Credits:</b> 4	<b>Soft Skills</b>	<b>Hours:</b> 40 <b>IA :</b> 50 <b>Exam:</b> 50
<b>UNIT – I Introduction to soft skills</b>		<b>8hrs</b>
Introduction to soft skills, Aspects of soft skills, Effective communication skills, Classification of communication, Personality Development		
<b>UNIT – II Positive Thinking</b>		<b>8hrs</b>
Positive thinking, Telephonic Communication Skills – 1, Telephonic Communication Skills – 2, Communicating without words, Paralanguage		
<b>UNIT – III Proxemics</b>		<b>8hrs</b>
Proxemics, Haptics – The language of touch, Metacommunication, Listening Skills, Types of listening		
<b>UNIT – IV Negotiation Skills</b>		<b>8hrs</b>
Negotiation Skills - 1, Negotiation Skills – 2, Culture as Communication, Communication across cultures, Organizational Communication		
<b>UNIT – V Communication Breakdown</b>		<b>8hrs</b>
Communication Breakdown Part – 1, Communicational breakdown Part -2, Advanced writing skills, Principles of writing skills, Types of business part – 1, Types of business part -2		

<b>REFERENCE BOOKS</b>	
1	Soft Skills - Dr. Binod Mishra

## **UNIT- I**

### **INTRODUCTION TO SOFT SKILLS**

**8 Hours**

- Session 1: Hard Skills and Soft Skills**
- Session 2: Aspects of soft skills**
- Session 3: Communication skills**
- Session 4: Classification of communication**
- Session 5: Effective Communication**
- Session 6: Leadership skills**
- Session 7: Problem Solving Skill**
- Session 8: Conflict management, Team Work Skills**

## **UNIT II**

### **POSITIVE THINKING**

**8 Hours**

- Session 9: Positive Thinking**
- Session 10: Dr. Eric Berne's views on attitude.**
- Session 11: Johari Window**
- Session 12: Features of telephone, Advantages and disadvantages of telephonic communication**
- Session 13: Guidelines to send a call, Guidelines while receiving a call**
- Session 14: The points to remember when you are at a video conference**
- Session 15: Non Verbal Communication**
- Session 16: The features of voice, The faults in the voice**

## **UNIT III**

### **PROXEMICS**

**8 Hours**

- Session 17: Proxemics**
- Session 18: Palm positions, Types of handshakes**
- Session 19: Advantages of silence, Advantages of pauses**
- Session 20: Difference between listening and hearing**
- Session 21: Stages of listening**
- Session 22: Types of listening**
- Session 23: Internal factors affect listening**
- Session 24: Active listening techniques, Guidelines for effective listening**

## **UNIT-IV**

### **NEGOTIATION SKILLS**

**8 Hours**

- Session 25: Negotiation skills**
- Session 26: The qualities of negotiator**
- Session 27: Stages of negotiation**
- Session 28: Preparation for negotiation**
- Session 29: Negotiating styles**
- Session 30: Phases of negotiation**
- Session 31: Characteristics of culture, Communication styles**
- Session 32: Communication objectives, Maslow's Theory of Human Needs**

## UNIT-V

### COMMUNICATION BREAKDOWN

8 Hours

**Session 33: Communication Breakdown**

**Session 34: The characteristics of good writing**

**Session 35: Business writing , Types of Business writing**

**Session 36: Memorandum**

**Session 37: Format of memo**

**Session 38: A Sample Memo**

**Session 39: Letter**

**Session 40: Circular, Letter report**

### REFERENCES

1. Soft Skills - Dr. Binod Mishra

### Scheme of Examination:

#### Scheme of Evaluation:

The paper carries 100 marks out of which 50 marks will be allotted to external examination and 50 marks will be allotted to the internal assessment.

Internal assessment marks will be calculated as follows:

1. Performance in 2 IA examinations will be converted out of 30 marks
  2. Attendance 10 marks
  3. Assignment 10 marks
- Total 50 marks

#### External examination marks will be as follows

1. 1 marks questions 10 out of 12  $1 \times 10 = 10$  marks.
  2. One full question out of 2 full questions in each unit carries  $8 \times 5 = 40$  marks
- Total 50 marks.

**In order to clear this paper minimum 50% marks must be scored both in internal and well as external examination.**



## **UNIT- I**

### **INTRODUCTION TO SOFTSKILLS**

**8 Hours**

**Session 1: Hard Skills and Soft Skills**

**Session 2: Aspects of soft skills**

**Session 3: Communication skills**

**Session 4: Classification of communication**

**Session 5: Effective Communication**

**Session 6: Leadership skills**

**Session 7: Problem Solving Skill**

**Session 8: Conflict management, Team Work Skills**

## UNIT- I

### INTRODUCTION TO SOFT SKILLS

#### Hard Skills and Soft Skills:

The key differences between hard skills and soft skills are how they are gained and put to use in the workplace.

- Hard skills are technical knowledge or training that have gained through any life experience, including in our career or education.
- Soft skills are personal habits and traits that shapes how you work, on your own hand and others.
- Hard skills - Database management, network security, mobile development, programming languages, statistical analysis
- Soft skills - Integrity, dependability, open mindedness, problem solving, effective communication, critical thinking, willingness to learn, empathy

#### Aspects of soft skills:

**1. Team Work:** It refers to your ability to work well with others to achieve a common goal. A team player will always prioritise the goals of their team over individual interests. This soft skill allows you to work as a team during conversations, professional collaborations and meetings.

**2. Leadership:** Leadership skills help you encourage and organize other people to reach a shared goal. Whether you're a manager, project leader or team member, these skills allow you to motivate others. Leadership is not just one skill but a combination of several different skills.

**3. Time and space :** Practicing good time management is one the most important soft skills that you can have in the workplace. It ensures increased productivity, high-quality work, improved confidence in one's ability to do the job efficiently, and on-time delivery of time-sensitive assignments.

**4. Mannerism :** Good manners are a soft skill and reflect respect, courtesy, and consideration for others. Importantly good manners are a soft skill which seem to be getting overlooked and even some would say becoming a thing of the past.

**5. Culture and Communication :** Culture is the code we learn and share and learning and sharing require communication . Communication requires coding and symbols that must be learned and shared

#### Communication skills:

- Communication skills is a broad soft skills category. It refers to how you communicate with clients, customers, colleagues, employees, employers, vendors, partners and almost everyone connected to the concerned business.
- Good communication skills constitute the ability to not only speak confidently but also good presentation skills and the ability to listen and empathize whenever necessary.
- Communication skills become a hard-skill when we talk about customer service jobs. For other jobs, this category is a great soft skill and includes:
  - Speaking Skills
  - Presentation Skills

- Negotiation Skills
- Nonverbal communication skills
- Listening and empathizing
- Persuasion
- Public Speaking
- Storytelling
- Written Communication, etc.

### **Classification of communication:**

Communication in an organization can be broadly classified into two types:

- **Formal Communication**
- **Informal Communication**

#### **Formal Communication**

Formal communication refers to the official communication which follows the formal channel.

Formal communication can be further classified into the following:

- **Downward communication:** It refers to communication from top-level managers to middle or lower-level managers. Any communication that moves from employees to supervisors, supervisors to managers, managers to executives, regional manager to general manager and so on, maybe categorized as upward communication.
- **Upward communication:** It refers to communication from lower-level managers to top-level managers. It travels through senior executives to junior level functionaries, from the controlling office to the branch, from the head of the division to the head of the unit.
- **Horizontal or Lateral communication:** Lateral communication generally takes place in an organization and is neither upward nor downward. It proceeds in a horizontal manner and takes place among equals and at peer level.
- **Interactive communication:** Interactive communication is essentially a two-way process. It takes place through meetings, conferences, teleconferencing, multimedia presentations, group discussions, and other such active two-way exchanges.

#### **Informal Communication**

Informal communication refers to communication between individuals and groups, which does not follow the official recognized channel..

The network or pathway of informal communication is called grapevine.

### **Effective Communication:**

Factors of effective communication are:

- Active listening
- Simplicity
- Straight forwardness
- Feedback
- Speaking clearly/articulation
- Knowledge of the receiver / audience

- Speed and sequence of speech
- Relationship between the sender and the receiver
- Command of subject (mastery of subjects matter)
- Commanding attention

Four ways of effective communication are:

Listening

Speaking

Reading

Writing

### **Leadership skills:**

- Leadership skills include abilities to lead a team, make decisions and work for the benefit of the company and the team keeping aside the personal viewpoints, biases, and conflicts. It stems from the experience of handling projects and teams.
- Leadership is one of the hard-skills employers look for when hiring c-level or other high ranking executives. However, it is also a very important soft skill for other positions and includes:
  - Team Management
  - Conflict Management & Resolution
  - Decision Making
  - Drafting Delegation Strategies
  - Drafting Motivation Strategies, etc.

### **Problem Solving Skill :**

- Research
  - Researching is an essential skill related to problem solving. As a problem solver, you need to be able to identify the cause of the issue and understand it fully.
- Analysis
  - The first step to solving any problem to analyze the situation. Your analytical skills will help you understand problems and effectively develop solutions.
- Decision-making
  - Ultimately, you will need to make a decision about how to solve problems that arise. At times—and with industry experience you may be able to make a decision quickly. Solid research and analytical skills can help those who have less experience in their field.
- Communication
  - When identifying possible solutions, you will need to know how to communicate the problem to others.
- Dependability
  - Dependability is one of the most important skills for problem-solvers. Solving problems in a timely manner is essential.

## Leadership Skills:

1. **Open communication.** A good leader keeps an open line of communication with team members and can succinctly explain organizational goals and tasks using different types of communication channels, such as one-on-one sessions, email, video, chat, phone calls and social media. An effective leader also shares clear messages and makes complex ideas easy to understand for everyone.
2. **Positivity.** A great leader brings positivity into the work environment, which in turn uplifts the employees and encourages them to perform better. Positivity can be cultivated by showing care, respect, diplomacy and empathy toward the team.
3. **Time management.** This is an essential skill for leaders, as they need to delegate tasks, prioritize commitments, set attainable goals and multitask. Successful leaders practice time management skills by setting SMART goals for themselves and their team members.
4. **Recognizing potential.** Great leaders have a keen eye for recognizing potential talent and competencies in the workplace. They also don't shy away from acknowledging the abilities and achievements of their employees.
5. **Responsibility.** The success and failure of a team ride on the shoulders of a leader. Therefore, leaders should be accountable for their actions and willing to take the blame when mishaps happen. Great leaders take responsibility and devise strategies for improvement instead of pointing fingers and blaming others.

## Conflict management:

- **Effective communication:** Effective communication means you take notice of who you're speaking to and adjust the language you use and the nonverbal cues you exhibit to communicate better with them.
- **Active listening:** When you practice active listening, you let others know you want to hear what they have to say and that it's important to you to understand their thoughts.
- **Practicing empathy:** With empathy you can also understand more what your counterpart's needs, wants, motivations and goals are, but you're also able to consider their pain points.
- **Problem-solving:** To display problem-solving skills, you may brainstorm solutions to the problem, collaborate with others, seek to completely understand the underlying issue and then provide a fair resolution.
- **Positive attitude:** Positivity helps you realize that mistakes happen and, therefore, you can figure out how to avoid conflict over it and move on.

## Team Work Skills:

Here are some examples of on-the-job teamwork skills:

- Working as part of a team to achieve company goals.
- Working well and developing effective relationships with diverse personalities.
- Developing and maintaining good relationships with co-workers and managers.
- Maintaining open lines of communication with others.
- Observing and coaching other employees.
- Assisting with training.
- Leading, Influencing, motivating, and persuading others to achieve goals.

- Looking for ways to help others and provide assistance.
- Showing interest in others and their concerns.
- Dealing with a wide range of people with flexibility and open-mindedness.
- Listening to and considering the viewpoint of others.

## UNIT – 1

### INTRODUCTION TO SOFT SKILLS

#### MCQ Questions

1. .... are technical knowledge or training that have gained through any life experience, including in our career or education.
  - A. Soft skills
  - B. Hard skills**
  - C. Presentation skills
  - D. Negotiation skills
2. .... are personal habits and traits that shapes how you work, on your own hand and others.
  - a. Soft skills**
  - b. Hard skills
  - c. Presentation skills
  - d. Negotiation skills
3. Which one is hard skill among the following
  - A. Problem solving
  - B. Effective communication
  - C. Critical thinking
  - D. Database management**
4. Which one is soft skill among the following
  - A. Network security
  - B. Mobile development
  - C. Programming languages
  - D. Effective communication**
5. .... skill constitute the ability to not only speak confidently.
  - A. Communication skills**
  - B. Presentation Skills
  - C. Negotiation Skills
  - D. Listening skills
6. .... include abilities to lead a team?
  - A. Communication skills
  - B. Leadership skills**
  - C. Listening skills
  - D. Negotiation skills
7. .... is concerned with the psychological pattern of an individual—the thoughts, emotions and feelings
  - A. Personality**
  - B. Communication
  - C. Leadership skills
  - D. Listening skills
8. .... are unique to a person.
  - a. Personality**
  - b. Communication
  - c. Leadership skills
  - d. Listening skills

9. .... is a set of qualities that make a person distinct from another.
- a. **Personality**
  - b. Communication
  - c. Leadership skills
  - d. Listening skills
10. .... communication refers to the official communication which follows the formal channel.
- A. **Formal Communication**
  - B. Informal Communication
  - C. Horizontal or lateral communication
  - D. Interactive communication
11. .... communication can take the form of interviews, meetings, presentations
- A. **Oral communication**
  - B. Written communication
    - C. Horizontal or lateral communication
    - D. Interactive communication
12. .... communication can take the form of notes, memos, letters, reports.
- A. Oral communication
  - B. **Written communication**
    - C. Horizontal or lateral communication
    - D. Interactive communication
13. .... refers to communication from top-level managers to middle or lower-level managers.
- A. **Downward communication**
  - B. Upward communication
  - C. Horizontal or lateral communication
  - D. Interactive communication
14. .... refers to communication from lower-level managers to top-level managers.
- A. Downward communication
  - B. **Upward communication**
  - C. Horizontal or lateral communication
  - D. Interactive communication
15. .... proceeds in a horizontal manner and takes place among equals and at peer level.
- A. Downward communication
  - B. Upward communication
  - C. **Horizontal or lateral communication**
  - D. Interactive communication
16. .... communication is essentially a two-way process.
- A. Downward communication
  - B. Upward communication
  - C. Horizontal or lateral communication
  - D. **Interactive communication**
17. .... communication refers to communication between individuals and groups, which does not follow the official recognized channel.



- A. **Informal communication**
  - B. Formal communication
  - C. Horizontal or lateral communication
  - D. Interactive communication
18. .... is a methodology for categorizing the character and behavior of a person.
- A. **Personality analysis**
  - B. Communication analysis
19. The word ‘personality’ originates from the ..... word ‘persona’, which means a mask
- A. Spanish
  - B. Greek
  - C. **Latin**
  - D. English
20. .... skills play an important role in resume writing, interviewing, job performance and finding success in communicating with people at work and in other areas of your life
- A. Hard skills
  - B. **Soft skills**
  - C. Negotiation skills
  - D. Presentation skills
21. The network or pathway of informal communication is called .....
- A. **Grapevine Communication**
  - B. Formal Communication
  - C. Verbal Communication
  - D. Non verbal communication
22. .... refers to how you communicate with clients, customers, colleagues, employees, employers, vendors, partners and almost everyone connected to the concerned business.
- A. **Communication skill**
  - B. Negotiation skill
  - C. Leadership skill
  - D. Listening skill
23. Communication is a \_\_\_\_ process in which there is an exchange and chain of ideas towards a mutually acceptable direction.
- A. One way
  - B. **Two way**
  - C. Three way
  - D. Four way
24. Body language, body posture, and hand gestures are examples of \_\_\_\_ type of communication.
- A. Informal communication
  - B. **Non-verbal communication**
  - C. Verbal communication
  - D. Formal communication
25. .... communication is using speech or spoken word to exchange information, emotions, and thoughts.
- A. Informal communication
  - B. Non-verbal communication

- C. **Verbal** **communication**  
D. Formal communication
26. A Tendency or willingness displayed in order to get the work done in right direction or in the right way is .....
- A. Team Work
  - B. Conflict Management
  - C. **Attitude**
  - D. Adaptability
27. The ability to adapt to different situations and environment easily is .....
- A. Attitude
  - B. Team Work
  - C. **Adaptability**
  - D. Conflict management

**Long Answer Questions :**

1. What is difference between hard skill and soft skill with example?
2. Explain communication skills with example
3. What are leadership skills explain
4. What are classification of communication. Explain them.
5. Explain the aspects of soft skills.
6. Explain the factors of effective communication. Explain the four ways of effective communication
7. Briefly explain problem solving.
8. What are the skills that make you a good leader
9. Briefly explain conflict management.
10. Explain team work skills

## **UNIT II**

### **POSITIVE THINKING**

**8 Hours**

**Session 9: Positive Thinking**

**Session 10: Dr. Eric Berne's views on attitude.**

**Session 11: Johari Window**

**Session 12: Features of telephone, Advantages and disadvantages of telephonic communication**

**Session 13: Guidelines to send a call, Guidelines while receiving a call**

**Session 14: The points to remember when you are at a video conference**

**Session 15: Non Verbal Communication**

**Session 16: The features of voice, The faults in the voice**

## UNIT- II

### Positive Thinking:

Positive thinking is a positive mental attitude that firmly believes that things will be soon be better and with that belief, one can overcome any type of difficulty in his favour.

Ways to develop positivism:

1. Believe in your abilities
2. Enhance your skills
3. Learn from others
4. Take right paths
5. Concentrate on your goals

### Dr. Eric Berne's views on attitude.

**I'm not okay, you are not okay(Introvert)** : The first is, I am not okay, you are not okay, this is what an introvert will say. He will always think that neither he is okay nor others are okay. Now, this is one mindset now people with this mindset can never proceed further, they can never move ahead.

**I'm not okay, you are okay(Negative)** : This another category of person who can says I am not okay, you are okay. Such a person can be considered to be negative. When he thinks he is not okay, but you are okay.

**I'm okay, you are not okay(Imposing)** : The third category of person will say I am okay, you are not okay. Such a person can be considered to be imposing; he only understands that it is he who matters and not others.

**I'm okay, you are okay(Positive)** : And that is possible only when we come with a sort of attitude where we can say, I am okay, you are okay. Now, this is, this sort of a person is not only positive, but he is co-operative. Such a person can fill a lot of fire in the group and can come out with successful results and bring laurels for the organization even for himself.

### Johari Window:

The major function of the Johari Window is to illustrate and improve self-awareness, as we said in order to be successful, we have to disclose some of our key skills, we have to become self-aware. There are many things we do not know about ourselves.

#### Quadrant 1: Open area

This area or pane is called open area because the information in this pane about the behaviour, feelings, emotions about the person is known to that person itself as well as the other members in this group.

#### Quadrant 2: Blind area

Blindspot is the area in which the certain information on your personality is known to others but that information is not known to you.

#### Quadrant 3 : Hidden area

Hidden area is the information that you hide from others. Here, the information is known to you but the others are unknown to this information. Many people keep their information private and do not share it with others.

#### Quadrant 4 : Unknown area

In this area, the information is unknown to you as well as the others. Generally, certain feelings, talents, information, etc fall in this area. The reason for this might be some traumatic experience in the past about a particular event or experiences which might be unknown for your ever. The person, as well as the group, is unaware about this till he or she discovers it. One way to reduce this area is through open communication.

### Features of telephone:

**Clarity:** Clarity is very important either when you are calling, either when you are giving some information to somebody or you are seeking some information from somebody.

**Courteous:** You need to ensure that while you are talking over a telephone, you need to be courteous.

**Consideration :** Then comes consideration. Do you ever know that while you are talking to the other party you are not able to see this surrounding that he is in. Sometimes, because of certain congestion, the sound may not come clearly. Hence, you are to be considerate because time and again, you get such request as can you be loud? It might be very irritating.

**Precision :** It is not only the question of money, rather it is also the question of the time for the other party if he or she is in a proper frame of mind to take your message. If he or she is in a proper environment where he can respond to you or if the other party is in a conducive environment where he can give you the right information.

### Advantages and disadvantages of telephonic communication

Advantages	Disadvantages
You get immediate feedback to things you say	The person must be available to take your telephone call
The conversation is relatively private between you and the caller - although others might be able to hear what you are saying.	The line might be engaged when you call so you can't speak to the person when you want.
You can call someone anywhere on the planet	You generally have to pay for every minute you spend on the call. In the case of mobile or overseas calls, that can be expensive.
Calls can be made 24 hours a day, 7 days a week	There might be noise or interference so the quality of the call could be poor.

Advantages	Disadvantages
Internet based calls can be free	With mobile calls you might move out of the range of a transmitter and so the call gets cut off.
Internal calls within a business are usually free of charge	You cannot see each other's body language so a lot of the non verbal communication is lost

### **Guidelines to send a call**

- Place your own call.
- Plan an agenda.
- Give your introduction.
- Name the person you are calling.
- Identify yourself and your affiliation.
- Explain the purpose of your calling.
- Ensure cordiality through your voice.
- In case of long talk, keep giving signals, such as; I see; OK, Yes etc.
- Seek/mention specific time to call in case you have not been able to call.
- Leave complete voice mail message.
- If the call gets disrupted, resume it by saying sorry.
- Keep your note-book ready to jot down important points.
- Be careful while answering call for others.
- Explain when you are transferring calls.

### **Guidelines while receiving a call**

- Answer the call as soon the bell rings.
- End all other conversations.
- Identify yourself immediately.
- Create a visual/mental image of the person you are talking to.
- Respond positively if you are in a support role.
- Take message carefully.
- Repeat the spelling of names and verify telephone numbers.
- Use the caller's name and also the cordial terms, such as please, thank you, I'm delighted etc.
- Stay calm if the caller is angry/complaining.
- Correct the problem and provide a time frame.
- Allow the caller to hang up even after the conversation is over.

### **The points to remember when you are at a video conference.**

- **Check the microphone and ensure clarity of voice:** First is, please see that the microphones are working well. When people from a distant place, people from a remote place, people from different locations of the world are talking, what is of utmost importance is the clarity of voice.
- **Introduce yourself:** If you are a part of the video conferencing, please see that you have to introduce yourself, tell your name and your affiliation as well and then, if you are at a post, you also need to mention the post and then, let the discussion follow and all the members have to do like this.
- **Control your body movements :** Here, people can see your body movements because it is a video- audio facility. Hence, see that you control your body movements.
- **Avoid parallel whispers :** It is always better you maintain a proper decorum by avoiding parallel whispers or parallel talks in order to have a proper impact of the video
- **Look at the camera :** In order that you maintain the dignity please see that you should look continuously at the camera because whatever you do or whatever you say is being recorded

### **Non Verbal Communication:**

Nonverbal communication is conveying your message through gestures, postures, signals, or clues.

Let us explore the types of nonverbal communication.

- Body Language:  
Body language is an effective means of nonverbal communication. You can tell a lot about a person from their facial expressions, body posture, gestures, eye movement, and use of space.
- Eye Contact:  
Eyes are an effective communication tool to convey messages without saying a word. Eye contact says a lot about a person. For instance, those who avoid eye contact are often perceived as shy or less confident.
- Facial Expressions:  
From a lip movement to the raising of eyebrows and shifting of the glance, our facial expressions convey a wide range of emotions. Some facial expressions are very powerful. For instance, a smile makes any situation easier to handle.
- Gestures:  
A gesture is another form of nonverbal communication. Different gestures could mean different things in different situations.
- Para-Linguistics:  
Para-linguistics means vocal communication through the tone, pitch, and volume of your voice. Remember the community tennis matches held on the weekends? The way your sister came shouting, you knew she had won the match.

**The features of voice are:**

- Quality
- Volume
- Rate
- Pitch
- Pronunciation
- Silence and Pause

**The faults in the voice are :**

- Throatiness - Deep resonance in voice
- Breathiness - Passage of too much air through vocal chords
- Nasalization - Releasing air through nose
- Harshness - Inhibited flow of air
- Muffled - Lazy lip, jaw, and movement
- Hoarseness - Inflammation of larynx



## UNIT-II

### POSITIVE THINKING

#### Multiple choice question:

1. The major function of the Johari Window is to .....
  - a. illustrate and improve self confidence
  - b. illustrate and improve self hood
  - c. illustrate and improve self awareness**
  - d. illustrate and improve self ness
2. A ..... is a person who always looks at the dark side of things
  - a. Optimist
  - b. Pessimist**
  - c. Doubter
  - d. Complainer
3. An ..... is one who always looks at the bright side of things.
  - a. Optimist**
  - b. Pessimist
  - c. Doubter
  - d. Complainer
4. In ..... area, there is something that is known by the person is also known by others.
  - a. Open area**
  - b. Blind area
  - c. Hidden area
  - d. Unknown area
5. This ..... area is when a person does not know something about himself, whereas the others know.
  - a. Open area
  - b. Blind area**
  - c. Hidden area
  - d. Unknown area
6. In ..... area, we find that there are certain things which are known to ourselves but we try to keep it hidden from others at the workplace.
  - a. Open area
  - b. Blind area
  - c. Hidden area**
  - d. Unknown area
7. In ..... area, it is unknown not only to the new person, but also unknown to others.
  - a. Open area
  - b. Blind area
  - c. Hidden area
  - d. Unknown area**

8. The unknown quadrant in Johari Window ..... when you disclose information and learn.
- a. **Shrinks**
  - b. Increases
  - c. Unaffected
  - d. None of the above
9. A ..... is a communication which is used with the help of words.
- a. **Verbal Communication**
  - b. Non verbal Communication
  - c. Formal Communication
  - d. Informal Communication
10. A ..... is a communication that is done or performed without words.
- a. Verbal Communication
  - b. **Non verbal Communication**
  - c. Formal Communication
  - d. Informal Communication
11. .... carries intentional and unintentional emotions and messages
- a. **Voice**
  - b. Pitch
  - c. Rate
  - d. Quality
12. .... is the hallmark of all communication
- a. Kinesics
  - b. Proxemics
  - c. Chronemics
  - d. **Clarity**
13. .... refers to body language
- a. **Kinesics**
  - b. Proxemics
  - c. Chronemics
  - d. Haptics
14. .... the way your body behaves
- a. **Action language**
  - b. Kinesics
  - c. Proxemics
  - d. Chronemics
15. .... deals with space
- a. Kinesics
  - b. **Proxemics**
  - c. Chronemics
  - d. Haptics

16. .... is where we will talk about the importance of time
- Kinesics
  - Proxemics
  - Chronemics**
  - Haptics
17. .... is degree of loudness/softness of voice
- Pitch
  - Rate
  - Quality
  - Volume**
18. Pitch changes are called .....
- Inflections**
  - Intonation
  - Imposition
  - Inflammation
19. Rise and fall in the pitch of voice is known as .....
- Inflections
  - Intonation**
  - Imposition
  - Inflammation
20. .... tend to be negative
- Crossing the hands**
  - Clenched hands
  - Hanging hands
  - Open hands
21. .... symbolize that you are under a state of tension and frustration.
- Crossing the hands
  - Clenched hands**
  - Hanging hands
  - Open hands
22. When we communicate without words we actually use some symbols and there are several cues through which we communicate. These are actually called .....
- Non verbal cues**
  - Verbal cues
  - Formal cues
  - Informal cues
23. Skype is a example for what kind of video conferencing?
- One way video and one way audio
  - One way video and two way audio

- c. Two way video and one way audio
- d. Two way video and two way audio**

24. .... are the fastest means of contact

- a. Telephones**
- b. Newspaper
- c. Letter

25. I am okay, you are not okay. Such a person can be considered to be .....

- a. Introvert
- b. Positive
- c. Negative
- d. Imposing**

**Long Answer Questions:**

- 1. What is positive thinking? Explain ways to develop positivism**
- 2. Explain Dr. Eric Berne's views on attitude.**
- 3. What is function of Johari window? Explain the four quadrants**
- 4. Explain Features of telephonic communication.**
- 5. Explain advantages and disadvantages of telephonic communication**
- 6. Explain the guidelines to send a call?**
- 7. Explain the guidelines while receiving a call?(Any 8 points)**
- 8. Explain the points to remember when you are at a video conference.(Any 4 points)**
- 9. What Is Nonverbal Communication? What are the Types Of Nonverbal Communication**
- 10. List the features of voice. Explain the faults in the voice.**

### **UNIT III**

#### **PROXEMICS**

**8 Hours**

**Session 17: Proxemics**

**Session 18: Palm positions, Types of handshakes**

**Session 19: Advantages of silence, Advantages of pauses**

**Session 20: Difference between listening and hearing**

**Session 21: Stages of listening**

**Session 22: Types of listening**

**Session 23: Internal factors affect listening**

**Session 24: Active listening techniques, Guidelines for effective listening**

## UNIT - III

### Proxemics:

Proxemics is the amount of space people prefer to have when engaging in conversation with others.

- **Intimate space** : The first zone is the short space or the intimate zone, which ranges from physical contact to 18 inches. This distance is commonly used between lovers and other people who are close, such as family members and close friends.
- **Personal space**: Personal space is usually between 1 and 4 feet. This is the best distance to create rapport and build relationships. It shows relationship status. People who have closer relationships will have a smaller personal distance.
- **Social space** : For most people, this distance is anywhere from 4 to 12 feet. Most strangers start off in this distance, and it's often used during formal business and social events. Many people who you first meet might be in this distance.
- **Public space** : this distance is 12 to 25 feet... or more! Public distance is commonly seen between strangers at shopping malls, airports, wide public streets, and large events.

### Palm positions:

The palm positions are:

- ❖ **Submissive palm position** : Palm positions also can be submissive. When you openly give your hands you are actually becoming very submissive
- ❖ **Dominant palm position** : But, when you try to show your dominance what you do is: you actually put your hands; you put your palm on the hand of the other person and try to show your dominance.
- ❖ **Aggressive palm position** : On other occasions, when you have a feeling of aggression, you know at times you might have come across situations where you suddenly become angry and that time what you do is; you actually make use of your fingers. Sometimes you point fingers also and that may though it is not always welcome.

### Types of handshakes:

Types of handshakes are:

- ✚ **Dominant handshake** : This involves placing your palm downward when offering your hand to someone and is a form of aggressive communication.
- ✚ **Submissive handshake**: The submissive handshake happens when your palm is facing up and is below the palm of the other person. This is called “palm up thrust”. This makes you look submissive. Don't let the other person get an upper hand at the handshake.
- ✚ **Equality handshake** : People at the same position or people especially the peers while they shake hands what they generally do is-- as they are equal not only in terms of their post, but also in terms of their age and all, they try to show equality. And while showing equality they take their hands in each other and give them a shake by which they try to show that they are equal
- ✚ **Politicians handshaking** : Usually seen among Politicians, this type of handshake is said to convey the meaning of warmness, friendly, honest and trustworthy.

**Advantages of silence:**

- It relieves audience members of monotony
- Provides thinking time to speakers
- Silence ignites thoughts
- Listeners love a speaker who situates silences amid words

**Advantages of pauses:**

- Help in developing relationships and ensures cordiality
- Allow speakers to gain feedback
- Provide listeners time to think and comprehend, revise and reassure
- Lend speakers confidence to beautify speech

**Difference between listening and hearing:**

Hearing	Listening
<ul style="list-style-type: none"><li>• Hearing actually does not require extra effort</li><li>• Between your ears and the brain, when you hear only one part of your is active.</li><li>• Hearing is only a physiological activity but you do not concentrate on them</li><li>• <u>Hearing</u> is defined as “the process, function or power of perceiving a sound.”</li><li>• Hearing is passive — you can’t close your ears, so sounds will enter and be heard.</li></ul>	<ul style="list-style-type: none"><li>• Listening requires extra effort</li><li>• In order to have an effective listening you are to ensure that both your ears as well as your brain are conscious</li><li>• While listening is totally a mental one</li><li>• <u>Listening</u> as “to hear something with thoughtful attention.”</li><li>• Listening requires attention, meaning it’s active.</li></ul>

**Stages of listening:****Stage 1: Receiving**

Receiving is the intentional focus on hearing a speaker’s message

**Stage 2: Understanding**

In the understanding stage, we attempt to learn the meaning of the message, which is not always easy.

### **Stage 3: Remembering**

Remembering begins with listening; if you can't remember something that was said, you might not have been listening effectively.

### **Stage 4: Evaluating**

The fourth stage in the listening process is evaluating or thinking critically about the message.

### **Stage 5: Responding Through Feedback**

Feedback--response to the message--is the fifth and final stage of the listening process. This stage is represented of by the lips because we often give feedback in the form of words, feedback can be either *verbal* or *nonverbal*.

### **Types of listening**

- **Combative listening** : this is an argumentative mode. You listen for flaws or weaknesses in what is being said and wait for an opening to point them out. You are constantly formulating your point of view and creating comebacks that attack the speaker or their message.
- **Attentive listening** : You are listening to each and every word, you are paying equal attention and you are listening to throughout, but when you are listening to throughout, naturally you give rest to your interpretations.
- **Reflective listening** : And the third is a reflective listening which is the most important of all forms of our listening. Because in this listening what you do is--- you not only listen rather you analyse also.
- **Content Listening** : This listening means understanding and retaining the information given by the person who speaks. It can also require finding the key points of the message and making a summary.

### **Internal factors affect listening:**

#### **1. Physical condition:**

If an individual is physically unfit, then he/ she will not be able to concentrate on the speaker and correctly interpret the message.

#### **2. Emotional condition:**

Like physical condition, emotional condition also has considerable impact on the listening process. Any extreme emotional like great happiness or sadness interferes the listening process.

#### **3. Attitude towards the speaker:**

If we do not like a person, then we show less attention to him/her as a result we failed to listen the message clearly.

#### **4. Personal beliefs:**

We have personal beliefs on different subjects. When any person express an opinion against our own beliefs, then immediately we start to dislike him/her and accordingly proper interpretation of the message cannot be possible.



### 5. Expectations:

If we have some previous idea about the speaker then our expectations are influenced by that idea. We become tuned (mentally prepared) to listen as per our expectations and it limits our ability of proper interpretation of the message.

### Active listening techniques:

- **Being fully present in the conversation :** Active listening requires being fully present in the conversation. This enables you to concentrate on what is being said.
- **Showing interest by practicing good eye contact :** When engaged in active listening, making eye contact is especially important. This tells the other person that you are present.
- **Asking open-ended questions to encourage further responses :** Ask open-ended questions to show that you are interested in the conversation and the other person.
- **Be patient :** Patience is an important active listening technique because it allows the other person to speak without interruption.
- **Withholding judgment and advice :** Remaining neutral and non-judgmental in your responses enables the other person to feel comfortable with sharing their thoughts.

Guidelines	for effective listening					
1. Increase			your			vocabulary
2. Consider			non-verbal			signals
3. Stop						talking
4. Put		the	talker		at	ease
5. Show	the	talker	you	want	to	listen
6. Remove						distraction
7. Empathize		with		the		talker
8. Be						patient
9. Hold			your			temper
10. Go	easy	on	argument		and	criticism
11. Ask Questions						

## Unit-III

### PROXEMICS

#### Multiple Choice Questions:

1. The study of physical space in communication is called .....
  - a. **Proxemics**
  - b. Chronemics
  - c. Kinesics
  - d. Haptics
2. Chronemics is the study of .....
  - a. Space
  - b. **Time**
  - c. Personality
  - d. Attitude
3. .... reveals a person's personality, it also reflects a person's attitude towards others.
  - a. Space
  - b. Proxemics
  - c. **Time**
  - d. Haptics
4. Careful use of time during communication can lead to .....
  - a. **Success**
  - b. Failure
  - c. Good personality
  - d. Attitude
5. .... one of the famous psychologists and anthropologist says that "Time talks and space speaks".
  - a. **Robert E Hall**
  - b. Ernest Hemingway
  - c. Sigmund Freud
  - d. Albert Bandura
6. Space and time as ..... cues
  - a. Verbal
  - b. **Non verbal**
  - c. Semi verbal
7. Haptics is the language of .....
  - a. Time
  - b. Space
  - c. **Touch**
  - d. Speak
8. The word 'haptics' or the term 'haptics' has been taken from a ..... word that means 'I touch'
  - a. **Greek**
  - b. Spanish
  - c. French
  - d. English

9. The knowledge of the study of touch in communication in various situations is called .....
- a. Kinesics
  - b. Haptics**
  - c. Proxemics
  - d. Chronemics
10. Hearing means perceiving with ears?
- a. True**
  - b. False
  - c. Both (A) and (B)
  - d. None of the above
11. Communists form of touch is .....
- a. Handshake**
  - b. Hugging
  - c. Kissing the forehead
  - d. Holding hand/arm
12. Which of these should be avoided in pre-listening analysis?
- a. Mental discipline
  - b. Concentration
  - c. Prejudices**
  - d. Patience
13. Sort of communication that is beyond words can be called .....
- a. Meta-communication**
  - b. Formal communication
  - c. Informal communication
  - d. Semi communication
14. .... is a communication where the speaker will have a choice of words and will also decide the tone.
- a. Formal communication
  - b. Informal communication
  - c. Meta communication**
  - d. Semi communication
15. .... are just the small breaks
- a. Break
  - b. Silence
  - c. Listening
  - d. Pauses**
16. If these breaks, become longer they actually become .....
- a. Break
  - b. Silence**
  - c. Pauses
  - d. Listening
17. .... is a two-way process it is actually a sharing of information by someone who has and to someone who actually wants to have it.

- a. Listening
  - b. Personality
  - c. Behaviour.
  - d. Communication**
18. Listening can be a form of .....
- a. Gathering devices
  - b. Gathering time
  - c. Gathering space
  - d. Gathering information**
19. Listening requires a sort of .....
- a. Anger
  - b. Silence
  - c. Patience**
  - d. Noise
20. You are listening to each and every word. Which type of listening is this?
- a. Combative listening
  - b. Attentive listening**
  - c. Reflective listening
  - d. Content listening
21. I like to listen I have learned a great deal from listening carefully. Who said this?
- a. Robert E Hall
  - b. Sigmund Freud
  - c. Albert Bandura
  - d. Ernest Hemingway**
22. People at the same position or people especially the peers while they shake hands.  
Which type of handshake is this?
- a. Dominant handshake
  - b. Submissive handshake
  - c. Equality handshake**
  - d. Politicians handshaking
23. You listen to a person and after listening to it, you analyse. Which kind of listening is this?
- a. Content listening
  - b. Empathetic listening
  - c. Appreciative listening
  - d. Analytical listening**
24. It is a type of listening behaviour where the listener seeks certain information which they will appreciate. Which kind of listening is this?
- a. Content listening
  - b. Empathetic listening
  - c. Appreciative listening**
  - d. Analytical listening
25. Listening a \_\_\_\_\_ mental process that play vital role in our daily life?
- a. Absorbable
  - b. Visible
  - c. Invisible**
  - d. Eco able

**Long Answer Questions:**

- 1. What is proxemics? How it can be categorised?**
- 2. What are the palm positions?**
- 3. What are the types of handshakes?**
- 4. What are the advantages of silence? What are the advantages of pauses?**
- 5. How is listening different from hearing?**
- 6. What are the stages of listening?**
- 7. What are the types of listening?**
- 8. What are the internal factors affect listening?(Any 4)**
- 9. What are the active listening techniques?(Any 4)**
- 10. What are the guidelines for effective listening?**

## **UNIT-IV**

### **NEGOTIATION SKILLS**

**8 Hours**

**Session 25: Negotiation skills**

**Session 26: The qualities of negotiator**

**Session 27: Stages of negotiation**

**Session 28: Preparation for negotiation**

**Session 29: Negotiating styles**

**Session 30: Phases of negotiation**

**Session 31: Characteristics of culture, Communication styles**

**Session 32: Communication objectives, Maslow's Theory of Human Needs**

## UNIT - IV

### Negotiation skills:

Negotiation skills are inherent qualities that help two or more parties agree to a common logical solution.

- **Builds a relationship:** Despite the difference in opinion, negotiation skills help strike a solution and focus more on creating goodwill and value. This builds a long-term relationship.
- **Delivers excellent solutions:** Good negotiation skills ensure that solutions to the conflicts are not short-term. It focuses on creating long-lasting solutions because both parties make a concession only when the solution is satisfactory.
- **Avoids future conflicts:** As both parties agree to a common solution, the chances of future conflicts reduce to a great extent.
- **Create an environment of business success:** Good negotiation skills ensure the accomplishment of business goals, which creates an environment of business success. This also increases the chances of future business transaction.

### The qualities of negotiator:

- **Confidence :** The more prepared you are, you appear to be more confident and this confidence comes from the proper preparation if you have looked at all the pros and cons of the negotiation that are going to take place
- **Appearance :** Now, coming to the question of appearance, please see to it that you dress well when you go to negotiate. By dressing well, we mean that you should dress in a way that suits the formality of the occasion you should look very dignified, you should display your best in terms of your appearance
- **Outlook :** When we talk about outlook we mean to say that you should not be rigid enough, you should also be ready that at times you may also provide them some concessions, in case you feel that the negotiation is not progressing in a very smooth manner and the issues may remain
- **Honesty and reliability :** Honesty comes from your own preparation. If you know your subject matter well, if you know the strength of yours as well as the strength and weaknesses of the other party, you will be honest
- **Competence :** You also have to be competent enough. This competence word in itself tells a lot, this mentions your communication ability, this also mentions your ability to read even beyond the words.

### Stages of negotiation :

- **Preparation :** The first is preparation and this preparation comes only when there is a conflict. So, and the need of the negotiation arises only when there is a conflict. So, once you feel or once you are asked to go for a negotiation, please make a thorough study of the issue and be prepared
- **Meeting :** and when you are prepared, of course, you will go for the meeting and during the meeting see to it. Most of the time, most of the negotiations fail only because the negotiator is not having a control of his vocabulary as well as his language
- **Speak simply :** During the negotiation you need to speak very simply.
- **Keep you cool :** Keeping you cool throughout

- **Maintain conducive relationship** : Maintaining a sort of conducive relationship; by conducive we mean a relationship where the other party also feels quite comfortable and at ease and you can provide that ambience by using a language

#### **Preparation for negotiation:**

- **Know your subject** : Now, while you are going to prepare for the negotiation as we have discussed a thorough knowledge of the subject is very important
- **Strength and weakness of the parties** : You do a lot of survey and you do a lot of survey by looking at the other models, by looking at the other companies, by looking at the other advantages and other benefits that a particular company is providing you with
- **Collect fact and figures** : And then remember, sometimes or the other when you are going to present the fact, the facts have to be more factual. Do not believe in providing facts that are false. So, please be consistent with the facts and figures because they are going to play a very crucial role in the negotiation
- **Identify the upper and lower limits** : Be aware of the upper and the lower limits. Upper limits when we say means how much you are going to provide the concession to the other party. And the lower limits when you feel that the process of negotiation is not going to work out or it is not moving towards an agreement see to it or remain prepared for little losses if you can have.

#### **Negotiating styles**

- **Collaborate** : The first is collaborate. You see there are 3 styles mostly in negotiation the first is a red style. In a red style the negotiators are the people who are going to discuss they appear to be more self centered. Another is the blue style. The blue style is more cooperative and not as competitive as the red style. And the third style is the purple colour style. The purple colour style is a mix of both the red and the blue styles. So, when you are negotiating it is advisable to go for the last one that is the purple style
- **Accommodate** : Sometimes you may feel that people are from other cultures and they are not ready to understand your point of view. In this sort of situation what you need to do is, you need to make your language a little bit more polite then is required, a little bit more accommodating.
- **Compromise** : And then comes compromise. You know, you cannot remain rigid throughout, if you remain rigid throughout, you will be more competitive where you will be more self centered, look looking at things from your own point of view and in such a situation negotiation may suffer or may come across a deadlock.
- **Control** : Then comes the control, this control depends upon how forgiving you are, how conceding you are, how convincing you are. So, have a control in yourself. Sometimes you may feel that much of your ideas are not going to meet. In such a situation you always have a control of asking for clarification.
- **Avoidance** : Sometimes it so happens that you are so much preoccupied with your own emotion, that you are going to be so rigid and blunt in such a situation the negotiation will suffer a breakdown. So, see to it that you can avoid your emotion

#### **Phases of negotiation:**



Phases of negotiation are:

- Preparation phase
- Interacting/negotiation phase
- Implementation phase

The strategies of negotiation are :

- Plan discussion according to the psychological needs and appropriate strategies
- Set amicable tone
- Highlight the sunny side
- Ready with alteration
- Allow more time & space to other person
- Allow concessions

### **Characteristics of culture:**

**Cultures can be learned** : Cultures can be learnt, cultures are dynamic. Once you were in a different part of your own country, you had a different culture, but over the years of you stay in that part you feel that you have imbibed a culture.

**Cultures norms are logical** : Cultural norms are logical. If you go into the history of particular tradition and particular myth, you will find that certain practices are based on certain logic

**Cultures represents identity and community** : Culture represents identity and it gives you a sense of belonging.

**It mixes both the visible and the invisible** : Visible culture include artifacts, symbols, and practices such as art and architecture, colour, and dress, and traditions. Invisible culture is defined as the intangible parts of culture. This type of culture helps shape our perception, attitudes, beliefs and values..

**Culture is dynamic** : Culture is dynamic. This simply means that cultures interact and change.

### **Communication styles**

- **Americans** : They are more straightforward, they are uncomfortable with silence and delays, they cannot tolerate a delay.
- **Arabs and south Americans** :They actually believe in a poetic language. They do not come to the point too soon rather they create a lot of background and then they come to say what they really want to say.
- **Nigerians** :The Nigerians are quiet and they are very clear. They are very clear, they are composed, they do not believe in making a lot of exchanges, and they often, at times, become quiet and clear in order not to show their opinion.
- **Germans** :Even Germans are direct, but then they are understated.

### **Communication objectives**

- **Job Satisfaction**
  - When management of the company cultivates an atmosphere where employees could openly and freely speak up their minds, and talk about their demands, desires, and viewpoints.
- **Friendly Relationship B/W Management & Employees**

- Communication is the main element that could make or break the relationship at the organizational, social, personal, and all levels. It's one of the main objectives of communication is to make sure that the management, employees, and HR professionals should have a friendly and harmonious relationship.
- **High Efficiency**
  - In order to amplify the efficiency of the company, the management of the company should clearly discuss the strategies and practices in the best possible and personalized manner.
- **Better Coordination**
  - The role of communication becomes critical when we talk about the effective and efficient management of the company.
- **Managing Resources**
  - A company has to deal with a lot of resources like material resources, inventory, human resources, financial resources, etc. When it comes to the management of these resources, communication plays a key role.
- **Brand Promotion**
  - The brand promotional strategy of the company comprises educating customers through product releases, public relations, advertising, marketing, and publicity.
- **Motivating People**
  - Whether you're running an educational institute, social welfare trust, or a business; you have to motivate the morale of your audience, and they would keep on working to achieve the goals. It all starts with communication with the element of emotional intelligence.
- **Developing Interest**
  - Some clients are familiar with specific products/services or have got interested in them. Now, you have to make sure that they should successfully move from the awareness stage to the conversion and sale, and you can do so with the help of effective communication.
- **Education & Imparting Information**
  - The other important objective of communication is to educate employees and customers and impart information to them. When your clients and customers inquire about certain information from you, then you have to answer their questions.
- **Establishing Awareness**
  - Establishing brand awareness is one of the most important elements of any business and you can do it with communication. Businesses believe that they can better promote their products and services with their own strategies.
- **Orders**
  - Ordering is an authoritative style in communication and you follow this approach when you have subordinates. They can be discretionary orders, mandatory orders, operational and procedural orders, specific and general orders, and oral and written orders.

### **Maslow's Theory of Human Needs**

**1. Physiological needs:** These most basic human survival needs include food and water, sufficient rest, clothing and shelter, overall health, and reproduction.

2. **Safety needs:** Safety needs include protection from violence and theft, emotional stability and well-being, health security, and financial security.

3. **Love and belonging needs:** Among these needs are friendships and family bonds—both with biological family (parents, siblings, children) and chosen family (spouses and partners).

4. **Esteem needs:** The higher needs, beginning with esteem, are ego-driven needs. The primary elements of esteem are self-respect and self-esteem.

5. **Self-actualization needs:** Self-actualization needs include education, skill development—the refining of talents in areas such as music, athletics, design, cooking, and gardening—caring for others, and broader goals like learning a new language, traveling to new places, and winning awards.

## UNIT – IV

### NEGOTIATION SKILLS

#### Multiple choice questions:

1. The need of negotiation arises only when there is a .....
  - a) Peace
  - b) Conflict**
  - c) Agreement
  - d) Harmony
2. BATNA stands for Best alternative to Negotiated Agreement.
  - a) Best Agreement of the negotiated arrangement
  - b) Best alternative to a negotiated agreement**
  - c) Better alternative to a new agreement
  - d) Better agreement than non-agreement
3. .... , they will never use your first name without invitation
  - a) Arabs
  - b) Americans
  - c) Europeans**
  - d) Indians
4. Arabs and south Americans, they actually believe in .....
  - a) figurative language
  - b) symbolic language
  - c) imaginative language
  - d) poetic language**
5. Especially the people of North America, Scandinavia, France and Germany come under .....
  - a) High context culture
  - b) Low context culture**
  - c) Middle context culture
6. People of high context culture especially of .....
  - a) German
  - b) Mexico
  - c) China
  - d) Japan**
7. .... is the belief you know that ours is the best
  - a) Impartiality
  - b) Fairness
  - c) Ethnocentrism**
  - d) Dislike
8. .... can be considered to be a social unit of people that is structured and managed to meet a need or to pursue collective goals
  - a) Organization**
  - b) Management
  - c) Agreement
  - d) Discord
9. In Japan how people express their non-acceptance?

- a) shaking heads back and forth
  - b) nodding up and down
  - c) moving their right hands**
  - d) raising their chin
10. The stages of negotiation will first begin with .....
- a) Planning
  - b) Anticipating
  - c) Exchanging of initial views
  - d) Preparation**
11. ZOPA is the .....
- a) Zone for Possible Argument
  - b) Zone for Possible Attendance
  - c) Zone for Provisional Argument
  - d) Zone for Possible Agreement**
12. GATT stands for General Agreement on Trade and Tariff
- a) General Agreement on Tax and Tariff
  - b) General Agreement on Trade and Tax
  - c) General Agreement on Trade and Tariff**
  - d) General Argument on Trade and Tariff
13. NAFTA stands for North American Free Trade Agreements
- a) North American Free Trade Agreements
  - b) North Asian Free Trade Agreements
  - c) North African Free Trade Agreements
  - d) North Antarctica Free Trade Agreements
14. The ..... style is more cooperative
- a) Red Style
  - b) Purple Style
  - c) Black Style
  - d) Blue Style**
15. During ....., it is high time you actually looked for the strengths and weaknesses
- a) Interacting phase
  - b) Preparation phase**
  - c) Implementation phase
  - d) Designing phase
16. In a ..... negotiation the two parties are well aware of the subject.
- a) Informal
  - b) Formal**
  - c) Integrative
  - d) Distributive
17. Whenever there is an ..... negotiation, this is not announced
- a) Informal**
  - b) Formal
  - c) Integrative
  - d) Distributive

18. In a ..... style the negotiators are the people who are going to discuss they appear to be more self centered
- a) Blue Style
  - b) Red Style**
  - c) Purple Style
  - d) Black Style
19. Mexicans, they are actually hurt when asks to get down to business
- a) Europeans
  - b) Mexicans**
  - c) Indians
  - d) Arabians
20. .... where communication is done by trans- border transformation of information by institutions and group
- a) International context
  - b) Global context**
  - c) Cross cultural context
  - d) Intercultural context
21. In ..... communication, you actually start comparing a particular phenomenon across culture
- a) International context
  - b) Global context
  - c) Cross cultural context**
  - d) Intercultural context
22. Face- to- face interactions among people of diverse cultures is called ..... communication
- a) Formal communication
  - b) Intercultural communication**
  - c) Informal communication
  - d) Intracultural communication
23. People in ..... are less concerned with face
- a) High context culture
  - b) Mid context culture
  - c) Semi context culture
  - d) Low context culture**
24. .... are concerned with social harmony and saving face
- a) High context culture**
  - b) Mid context culture
  - c) Semi context culture
  - d) Low context culture
25. This Maneki neko which actually means a beckoning cat, this symbolizes a good fortune
- a) Bad fortune
  - b) Good future
  - c) Good fortune**
  - d) Bad future

**Long Answer Questions:**

- 1. What is negotiation skills? What are the benefits of negotiation skills?**
- 2. What are the qualities of negotiator? (Any 4)**
- 3. What are stages of negotiation ?**
- 4. How to prepare for negotiation?**
- 5. What are the negotiating styles? (Any 4 points)**
- 6. List the phases of negotiation. What are the strategies of negotiation?**
- 7. What are the characteristics of culture ? (Any 4)**
- 8. What are the different communication styles?**
- 9. What are the communication objectives? (Any 4)**
- 10. Explain Maslow's Theory of Human Needs ?**

## **UNIT-V**

### **COMMUNICATION BREAKDOWN**

**8 Hours**

**Session 33: Communication Breakdown**

**Session 34: The characteristics of good writing**

**Session 35: Business writing , Types of Business writing**

**Session 36: Memorandum**

**Session 37: Format of memo**

**Session 38: A Sample Memo**

**Session 39: Letter**

**Session 40: Circular, Letter report**



## UNIT - V

### Communication Breakdown:

A communication breakdown is defined as a failure to exchange information resulting in a lack of communication.

**Breakdown at the source :** This barrier can either be at the source, communication is actually a process of sharing information between the two where there is a sender there is a receiver. So, on majority of occasions there is a problem or there is a breakdown at the source, you are a sender you are the source.

**Breakdown between people :** Now, we are talking about breakdown between people which we also can call interpersonal communication. Now this interpersonal communication, it actually happens not in your everyday life, but you will find it in organizations also.

### The characteristics of good writing

- 1. Your Writing Must Have Clarity and Focus :** Readers should not have a feeling of re-reading the para to understand the context. You must be able to focus writing sticks with a perfect core idea
- 2. Content Should be Properly Organized:** If your content is well organized, or presented in a better way makes it logically and aesthetically pleasing. You can easily feel and tell the type of writing whether it is non-linear, a thesis or an essay or fiction. The ideas should be in proper order.
- 3. Always Have Planned Ideas and Themes:** Sometimes, it might happen that your topic of the paper or document is not relevant to what your content is about. This makes it difficult for the readers to visualize the flow of the idea of the writer or he/she wants to convey. Without the theme, it becomes literally impossible to get into the story or the fiction.
- 4. Choosing The Right Word For Your Audience:** Some writers might underestimate to appreciate the most valuable tool – Words. Words along with proper grammar have the potential to bring out well-crafted sentences.
- 5. Proofread Your Grammar and Style:** Every writer claims that they are good at grammar. But sometimes it might happen that they can confuse between tenses or synonyms or words. With your style, you can ensure that your piece of writing is very clear and consistent. It would be helpful to keep a grammar book and style guide handy.

### Types of Business writing

**Business Letters :** A business letter is actually a specific sort of letter writing totally different from other forms of writing since it has got a professional tone, it has got a different format

**Reports :** Report nowadays has become very important from the organization's point of view as well as from the employee's point of view.

**Memorandum :** Memorandum is a piece of official as well as business writing which is circulated within the organisation.

**Circular :** A short piece of business writing which is to be circulated to everyone concerned in the organisations.

### Memorandum

Memorandum is a piece of official as well as business writing which is circulated within

the organization. Since it is an internal communication it is also called inter-office memorandum.

When a memo is written in the form of a report, it becomes a memo report.

The purpose of memo is ensuring smooth flow of information in the organisation. It helps in establishing sound business relationships. It also has other functions such as,

- To confirm
- To suggest/request
- To explain
- To announce
- To report
- To warn

### **Format of memo**

**Name of the organization in top center :** A memo if it is a printed memo you will find that it will have a letterhead by letter head I mean the name of the organization which will be there on the top center

**To & From on the left-hand side :** And below that it will have to and from on the left-hand side

**Subject :** It is very important that you write the subject line and the subject line is to be written in the middle.

**Reference and date on the right-hand side :** Now, the reference number is to be given because you know it is a continuous process of sending and receiving information that is why you need to write the reference number and the date

**CC towards the end on left hand side :** You will write cc at the end on the left hand side

**Signature of the person issuing a memo :** And towards the end, once you have completed the memo you will put your name because you are the person who has actually circulated this memo and after that if you want that you want to circulate it.

### **A Sample Memo:**

**A Sample Memo  
Salman Business School  
25/07, Rabindra Path, Uttamnagar.**

To : All Heads

Reference FDD/48

From : Dean, Admission

Date : 07-03-2022

**Sub : Training for faculty members**

It has been observed that campus placement in our institution has been dissatisfactory. This has badly affected the admission process for the last two years. It is high time we realized the needs and expectation of recruiters. I would like you to propose faculty Development training for all the departments.

Send two training proposals and names of experts in the said area from each department I would like to meet all the departmental heads before giving shape to training programme.

Anurag Joshi  
Dean, Admission

C.C. Dean Academics

**Letter:**

A letter is a written message that can be handwritten or printed on paper.

- **Formal Letter:** These letters follow a certain pattern and formality. They are strictly kept professional in nature, and directly address the issues concerned. Any type of business letter or letter to authorities falls within this given category.
- **Informal Letter:** These are personal letters. They need not follow any set pattern or adhere to any formalities. They contain personal information or are a written conversation. Informal letters are generally written to friends, acquaintances, relatives etc.
- **Business Letter:** This letter is written among business correspondents, generally contains commercial information such as quotations, orders, complaints, claims, letters for collections etc. Such letters are always strictly formal and follow a structure and pattern of formalities.
- **Official Letter:** This type of letter is written to inform offices, branches, subordinates of official information. It usually relays official information like rules, regulations, procedures, events, or any other such information. Official letters are also formal in nature and follow certain structure and decorum.
- **Social Letter:** A personal letter written on the occasion of a special event is known as a social letter. Congratulatory letter, condolence letter, invitation letter etc are all social letters.
- **Circular Letter:** A letter that announces information to a large number of people is a circular letter. The same letter is circulated to a large group of people to correspond some important information like a change of address, change in management, the retirement of a partner etc.
- **Employment Letters:** Any letters with respect to the employment process, like joining letter, promotion letter, application letter etc.

#### **Circular:**

A short piece of business writing which is to be circulated to everyone concerned in the organisation. It is circulated both within and outside organisation.

#### **Types of circular :**

**Informative :** Factual content and relevant information

**Public :** Matters of general awareness

**Partnership and Companies :** Of shareholders and business partners

**Official Circular :** For wider population

#### **Business writing:**

Business writing is a type of writing that is used in a professional setting. It is a purposeful piece of writing that conveys relevant information to the reader in a clear, concise, and effective manner. It includes client proposals, reports, memos, [emails](#), and notices.

#### **Principles of business writing :**

- Clarity
- Courtesy
- Consideration

- Conciseness
- Cordiality

**Letter report:**

A report written in a business letter format is known as letter report. It is informal yet formal. It is circulated both inside and outside the organisation.

**Format of a letter report :**

- Date
- Inside address
- Sub
- Salutation
- Main Body
- Introduction
- Findings
  - Complimentary close
  - Signature
  - Enclosure

## UNIT – V

### COMMUNICATION BREAKDOWN

#### Multiple Choice Question :

1. .... only presents information in order to explain a certain issue
  - a) Narrative essay
  - b) Descriptive essay
  - c) **Informative essay**
  - d) Persuasive essay
2. .... uses information and facts that support a writer's personal opinion.
  - a) Narrative essay
  - b) Descriptive essay
  - c) Informative essay
  - d) **Persuasive essay**
3. Direct plan is when you are saying things in a very .....
  - a) Indirect manner
  - b) **Direct manner**
  - c) Semi direct manner
  - d) None of the above
4. Indirect plan is where there are things which appear unpleasant to you when you listen
  - a) **Indirect plan**
  - b) Direct plan
  - c) Semi direct plan
  - d) None of the above
5. Chronology refers to .....
  - a) **Time**
  - b) Space
  - c) Light
  - d) Noise
6. .... which actually means space where you are going to talk about something in a very geographical manner
  - a) Casual pattern
  - b) Structure pattern
  - c) Topical pattern
  - d) **Spatial pattern**
7. .... pattern describes the structure first and function next.
  - a) Casual pattern
  - b) **Structure pattern**
  - c) Topical pattern
  - d) Spatial pattern
8. .... where topics or subjects are broken into several sub topics or categories
  - a) Casual pattern
  - b) Structure pattern
  - c) **Topical pattern**
  - d) Spatial pattern
9. .... is actually a short piece of writing and this memo goes only in an organization
  - a) **Memo**
  - b) Report

- c) Notice
- d) Email

10. When a memo is written in the form of a report, it becomes a .....
- a) Memo
  - b) Report
  - c) **Memo report**
  - d) None of the above
11. .... aims at ensuring smooth flow of information in the organisation.
- a) Report
  - b) Notice
  - c) **Memo**
  - d) Email
12. Subject line in the memo is to be written in the .....
- a) Right side
  - b) Left side
  - c) **Middle**
  - d) Up side
13. Reference and date to be written on the .....
- a) Middle
  - b) **Right side**
  - c) Left side
  - d) Up side
14. A memo is very .....
- a) Long
  - b) **Short**
  - c) Medium
  - d) None of the above
15. A letter report is a bit .....
- a) **Long**
  - b) Short
  - c) Medium
  - d) None of the above
16. A short piece of business writing which is to be circulated to everyone concerned in the organisation is known as .....
- a) Report
  - b) Memo
  - c) **Circular**
  - d) Notice
17. Business letters should be concise
- a) **True**
  - b) False
  - c) All of the above
  - d) None of the above
18. Which of these must be avoided in business letters?
- a) Polite words
  - b) Formal words
  - c) **Abbreviations**
  - d) Clear details
19. Which of these is the right format of writing the date in all the formal or business letters?

- a) 23rd March,2021
- b) 23/03/2021
- c) March 23,2021
- d) **Both b and c**

20. The subject of business letter should be
- a) As long as possible
  - b) **Brief, Clear and Relevant**
  - c) Stretched and irrelevant
  - d) None of these
21. Which of these is the most suitable salutation of business letter?
- a) Dear Sir/Madam
  - b) **Sir/Madam**
  - c) Loving Mr.xyz/Mrs.xyz
  - d) All of these
22. Where is receiver's address written a business or official letter?
- a) On the top of the letter
  - b) Just above the date
  - c) **Just below the date**
  - d) On the bottom of the letter
23. A memorandum (memo) is considered a brief form of written communication for:
- a) legal use
  - b) formal use
  - c) **internal use**
  - d) external use
24. Modern business letters are usually written in:
- a) indented style
  - b) semi-block style
  - c) simplified style
  - d) **full-block style**
25. Good business letters are characterized by the following personal quality of the writer:
- a) **sincerity**
  - b) humour
  - c) seriousness
  - d) formality

#### Long Answer Questions:

1. **What is communication breakdown? What are the classifications of communication breakdown?**
2. **What are the characteristics of good writing?(Any 4)**
3. **What are the types of business writing?**
4. **What is Memorandum? What is the purpose of memo?**
5. **What is the format of memo?**
6. **Write a sample memo.**
7. **What is letter? What are the types of letter(Any 3 types)?**
8. **What is circular? What are the types of circular?**
9. **What is business writing? What are the principles of business writing?**
10. **What is letter report? What is the format of letter report?**

**QUESTION BANK :**  
**UNIT – 1**

**INTRODUCTION TO SOFT SKILLS**

**MCQ Questions**

13. .... are technical knowledge or training that have gained through any life experience, including in our career or education.  
E. Soft skills  
**F. Hard skills**  
G. Presentation skills  
H. Negotiation skills
14. .... are personal habits and traits that shapes how you work, on your own hand and others.  
**a. Soft skills**  
b. Hard skills  
c. Presentation skills  
d. Negotiation skills
15. Which one is hard skill among the following  
A. Problem solving  
B. Effective communication  
C. Critical thinking  
**D. Database management**
16. Which one is soft skill among the following  
E. Network security  
F. Mobile development  
G. Programming languages  
**H. Effective communication**
17. .... skill constitute the ability to not only speak confidently.  
**E. Communication skills**  
F. Presentation Skills  
G. Negotiation Skills  
H. Listening skills
18. .... include abilities to lead a team?  
E. Communication skills  
**F. Leadership skills**  
G. Listening skills  
H. Negotiation skills
19. .... is concerned with the psychological pattern of an individual—the thoughts, emotions and feelings  
**E. Personality**  
F. Communication  
G. Leadership skills  
H. Listening skills
20. .... are unique to a person.  
**a. Personality**  
b. Communication



- c. Leadership skills
  - d. Listening skills
21. .... is a set of qualities that make a person distinct from another.
- a. **Personality**
  - b. Communication
  - c. Leadership skills
  - d. Listening skills
22. .... communication refers to the official communication which follows the formal channel.
- C. **Formal Communication**
  - D. Informal Communication
  - C. Horizontal or lateral communication
  - D. Interactive communication
23. .... communication can take the form of interviews, meetings, presentations
- A. **Oral communication**
  - B. Written communication
    - C. Horizontal or lateral communication
    - D. Interactive communication
24. .... communication can take the form of notes, memos, letters, reports.
- A. Oral communication
  - B. **Written communication**
    - C. Horizontal or lateral communication
    - D. Interactive communication
13. .... refers to communication from top-level managers to middle or lower-level managers.
- A. **Downward communication**
  - B. Upward communication
  - C. Horizontal or lateral communication
  - D. Interactive communication
14. .... refers to communication from lower-level managers to top-level managers.
- A. Downward communication
  - B. **Upward communication**
  - C. Horizontal or lateral communication
  - D. Interactive communication
15. .... proceeds in a horizontal manner and takes place among equals and at peer level.
- A. Downward communication
  - B. Upward communication
  - C. **Horizontal or lateral communication**
  - D. Interactive communication
16. .... communication is essentially a two-way process.
- A. Downward communication
  - B. Upward communication
  - C. Horizontal or lateral communication
  - D. **Interactive communication**

17. .... communication refers to communication between individuals and groups, which does not follow the official recognized channel.
- Informal communication**
  - Formal communication
  - Horizontal or lateral communication
  - Interactive communication
18. .... is a methodology for categorizing the character and behavior of a person.
- Personality analysis**
  - Communication analysis
19. The word 'personality' originates from the ..... word 'persona', which means a mask
- Spanish
  - Greek
  - Latin**
  - English
20. .... skills play an important role in resume writing, interviewing, job performance and finding success in communicating with people at work and in other areas of your life
- Hard skills
  - Soft skills**
  - Negotiation skills
  - Presentation skills
21. The network or pathway of informal communication is called .....
- Grapevine Communication**
  - Formal Communication
  - Verbal Communication
  - Non verbal communication
22. .... refers to how you communicate with clients, customers, colleagues, employees, employers, vendors, partners and almost everyone connected to the concerned business.
- Communication skill**
  - Negotiation skill
  - Leadership skill
  - Listening skill
23. Communication is a \_\_\_\_ process in which there is an exchange and chain of ideas towards a mutually acceptable direction.
- One way
  - Two way**
  - Three way
  - Four way
24. Body language, body posture, and hand gestures are examples of \_\_\_\_ type of communication.
- |    |                      |                      |
|----|----------------------|----------------------|
| A. | Informal             | communication        |
| B. | <b>Non-verbal</b>    | <b>communication</b> |
| C. | Verbal               | communication        |
| D. | Formal communication |                      |
25. .... communication is using speech or spoken word to exchange information, emotions, and thoughts.

- |                         |               |                      |
|-------------------------|---------------|----------------------|
| A.                      | Informal      | communication        |
| B.                      | Non-verbal    | communication        |
| C.                      | <b>Verbal</b> | <b>communication</b> |
| D. Formal communication |               |                      |
26. A Tendency or willingness displayed in order to get the work done in right direction or in the right way is .....
- A. Team Work  
B. Conflict Management  
C. **Attitude**  
D. Adaptability
27. The ability to adapt to different situations and environment easily is .....
- A. Attitude  
B. Team Work  
C. **Adaptability**  
D. Conflict management

Long Answer Questions :

11. What is difference between hard skill and soft skill with example?
12. Explain communication skills with example
13. What are leadership skills explain
14. What are classification of communication. Explain them.
15. Explain the aspects of soft skills.
16. Explain the factors of effective communication. Explain the four ways of effective communication
17. Briefly explain problem solving.
18. What are the skills that make you a good leader
19. Briefly explain conflict management.
20. Explain team work skills

## UNIT-II

### POSITIVE THINKING

#### Multiple choice question:

26. The major function of the Johari Window is to .....
- e. illustrate and improve self confidence
  - f. illustrate and improve self hood
  - g. illustrate and improve self awareness**
  - h. illustrate and improve self ness
27. A ..... is a person who always looks at the dark side of things
- e. Optimist
  - f. Pessimist**
  - g. Doubter
  - h. Complainer
28. An ..... is one who always looks at the bright side of things.
- e. Optimist**
  - f. Pessimist
  - g. Doubter
  - h. Complainer
29. In ..... area, there is something that is known by the person is also known by others.
- e. Open area**
  - f. Blind area
  - g. Hidden area
  - h. Unknown area
30. This ..... area is when a person does not know something about himself, whereas the others know.
- e. Open area
  - f. Blind area**
  - g. Hidden area
  - h. Unknown area
31. In ..... area, we find that there are certain things which are known to ourselves but we try to keep it hidden from others at the workplace.
- e. Open area
  - f. Blind area
  - g. Hidden area**
  - h. Unknown area
32. In ..... area, it is unknown not only to the new person, but also unknown to others.
- e. Open area
  - f. Blind area
  - g. Hidden area
  - h. Unknown area**

33. The unknown quadrant in Johari Window ..... when you disclose information and learn.
- e. **Shrinks**
  - f. Increases
  - g. Unaffected
  - h. None of the above
34. A ..... is a communication which is used with the help of words.
- e. **Verbal Communication**
  - f. Non verbal Communication
  - g. Formal Communication
  - h. Informal Communication
35. A ..... is a communication that is done or performed without words.
- e. Verbal Communication
  - f. **Non verbal Communication**
  - g. Formal Communication
  - h. Informal Communication
36. .... carries intentional and unintentional emotions and messages
- e. **Voice**
  - f. Pitch
  - g. Rate
  - h. Quality
37. .... is the hallmark of all communication
- e. Kinesics
  - f. Proxemics
  - g. Chronemics
  - h. **Clarity**
38. .... refers to body language
- e. **Kinesics**
  - f. Proxemics
  - g. Chronemics
  - h. Haptics
39. .... the way your body behaves
- e. **Action language**
  - f. Kinesics
  - g. Proxemics
  - h. Chronemics
40. .... deals with space
- e. Kinesics
  - f. **Proxemics**
  - g. Chronemics
  - h. Haptics
41. .... is where we will talk about the importance of time

- e. Kinesics
  - f. Proxemics
  - g. Chronemics**
  - h. Haptics
42. .... is degree of loudness/softness of voice
- e. Pitch
  - f. Rate
  - g. Quality
  - h. Volume**
43. Pitch changes are called .....
- e. Inflections**
  - f. Intonation
  - g. Imposition
  - h. Inflammation
44. Rise and fall in the pitch of voice is known as .....
- e. Inflections
  - f. Intonation**
  - g. Imposition
  - h. Inflammation
45. .... tend to be negative
- e. Crossing the hands**
  - f. Clenched hands
  - g. Hanging hands
  - h. Open hands
46. .... symbolize that you are under a state of tension and frustration.
- e. Crossing the hands
  - f. Clenched hands**
  - g. Hanging hands
  - h. Open hands
47. When we communicate without words we actually use some symbols and there are several cues through which we communicate. These are actually called .....
- e. Non verbal cues**
  - f. Verbal cues
  - g. Formal cues
  - h. Informal cues
48. Skype is a example for what kind of video conferencing?
- e. One way video and one way audio
  - f. One way video and two way audio
  - g. Two way video and one way audio

**h. Two way video and two way audio**

49. .... are the fastest means of contact

- d. Telephones**
- e. Newspaper
- f. Letter

50. I am okay, you are not okay. Such a person can be considered to be .....

- e. Introvert
- f. Positive
- g. Negative
- h. Imposing**

Long Answer Questions:

- 11. What is positive thinking? Explain ways to develop positivism**
- 12. Explain Dr. Eric Berne's views on attitude.**
- 13. What is function of Johari window? Explain the four quadrants**
- 14. Explain Features of telephonic communication.**
- 15. Explain advantages and disadvantages of telephonic communication**
- 16. Explain the guidelines to send a call?**
- 17. Explain the guidelines while receiving a call?(Any 8 points)**
- 18. Explain the points to remember when you are at a video conference.(Any 4 points)**
- 19. What Is Nonverbal Communication? What are the Types Of Nonverbal Communication**
- 20. List the features of voice. Explain the faults in the voice.**

### Unit-III

#### PROXEMICS

##### Multiple Choice Questions:

26. The study of physical space in communication is called .....
- e. **Proxemics**
  - f. Chronemics
  - g. Kinesics
  - h. Haptics
27. Chronemics is the study of .....
- e. Space
  - f. **Time**
  - g. Personality
  - h. Attitude
28. .... reveals a person's personality, it also reflects a person's attitude towards others.
- e. Space
  - f. Proxemics
  - g. **Time**
  - h. Haptics
29. Careful use of time during communication can lead to .....
- e. **Success**
  - f. Failure
  - g. Good personality
  - h. Attitude
30. .... one of the famous psychologists and anthropologist says that "Time talks and space speaks".
- e. **Robert E Hall**
  - f. Ernest Hemingway
  - g. Sigmund Freud
  - h. Albert Bandura
31. Space and time as ..... cues
- d. Verbal
  - e. **Non verbal**
  - f. Semi verbal
32. Haptics is the language of .....
- e. Time
  - f. Space
  - g. **Touch**
  - h. Speak
33. The word 'haptics' or the term 'haptics' has been taken from a ..... word that means 'I touch'
- e. **Greek**
  - f. Spanish
  - g. French
  - h. English



34. The knowledge of the study of touch in communication in various situations is called

.....

- e. Kinesics
- f. Haptics**
- g. Proxemics
- h. Chronemics

35. Hearing means perceiving with ears?

- e. True**
- f. False
- g. Both (A) and (B)
- h. None of the above

36. Communists form of touch is .....

- e. Handshake**
- f. Hugging
- g. Kissing the forehead
- h. Holding hand/arm

37. Which of these should be avoided in pre-listening analysis?

- a. Mental discipline
- b. Concentration
- c. Prejudices**
- d. Patience

38. Sort of communication that is beyond words can be called .....

- e. Meta-communication**
- f. Formal communication
- g. Informal communication
- h. Semi communication

39. .... is a communication where the speaker will have a choice of words and will also decide the tone.

- e. Formal communication
- f. Informal communication
- g. Meta communication**
- h. Semi communication

40. .... are just the small breaks

- e. Break
- f. Silence
- g. Listening
- h. Pauses**

41. If these breaks, become longer they actually become .....

- e. Break
- f. Silence**
- g. Pauses
- h. Listening

42. .... is a two-way process it is actually a sharing of information by someone who has and to someone who actually wants to have it.

- e. Listening
  - f. Personality
  - g. Behaviour.
  - h. Communication**
43. Listening can be a form of .....
- e. Gathering devices
  - f. Gathering time
  - g. Gathering space
  - h. Gathering information**
44. Listening requires a sort of .....
- e. Anger
  - f. Silence
  - g. Patience**
  - h. Noise
45. You are listening to each and every word. Which type of listening is this?
- e. Combative listening
  - f. Attentive listening**
  - g. Reflective listening
  - h. Content listening
46. I like to listen I have learned a great deal from listening carefully. Who said this?
- e. Robert E Hall
  - f. Sigmund Freud
  - g. Albert Bandura
  - h. Ernest Hemingway**
47. People at the same position or people especially the peers while they shake hands.  
Which type of handshake is this?
- e. Dominant handshake
  - f. Submissive handshake
  - g. Equality handshake**
  - h. Politicians handshaking
48. You listen to a person and after listening to it, you analyse. Which kind of listening is this?
- e. Content listening
  - f. Empathetic listening
  - g. Appreciative listening
  - h. Analytical listening**
49. It is a type of listening behaviour where the listener seeks certain information which they will appreciate. Which kind of listening is this?
- e. Content listening
  - f. Empathetic listening
  - g. Appreciative listening**
  - h. Analytical listening
50. Listening a \_\_\_\_\_ mental process that play vital role in our daily life?
- a. Absorbable
  - b. Visible
  - c. Invisible**
  - d. Eco able

Long Answer Questions:

11. What is proxemics? How it can be categorised?
12. What are the palm positions?
13. What are the types of handshakes?
14. What are the advantages of silence? What are the advantages of pauses?
15. How is listening different from hearing?
16. What are the stages of listening?
17. What are the types of listening?
18. What are the internal factors affect listening?(Any 4)
19. What are the active listening techniques?(Any 4)
- 20. What are the guidelines for effective listening?**

## UNIT – IV

### NEGOTIATION SKILLS

#### Multiple choice questions:

26. The need of negotiation arises only when there is a .....  
e) Peace  
**f) Conflict**  
g) Agreement  
h) Harmony
27. BATNA stands for Best alternative to Negotiated Agreement.  
e) Best Agreement of the negotiated arrangement  
**f) Best alternative to a negotiated agreement**  
g) Better alternative to a new agreement  
h) Better agreement than non-agreement
28. .... , they will never use your first name without invitation  
e) Arabs  
f) Americans  
**g) Europeans**  
h) Indians
29. Arabs and south Americans, they actually believe in .....  
e) figurative language  
f) symbolic language  
g) imaginative language  
**h) poetic language**
30. Especially the people of North America, Scandinavia, France and Germany come under .....  
d) High context culture  
**e) Low context culture**  
f) Middle context culture
31. People of high context culture especially of .....  
e) German  
f) Mexico  
g) China  
**h) Japan**
32. .... is the belief you know that ours is the best  
e) Impartiality  
f) Fairness  
**g) Ethnocentrism**  
h) Dislike
33. .... can be considered to be a social unit of people that is structured and managed to meet a need or to pursue collective goals  
**e) Organization**  
f) Management  
g) Agreement  
h) Discord

34. In Japan how people express their non-acceptance?
- e) shaking heads back and forth
  - f) nodding up and down
  - g) moving their right hands**
  - h) raising their chin
35. The stages of negotiation will first begin with .....
- e) Planning
  - f) Anticipating
  - g) Exchanging of initial views
  - h) Preparation**
36. ZOPA is the .....
- e) Zone for Possible Argument
  - f) Zone for Possible Attendance
  - g) Zone for Provisional Argument
  - h) Zone for Possible Agreement**
37. GATT stands for General Agreement on Trade and Tariff
- e) General Agreement on Tax and Tariff
  - f) General Agreement on Trade and Tax
  - g) General Agreement on Trade and Tariff**
  - h) General Argument on Trade and Tariff
38. NAFTA stands for North American Free Trade Agreements
- e) North American Free Trade Agreements
  - f) North Asian Free Trade Agreements
  - g) North African Free Trade Agreements
  - h) North Antarctica Free Trade Agreements
39. The ..... style is more cooperative
- e) Red Style
  - f) Purple Style
  - g) Black Style
  - h) Blue Style**
40. During ....., it is high time you actually looked for the strengths and weaknesses
- e) Interacting phase
  - f) Preparation phase**
  - g) Implementation phase
  - h) Designing phase
41. In a ..... negotiation the two parties are well aware of the subject.
- e) Informal
  - f) Formal**
  - g) Integrative
  - h) Distributive
42. Whenever there is an ..... negotiation, this is not announced
- e) Informal**
  - f) Formal
  - g) Integrative
  - h) Distributive

43. In a ..... style the negotiators are the people who are going to discuss they appear to be more self centered
- e) Blue Style
  - f) Red Style**
  - g) Purple Style
  - h) Black Style
44. Mexicans, they are actually hurt when asks to get down to business
- e) Europeans
  - f) Mexicans**
  - g) Indians
  - h) Arabians
45. .... where communication is done by trans- border transformation of information by institutions and group
- e) International context
  - f) Global context**
  - g) Cross cultural context
  - h) Intercultural context
46. In ..... communication, you actually start comparing a particular phenomenon across culture
- e) International context
  - f) Global context
  - g) Cross cultural context**
  - h) Intercultural context
47. Face- to- face interactions among people of diverse cultures is called ..... communication
- e) Formal communication
  - f) Intercultural communication**
  - g) Informal communication
  - h) Intracultural communication
48. People in ..... are less concerned with face
- e) High context culture
  - f) Mid context culture
  - g) Semi context culture
  - h) Low context culture**
49. .... are concerned with social harmony and saving face
- e) High context culture**
  - f) Mid context culture
  - g) Semi context culture
  - h) Low context culture
50. This Maneki neko which actually means a beckoning cat, this symbolizes a good fortune
- e) Bad fortune
  - f) Good future
  - g) Good fortune**
  - h) Bad future

Long Answer Questions:

- 11. What is negotiation skills? What are the benefits of negotiation skills?**
- 12. What are the qualities of negotiator? (Any 4)**
- 13. What are stages of negotiation ?**
- 14. How to prepare for negotiation?**
- 15. What are the negotiating styles? (Any 4 points)**
- 16. List the phases of negotiation. What are the strategies of negotiation?**
- 17. What are the characteristics of culture ? (Any 4)**
- 18. What are the different communication styles?**
- 19. What are the communication objectives? (Any 4)**
- 20. Explain Maslow's Theory of Human Needs ?**

## UNIT – 5

### COMMUNICATION BREAKDOWN

#### Multiple Choice Question :

26. .... only presents information in order to explain a certain issue
- e) Narrative essay
  - f) Descriptive essay
  - g) Informative essay**
  - h) Persuasive essay
27. .... uses information and facts that support a writer's personal opinion.
- e) Narrative essay
  - f) Descriptive essay
  - g) Informative essay
  - h) Persuasive essay**
28. Direct plan is when you are saying things in a very .....
- e) Indirect manner
  - f) Direct manner**
  - g) Semi direct manner
  - h) None of the above
29. Indirect plan is where there are things which appear unpleasant to you when you listen
- e) Indirect plan**
  - f) Direct plan
  - g) Semi direct plan
  - h) None of the above
30. Chronology refers to .....
- e) Time**
  - f) Space
  - g) Light
  - h) Noise
31. .... which actually means space where you are going to talk about something in a very geographical manner
- e) Casual pattern
  - f) Structure pattern
  - g) Topical pattern
  - h) Spatial pattern**
32. .... pattern describes the structure first and function next.
- e) Casual pattern
  - f) Structure pattern**
  - g) Topical pattern
  - h) Spatial pattern
33. .... where topics or subjects are broken into several sub topics or categories
- e) Casual pattern
  - f) Structure pattern
  - g) Topical pattern**
  - h) Spatial pattern
34. .... is actually a short piece of writing and this memo goes only in an organization
- e) Memo**
  - f) Report
  - g) Notice



- h) Email
35. When a memo is written in the form of a report, it becomes a .....
- e) Memo
  - f) Report
  - g) Memo report**
  - h) None of the above
36. .... aims at ensuring smooth flow of information in the organisation.
- e) Report
  - f) Notice
  - g) Memo**
  - h) Email
37. Subject line in the memo is to be written in the .....
- e) Right side
  - f) Left side
  - g) Middle**
  - h) Up side
38. Reference and date to be written on the .....
- e) Middle
  - f) Right side**
  - g) Left side
  - h) Up side
39. A memo is very .....
- e) Long
  - f) Short**
  - g) Medium
  - h) None of the above
40. A letter report is a bit .....
- e) Long**
  - f) Short
  - g) Medium
  - h) None of the above
41. A short piece of business writing which is to be circulated to everyone concerned in the organisation is known as .....
- e) Report
  - f) Memo
  - g) Circular**
  - h) Notice
42. Business letters should be concise
- e) True**
  - f) False
  - g) All of the above
  - h) None of the above
43. Which of these must be avoided in business letters?
- e) Polite words
  - f) Formal words
  - g) Abbreviations**
  - h) Clear details
44. Which of these is the right format of writing the date in all the formal or business letters?
- e) 23rd March,2021
  - f) 23/03/2021
  - g) March 23,2021
  - h) Both b and c**

45. The subject of business letter should be
- e) As long as possible
  - f) Brief, Clear and Relevant**
  - g) Stretched and irrelevant
  - h) None of these
46. Which of these is the most suitable salutation of business letter?
- e) Dear Sir/Madam
  - f) Sir/Madam**
  - g) Loving Mr.xyz/Mrs.xyz
  - h) All of these
47. Where is receiver's address written a business or official letter?
- e) On the top of the letter
  - f) Just above the date
  - g) Just below the date**
  - h) On the bottom of the letter
48. A memorandum (memo) is considered a brief form of written communication for:
- e) legal use
  - f) formal use
  - g) internal use**
  - h) external use
49. Modern business letters are usually written in:
- e) indented style
  - f) semi-block style
  - g) simplified style
  - h) full-block style**
50. Good business letters are characterized by the following personal quality of the writer:
- e) sincerity**
  - f) humour
  - g) seriousness
  - h) formality

Long Answer Questions:

- 11. What is communication breakdown? What are the classifications of communication breakdown?**
- 12. What are the characteristics of good writing?(Any 4)**
- 13. What are the types of business writing?**
- 14. What is Memorandum? What is the purpose of memo?**
- 15. What is the format of memo?**
- 16. Write a sample memo.**
- 17. What is letter? What are the types of letter(Any 3 types)?**
- 18. What is circular? What are the types of circular?**
- 19. What is business writing? What are the principles of business writing?**
- 20. What is letter report? What is the format of letter report?**