

# Managing Project

Project management is a Systematic approach to planning and guiding project processes from start to finish.

Project management is the function that oversees execution of a project, is responsible for project resources (time, money, people, energy and space).

The project management process involves five components : Initiating, Planning, Executing, Controlling and Closing. Project management responsibilities are typically assigned to one individual. In some organizations there may be various Project Managers and each may manage many concurrent project. In other organizations, one may be assigned the role of Project Manager for a specific project. For example, an organization launching a new product or service might assemble a team to handle implementation, training and rollout.

The Project Manager/engineer role can be likened to that of an orchestra conductor. The conductor must ensure that each section performs their part of a given piece, while also overseeing the overall goal of performing the entire piece in harmony and to the satisfaction of the listeners. Project Managers will usually not participate directly in the project activities but rather oversee the project to ensure that milestones are reached, budgets and timelines are adhered to and the project is brought to its successful conclusion.

Projects are temporary in their nature and are organized to create a unique product or service. Projects can last for days, weeks, months or even years. In the past, project management was typically confined to the engineering and construction of various public or consumer products such as buildings, computer software and vehicles.

"The application of knowledge, skills, tools and techniques to a broad range of activities in order to meet the requirements of a particular project."

Project management process fall into five groups :

- Initiating
- Planning
- Executing
- Monitoring and Controlling
- Closing

## EXPLANATION OF THESE BASIC PHASES OF PROJECT MANAGEMENT

**1. Project conception and initiation :** An idea for a project will be carefully examined to determine whether or not it benefits the organization. During this phase, a decision making team will identify if the project can realistically be completed.

**2. Project definition and planning :** A project plan, project charter and/or project scope may be put in writing, outlining the work to be performed. During this phase, a team

should prioritize the project, calculate a budget a schedule and determine what resources are needed.

**3. Project launch or execution :** Resources' tasks are distributed and teams are informed of responsibilities. This is a good time to bring up important project related information.

**4. Project performance and control :** Project managers will compare project status and progress to the actual plan, as resources perform the scheduled work. During this phase, project managers may need to adjust schedules or do what is necessary to keep the project on track.

**5. Project close :** After project tasks are completed and the client has approved the outcome, an evaluation is necessary to highlight project success and/or learn from project history.

Projects and project management processes vary from industry to industry; however, these are more traditional elements of a project. The most important (overarching) goal is typically to offer a product, change a process or to solve a problem in order to benefit the organization.

#### **According to Business Dictionary**

*The body of knowledge concerned with principles, techniques and tools used in planning, control, monitoring and review of projects.*

#### **FUNDAMENTAL QUALITIES OF A GOOD PROJECT MANAGER/ENGINEER**

- ☛ Excellent communication and interpersonal skills
- ☛ The ability to share a clear vision and inspire others
- ☛ Positive attitude and enthusiasm
- ☛ Honesty
- ☛ Ability
- ☛ Cool, calm nature
- ☛ Problem solver
- ☛ Team builder
- ☛ Excellent representative
- ☛ Excellent decision maker

**1. Communication :** Excellent communication skills are vital, to enable a project manager to communicate effectively with a broad spectrum of people at different levels within an organization and externally. In order to lead a project, you must be able to clearly communicate your vision, goals, guidelines and expectations to others. The ability to deliver and receive constructive feedback and listen to others is another important part of leading a team of individuals. Essentially, being a great communicator is a key element to working well with others in any work environment.

**2. Sharing a Vision :** The ability to see the 'bigger picture' behind a project and effectively convey that vision to others is an incredibly valuable and important quality in a

**Project Manager.** Successfully articulating the vision of a project ensures the team can experience it in their mind and helps to get them on board without delay.

**3. Positive Attitude :** A leader with an eternally full crop and a positive mental attitude is a pleasure to engage with and their enthusiasm automatically rubs off on others. Being committed to a project and displaying confidence in it impacts positively on the team and forms the basis of a happy, productive work environment.

**4. Honesty :** A great team leader has the ability to gain the trust of his team. By demonstrating that he is committed to adhering to both your values and ethical practices in general, team members will soon recognize that you are an honest leader whom they are happy to put their trust and faith in.

**5. Ability :** When a leader is unable to demonstrate that they are competent and capable, they will be unable to gain the respect and trust of their team and colleagues. A team must always feel confident that their leader is in control and knows exactly what they are doing.

**6. Cool, Calm nature :** Regardless of how a project is planned there will always be obstacles of some sort to overcome along the way. A good Project Manager will never panic or lose their temper when things go wrong; instead they will remain calm, assess the problem and find the best way to resolve it, in order to put the project back on the right track. If things become too stressful at any point, any flapping or excessive sweating should be done in private.

**7. Problem Solver :** A great project manager should possess excellent problem solving skills and be resourceful and creative in their general approach to problems. On many occasions when working on a project, this may be as a simple case of identifying the right person(s) within the team to help you resolve the problem quickly and effectively. Sometimes, the real skill here is in truly grasping the issues behind the problem as this is always a fundamental element of the problem solving process.

**8. Team Builder :** A strong, happy team is a productive one and for the project to reach a successful conclusion the team need to be working well together for a common purpose. Within any team of individuals, you will find a variety of personalities that will need to somehow get together to form a positive dynamic. Part of successfully leading a team will involve learning about each individual's skills and personality in order to get the best out of the team as a whole. Spotting areas of conflict within the team early on and managing conflict is crucial.

**9. Representative :** Having a good understanding of your team members allows you to delegate tasks to the right individuals for the best possible results. Team members will respond well to a manager who delegates appropriate tasks that are well suited to their skill set and subsequently trusts them to get on with it. Encourage staff to approach you to discuss any queries or difficulties if they need to rather than undermine them by constantly checking up on them and they will feel more valued.

**10. Decision Maker :** The personal decisions made as a Project Manager have a direct impact on the success of a project and ultimately the success of the business itself. In order to be strong in this area it is essential that you arm yourself with all of the information you need from the outset so that when the time comes, informed decisions can be made quickly.

## LEADERSHIP

Leadership is the “process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task.” Definitions more inclusive of followers have also emerged.

In many circles, there is continuous debate about whether leaders are born or developed, we will see that humans are very complicated and are made up of a number of traits. As with motivation, there influences are both inherited and acquired from our environment and influences, and consequently, leadership theories will continue to be debated in the future. We will continue this discussion on the assumption that leadership can be developed, but will use the term leader to apply to any earned or appointed role that carries with it the exercise of power and influence over others.

### **Qualities of Leadership**

- ☛ Treat everyone with respect and dignity
- ☛ Set the example for others to follow
- ☛ Maintain the highest standards of honesty and dignity
- ☛ Insist on excellence and hold your people accountable
- ☛ Build group cohesiveness and pride
- ☛ Show confidence in your people
- ☛ Maintain a strong sense of urgency
- ☛ Be available and visible to your staff
- ☛ Develop yourself to your highest potential
- ☛ Be active always

**Leadership skills for project management :** Leadership is the most important skills for achieving or completing project goals, because without a good leadership, a project is unlikely to be completed successfully.

The successful completion of projects is the primary responsibility and goal of the Project Manager, who will have a lot of weight on their shoulders, when it comes to making the right decisions. While some people possess natural leadership qualities, other leadership skills must be learned and adapted to ensure that each individual style and personality.

*Alan Keith stated that, “Leadership is ultimately about creating a way for people to contribute to making something extraordinary happen.” Tom De-Marco says that leadership needs to be distinguished from posturing.*

### **SEVEN MOST POWERFUL LEADERSHIP SKILLS**

Let's have a brief look at the most powerful leadership skills that matter the most in corporate world.

**1. Lead by Example :** This is the number one skill you should develop. When there is a huge team working under you, setting the examples is the best way to manage them.

If you do not adhere to your own rules, you may not be able to get those working for you to adhere to the rules. When it comes to leading by examples, it includes fairness, honesty, showing respect and professionalism.

**2. No Politics and No Good Old Boys :** The workplace should never be run by politics and the good old boys. This could be the main reason for demotivating the talented and enthusiastic employees.

In case, if you reward the people you prefer, this will demotivate the talent in the organization and they would leave at the end of the day. The remaining employees will be utterly frustrated and company culture and productivity will never be the same.

**3. Reward the Talent :** Rewarding is a great way to enhance the employee satisfaction. A good leader identifies the talent in the employee and rewards appropriately. A good leader will use facts for assessing the employees for their performance rather than using perceptions for the same.

**4. Be Accountable and Hold Other Accountable :** Depending on the consequences of an event, there can be either negative or positive results. In a corporate environment, most of the time, people are reluctant to take the responsibility and be accountable when things go wrong.

If you are accountable for something, so be it. Show the employees that you are being responsible and send the message that you expect the same from them.

As a good leader, you should not tolerate poor performance and poor behaviour of your employees. Your tolerance may kill employee motivation. No employee will go an extra mile if they are to cover someone's work by doing that.

**5. Performance Standards :** Setting expectations and defining reasonable performance standards for the employees is one of the key leadership skills. The performance assessment and evaluation criteria for the employees should be transparent and it should allow the employees to find their way to success.

Standards are not only applicable for employee performance. You can set standards for many other aspects of the corporate environment. As an example, it could be how to behave in the office or how to write a quality document. Setting and practicing such high standards will enhance the careers of the employees as well as the organization in the long run.

**6. Share Your Vision :** Good leaders are visionaries. They had a vision for what they do. A powerful leadership skill is to share your vision with the rest of the employees. This way, you make them aware of what you fundamentally believe in and there will be a lot of people, who are willing to help you. Eventually, you will be able to enhance their lives and make them visionaries as well.

**7. Keep an Open Door Policy :** Keeping an open door policy is a real skill for a great leader. Although many companies claim that they practise the open door policy, no one would really bother to escalate information through the open door. In order to have a real open door policy running, the leader should first practise the policy and show the rest of the staff that information flow has no barriers.

**Conclusion :** Powerful leadership skills are the best way for you to achieve your professional and personal objectives. The power of leadership skills are noted and required when you climb the corporate ladder. Without proper leadership skills, you may not be able to manage a large team and drive them to achieve the objectives. Therefore, start strengthening your leadership skills from now onwards and go through necessary training if required.

## MOTIVATION

Motivation is the activation or energization of goal-oriented behaviour. Motivation is said to be intrinsic or extrinsic. Motivation may be rooted in the basic need to minimize physical pain and maximize pleasure, or it may include specific needs such as eating and resting, or a desired object, hobby, goal, state of being, ideal, or it may be attributed to less-apparent reasons such as altruism, selfishness, morality or avoiding morality. Conceptually, motivation should not be confused with either volition or optimism.

**Motivation is defined as "the extent to which persistent effort is directed toward a goal."** —Campbell, Dunnette, Lawler & Weick.

**Effort :** The first aspect of motivation refers to the amount of effort being applied to the job. This effort must be defined in relation to its appropriateness to the objectives being pursued. One may, for example, apply tremendous effort to inappropriate tasks that do not contribute to the achievement of the stated goals.

**Persistence :** The second characteristic relates to the willingness of the individual to stay with a task until it is complete. For example, an important task that gets accomplished with effort but allows the person to rest on their laurels for an extended period does not display persistence.

**Direction :** Is the effort directed towards the organization's goals or related to the individual's self-interest? Direction is therefore measured in terms of how persistent effort is applied in relation to the goals being pursued.

**Goals :** There are two different kinds of goals being pursued simultaneously. They are individual goals and organizational goals.

In other words :

### Definition of Motivation

- The psychological meaning of motivation
- It is the internal mental state of a person which relates to the initiation, direction, persistence, intensity and termination of behaviour —Landy and Becker, 1987.
- The managerial meaning of motivation
- It is the activity of managers to induce others to produce results desired by the organization or, perhaps by the manager.

### Types of Motivation

**1. Extrinsic Motivation :** Factors in the external environment such as pay, supervision, benefits and job perks.

**2. Intrinsic Motivation :** Relationship between the worker and the task.

**Motivational Goals :** Most goals fall within two categories :

**Performance Goal :** Individual is concerned with acquiring favourable judgment from his or her peers, supervisors, or authority figures (extrinsic).

**Learning Goal :** Individual uses feedback to increase his or her competence (intrinsic).

**Intrinsic Motivation :** Intrinsic motivation refers to motivation that is driven by an interest or enjoyment in the task itself, and exists within the individual rather than relying on any external pressure. Intrinsic motivation has been studied by social and educational

psychologists since the early 1970s. Research has found that it is usually associated with high educational achievement and enjoyment by students.

Students are likely to be intrinsically motivated if they :

- Attribute their educational results to internal factors that they can control (e.g., the amount of effort they put in),
- Believe they can be effective agents in reaching desired goals (i.e., the results are not determined by luck),
- Are interested in mastering a topic, rather than just route-learning to achieve good grades.

### Extrinsic Motivation

- Extrinsic motivation comes from outside of the individual. Common extrinsic motivations are rewards like money and grades, coercion and threat of punishment. Competition is in general extrinsic because it encourages the performer to win and beat others, not to enjoy the intrinsic rewards of the activity. A crowd cheering on the individual and trophies are also extrinsic incentives.
- Social psychological research has indicated that extrinsic rewards can lead to over justification and a subsequent reduction in intrinsic motivation. In one study demonstrating this effect, children who expected to be (and were) rewarded with a ribbon and a gold star for drawing pictures spent less time playing with the drawing materials in subsequent observations than children who were assigned to an unexpected reward condition and to children who received no extrinsic reward.
- Self-determination theory proposes that extrinsic motivation can be internalized by the individual if the task fits with their values and beliefs and therefore helps to fulfil their basic psychological needs. Internalized extrinsic motivation has been shown to lead to more positive outcomes, such as wellbeing, increased productivity and task satisfaction.

### Seven Practices to Raise Motivation

1. Ensure that workers motives and values are appropriate for the jobs on which they are placed.
2. Make jobs attractive and consistent with worker's motives and values.
3. Define work goals that are clear, challenging, attractive and attainable.
4. Provide workers with the personnel and material resources that facilitate their effectiveness.
5. Create supportive social environments.
6. Reinforce performance.
7. Harmonize all these elements into a consistent socio-technical system.

### What Causes Loss of Motivation

- Time and schedule pressures
- Difficulties or conflicts with people
- Disorganization
- Few results
- Lack of training

### **Sense of incompetence**

#### **Ways to Stay Motivated**

- Invest in an affirmative outlook
- Fuel the fire with like-mindedness
- Clear up conflicts quickly
- Do not "deficit motivate"

#### **Ways to Motivate a Team**

Ways to Motivate a Team  
Ways to Motivate a Team (individual needs)

- Figure out what makes them tick (individual needs)
- Give clear expectations
- Consistent reinforcement and consequences
- Healthy competition
- Change out team members

#### **Why is Motivation important?**

- Under optimal conditions, effort can often be increased and sustained
- Delegation without constant supervision is always necessary
- Motivated employees can provide competitive advantage by offering suggestions and working to satisfy customers
- Motivation can account for improved productivity
- Motivation encourages learning among employees
- Motivation also accounts for Organizational Changes
- Individual Differences can be accommodated with the help of motivation.

## **TIME MANAGEMENT**

Too much to do and not enough time to do it in? Sounds like you need some time management advice. Read on to become a time lord and not a time loser.

Check out our top time management tips for working as productivity as possible and putting them into practice.

**1. Avoid Interruptions :** Switch off that mobile and TV and log out of your email, Facebook, MSN and anything else that could interrupt you. It's only for a short while until you get your work done. Once homework's out of the way, you can reward yourself by chatting to your mates online.

**2. Divide and Conquer :** It can be hard to know when to start, but if you break jobs down into smaller tasks, which you tackle one-by-one, things will become much easier. If you're not sure how to do this, write a list of everything you need to do to complete an assignment. Put it in the correct order then tackle it head-first!

**3. Set Targets :** Set yourself work targets that are specific, achievable and realistic. Saying you're going to work solidly for 12 hours isn't any of the above. Remember, short bursts of productivity are more effective than long slogs.

**4. Start a time planner or time-table :** Each week create a time planner or time-table of the things you need to do. Whenever you are set new work, set time for it in the planner. This way you will be more in control of your time and work and will avoid stressful situations where you rush your work the night before it's due.

**5. To do List :** At the end of every day, make a 'to do' list for the next day, and use that as the basis for your work. It is satisfying to tick off your tasks as you complete them.

**6. Keep your energy levels up :** Some ways to keep your energy levels up include drinking enough water and keeping active. Make sure you move about during break times to get the oxygen pumping round your brain.

Also, remember to avoid sugary snacks and high-energy drinks which are packed with sugar and which give you highs and lows. Yoghurt and fruits are much more effective. They release energy more slowly throughout the day and keep you alert.

**7. Be Inspired :** Use post-it notes, inspiring quotes, images and visual remainders on your wall to keep you focused. Perhaps even decide now what you want to get out of school. If you want good exam results to go to University, remind yourself of that goal the next time you're lacking in motivation.

**8. R and R :** If you want to be a good time manager, you need to find time for some rest and relaxation. Always ensure you get enough sleep-about 8 hours is healthy.

You should also try to find time to relax in the evenings after school or college. This will help you sleep and feel more refreshed for the next day.

**9. The half hour rule :** The next time you get in from school, spend half an hour getting started on some work or just thinking about the homework you were given that day.

That way if you then go out with your mates, play video games or watch telly, you will know what is urgent and can start planning your next steps in order to get the work done to the best of your ability and handed in on time.

**10. Don't be afraid to say no :** In an ideal world it'd be great to do everything; go out with friends, join sports clubs and ace the exams. But you've got to be realistic.

If you feel that there is pressure to do things outside of school which you don't think you have time for, just be honest. The chances are your mates will follow your lead!

### WHAT IS RESOURCE MANAGEMENT?

Resource Management is a facet of project management that deals with the human, financial, distribution and demands of project resources. Careful management of human resources leads to the path of project success. However, mismanagement of resources can lead to project failure, overtime, budget overages, and other unfortunate events. Below, I outline the key elements of resource management.

**Preliminaries :** Before driving into the key elements, three statements must be made defining some of the important terms involved with resource management.

**The Resource Themselves :** One can manage a resource, one must know what a resource is. A resource may be a human resource (employee), a financial resource, a product to be sold or obtained, skills, technology, information, or elements for production.

**Having the Proper Data :** The data required for effective resource management includes demand for resources, available resources, and how the resources will fit into the demands (what is required of the resources).

**Utilization/Allocation :** Resources must be used to the maximum capacity for the minimum amount of cost. Tasks should be allocated (assigned or distributed) to resources in a fair and balanced manner.

### What are the Key Elements for Resource Management?

Among crucial elements of resource management, the following are the most key :

**Resource Plan :** Every project plan should have a resource plan as its components. The resource plan should contain all aspects of your project from beginning to end that protein to resource required.

**Resource Breakdown Structure :** Here, you will break down the resources required to complete the project in a hierarchy — as you would in a work breakdown structure or an organizational breakdown structure.

**Responsibility Assignment Matrix :** This is where the resource or organizational breakdown structure meets up with the work breakdown structure to assign responsibilities to the various branches in the hierarchy.

**Resource Over Allocation :** Over allocation of a resource is when a resource has been assigned more work than can be completed during normal work hours. Resource allocation often leads to overtime and overspending on financial resources.

**Resource Histogram :** This graphic representation can cue project managers whether there are any resource being over allocated.

**Resource Dependency :** If two tasks require the same resource to complete them, then these tasks are resource dependent. If a task can only be completed by one resource, it is resource-dependent. A resource dependant task has particular constraints linking it to a particular resource.

**Resource Leveling :** Leveling resources involves redistributing an imbalance of allocated work. It assists project team members by keeping them from becoming overwhelmed, working overtime, or running into project burnout.

## PROJECT MANAGEMENT SOFTWARE

**Introduction :** Since the project management is one of the core functions of a business organization, the project management function should be supported by software. Before software was born, project management was fully done through papers. This eventually produced a lot of paper documents and searching through them for information which was not a pleasant experience.

Once software came available for an affordable cost for the business organizations, software development companies started developing project management software. This became quite popular among all the industries and these software were quickly adopted by the project management community.

## TYPES OF PROJECT MANAGEMENT SOFTWARE

**1. Desktop :** There are two types of project management software available for project managers. The first category of such software is the desktop software. Microsoft Project is a good example for this type. You can manage your entire project using MS Project, but you need to share the electronic document with others, when collaboration is required.

All the updates should be done to the same document by relevant parties time to time. Therefore, such desktop project management software has limitations when it should be updated the maintained by more than one person.

## Managing Project

**2. Web Based :** As a solution for the above issue, the web-based project management software was introduced. With this type, the users can access the web application and read, write or change the project management-related activities.

This was a good solution for distributed projects across departments and geographies. This way, all the stakeholders of the project have access to project details at any give time. Specially, this model is the best for virtual teams that operate on the Internet.

**Characteristics of Project Management Software :** When it comes to choosing project management software, there are many things to consider. Not all the projects may utilize all the features offered by project management software.

Therefore, you should have a good understanding of your project requirements before attempting to select one for you. Following are the most important aspects of project management software :

- **1. Collaboration :** The project management software should facilitate the team collaboration. This means that the relevant stakeholders of the project should be able to access and update the project documents whenever they want to.

Therefore, the project management software should have access control and authentication management in order to grant access levels to the project stakeholders.

- **2. Scheduling :** Scheduling is one of the main features that should be provided by project management software. Usually, modern project management software provides the ability to draw Gantt charts when it comes to activity scheduling.

In addition to this, activity dependencies can also be added to the schedules, so such software will show you the project critical path and later changes to the critical path automatically.

Baselining is also a useful features offered by project management software. Usually, a project is base line when the requirements are finalized.

When requirements are changed and new requirements are added to the project later, project management team can compare the new schedule with the baseline schedule automatically to understand the project scope and cost deviations.

- **3. Issue Tracking :** During the project life cycle, there can be many issues related to project that needs constant tracking and monitoring. Software defects is one of the good examples for this.

Therefore, the project management software should have features to track and monitor the issues reported by various stakeholders of the project.

- **4. Project Portfolio Management :** Project portfolio management is one of the key aspects when an organization has engaged in more than one project. The organization should be able measure and monitor multiple projects, so the organization knows how the projects progress overall.

If you are a small company with only a couple of projects, you may not want this feature. In such case, you should select project management software without project management, as such features could be quite expensive for you.

- **5. Document Management :** A project has many documents in use. Most of these documents should be accessible to the stakeholders of the project. Therefore, the project management software should have a document management facility with correct access control system.

In addition to this, documents need to be versioned whenever they are updated. Therefore, the document management feature should support document versioning as well.

**6. Resource Management :** Resource management of the project is one of the key expectations from project management software. This includes both human resources and other types.

The project management software should show the utilization of each resource throughout the entire project life cycle.

**Conclusion :** Modern project management practice requires the assistance of project management software. The modern project management practice is complicated to an extent that it cannot operate without the use of software.

When choosing the correct project management software for your purpose, you need to evaluate the characteristics of software and match with your project management requirements.

Never choose one with more feature than you require, as usually project management software come with a high price tag. In addition, having more than the required features could make confusions when using the software in practice.

## INTERPERSONAL RELATIONSHIP

**Definition :** An interpersonal relationship is the nature of interaction that occurs between two or more people. People in an interpersonal relationship may interact overtly, covertly, face-to-face or even anonymously. Interpersonal relationships occur between people who fill each other's explicit or implicit physical or emotional needs in some way. Your interpersonal relationships may occur with friends, family, co-workers, strangers, chat room participants, doctors or clients.

**Strong Interpersonal Relationships :** Strong interpersonal relationships exist between people who fill many of each other's emotional and physical needs. For example, a mother may have strong interpersonal relationships with her children, because she provides her child's shelter, food, love and acceptance. The extent of needs that a mother fills is greater than the extent of needs that are filled between, for example, you and the cashier at the grocery store.

**Weak Interpersonal Relationships :** Mild interpersonal relationships exist when people fill modest needs. For example, if the extent of your relationship with the clerk at the grocery store is that he scans your items and you give him money, that is a weak interpersonal relationship. You need to go through him to get your items at the store, and he needs to collect money from you.

**Enhancing Interpersonal Relationships :** Interpersonal relationships occur between people who fill each other's needs in some way. According to Marriage Builders, needs that occur between married couples include affection sexual fulfillment, physical attractiveness and conversation. You can control the strength of your interpersonal relationships by acting or neglecting to act on the needs of the people that you interact with. For example, find out what your significant other expects from you on birthday's or other special occasions. You can enhance or weaken the relationship by either filling those needs or neglecting to fill them.

**Problems :** Interpersonal relationships become problematic when one or more of the participants has needs that are not met within the relationship. Someone who wishes to end

a relationship may intentionally neglect the needs of the other person, but sometimes needs change and people fail to keep up with those changes. For example, a spoiled child may have a strong relationship with his parents only when his needs are met, but problems arise when the child does not get the toy he wants. A mother may try to fill safety needs for her son by advising against his desire for travel or adventure, although his need for safety may not be as strong as his need for freedom and exploration.

**Interpersonal Relationship :** A strong bond between two or more people refers to interpersonal relationship. Attraction between individuals brings them close to each other and eventually results in a strong interpersonal relationship.

#### Forms of Interpersonal relationship

- An interpersonal relationship can develop between any of the following :
- Individual working together in the same organization.
- People working in the same team.
- Relationship between a man and a woman (Love, Marriage).
- Relationship with immediate family members and relatives.
- Relationship of a child with his parents.
- Relationship between friends.

Relationship can also develop in a group (Relationship of students with their teacher, relationship of a religious guru with his disciples and so on)

#### Must have in an Interpersonal Relationship

Individuals in an interpersonal relationship must share common goals and objectives. They should have more or less similar interests and think on the same lines. It is always better if individuals come from similar backgrounds. Individuals in an interpersonal relationship must respect each other's view and opinions. A sense of trust is important. Individuals must be attached to each other for a healthy interpersonal relationship. Transparency plays a pivotal role in interpersonal relationship. It is important for an individual to be honest and transparent.

### INTERPERSONAL SKILLS EVERY ENGINEER SHOULD HAVE

#### ENGINEERING INTERPERSONAL SKILLS

This may be the understatement of the year : right now there is an incredible need for engineers. All skills sets and experience levels are in high demand from startups to giant corporations, but that doesn't mean that every engineer will be employed or successful. If people do business with the people that they like, it also means that the people do business with need to be able to communicate effectively.

Interpersonal skills are becoming increasingly important in career advancement. They are just as important as the technical skills, as they help create personal branding and a well-rounded network of professionals, opening opportunities and creating relationships with peers. Following are the five key interpersonal skills that engineers should develop for career success :

## 1. Communication

Engineers place higher value on technical skills than communication; however they do not realize that communication especially with those who are not as technically minded is equally as important. In order to succeed and be innovative in their position, they must be able to communicate their ideas.

## 2. Creativity

The technical skills to find and fix system issues are just as valuable as the creativity to find new ways to solve problems. People who continually push the envelope to find and develop new products, processes etc, get the recognition from peers and management.

## 3. Adaptability

Like creativity, the ability to continually push and change are invaluable. Challenges arise daily and as an employee and job seeker, you must be able to adapt, be creative, and communicate the issues to work towards a solution.

## 4. Collaboration

Product creation, service execution, and system innovation do not happen by one person. Steve Jobs may have been an incredible driving force behind Apple's success, but there was countless engineers, developers and other professionals working to create, and sell their products. Collaborating in a team setting is not only necessary for a job seeker and employee, but is absolutely essential.

## 5. Leadership

We all know what a leader is, however becoming one takes thought. If you aspire to make a difference in your company/city the world in any profession, leadership skills have to come into play. Developing these skills over time as you build relationships will help you achieve success beyond your career.

# ENGINEERING ECONOMICS AND FUNDAMENTALS

## WHAT IS ENGINEERING

Technological advances in machines, materials, computers, structures and electronics have changed the job description of the engineer rapidly. Economic merits of the different alternatives available to the solution of a given problem can be evaluated in a systematic manner. The dollars-and-cents side of decision making is discussed in detail in this book. According to an estimate in 2005, there are about 240 million vehicles on the road in the United States. The economy fueled by the automotive sector is large.

Engineering is defined by ABET (Accreditation for Engineering and Technology) as the profession in which the knowledge gained in physics, chemistry, life sciences and mathematics is applied to make products in large scale that increase the prosperity of man. This must be achieved with a judicious choice of materials, at the lowest cost in a manner that is begin to the environment, and that keeps all the stakeholders safe. Examples of engineering achievements can be seen in the top engineering inventions of the 20th century. According to the National Academy, the top 20 engineering achievements of the 20th century is listed in Table.

## What is Economy

**Economy** consists of the sum total of all income from goods produced and services offered in a state or nation.

It deals with the interactions between people and wealth. The size of the United States' economy can be measured using parameters such as GDP (Gross Domestic Product) is different from GDP with respect to inclusion of income earned abroad. GDP sticks to within the domicile of the nation. The sizes of the economies of 20 nations that meet regularly as G20 are listed in Table.

## What is Engineering Economy ?

**Engineering Economy** is the study of the feasibility and evaluation of the cost of possible solutions to engineering problems. When benefits outweigh costs, the alternate becomes an acceptable one. The lowest cost among alternates can be selected by using different methods discussed in detail in the textbook. This is calculated at a certain interest rate over a certain prescribed period of time. Here are some alternates that can be resolved into one selected for implementation by using one of the methods explained in later chapters :

**Table : Top 20 Engineering Achievements of the 20th Century**

|     |                                    |     |  |
|-----|------------------------------------|-----|--|
| 1.  | Electrification                    | 11. | Highways                                 |
| 2.  | Automobile                         | 12. | Spacecraft                               |
| 3.  | Airplane                           | 13. | Internet                                 |
| 4.  | Water Supply and Distribution      | 14. | Imaging                                  |
| 5.  | Electronics                        | 15. | Household Appliances                     |
| 6.  | Radio, and Television              | 16. | Health Technologies                      |
| 7.  | Agriculture Mechanization          | 17. | Petroleum and Petrochemical Technologies |
| 8.  | Computers                          | 18. | Laser and Fibre Optics                   |
| 9.  | Telephone                          | 19. | Nuclear Technologies                     |
| 10. | Air Conditioning and Refrigeration | 20. | High Performance Materials               |

The foundation of the discipline of Engineering Economy can be seen in terms of seven principles. These seven principles are :

1. Make a List of Alternates : Plan A, Plan B, etc.

2. What is Different among the Alternates?

3. Be Clear on What You Want.

4. Develop Common Performance Measures.

5. Meet all Relevant Criteria.

6. Weigh the Results of Action Plan and Reserve Plan If/When Necessary.

The decision has to come from the alternates developed. The alternates can be developed using a *brainstorming session*. The more creative and resourceful the team members are, the better the selection of alternates available for a go/no-go decision would be. The problem can be reformulated and restated to ease the flow of alternates.

An open mind is recommended during the development of alternatives. The method may not be used to justify a certain course of action. Four rules of brainstorming were dictated by Osborn (4). These are as follows :

- (a) Negative feedback can become overtly critical and stifle creative juices, and alternates from flowing.
- (b) Poet-like free flow of ideas is welcome.
- (c) Quantity breeds quality.
- (d) Improvement can be aimed. Combinations can work out.

The basic steps of brainstorming include :

- (a) **Preliminary Discussion** : Problem is stated and participants get warmed up. This acts as a prelude to the main session.
- (b) **Brainstorming Main Session** : An unrelated problem is first brainstormed. Then the assigned problem is brainstormed. Ideas are allowed to flow and are recorded objectively.
- (c) The ideas are evaluated for possible flowering into alternates.

### SUMMARY

**Engineering** is defined as the profession in which the knowledge gained in physics, chemistry, life sciences and mathematics is applied to make products in large scale that increase the prosperity of man. This must be achieved with a judicious choice of materials, at the lowest cost in a manner that is begin to the environment, and that keeps all the stakeholders safe. **Economy** consists of the sum total of all income from goods produced and services offered in a state or nation. It deals with the interactions between people and wealth. **Engineering Economy** is the study of the feasibility and evaluation of the cost of possible solutions to engineering problems. When benefits outweigh costs, the alternate becomes an *acceptable* one.

The seven principles of engineering economy are :

- ☛ develop alternates;
- ☛ differences among alternates;
- ☛ what do you want?
- ☛ develop common performance measures;
- ☛ meet all relevant criteria;
- ☛ weight the risks against the projected rewards.

Check the results of action plan and revise the plan if necessary. Brainstorming sessions can be used to develop alternates. The four rules of brainstorming are not to give negative feedback; encourage poetlike free flow of ideas; quantity breeds quality; and improvements and combinations are good.

The main steps of brainstorming include :

- ☛ Preliminary session;
- ☛ Brainstorming session;
- ☛ Evaluation of ideas and development of alternates.

## EXERCISE

### TRUE/FALSE STATEMENTS

- (i) Project can last for days, weeks, months or even years.
- (ii) A team must always feel confident that their leader is in control and knows exactly what they are doing.
- (iii) Leadership is the process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task.
- (iv) In a corporate environment, most of the time, people are not reluctant to take responsibility and be accountable when things go wrong.
- (v) Keeping an open door policy is not a real skill for a great leader.

**Answers :** (i) True, (ii) True, (iii) True, (iv) False, (v) False.

### FILL IN THE BLANKS

- (i) ..... is the activation or energization of goal-oriented behaviour.
- (ii) Powerful leadership skills are the best way for you to achieve your ..... and ..... objectives.
- (iii) Time management is a key ..... of a project manager.
- (iv) Employees are needed to staff emergency response, business continuity and crisis ..... teams.
- (v) ..... is one of the main features that should be provided by project management software.

**Answers :** (i) motivation, (ii) professional, personal (iii) responsibility, (iv) communications, (v) Scheduling.

### VIVA-VOCE

- Q.1. What is project management?
- Q.2. What are the basic phases of project management?
- Q.3. What is leadership and what are the qualities of a leader?
- Q.4. What are the seven most powerful leadership skills?
- Q.5. What are the sources of motivation?
- Q.6. What causes loss of motivation?
- Q.7. How can you motivate a team?
- Q.8. Why is motivation necessary for an engineer?
- Q.9. Name the types of project management software.
- Q.10. What is interpersonal relationship? Name the types of interpersonal relationship.

# Effective Communication

## INTRODUCTION

Communication is the process of sharing information, thoughts and feelings between people through speaking, writing or body language. Effective communication extends the concept to require that transmitted content is received and understood by someone in the way it was intended. The goals of effective communication include creating a common perception, changing behaviours and acquiring information.

Effective communication helps us to understand a person or situation and enables us to resolve differences, build trust and respect, and create environments where creative ideas, problem solving, affection, and caring can flourish. As simple as communication seems, much of what we try to communicate to others and what others try to communicate to us gets misunderstood, which can cause conflict and frustration in personal and professional relationships. By learning these effective communication skills, you can better connect with your spouse, kids, friends, and co-workers.

## DEFINITIONS OF COMMUNICATION

Communication may be defined in many ways :

"Communication is exchange of facts, ideas, opinions or emotions by two or more persons." —George Terry

"The word communication describes the process of conveying messages (facts, ideas, attitudes and opinions) from one person to another person so that they are understood." —Comm

"Communication is the sum of all the things one person does when he wants to create understanding in the mind of another. It involves a systematic and continuous process of telling, listening and understanding." —Louis Allen

"Communication is a process of passing information and understanding from one person to another." —Keith Davis.

## IMPORTANCE AND BENEFITS OF EFFECTIVE COMMUNICATION

The ability to communicate well has always provided advantages to those who posses it. The success of an individual in a team depends greatly on the extent to which he can engage in effective communication. Faulty communication in organizations can lead to lowered efficiency and effectiveness at the organizational as well as individual level. Also most of the interpersonal friction can be traced to faulty communication.

Communication, derived from the Latin word 'Communicare' which means, to share; is the process of transmitting information and understanding. Skill to communicate depends on the capacity of an individual to convey ideas and feelings to another to open out a desired response. In management, communication is a mixture of personal attributes and

organizational aspects. Good communication is necessary for all organizations as management functions in organizations are carried out through communication. Effective management is a function of effective communication.

Interpersonal communication takes place every time we interact with others. Communication is said to be effective when it succeeds in evoking a desired response from the other person. Moreover failures in communication can be very costly for the organization because of ill feeling between employees. Communication to be effective, cannot be a random process. It has to be planned and executed so that it evokes the desired response. Communication in organization has the following role.

(a) Helps in fostering motivation.

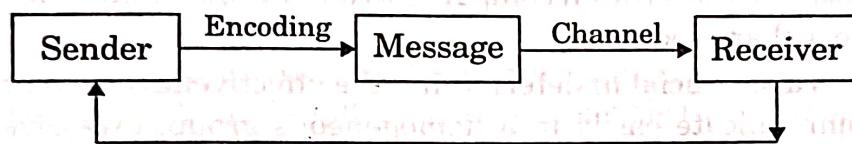
(b) Aids in the function of control.

(c) Provides information for making decisions.

(d) Gives vent to one's feelings.

(e) Helps in the satisfaction of social needs.

**2. Process of Communication :** The process of communication between two individuals can be illustrated below :



**Fig. 5.1** *Diagram illustrating the process of communication*

#### In brief, importance and benefits of effective communication

1. Effective communication is the 'life blood' of every organization. Organizations can not function without open and effective communication.
2. It helps increase job satisfaction, safety, productivity and profits.
3. It helps in career building.
4. It is essential for promotion.
5. It builds rewarding relationship.
6. It provides clarity and direction. Clarity prevents misunderstandings that leads to arguments and frustration.
7. It increases success.
8. It helps in creating self-satisfaction.
9. It promotes productivity.
10. It helps in developing the right attitude.

Communication is initiated by the sender who conceptualizes the idea that is to be transmitted. This idea is encoded with the help of language, symbol into a message. The message, which is the product of encoding is transmitted from the sender to the receiver through a channel. Channel or medium can be physical presence means face to face talk. Interactive channels are telephone, electronic media. Personal static channel are letters,

memos or impersonal static channels are general reports, circulars etc. The richness of each channel is determined according to its capability in bringing feedback. Face to face talk is considered the richest and impersonal static channel is considered to be the leanest. However, for making communication efficient, the sender has to choose the channel depending upon the urgency and complexity of the idea which is communicated.

Once the message is transmitted to the receiver through the channel he decodes it back to the idea and assimilates it. The effectiveness of communication depends on the extent to which the sender has succeeded in making the receiver understand his idea. This can be evaluated through feedback. Feedback, which makes communication two way is important because it helps to evaluate the effectiveness of the communication.

### ELEMENTS OF COMMUNICATION

**1. Verbal Communication :** Verbal communication contributes to 45% of our communication. When we use a spoken language to communicate with others, it is called verbal communication. Normally the words used in communication are concrete or abstract. Concrete words represent an object (e.g., table) and hence convey idea easily. On the other hand abstract words have a built-in-ambiguity because the ideas conveyed by such words are subjective. Thus abstract words often compared to a blunt instrument while concrete words can be compared to a sharp tool.

Role of jargons is also crucial in determining the effectiveness of communication. While jargons help to communicate easily in a homogeneous group, excessive use of them can hinder communication. Use of jargons has to be minimized while communicating to someone who is not familiar with the terms. Verbal communication becomes effective through the choice of right words and emphasis of the same. There should be excessive use of these leads to distraction of the receiver. The person who can speak and understand others speaking use this method become it is very easying process for the persons who happen to meet.

**2. Non-verbal Communication :** Non-verbal communication involves neither written nor spoken communication. Non-verbal communication is the process of communicating wordless message such as body language, gestures, variety of voice, facial expression and eye contact. In present day world, the use of non-verbal communication is expanding day by day. We can see lightings and signs on the roads. If simple spoken words are put in a communication, the effectiveness of the communication will definitely be reduced. On the other hand, we also use non-verbal communication in written communication like designing, colouring and visual aids. If we see our book we can find diagrams, graphs etc.

A good communicator should have the right posture, facial expression and body language. Lack of co-ordination between verbal and non-verbal contents of communication would only confuse the receiver. So while communicating, care should be taken to ensure a proper blend between words and actions.

**3. Listening and Feedback :** Listening which comprises of hearing, attending understanding and remembering can facilitate the effectiveness of communication. Listening can be pleasurable, discriminative or critical depending on the degree of applicants of mind. Listener has to employ the appropriate type of listening depending on

the situation and nature of the message. Proper listening requires a reasonable background familiarity, right attitudes, interest, objectivity, patience and rapport with the sender. Absence of rapport with the sender often leads to ambush listening. In this case the receiver listens only till he gets a point for argument after which his main intention would be to interrupt the communication. Lack of interest in the topic spoken by a person with whom we have a rapport (relationship) would sometimes make us employ pseudo listening. Appropriate listener response serves as a means by which feedback is judged. The feedback should be timely and constructive.

**4. Styles and Communication :** In organizations we often encounter people having different styles of management. Each style has to be dealt within a way such that the desired response is achieved.

- **Result Style :** Officers possessing this style are action oriented and make quick decision with available data. While communicating with such people, use concrete words as much as possible; be brief, state what you want precisely, supply necessary information and wait for an answer.
- **Reasons Style :** Officers with this style are very logical and rely on rational decision on making while communicating with such people, introduce the topic in a rational manner with all supporting information.
- **Process Style :** Affiliation orientation forms the basis of this style. Officers with this style are informal and try to find solution that is agreeable to all parties concerned. Be as informal as possible, introduce the topic with ample information regarding the background and motivate for an answer.
- **Forms of Communication :** Communication in organizations can be broadly classified into formal and informal communication. Formal communication takes place through the system in organization. In this, hierarchy has a very important role to play and the parties communicating should adhere to the procedure in the system. In organizations, formal communication is effected in upward (subordinate to superior), downward (superior to subordinate) and horizontal (between same levels) directions.
- Informal communication in an organization is very active and powerful. Nature of communication through this medium is oral and the speed with which the message is spread through this network is tremendous. As a result, distortion at any stage cannot be identified. This is probably the reason why grapevine is said to be the medium for spreading of rumours or false message.
- **Making Communication Effective :**
  - (a) Use concrete than abstract words wherever possible
  - (b) The content has to be made meaningful to the receiver.
  - (c) The message should be framed according to the capability of the receiver.
  - (d) There should be proper blend of verbal and non-verbal communication.
  - (e) Eye contact should be maintained.
  - (f) Speak at a moderate rate.
  - (g) Create rapport with the receiver.
  - (h) Select appropriate channel.

- (i) Encourage listening and feedback.
- (j) Avoid communicating in extreme emotional states.
- (k) Make the message.

## COMPONENTS OF COMMUNICATION

Communication is a process of transmitting and receiving verbal and non-verbal messages. Communication is considered effective when it achieves the desired reaction or response from the receiver.

Communication includes six components : context, sender-encoder, message, medium, receiver-decoder and feedback. Figure illustrates in part how these factors interact in the communication processes.

**1. Context :** Every message, whether oral or written, begins with context. Context is a broad field that includes country, cultural, organization, external and internal stimuli. Every country, every cultural and every company or organization has its own conventions for processing and communicating information.

This aspect of context is the playing field on which you must plan, design and communicate your message successfully.

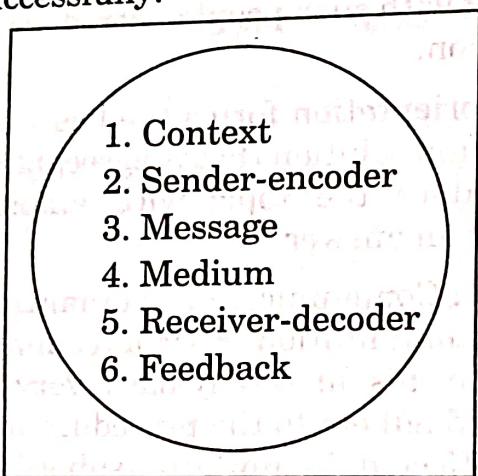


Fig. 5.2 : The components of communication.

Another aspect of context is the external stimulus that prompts you to send a message. The source of this prompt may be a letter, memo, note, electronic mail, fax, telephone call, a meeting. Your response to this prompt may be oral or written.

Next, internal stimuli have a complex influence on how you translate ideas into message. When you encode your own view of the world affects the choice you make in language. Your attitudes, opinions, emotions, past experiences, likes and dislikes, education, job status and You must consider all these aspects of context in order to communicate your ideas effectively.

**2. Sender-Encoder :** When you send a message you are the “encoder”, the writer, or speaker, depending on whether your message is written or oral. You try to choose symbols—usually words (and sometimes also graphics or pictures) that express your message so that the receiver will understand it and react with the response you desire. After considering all the factors mentioned above, you decide which symbols best convey your message and which message. Channel will be most effective among the oral and written

media. In brief, as a sender-encoder, you use symbols that express your message and create the desired response.

**3. Message :** The message is the core idea you want to communicate. It consists of both verbal (written or spoken) symbols and non-verbal (unspoken) symbols. Your first task is to decide exactly what your message is and what content to include. In brief, you **must first decide what the main point of your message is and what other information to include.**

**4. Medium :** Your message channel depends on all the contextual factors discussed above and the nature of the message itself. Message is the encoded idea transmitted by the sender. Message may be an idea, feeling or some information. As a sender, you have to express your purpose in the form a message. In brief, your medium can be the printed word, electronic mail or sound.

**5. Receiver-Decoder :** The message receiver is your reader or listener, also known as decoder. Many of your messages may have more than one decoder. As figure indicates, the receiver as well as the sender are influenced by the context and by the external and internal stimuli. Both receive message through the eyes and ears but also influenced by non-verbal factors such as touch, taste and smell. All factors of a message are filtered through the receiver's view of and experiences in the world. In brief, The receiver-decoder is influenced by context and by his or her mental filter.

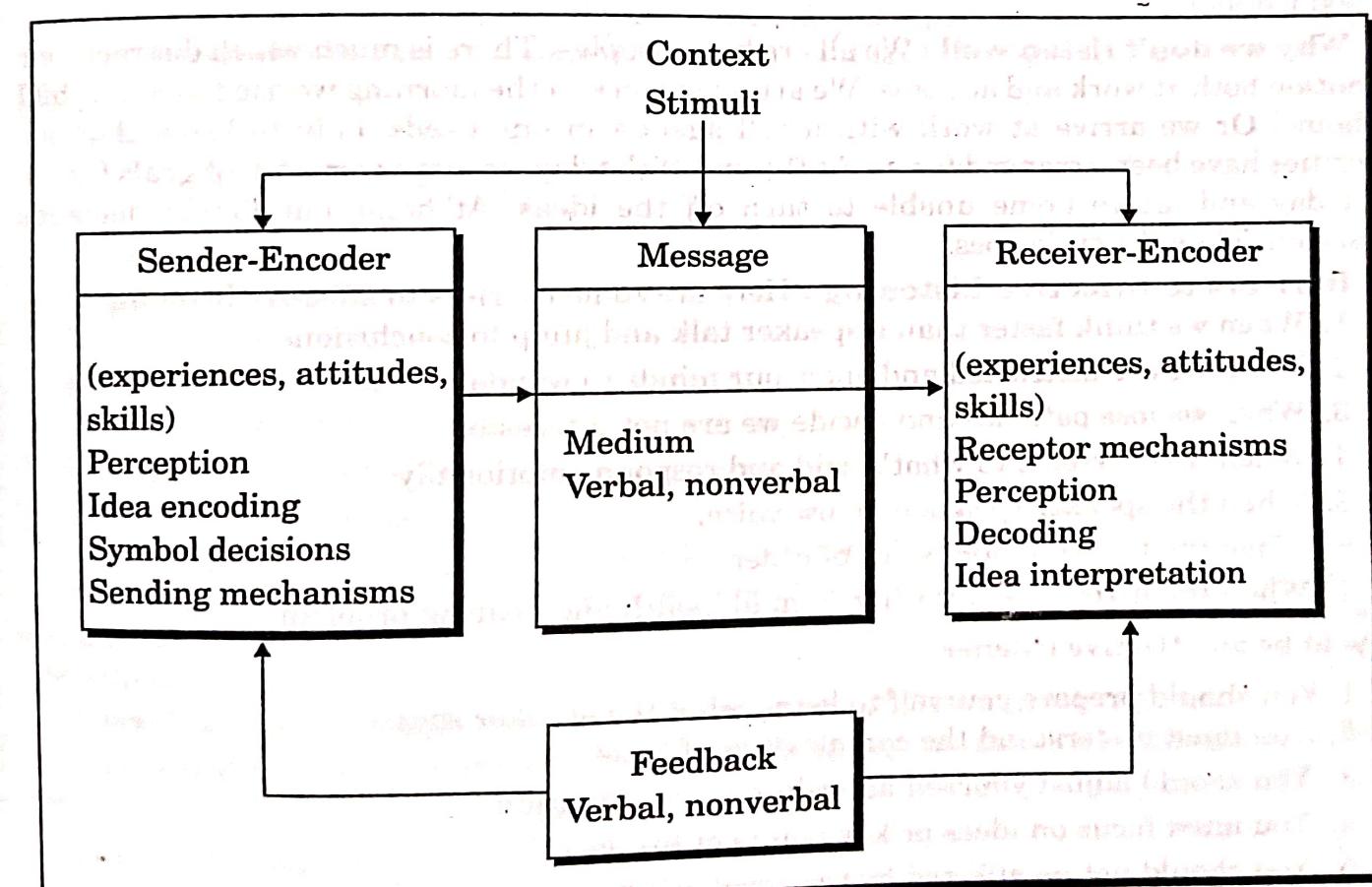


Fig. 5.3 : Communication Model.

**6. Feedback:** Ultimately the receiver reacts with either the desired response based on a clear understanding of the symbols or with an undesired response because of miscommunication. Feedback can be oral or written sometimes silence is used as feedback, though it is almost always ineffective. Senders need feedback in order to determine the success or failure of the communication.

In brief, feedback can be an oral or a written message, an action, or simply silence.

**1. Listening Communication:** There are four important tools of communication :

1. Listening, 2. Reading, 3. Writing, 4. Speaking

Out of these four tools listening is an important as speaking. If you want to become a good speaker, you must be a good listener. Reading, writing and speaking are taught at school level while no body cares to teach listening skill at school level. All over the country there is no institute to provide the training in listening. One should not confuse in listening and hearing. Listening is a two way process while hearing is one way process. Listening is an active process while hearing is a passive process.

Listening is really where all good communication begin. Misunderstanding what another person is saying is one of the biggest obstacles to communication. Most people are born with good listening skills. Listening must be learnt. A child learns speaking a language through listening. Listening is a mental process requiring effort. We should learn how to be a good listener.

**Why we don't listen well :** We all are busy people—There is much which distracts our attention both at work and at home. We arrive at work in the morning worried as an ill child at home. Or we arrive at work with a full agenda in our heads, only to learn that our priorities have been arranged for us. At the end of the day we leave work full of goals for the next day and arrive home unable to turn off the ideas. At home our family demands attention. Thus the cycle goes.

**Barriers to Effective Listening :** Here are some barriers to effective listening.

1. When we think faster than a speaker talk and jump to conclusions.
2. When we are distracted and allow our minds to wander.
3. When we lose patience and decide we are not interested.
4. When we overreact to what's said and respond emotionally.
5. When the speaker speaks in a low voice.
6. When the transmission is out of order.
7. When the listener is suffering from ill health and hearing problem.

### How to be an effective listener

1. You should prepare yourself to listen what the speaker says.
2. You must understand the complexities of listening.
3. You should adjust yourself according to the situation.
4. You must focus on ideas or key points of the speech.
5. You should not be affected by the speaker's personality.
6. You must carefully watch the body language of the speaker.
7. In the end of the speech if you have doubt, you should put questions.

### Advantages of effective listening

1. Listening adds our knowledge and speech.
2. Listening helps to make better principles.
3. Listening helps to know the organization properly.
4. Listening helps to make open door policy.
5. Listening softens the complaining employees.
6. Listening develops the ability to know about other's saying.
7. Listening helps to detect sensitive area before they become explosive.
8. Listening is quite essential for the success of the open door policy.

Listening is one of the most important aspects of effective communication. Successful listening means not only understanding the words or information being communicated but also understanding how the speaker feels about what they are communicating. Effective communication :

- (a) Make the speaker feel heard and understood, which can help build a stronger, deeper connection between you.
- (b) Create an environment where everyone feels safe to express ideas, opinions and feelings plan and problems solve in creative way.
- (c) Save time by helping clarify information, avoid conflicts and misunderstandings.
- (d) Relieve negative emotions. when emotions are running high and the speaker feels that he/she has been truly heard. It can help to calm them down relieve negative feelings, allow for real understanding or problem solving to begin.

### Keys to effective listening

1. Find areas of interest.
2. Judge content, not delivery.
3. Hold your fire.
4. Listen for ideas.
5. Be flexible.
6. Work at listening.
7. Resist distractions.
8. Exercise your mind.
9. Keep your mind open.
10. Summarize, weigh the evidence and look between the lines.

Listening is more complex than hearing. It is a process which consists of four stages : (i) sensing and attending (ii) understanding and interpreting, (iii) remembering, (iv) responding.

These four stages occur in sequence but we are generally unaware of them.  
"God has given us two ears and only one mouth so that we may listen the more talk the less."

### Elements and Levels of Listening

There are four important elements of good listening :

- (a) **Attention** : The focused perception of both visual and verbal stimuli.
- (b) **Hearing** : The physiological act of opening the gates to your ears.

**(c) Understanding :** Assigning meaning to the messages received.

**(d) Remembering :** The storing of meaningful information.

Inspite of four elements, there are also four levels of listening. They are acknowledging, sympathizing, paraphrasing and empathizing. The most effective listeners are able to project all four levels at the same time.

They explain that they are paying attention and making an effort to understand and evaluate what they are hearing. They complete the process by describing through their responses level of comprehension and interest in what the speaker is saying.

It is important to distinguish between hearing and listening. While everyone hears a vast volume of information everyday, effectively listening to speakers and their content is a subjective matter. A person elects to listen instead of just hearing. Effective listening shows concern for the person speaking and expresses an interest in the matter at hand. It promotes a sense that both people are sharing a conversation rather one talking at the other.

Effective listening requires patience. Letting someone finish a thought completely is critical for making an informed response. The best speakers are often the greatest at effective listening.

### TIPS FOR EFFECTIVE LISTENING

If your goal is to fully understand and connect with the other person, listening effectively will often come naturally. If it does not, you can remember the following tips. The more you practise them, the more satisfying and rewarding your interactions with others will become.

**(i) Focus fully on the speaker,** his/her body language and other nonverbal cues. If you are day dreaming, checking text messages, or doodling, you are almost certain to miss nonverbal cues in the conversation. If you find it difficult to concentrate on some speakers, try repeating their words over in your head. It will reinforce their message and help you stay focused.

**(ii) Avoid interrupting** or trying to redirect the conversation to your concerns, by saying something like, "If you think that's bad, let me tell you what happened to me." Listening is not the same as waiting for your turn to talk. You cannot concentrate on what someone's saying if you are forming what you are going to say next. Often, the speaker can read your facial expressions and know that your mind's elsewhere.

**(iii) Avoid seeming judgmental :** In order to communicate effectively with someone, you don't have to like them or agree with their ideas, values or opinions. However, you do need to set aside. Your judgment and withhold blame and criticism in order to fully understand a person. The most difficult communication, when successfully executed, can lead to the most unlikely and profound connection with someone.

**(iv) Show your interest** in what is being said. No occasionally, smile at the person and make sure your posture is open and inviting. Encourage the speaker to continue with small verbal comments like "yes" or "uh huh".

**Types of Listening :** There are five important types of listening :

1. Informative listening
2. Appreciative listening
3. Critical listening
4. Discriminative listening
5. Empathic listening

**1. Informative Listening :** Where your aim is to concentrate on the message being given. This may be the content of a lesson, directions, instructions etc. Ask the team whether they use any strategies to help them focus or retain information in this context. Are there any ideas here for helping pupils with auditory learning difficulties?

The pre-session task is a useful awareness raising exercise that should :

- (a) Illustrate that informative listening is HARD WORK.
- (b) Confirm that it is difficult to retain information we have listened to.
- (c) reveal some of the obstructions to effective listening.
- (d) remind colleagues how hard it must be for pupils to keep up their concentration levels all day long.

Ask colleagues which parts they found it easiest to remember and why. Feedback from this introducing activity could lead on to a sharing of experiences and a discussion about preferred learning styles. As a team, discuss the extent to which visual or kinaesthetic learners' needs are recognized and addressed in classroom.

**2. Appreciative Listening :** Where the listener gains pleasure/satisfaction from listening to a certain type of music for example. Appreciative sources might also include particular charismatic speakers or entertainers. These are personal preferences and may have been shaped through our experiences and expectations.

**3. Critical Listening :** Where the listener may be trying to weigh up whether the speaker is credible, whether the message being given is logical and whether they are being duped or manipulated by the speaker. We can adopt this type of listening when we face with an officer or sales pitch that requires a decision from us.

**4. Discriminative Listening :** Where the listener is able to identify and distinguish inferences or emotions through the speaker's change in voice tone, their use of pause etc. Some people are extremely sensitive in this way while others are less able to pick up these subtle cues. Where the listener may recognize and pinpoint a specific engine fault, a familiar laugh from a crowded theatre or their own child's cry in a noisy playground. This ability may be affected by hearing impairment.

**5. Emphatic Listening :** Where the listener tends to listen rather than talk. Their non-verbal behaviour indicates that the listener is attending to what is being said. The emphasis is on understanding the speaker's feelings and patience. The remaining exercise and paired activities are designed to demonstrate the advantages of emphatic listening and to highlight a range of obstructions that may prevent us from being effective listeners.

**Active Listening :** "You cannot truly listen to anyone and do anything else at the same time." —M. Scott Peck

Becoming a better listener requires improving your active listening skills. What is meant by active listening skills? Most of us spend at least part of the time that we are listening waiting for the person to stop so that we can have our next turn. This is particularly true when a conversation is heated or when the information we are trying to convey is very important.

Active listening means as attentive and involved in the conversation during the times that you are listening as when you are speaking. You must learn to be consciously attentive to the words that are being said. You must pay close attention to the speaker.

This requires concentration and practice. It means being certain that you either eliminate or ignore the distractions surrounding you, and that you don't spend the whole

time coming up with your response to what they are saying. This may sound difficult, but there are some simple tools which you can use to make active listening a regular habit.

**Becoming an Active Listener :** There are five key aspects of becoming an active listener. You will probably already be employing some of them, but may need to practise others. Once you use these tools over time, you will find that they get easier and easier. You will learn so much about others and have such better conversation that you will be positively reinforced each time you practise.

**1. Pay Close Attention :** With this step, you learn to give the speaker your undivided attention. But you also let the speaker know that you are listening by using acknowledgements types of verbal and non-verbal tools that help add proof that you are truly listening.

(i) Look the speaker in the eyes.

(ii) Stop any mental chatter.

(iii) Don't start preparing your response or rebuttle while the other person is talking.

(iv) Make sure your environment doesn't distract you.

(v) If you are in a group, avoid side conversations.

**2. Demonstrate physically that you are listening :** Use non-verbal and verbal signals that you are listening to the speaker attentively.

(i) Nod from time to time, when appropriate.

(ii) Use appropriate facial expressions.

(iii) Monitor your own body language.

(iv) Use small comments like uh-huh, yes, right.

**3. Check for Understanding :** As we learned that our personal experiences, our perceptions and our feelings can all influence the way that we hear. It is possible for the message to get mistranslated or misinterpreted so that we hear a message that was not intended. Before responding it's important to check for understanding using these tools.

(i) Use reflecting and paraphrasing. Check that you heard the message correctly by saying things like "What I hear you saying is ..... ." or "If I am hearing you correctly, you are saying ..... ." "I think you are talking about ..... ."

(ii) Summarize what you have heard occasionally—don't wait until the end or you might not remember exactly what was said.

**4. Don't interrupt :** There is nothing good that comes from interrupting the speaker. You will only be limiting your chance of understanding the message because you want hear it all – and because the speaker will get frustrated.

**5. Respond appropriately :** When you are listening, you are showing your respect for the speaker, as well as gaining the information that you need to form your response. Once you have that information and have clarified it, it's time to form your reply. When expressing your thoughts :

(i) Be honest and open

(ii) Be respectful

(iii) Be thorough.

Remember that you are modelling excellent behaviour for others when you used active listening. Don't be surprised to hear others start to use clarifying questions or reflecting phrases-as well-which would be a good thing for everyone concerned !

## SPEAKING

**Introduction :** Speaking is essentially considered to be the most effective skill when it comes to communication. This is one skill along with listening that we exercise the most. It is also a difficult skill to acquire when a language other than our mother tongue is concerned. There are some other skill and some sub skills that should be paid attention to in order to develop speaking.

Speaking is an art of influencing a person/group or mass. It is an art and backbone of oral communication. It is also an art of emphasizing on the points of men's welfare and their interests. The spoken word can be a powerful commanding tool for greater than any other persuasive means. Good speaking is necessary for oral communication which includes face to face conversation, conversation over the radio-broadcasts, telephones, interviews, group discussions, meetings, conferences and seminars. A fluent speaker is one who can speak with relative ease and speed with a high degree of accuracy.

### **KINDS OF SPEAKING SITUATION**

There are three kinds of speaking situations in which you may find yourself :

- (i) Interactive
- (ii) Partially interactive
- (iii) Non-interactive

**(i) Interactive Situations :** Interactive situations are those situations when you talk to someone on a one-to-one basis with appropriate turn taking. This situation is very common for all of us. Everyday you face an interactive situation. In such a situation you have a listener, who can be the speaker again with you becoming the listener. Here you find the listener interrupting you in between, or asking you to clarify or repeat the message while speaking. Examples of this kind of situations are face to face conversation and telephone calls.

**(ii) Partially Interactive :** These are the situations when you speak to a live audience, where the convention is that the audience does not interrupt you when you are speaking. In such a situation you may have to speak according to the reaction of your listeners in non-verbal ways, that is, facial expressions, suggesting keenness, confusion and body language etc.

**(iii) Non-interacting :** There are the situations when you do not interact with the listeners at all. In such a situation the listeners do not have the opportunity to directly interact with you. Such situations are created when you record something for a radio, or TV programme or when you are reading the news on TV or radio. Amongst the three situations, the first situation is the most challenging because it is very rare. In such a situation you can organize all your thoughts and ideas before hand as you do not know how the speech situation-might progress.

In the other two situations you may speak something that you have already thought out in details and prepare yourself well in advance as you do not have to interact directly with the listeners.

### **How to Develop Speaking Skills**

When the listener is listening to you or she expects you to speak clearly, correctly, with good pronunciation and confidently. The image of a good speaker is always that of a speaker

with a good voice, good pronunciation. The person who speaks the language accurately (grammatically) use appropriate words. We will discuss those sub-skills that you require to polish in order to be a good speaker. The following are eight main features of spoken English :

1. Pronunciation
2. Word stress
3. Tone groups or pauses
4. Sentence stress (Rhythm to language)
5. Intonation
6. Grammar
7. Vocabulary
8. Knowledge of the different styles.

**1. Pronunciation :** Pronunciation plays an important role in spoken English. It shows that how a word is pronounced every language has its share of vowels and consonants. It is important to pronounce them correctly. This information is usually given in most good dictionaries in parenthesis after the listing of the word. Examples : the word circular is pronounced 'SurKewler'.

The listener always expects the speaker to have the correctness of standard pronunciation. You cannot afford to mispronounce words even if you are speaking fluently. Mispronounced words will effect your communication skills. Your speech will be good to listen to when it is spoken rhythmically. Thus, you have to be able to :

- (a) Pronounce the English sounds clearly enough so that people can make out the words you are saying.
- (b) Try to speak in a rhythmic way with stress on the right syllables.
- (c) Make the important information stand out from the unimportant with appropriate use of sentence stress and voice modulation.

**2. Word Accent or Word Stress :** As you know that words in English have one or more syllables. In words of more than one syllable, there is one syllable that is more prominent than the others, and it is pronounced relatively loud with greater force than the other parts. This syllable which is heard louder have the stress. For examples today appear reserve instead.

**Note :** The letters of alphabet indicated in capitals are stressed.

**3. Tone Group or Pauses :** One cannot emphasize each and every word in a good speech. These words are divided into sense group and are spoken connected in one breath. Usually, the pause is taken only after some sense has been conveyed. So, these units are called sense group or tone group.

**4. Sentence Stress (Rhythm to Language) :** Rythm to language is the measured flow of movement. In a connected speech in English there are rhythmic patterns and its pattern measuring. Stress on some of the sentences provides a rhythmic beauty to the speech.

**5. Intonation :** Intonation, change of pitch, rise and fall of the voice, developing the music of speech is known as intonation, i.e., the melody of the speech. The constant variation in the pitch of the voice over a stretch of speech is called intonation. Intonation is very important as it reflects the speaker's emotions and mental attitude such as friendliness, impatience, formality, happiness. etc. thus makes the speech more effective.

**6. Grammar :** Grammatical accuracy is a basic necessity to speak English well, or any language. How you acquire this will depend on how well you have been able to apply the grammatical rules practically. Thus in order to speak correct English you have to be able to :

1. Use the correct forms of words. This may mean for example changes in the tense, case or gender.

2. Put words together in correct order.

3. Make the talk systematic by maintaining the use of connectors/linkers/conjunctions.

**7. Vocabulary :** You should remember that using high sounding and obscure ( ) words do not make you a proficient speaker. You should use vocabulary that serves the purpose. You may use simple words and may be successful in putting across your point effectively. In this way, you have to be able to :

1. Use vocabulary appropriately.

2. Adjust the pitch and loudness of your voice according to the demand of the situation.

**8. Knowledge of the Different Styles :** Often the context and the relationship you share with the listener will determine the style you will have to adopt while speaking. You may be required to use formal language in some situations and can be informal in some other situations. Formal language is the type of language we use for purposes like official reports, business letters and academic writing. Formal language is generally used for written communication. However, it may also be used for writing personal letters. Informal language is the language used for day-to-day communication. It is mostly used while speaking. But it is not normally used on occasions like giving a speech in a meeting or other formal occasions where you are required to speak.

### Tips to be a Good Speaker

- We should not take more than what is allotted to you.
- We should speak without any fear, i.e., you should talk eye to eye.
- While making a speech, we should pay attention to personal appearance.
- You should speak in simple way. Do not use typical words or proverbs unnecessary.
- You should speak as a well presenter.
- You should speak controlled language.
- You should not speak the words which have double meaning.
- You should talk eye to eye without any fear.
- You should complete your speech in allotted time.
- You should pay your concentration on the topic while delivering a speech.

### WRITING

**Definition :** Written communication is the ability to use the convention of disciplinary conversation to communicate effectively in writing. It is written with a range of audience in a variety of modes e.g., persuasion, argument, exposition as context requires a different number of different means e.g., graphical, statistical, audio-visual and technological. Written communication involves any type of interaction that makes use of the written word. Communication through writing is essential in the modern world. In fact, written communication is the most common form of business communication. It is essential for

small business owners and managers to develop effective written communication skills and to encourage the same in all employees.

## HOW TO IMPROVE WRITTEN COMMUNICATION

When you stop to think about it, fitness professionals are highly skilled communicators. Whether you are working on the fitness floor with clients or addressing colleagues at conventions, you are translating highly technical information in understandable language that educates and motivates.

**(i) Use a Professional Tone :** Your readers will form an opinion of you from the content, the style and most important, the attitude and tone that come across in your writing. Create a professional positive tone by using simple, direct language. Adopt a "you-attitude" versus an "I-attitude" to show that you're sincere in your focus on the reader rather than on yourself as the writer.

If you need to convey unwelcome information, craft it with special care. When denying a request or sharing bad news, acknowledge the problem or situation and diplomatically explain the background and your position. If responding to a request, make your "no" response clear so there is no misunderstanding.

**(ii) Know your audience :** The intended readers of your correspondence can vary from medical doctor, lawyers and other fitness professionals to client of all occupations and ages including children. You must consider their backgrounds, educational levels as well as their mindsets and possible reactions to your writing. This process is no easy task, but the more time you take to identify your audience, the more effective your message will be.

**(iii) Organize your information clearly :** Arrange your thoughts so that your correspondence can be read quickly and comprehended easily. Organize the information based on your purpose. For example, when writing instructions, organize your information in sequential or step-by-step order. For incident reports, write in chronological order, explaining how the events unfolded. When sharing news and information, use the "6 Ws"—Who, What, When, Where, Why and How to guide you.

**(iv) Use the right format :** Format refers to how your correspondence is laid out on paper or online. Usually writers choose their formats based on the method of delivery letter, memo or e-mail. Each type has distinct format conventions (guidelines) for including and line, signature block and company logo.

**(v) Use visual elements carefully :** Visual elements—such as font size and type; underlined, italicized or bold text, numbered lists help emphasize key points and make your correspondence more effective. With all of the options available, be careful not to go overboard, especially with fonts. Choose font types based on your document's purpose, audience and formality.

## ADVANTAGES AND DISADVANTAGES OF WRITTEN COMMUNICATION

1. Written messages do not have to be delivered on the top of the moment; instead, they can be edited and revised several times before they are sent so that the content can be shaped to maximum effect.
2. Written communication provides a permanent record of the messages and can be saved for later study.

3. Written communication also enables recipients to take more time in reviewing the message and provides appropriate feedback.
4. Written forms of communication are often considered more appropriate for complex business messages that include important facts and figures.
5. Other benefits commonly associated with good writing skills include increased customer/client satisfaction, improved inter-organizational efficiency.  
"Our goal is to make writing as easy to read as possible."

**Disadvantages :**

1. There are several disadvantages associated with written communication. For instance, unlike oral communication, wherein impressions and reactions are exchanged instantaneously.
2. The sender of written communication does not generally receive immediate feedback to his or her message. This can be a source of frustration and uncertainty in business situations in which a swift response is desired.
3. Written messages often take more time to compose, both because of their information packed nature and the difficulty that may individuals have in composing such correspondence.
4. Many companies, however, have taken a proactive stances in addressing the latter issue. Mindful of the large number of workers who struggle with their writing abilities, some firms have begun to often on-site writing courses or enrolled employees in business writing workshops offered by professional training organizations, colleges and community education programs.

**Memos, Letters, Notes, Report**

You will want to avoid some common pit-falls when you have to write a letter, press release, budget report or set of instructions for your employees.

Here are some basics that will help you in whatever writing task you have.

- (a) Keep writing simple
- (b) Keep writing positive
- (c) Keep writing positive

You should avoid wordiness. You should shorten wordy phrases and keep writing simple. It is not difficult. After you write a letter, memo or instructions for a procedure, look critically at unnecessary words and phrases. When one or two words can substitute for five or six, do it. For example :

**Instead of writing :**

- We made a decision .....
- With reference to .....
- Cooperate together .....

**Write :**

- We decided .....
- Concerning .....
- Cooperate .....

You can keep writing positive by avoiding negative words and phrases. Look at these examples :

**Negative :** We can't issue the permit until you complete the application. Drivers won't be able to use main street during the paving project.

**Positive :** We can issue the permit when you complete the applications. Drivers will use the short detour during the main street paving project.

Letter writing has become informal these days. However, there are some basic formats acceptable to almost everyone. Make sure that you include the date in your letter. It will help you remember to follow up if you do not receive a response when you expect it. Include the data on all correspondence, even your file notes, memos, schedules and other writing. It can defend you if your records ever become subject to public scrutiny.

If you do not know who to address a complaint or inquiry to, you should not use "Dear Sir" or "Dear Madam". The best method is to call and find out the name of some one to address your letter you should use a salutation such as, Dear customer Service Representative or Dear General Motors.

To end your letter, use either "Sincerely yours", for a more formal letter or "sincerely". For less formality "very truly yours" is less common now and old-fashioned, but it is acceptable.

Some tips that will help you to achieve accuracy and clarity in writing :

- (i) Use short words (fewer than 3 syllables)
- (ii) Use short sentences (fewer than 15 words)
- (iii) Use short paragraphs (fewer than 4 lines)
- (iv) Be direct and positive.
- (v) Use a dictionary to verify spellings.
- (vi) Use spell-check on the computer.
- (vii) Ask someone to proof read your writing.
- (viii) Mark your own common spelling errors in your dictionary.
- (ix) End with "thank".

**Faxes :** When you prepare a fax, you must remember 6 W's : Who, What, When, Where, Why, How. Faxes should be short. Faxes should include the basic informative of your messages, you should always use a cover page. The cover page should contain your name, title, organization, phone number, fax number and e-mail address. It should have the same information for the recipient of the fax. Often faxes arrive at a central office location shared by many people. In such situations, the complete identify of the recipient is crucial. You should prepare a fax form cover page for use in your computer or for hand-writing.

**Web Sites :** We have visited good web sides and bad web sites yet it is difficult time to explain the differences. If your organization is contemplating a web site, the first question you need to answer is : Why ? What is the purpose of the tool ? Who will use it? What benefit will the organization and users get from the site ? What is different about the site's information from a newsletter, poster, flyer or news article? How can it be updated regularly?

Often web sites are the first contact between you and your organization. Websites should be inviting, informative, believable and developed for a specific audience. your site should have credibility.

Your web site should be easy to read, easy to navigate, and easy to find. These criteria will guide your forbuilding a successful websites :

1. Use a type size large enough to be legible without requiring readers to move close to the screen.
2. While lettering on black background can be difficult to read.
3. Red lettering on a blue background and vice-versa is difficult to read.

4. Do not overuse capital letters, they are difficult to read.
5. Avoid flashing graphics and text.
6. Keep places to click on each page to a minimum.
7. Try to use no more than three clicks to get information.
8. Always have a link for users to return to the top of a page or to the home page.
9. Test your website pages before launching them to the public.
10. Ensure that your home page loads quickly, within ten seconds.
11. Check the website regularly for broken links, especially links to other web sites.
12. Update your site regularly and post the date of the most recent update.

**E-mail :** It is estimated that over 80 percent of people use e-mail. We can expect that figure to grow. E-mail has become another way to communicate. Users of e-mail tend to write more than letter writers. We think that letters are more formal than e-mail. It is easy and quick to dash off an e-mail message. Use appropriate language. Be aware of the recipient's use of e-mail, whether the person sees e-mail everyday or once a week or even less frequently. You can be more casual than letter writing. Instead of "Dr. Ms. Gupta" you can write "Ms. Gupta" if you are on a first-name basis. If your message is about more than one topic, use separate paragraphs for each topic. Try to read a long e-mail message on a computer screen is difficult.

**Difference between the to, cc, and bcc options :** Users should know the difference between the to, cc and bcc options when sending a single email to multiple recipients. All names and email addresses entered on the to and cc (carbon copy) lines will be seen by every recipient of the email. On the other hand, each name and email address entered on the bcc (blind carbon copy) line will not be seen by those listed in the to and cc lines. This protects the privacy of the bcc recipients. Their email addresses will not be visible to the other recipients. Think carefully before using the bcc option.

## 1. PRESENTATION TECHNIQUE/SEMINAR

**1.1 Introduction :** Proper practice is nothing but rehearsing the sequence of the presentation, thereby making the speaker confident. The "clarity of expression" or "how the presentation is given" depends upon the confidence level of the speaker. The speaker's body, language, manner and tone use of voice, his ability to build rapport with the audience, his capacity to manage properly the audio-visual aids. At the same time his ability to give satisfactory answers to the audience's questions reveal his clarity of expression.

How effective the presentation is depends to a large extent on the following factors :

- (i) The presenter's subject knowledge.
- (ii) Logical thinking (the ability to organise information according to a sequence).
- (iii) Experience and confidence of public speaking (confidence).
- (iv) Ability to handle questions and answer them satisfactorily.
- (v) Ability to build a rapport with the audience.

### **TIPS FOR GOOD SEMINAR PRESENTATION**

#### **Preparation**

1. Attend some presentations by others and write a report on each of the presentations you attended. It should provide a glimpse into your presentation in a short sentence.

2. Think of an important and interesting topic for your own presentation. It should be compatible with the level of the audience.
3. Before the presentation, try to familiarize yourself with the room, the computer system, laser pointers etc.

### Organization

1. You must remember that (title) should not be too long and should not contain acronyms that many people may not familiar with.
2. Your name, affiliation and position, email address.
3. Outline
4. Do not make the slides too crowded. Make the first couple of slides fairly easy. It will help ease the early nervousness.
5. Conclusions.

### Delivery Style

1. Say a few words to thank the organizers for the opportunity to make a presentation.
2. Use computer presentation.
3. Do not use too many colours or too much technology. Generally three colours are ideal.
4. Use graphs and illustrations.
5. Make a level of professionalism. Do not try to be too informal.
6. Do not stretch the presentation beyond the allotted time.

### Mannerism

1. Dress professionally.
2. Do not use lazy posture.
3. Maintain eye contact with all sections of the audience.
4. Do not show irritation with any question from the audience. Remain polite.
5. If you do not know the answer to a question, do not try to pretend that you know it. say something like "I have not thought about it."

**Clarity and Oral Presentation :** We must know that oral communication is an effective communication between two or more persons. The competencies of the presenter will be verbal or non-verbal communication skills, knowledge of making power point slides, ability to deal with inter-personal skills while handling questions. Presentation demands multiple communication skills. Remember "**Small things make perfection, but perfection is not a small thing.**"

But sometimes, oral presentation would also mean a face to face talk. In this case, the topic of reference is explained without the use of any computer-based tool. In this kind of presentation, fluency and smartness are not only factors. Presentation is about combining matter with manner.

When you know the matter, words come to you naturally. To put across a point to your listeners you need a dash of sincerity and a seriousness of purpose. You can make your talk enjoyable once you talk with confidence.

While speaking to a small or large group :

(a) You should handle your listeners well.

(b) You should know your subject well.

(c) You should sharpen your skills of speaking.

### DOS AND DON'TS FOR ORAL PRESENTATIONS

**Do :**

- (i) Use text on slides/overheads that is large enough for the audience to see/read select colours/slide backgrounds that are easy for the audience to see and read.
- (ii) Use figures, diagrams and pictures (rather than always using text) to illustrate and explain information-remember "a picture is worth a thousand words."
- (iii) Speak clearly, loudly and at a reasonable pace.
- (iv) Feel that is acceptable and even beneficial to present information in ways that may be different from those used by the authors.
- (v) Use titles, labels etc. to make sure that the information on your slides or overheads is clear.
- (vi) Use your article, be able to answer questions about the information you presented as well as other information in the article.

**Written Presentation :** In a written presentation the factors of layout, content language and style are of great concern. Here we should discuss mainly about the documenting part of a presentation. Before preparing the slides, it is advisable for the beginners to written down the entire manuscripts of the presentation. The following tips will help you to document your presentation :

**Putting it all together :** You should clarify the topic you should make sure that you know exactly what you are going to speak about. You should make a well chalked out outline of the topic, mentioning the heading, sub-headings etc.

**Identify the theme :** Once the theme is identified you can easily weave your content around this theme. The theme must connect all the pieces of the content.

**Choose your words well :** You should express your thoughts accurately and clearly. You should avoid the use of difficult words, irrelevant phrase or jargons.

**Emphasize the important points :** The presentation must incorporate all the key concepts. Therefore, the slides should cover all the important points and not the bulky explanations, which is the responsibility of the presenter to convey to the audience.

**Edit Ruthlessly :** Time bound presentation needs conciseness and precision of expression phrases, sentences, paragraphs must be removed.

**Steps for making a presentation :** Some important steps are given below which you should follow when preparing for a presentation :

1. You should analyse the audience. (gather information regarding their levels of knowledge, their needs and attitudes).
2. You should analyse the environment where you will make the presentation. (if possible find out about the location, the size of the room, facilities such as a projector or computer for your audio-visual aids).
3. You should state the purpose of the presentation (why the need for the presentation, what is the topic of discussion).

4. Brainstorm the main ideas. (let the ideas flow as they come, then think of how to elaborate to illustrate them).
5. Making the presentation : Make the subpoints for each of the main ideas. (examples, illustrations, key points for each main idea).
6. Making the presentation : Develop the introduction and conclusion (The introduction should state the purpose of the presentation).
7. Making the presentation : Develop slides of other visual aides. (Snapshots, film clips, animations, pictures, graphics of bar charts should be prepared as per requirement.)
8. Edit the presentation.
9. Make speaker notes and handouts if required.
10. Rehearse, rehearse and rehearse.

**Body Language :** The effective delivery of a presentation is not done simply through words but also through the use of body language. It is very important to make a positive impact on the audience while giving a presentation. A presentation is all about verbal abilities, a visual and vocal impact.

Some important tips which will help you to build your body language effective in a presentation :

- (i) You should stand straight, hold your head high and keep your shoulders straight.
- (ii) You should maintain eye contact with the audience but don't stare hard at them.
- (iii) Feel uncomfortable.
- (iv) Make use of the moving space that you get but that doesn't mean you will frequently show your back to the audience.
- (v) Use hand gestures to emphasize your main points.

**Some common errors that should be avoided :**

- (i) You should not put your face down.
- (ii) You should avoid awkward gestures. (eyes down and no smile).
- (iii) You should avoid fidgeting.
- (iv) Stiff body (give your body a bit of movement to add a little variety to speech so that the audience feel like participating.)
- (v) Talking too fast or too loud.

## GROUP DISCUSSION

### **WHAT IS A GROUP DISCUSSION?**

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

### **HOW DOES GROUP DISCUSSION DIFFER FROM A DEBATE?**

Debate is competitive in nature while group discussion is a co-operative group process. In a debate, a speaker can speak either (for) the topic or 'against' the topic whereas in a Group Discussion, the speaker can express both. The final decision or result in a debate depends on voting while in a GD, the group reaches group consensus.

**A group discussion is an important activity at college level :** As a student, it helps you to train yourself to discuss and argue about the topic given. It helps you to express your views on serious subjects and in formal situations. It improves your thinking, listening and speaking skills. It also promotes your confidence level. It is an effective tool in problem solving, decision making and personality assessment. GD skills may ensure academic success, popularity and good admission or job offer. Thus it is important to be able to take part in a GD effectively and confidently. Participants should know how to speak with confidence, how to exhibit leadership skills and how to make the group achieve the goals.

There are four major areas of evaluation in selection GDs :

1. Subject knowledge,
3. Leadership skills,

2. Oral communication skills.
4. Team management.

**1. Subject Knowledge :** Participants must possess a thorough understanding of the topic on which they are supposed to speak. You must prepare yourself to talk on a wide range of subjects. Be aware (on a level) of the current events, national and international affairs, burning social and economical topics, scientific and environmental issues, key newspapers, controversial topics that may be expected of an educated person. As a member of the group, you are expected to contribute in a real manner to the discussion. The originality of your ideas, your knowledge and initiative to the topic or case contribute to your success in GD.

The best way to equip yourself is to read daily newspapers, good magazines, national and international journals and also watch new bulletins and informative programmes on the television. Internet is the greatest boon which provides you with everything you are looking for.

**2. Oral Communication Skills :** If subject knowledge is important, communication skills are more important as without expression, the knowledge is of no use. As the exchange of ideas in a group discussion takes place through speech. In a GD, one of the prerequisites of success is the ability to speak confidently and convincingly. Good communication skills include active listening, clarity of thought and expression, apt language and proper non-verbal clues.

**3. Listening Skills :** One of the weaknesses of most human beings is that we love to listen to our own voice rather than listen to others. Listening is as important as speaking in a GD, unless you listen, you cannot contribute to the stated purpose of communication. It is extremely important to listen very carefully, only then you will be able to discuss well. Only active participation as a listener in a group makes a person a good leader. A leader is identified by the panel.

**Clarity of Thought and Expression :** Clarity is the art of making yourself clear to the audience. Only when your expressions are clear, you can convince your team and the panel. More than words, it is the tone in which they are spoken that conveys the message. You should not be too loud or too soft. A lively and cheerful voice with appropriate modulations will attract the audience.

**Type of GDs :** GD can be topic-based or case based. Topic based GDs can be classified into three types :

1. Factual topics.
2. Controversial topic.
3. Abstract topics.

**Factual topics :** Factual topics are about practical things, which an ordinary person is aware of in his day to day life. Typically these are about socio-economic topics. These can be

current, i.e., they may have been in the news lately, or could be unbound by time. A factual topic for discussion gives a candidate a chance to prove that he is aware of and sensitive to his environment. e.g., Democracy is a luxury in India, Indian railways, state of the aged in the nation.

**Controversial Topics :** Controversial topics are the ones that are argumentative in nature. They are meant to generate controversy. In GDs where these topics are given for discussion, the noise level is usually high, there may be temper flying. The idea behind giving a topic is to see how much maturity the candidate is displaying by keeping his anger in check, by rationally and logically arguing his point of view without getting personal and emotional.

e.g., Reservation should be removed, GDs as a means of selection by the IIMs and a force women make better managers, religion and politics.

## EXERCISE

### TRUE/FALSE STATEMENTS

1. Everybody does not use interpersonal communication skills.
2. We communicate with others so that we may understand them and they may understand us.
3. When we are able to make other persons understand our real feelings, our communication is effective.
4. If we can not communicate effectively in speaking and writing, we have a highly valued skill.
5. Communication is exchange of facts, ideas, opinions by two or more persons.
6. Most of the interpersonal friction can be traced to faculty communication.
7. Effective management is not a function of effective communication.
8. Effective communication helps in fostering motivation.
9. Personal static channel are letters, memos etc.
10. Face to face talk is considered the leanest.
11. Verbal communication contributes to 65% of our communication.
12. Abstract words are often compared to a sharp tool.
13. Non-verbal communication is the process of communicating wordless message.
14. In present day world, the use of verbal communication is expanding day by day.
15. A good communicator should have the right posture, facial expression and body language.
16. In organizations we often encounter people having same styles of management.
17. Formal communication takes place through the system in organization.
18. Informal communication in an organization is very active and powerful.
19. Listening is a one way process.
20. Hearing is a two way process.
21. The best speakers are often the greatest at effective listening.
22. Empathic listening is that where the listener tends to listen rather than talk.

23. Interactive situations are those situations when you talk to someone on a one to one basis with appropriate turn talking.
24. Every language has not its share of vowels and consonants.
25. When you prepare a fax, you must remember 8 W's.
- Answers : 1. False, 2. True, 3. True, 4. False, 5. True, 6. True, 7. False, 8. True, 9 True, 10. False, 11. False, 12. False, 13. True, 14. False, 15. True, 16. False, 17. True, 18. True, 19. False, 20. False, 21. True, 22. True, 23. True, 24. False, 25. False

**FILL IN THE BLANKS**

1. We can make our communication effective by using good ..... language.
  2. Communication is a process of passing information and understanding from ..... person to ..... person.
  3. The ability to communicate well has always provided ..... to those who possess it.
  4. Effective management is a ..... of effective communication.
  5. Listening is a ..... way process.
  6. ..... which makes communication two way is important.
  7. Non-verbal communication involves neither ..... nor .....
  8. ..... words are often compared to a blunt instrument.
  9. All mammals show emotions in their .....
  10. Communication in organization can be broadly classified into ..... and informal communication.
  11. Save time by helping clarify information, avoid ..... and .....
  12. Use non-verbal and ..... signals that you are listening to the speaker attentively.
  13. Be ..... and open when we are expressing our thoughts.
  14. It is a difficult skill to acquire when a language other than our .....
  15. ..... situations are created when you record something for a radio or TV programme.
  16. The person who speaks the language accurately uses .....
  17. Your speech will be good to listen to when it is spoken .....
  18. The constant variation in the pitch of the voice over a stretch of speech is called .....
  19. ..... is a basic necessity to speak English well or any language.
  20. Written communication provides a permanent ..... of the message.
- Answers : 1. expressions, impressing, 2. one, another, 3. advantages, 4. function, 5. two, 6. feedback, 7. written, spoken, 8. abstract, 9. faces, 10. formal, 11. conflicts, misunderstandings, 12. verbal, 13. honest, 14. mother-tongue, 15. non-interacting, 16. appropriate words, 17. rhythmically, 18. intonation, 19. grammatical accuracy, 20. record.