

INTRODUCTION TO SOFT SKILLS AND HARD SKILLS

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1.0 ABSTRACT

The growth India has been experiencing for the last two decades is phenomenal and there has been an immense rise in the number of institutes and centres offering professional and technical education yet the industry and the employers are unhappy with the kind of workforce being churned out.

With the growth of technology taking place at a missile's pace, many things have changed the approach and lifestyle of a person. This generation is urging the human to update according to the pace. Most of the discoveries in this period show how the world has become a virtual village. One has to move according to the trends of the period.

The need of the hour is to capitalize on the skills and get updated. This era witnessed the need for more skills, and soft skills are one of them. When the world has become mostly materialistic, there is a need to have a corner for personality development. The revolutionary smart phones have replaced many things which existed for many years i.e., wrist watch, alarm clock, calendar, and camera and so on. In this process we need to ensure that it should not replace human beings.

1.1 INTRODUCTION

The skills that enable you to fit-in at a workplace include your personality, emotional intelligence, attitude, flexibility, motivation, and manners. Soft skills are so important that they are often the reason employers decide whether to keep or promote an employee. In order to be successful at workplace, you must get along well with all the people with whom you interact, including managers, co-workers, clients, vendors, customers, and anyone else you communicate with while on the job.

Soft skills are different from hard skills (also known as technical skills). Hard skills are part of the skill set that are directly relevant to the job to which you are applying. These are often more quantifiable, and easier to learn than soft skills. They include the expertise necessary for an individual to successfully do the job. They are job-specific and are typically listed in job postings and job descriptions. Hard skills are acquired through formal education and training programs, including college, apprenticeships, short-term training classes, online courses, and certification programs, as well as on-the-job training.

1.2 PERSONALITY DEVELOPMENT

Personality refers to an individual's characteristics, style, behaviour, mind-set, attitude, unique way of perceiving things and seeing the world. Genetic factors, family backgrounds, varied cultures,

environment, current situations play an imperative role in shaping one's personality. The way you behave with others reflects your personality. An individual with a pleasing personality is appreciated and respected by all.

Personality development is defined as a process of developing and enhancing one's personality. Personality development helps an individual to gain confidence and high self-esteem. Individuals need to have a style of their own for others to follow them. You need to set an example for people around you. Personality development not only makes you look good and presentable but also helps you face the world with a smile. Personality development helps you develop a positive attitude in life. An individual with a negative attitude finds a problem in every situation. Personality development helps an individual to inculcate positive qualities like punctuality, flexible attitude, willingness to learn, friendly nature, eagerness to help others, and so on.

1.2.1 Tips for enhancing personality

There are some tips for enhancing personality.

- **Smile a lot-** Nothing works better than a big smile when it comes to interacting with people around. Do not forget to flash your trillion-dollar smile quite often. Believe me, it works! As they say "*a smile is a curve that sets everything straight*". A smiling face wins even the toughest soul. Wear your smile while interacting with others. Smiling not only helps in enhancing an individual's personality but also winning other's hearts.
- **Think positive-** It is essential to think positive. Remember there is light at the end of every dark tunnel. Do not always think negatively as it not only acts as a demotivating factor but also makes an individual dull and frustrated. Don't get upset over minor things. Be a little flexible and always look at the broader perspectives of life.
- **Dress Sensibly-** Dressing sensibly and smartly go a long way in honing one's personality. One needs to dress according to the occasion. How would a female look if she wears a sari to a discotheque? Obviously ridiculous! No matter how expensive your sari is, you can't wear it to a night club or a pub where everyone is dressed in smart casuals. Price has nothing to do with smart dressing. An individual who is well dressed is respected and liked by all. No one would take you seriously if you do not wear suitable clothes fitting with occasions. Do take care of the fit of the dress as well. An individual should wear clothes as per his/her body type, height, physique, and so on. Someone who is bulky would not look very impressive in body-hugging clothes. It is not necessary that something which looks good on your friend would also look good on you. Wear the right makeup. You do not have to apply loud makeup to look good

and attractive. Even minimal makeup if applied sensibly can really make you stand apart from the rest.

- **Be soft-spoken-** Do not always find faults in others. Fighting and quarrelling lead to no solution. Be polite with others. Be very careful of what you speak. Avoid being rude and short-tempered.
- **Leave your ego behind-** An individual needs to hide his ego everywhere he goes. Be it office or workplace you need to leave your ego behind if you wish to win appreciation from others. An individual who is good from within is loved by all.
- **Help others-** Do not always think of harming others. Share whatever you know. Remember no one can steal your knowledge. Always help others.
- **Confidence-** Confidence is the key to a positive personality. Exude confidence and positive aura wherever you go.
- **A Patient listener-** Be a patient listener. Never interrupt when others are speaking. Try to imbibe the good qualities of others.

1.2.2 Types of personality

An individual's personality refers to his/her appearance, characteristics, attitude, mind set and behaviour with others. Some types of personality are listed below.

1. **The Duty Fulfiller** - Such individuals take their roles and responsibilities seriously and perform whatever tasks are assigned to them. Duty fulfillers are serious individuals and believe in honesty and peaceful living. They never do anything which is not good for themselves, their job, families, or for society. Such individuals are good and responsible citizens who abide by the legal system and can't even dream of breaking the law. People with such a personality type are extremely hard working and often find it difficult to say NO to others, eventually becoming overburdened at the end of the day. Such individuals adopt an organized approach towards work and are extremely loyal and faithful. They also show a strong inclination towards creativity and aesthetics.
2. **The Artist** - Artists have an eye for natural beauty and creativity. Rather than worrying about the future, they believe in living for the moment. Such individuals are extremely cool-headed and do not get into unnecessary fights and troubles. They do not blindly copy others and aspire to create a style of their own.
3. **The Protector** - You would find such a personality type in very few people, making it a very rare personality type. Protectors are systematic individuals who want the best system to get things done.

They often think irrationally. They are pessimists who find a problem in every situation. Such individuals do not trust others and only believe in themselves.

4. **The Idealist** - Such people have a strong set of values and ethics. They find happiness in helping others. They consider themselves lucky if they get an opportunity to help others.
5. **The Scientist** - Such individuals believe in careful and strategic planning. They are good observers who believe in constantly gathering information and upgrading their existing knowledge. Scientists are extremely intelligent people who have a very sharp analytical mind.
6. **The Guardian** - Such individuals are perfectionists who ensure that everything everywhere is going on smoothly. They are mature individuals who have a clear set of standards.
7. **The Performer** - Performers strive hard to grab the attention of others and love being the centre of attention. They are fun loving individuals who enjoy fun and excitement in life.
8. **The Inspirer** - Inspirers are talented individuals and often act as role model for others. They have great people skills.
9. **The Giver** - Individuals with “The Giver” personality type enjoy the company of others and do not prefer staying alone.

1.2.3 Knowing Yourself

Knowing yourself is to know your motivation, preferences, personality and understanding how these factors influence your judgment, decisions and interactions with other people. Through this self-awareness one develops the ability to know how you are feeling and why and the impact of your feelings on your behaviour. But it involves a capacity to monitor and control those strong but subliminal biases that all of us harbour and that skew our decision making. Internal feelings and thoughts, interests, strengths and limitations, values, skills, goals, abilities, leadership orientation and preferred communication style are just a few elements that self-awareness comprises. Knowing yourself has many benefits; some of them are as follows.

- Understanding yourself in relation to others
- Developing and implementing a sound self-improvement program
- Setting appropriate life and career goals
- Developing relationships with others
- Understand the value of diversity
- Managing others effectively
- Increasing productivity
- Increasing your ability to contribute to Organizations, your community and family.

In others words, it helps one to know what one is good at and choose a career they enjoy. Depending on other's thoughts or beliefs in terms of what is good for us leads to personal and professional unhappiness.

Knowing yourself is also important for managers in organizations as those who have attained heightened states of self-awareness tend to be superior performers. This is because they can relate and understand others better and thus will be capable of reducing the potential of conflict. Usually this kind of person will be open to feedback and make positive modifications to personal behaviour so as to create trusting and productive work environments. Working effectively with others will therefore increase managerial and organizational effectiveness.

How to Gain?

The first step in becoming aware of ourselves is to recognize our weaknesses, strengths, biases, attitudes, values and perceptions. There are many ways to enhance our self-awareness. Some of these include analyzing our own experiences, looking at ourselves through the eyes of others, self-disclosure, acquiring diverse experiences and increasing our emotional intelligence.

- **Self-analysis:** It requires people to examine themselves as an object in an experience or event. It requires a person to step back and observe the positive and the negative impact that may have influenced behaviours, attitudes, thoughts or interactions. Self-analysis is not always an easy process, yet it is a necessary skill for synthesizing information relevant to professional or personal effectiveness.

The self-analysis process should begin with reflection on and exploration of thoughts and feelings associated with effective events. By reflecting on these feelings and thoughts, individuals can obtain new perspectives relevant to their lives based on these learning experiences. From obtaining new knowledge and perspectives, individuals can become more effective by implementing new behavioural and cognitive changes in future situations.

One of the means to gain insight about our self is through reflecting on, examining and analyzing our behaviour, personality, attitudes and perceptions.

1. Behaviour is the way in which we conduct ourselves-the way in which we act. Our behaviour is influenced by our feelings, judgements, beliefs, motivations, needs, experience and opinions of others. Patterns of behaviour develop through our reactions to events and actions over a period of time. Behaviour consist of four components:

- I. Motivation:** The drive to pursue one action over another. Being aware of our core drivers, those things that motivate you positively or negatively can help you understand the roots of your behaviour and make adjustments as necessary to modify your behaviour.
- II. Modes of thinking:** The way you process the various inputs your brain receives. Being aware of how you take in and make sense of information can help you understand how you make judgements or decisions that lead to choosing one behaviour or course of action over another.
- III. Modes of acting:** The course of action you apply in a given situation. Being aware of how you express your reaction to the things that happen to and around you can help you understand the alternatives available to you when certain events arise.
- IV. Modes of interacting:** The way in which you communicate and share ideas, opinions and feelings with others. Being aware of how you talk and work with others can help you understand how your preferred style meshes with those with whom you work and live. Personality describes the relatively stable set of characteristics, tendencies and temperaments that have been formed by heredity and by social, cultural and environmental factors. These traits determine how we interact with and react to various people and situations. Some of the aspects of personality are believed to be a result of nature- those traits with which we are born and that we possess through heredity. Other characteristics of our personality are thought to be as a result of our environment- those factors that we acquire through exposure to people and events in our lives.

2. Personality traits are enduring characteristics that describe an individual's attitude and behaviour. Examples are agreeableness, aggression, dominance and shyness. Most of these traits have been found to be quite stable over time. This means a person who is cold and uncaring in one situation is likely to behave similarly in other situations. The "Big five" model is a powerful instrument because it organizes numerous concepts into a "shortlist" of just five factors that are representative of the characteristics that can be linked with satisfaction and success. The Big Five has five primary components: extroversion, agreeableness, emotional stability, conscientiousness and openness to experience.

- I. Extroversion:** represents the degree to which an individual is social or antisocial, outgoing or shy, assertive or passive, active or inactive and talkative or quiet. A person who rates high for first traits in these pairs is extroverted, while someone who rates high for second traits is introverted. Extroversion or introversion, in itself, is not necessarily bad, but extremes at both the ends of the spectrum can be equally dysfunctional. A person who is too outgoing could be perceived as overbearing and a person who is too reserved would lack the skills to relate to others.

- II. Agreeableness:** measures the degree to which a person is friendly or reversed, cooperative or guarded, flexible or inflexible, trusting or cautious, good natured or moody, soft-hearted or tough and tolerant or judgmental. Those scoring high on the first element of these paired traits are viewed as more disagreeable and difficult to work with. Being too agreeable could cause a person to be too accommodating; however the others may take advantage of these weaknesses.
- III. Emotional Stability:** characterizes the degree to which a person is consistent or inconsistent in how they react to certain events, react impulsively or weigh options before acting and takes things personally or looks at a situation objectively. Those who rate high on emotional stability are viewed as generally calm, stable having a positive attitude, able to manage their anger, secure, happy and objective. Those who rate low are more likely to be anxious, depressed, angry, insecure, worried and emotional.
- IV. Conscientiousness:** represents the degree to which an individual is dependable or inconsistent, can be counted on or is unreliable, follows through on commitments or are generally perceived to be careful, thorough, organized, persistent, achievement oriented, hardworking and persevering. Those who score lower on this dimension are more likely to be viewed as inattentive to detail, uncaring, disrespectful, not interested or not motivated, unorganized, prone to giving up easily and lazy.
- V. Openness to experience:** characterizes the degree to which people are interested in broadening their horizons or limiting them, learning new things or sticking with what they already know, meeting new people or associating with current friends and co-workers, going to new places or restricting themselves to known places. Individuals who score high on this factor tend to be highly intellectual, broad minded, curious, imaginative and cultured. Those who rate lower tend to be narrow minded, less interested in the outside world and uncomfortable in unfamiliar surroundings and situations. Professionals who are open to experience are more willing to reflect on feedback for personal development.
- VI. Self-monitoring:** is the tendency to adjust our behaviour relative to the changing demands of social situations. The concept of monitoring our own personality can help us come to grips with both those qualities we view as positive and those we would like to change. By being aware of the role of self-monitoring, we can assess our own behaviours and attitudes; diagnose which elements we are satisfied with, and identify and develop plans for addressing those aspects we want to change. When self-monitoring, it is important to set personal standards in accordance with certain

accepted norms. High self-monitors are very sensitive to external cues and constantly adapt their true selves to conform to a situation or set of expectations. Low self-monitors are more consistent, displaying their feelings, attitudes and behaviours in every situation.

3. Attitudes are evaluative statements or learned pre-dispositions to respond to an object, person or an idea in a favourable or unfavourable way. Attitudes are narrow in scope. They can vary from situation to situation. Strong attitudes can have an impact on professional and personal relationship. Our attitude can determine whether we think positively and take control of a situation or think negatively and feel helpless to change or respond to a situation. Our attitude is an important component of our ability to be productive at work. Our attitudes can influence people around us. Being aware of our own attitudes and making a choice about which attitude to display to others is very important to us as individuals or as managers. Our attitude can affect our behaviour as well as our interaction with others. Our friends, significant others, family members, co-workers and others are definitely influenced by our thought and feelings towards situations. As managers it is also important to recognize that our employees are affected by the attitudes we display towards them and towards the work that needs to get done. A manager's attitude is a large factor in how people feel about their jobs. If a manager is upbeat most of the time and supportive of his or her colleagues, employees will generally respond well and work hard to produce the desired results. On the other hand if a manager is pessimistic and belittling towards his or her employees, staff morale will suffer and ultimately so will the expected outcomes.

4. Perceptions: Perception describes the process by which individuals gather sensory information and assign meaning to it. When we encounter a person or situation, we use our senses to absorb various inputs. Next, our brains select aspects from stored information in order to process and organize these inputs. Finally, our brains interpret and evaluate the person or situation. Individual perception may not always be consistent with reality; it is only perceiver's interpretation of reality. Our perceptions are influenced by many factors, such as our culture, environment, heredity, the media, peers, past experiences, intelligence, needs, emotions, attitudes and values. Perception can be the result of multiple casualties. As human beings we tend to form perceptions based on our biases. If we are not aware of our biases and don't check our understanding with others, we might miss out on important information and situations by relying on distorted perceptions. Some of the more common filters are stereotyping, selective perception, projection expectation and interest.

Other's perception about us is also viewed to be important, as we can understand how we are shaped by others opinions of us. This concept is referred to as social mirroring. By seeing ourselves through others eyes we can learn about our strengths and also about areas in which we can

improve. Learning to read accurately how others see us enhances our “self-maps”, our images and judgments of our self.

- **Self-disclosure:** Another means of self-awareness is through self-disclosure- sharing your thoughts, feelings and ideas with others without self-deception, without distortion. Talking to others allows us to share our feelings and responses. Self- disclosure is a key factor in improving self-awareness; we must disclose information and interact with others to further clarify our perceptions.

- **Diverse Experiences:** Another way of increasing self-awareness is through acquiring multiple experiences in diverse situations and meeting people from diverse backgrounds and regions. As we encounter new situations, we use existing skills and acquire new ones, meet people and develop friendships, see new places and learn first-hand about things we might have only read about. Being open to experiences broadens our horizons. It helps us to see ourselves in a new light while giving us new information about ourselves and our ability to interact with the world. This boosts our confidence level and encourages us to reach out to further our experiences even more.

1.2.4 Positive Thinking

Positive thinking is a mental and emotional attitude that focuses on optimistic and positive thoughts and expects positive results. People with positive thinking mentality look at the bright side of life and anticipate happiness, health and success. Such people are confident that they can overcome any obstacle and difficulties they might face.

Positive thinking is not a concept that everyone believes and follows. Some consider it as nonsense, and scoff at people who believe in it. However, there are a growing number of people, who accept the power of positive thinking as a fact, and believe in its effectiveness.

Positive thinking is the idea that you can change your life by thinking positively about things. However, research shows that positive thinking really does have a scientific basis. You can't change the world, but you can change how you perceive it and how you react to it. And that can change the way you feel about yourself and others, which can in turn have a huge effect on your well-being.

- **Gain Control of Yourself:** Do not be critical of yourself to others. Whilst it can be useful to confide your concerns to someone you trust, telling the world is something else. Be kind to yourself. Make a list of your good qualities and believe them, believe in yourself.
- **Don't Be A Complainer:** By being negative you can isolate yourself from others and cut yourself off from positive solutions to problems.

- **Learn to Relax:** Allow time for yourself each day, if only for a few minutes it is important to find time to relax and unwind. See our page on Mindfulness for more.
- **Boost Your Own Morale:** Treat yourself every now and again. Especially if you have overcome a problem or made a personal achievement.
- **Congratulate yourself** on a job/task well done and perhaps tell a friend. Justified praise is a good boost to morale.
- **Learn to Channel Nerves and Tension Positively:** When you are nervous, adrenalin is pumped through the body and you feel more keyed up and alert. This extra energy can be used to good effect; enabling you to communicate with greater enthusiasm and intensity, for example.
- **Learn to be Assertive:** Stand up for what you believe in and do not be pressured by others. See our section on Assertiveness for more.
- **Developing Habits of Positive Thinking**
If you think about positive thinking as 'being happy', it is much easier to work out what you should do to develop habits based on it. For example, what do you like doing? And with whom do you like spending time?

Three very good ways to build positive thinking skills are:

1. **Meditation:** People who meditate every day show more positive thinking than those who do not.
2. **Writing:** A group of undergraduates were asked to write about an intensely positive experience every day for three days.
3. **Play:** It's important to make time for yourself to have fun.

1.2.5 Johari's Window

The Johari Window model is a simple and useful tool for illustrating and improving self-awareness, and mutual understanding between individuals within a group. This model can also be used to assess and improve a group's relationship with other groups. This model is particularly useful in team development.

It was developed by American psychologists Joseph Luft and Harry Ingham in 1955, hence the name Johari. Johari Window is generally used in self-help groups in exercises which help a person to learn and discover things about themselves, like heuristic exercise. Johari Window is a method used for self-discovery. Johari window model is based upon two things – to acquire the trust of others by revealing your information to them and by learning about yourself through feedback by others.

The Johari Window Model

	Known to Self	Not Known to Self
Known to Others	Arena "Open Self"	Blindspot "Blind Self"
Not Known to Others	Facade "Hidden Self"	Unknown Self

Here as you can see in the photo there are four different panes and each signifies one crucial idea behind it. Further, the panes are in the horizontal axis as well as the vertical axis. So, you have to determine in which window you fall and based on that your personality can be known. The information transfers from one pane to the other as the result of mutual trust which can be achieved through socializing and the feedback got from other members of the group.

1. Open/self-area or arena – Here the information about the person his attitudes, behaviour, emotions, feelings, skills and views will be known by the person as well as by others. This is mainly the area where all the communications occur and the larger the arena becomes the more effectual and dynamic the relationship will be. 'Feedback solicitation' is a process which occurs by understanding and listening to the feedback from another person. Through this way the open arena can be increased horizontally decreasing the blind spot. The size of the arena can also be increased downwards and thus by reducing the hidden and unknown areas through revealing one's feelings to other person.

2. Blind self or blind spot – Information about yourselves that others know in a group but you will be unaware of it. Others may interpret yourselves differently than you expect. The blind spot is reduced for an efficient communication through seeking feedback from others.

3. Hidden area or façade – Information that is known to you but will be kept unknown from others. This can be any personal information which you feel reluctant to reveal. This includes feelings, past experiences, fears, secrets etc. we keep some of our feelings and information as private as it affects the relationships and thus the hidden area must be reduced by moving the information to the open areas.

4. Unknown area – The information which are unaware to yourselves as well as others. This includes the information, feelings, capabilities, talents etc. This can be due to traumatic past experiences or events which can be unknown for a lifetime. The person will be unaware till he discovers his hidden qualities and capabilities or through observation of others. Open communication is also an effective way to decrease the unknown area and thus to communicate effectively.

1.2.6 Communication Skills

Communication skills are the abilities you use when giving and receiving different kinds of information. Communication skills involve listening, speaking, observing and empathising. It is also helpful to understand the differences in how to communicate through face-to-face interactions, phone conversations and digital communications like email and social media.

Types of communication

There are four main types of communication you might use on a daily basis, including:

1. **Verbal**: Communicating by way of a spoken language.
2. **Nonverbal**: Communicating by way of body language, facial expressions and vocals.
3. **Written**: Communicating by way of written language, symbols and numbers.
4. **Visual**: Communication by way of photography, art, drawings, sketches, charts and graphs.

There are different types of communication skills you can learn and practice to help you become an effective communicator. Many of these skills work together making it important to practice communication skills in different contexts whenever possible.

- **Active listening**: Active listening means paying close attention to the person who is speaking to you. People who are active listeners are well-regarded by their co-workers because of the attention and respect they offer others. While it seems simple, this is a skill that can be hard to develop and improve. You can be an active listener by focusing on the speaker, avoiding distractions like cell phones, laptops or other projects and by preparing questions, comments or ideas to thoughtfully respond.

- **Friendliness**: In friendships, characteristics such as honesty and kindness often foster trust and understanding. The same characteristics are important in workplace relationships. When you're working with others, approach your interactions with a positive attitude, keep an open mind and ask questions to help you understand where they're coming from. Small gestures such as asking someone how they're doing, smiling as they speak

or offering praise for work well done can help you foster productive relationships with both colleagues and managers.

- **Confidence:** In the workplace, people are more likely to respond to ideas that are presented with confidence. There are many ways to appear confident such as making eye contact when you're addressing someone, sitting up straight with your shoulders open and preparing ahead of time so your thoughts are polished. You'll find confident communication comes in handy not just on the job but during the job interview process as well.

- **Giving and receiving feedback:** Strong communicators can accept critical feedback and provide constructive input to others. Feedback should answer questions, provide solutions or help strengthen the project or topic at hand.

- **Volume and clarity:** When you're speaking, it's important to be clear and audible. Adjusting your speaking voice so you can be heard in a variety of settings is a skill and it's critical to communicating effectively. Speaking too loudly may be disrespectful or awkward in certain settings. If you're unsure, read the room to see how others are communicating.

- **Empathy:** Empathy means that you can understand and share the emotions of others. This communication skill is important in both team and one-on-one settings. In both cases, you will need to understand other people's emotions and select an appropriate response. For example, if someone is expressing anger or frustration, empathy can help you acknowledge and diffuse their emotion. At the same time, being able to understand when someone is feeling positive and enthusiastic can help you get support for your ideas and projects.

- **Respect:** A key aspect of respect is knowing when to initiate communication and respond. In a team or group setting, allowing others to speak without interruption is seen as a necessary communication skill. Respectfully communicating also means using your time with someone else wisely—staying on topic, asking clear questions and responding fully to any questions you've been asked.

- **Understanding nonverbal cues:** A great deal of communication happens through nonverbal cues such as body language, facial expressions and eye contact. When you're listening to someone, you should be paying attention to what they're saying as well as their nonverbal language. By the same measure, you should be conscious of your body language when you're communicating to ensure you're sending appropriate cues to others.

- **Responsiveness:** Whether you're returning a phone call or sending a reply to an email, fast communicators are viewed as more effective than those who are slow to respond. One method is to consider how long your response will take. Is this a request or question you can answer in the next five minutes? If so, it may be a good idea to address it as soon as you see

it. If it's a more complex request or question, you can still acknowledge that you've received the message and let the other person know you will respond in full later.

1.2.7 Non-verbal Communication

Non-Verbal Communication is the process of conveying meaning without the use of words either written or spoken. In other words, any communication made between two or more persons through the use of facial expressions, hand movements, body language, postures, and gestures is called as non-verbal communication.

Non-Verbal Communication, unlike verbal communication, helps in establishing and maintaining interpersonal relationships while the verbal communication only help in communicating the external events. People use non-verbal communication to express emotions and interpersonal attitudes, conduct rituals such as greetings and bring forward one's personality.

Types of nonverbal communication are:

1. **Eye contact:** Eye contact with audiences increases the speaker's credibility. Teachers who make eye contact open the flow of communication and convey interest, concern, warmth, and credibility.
2. **Facial expressions:** The face is an important communicator. It is commonly said that the face is the index of the mind. It expresses the type of emotions or feelings such as joy, love, interest, sorrow, anger, annoyance, confusion, enthusiasm, fear, hatred, surprise, and uncertainty.
3. **Movement:** The way you move your arms and legs such as walking quickly or slowly, standing, sitting or fidgeting, can all convey different messages to onlookers.
4. **Posture:** The way you sit or stand can also communicate your comfort level, professionalism and general disposition towards a person or conversation.
5. **Gestures:** While gestures vary widely across communities, they are generally used both intentionally and unintentionally to convey information to others.
6. **Space:** Creating or closing distance between yourself and the people around you can also convey messages about your comfort level, the importance of the conversation, your desire to support or connect with others and more.
7. **Paralanguage:** Paralanguage includes the non-language elements of speech, such as your talking speed, pitch, intonation, volume and more.

8. **Facial expressions:** One of the most common forms of nonverbal communication is facial expressions. Using the eyebrows, mouth, eyes and facial muscles to convey can be very effective when communicating both emotion and information.
9. **Eye contact:** Strategically using eye contact (or lack of eye contact) is an extremely effective way to communicate your attention and interest.
10. **Touch:** Some people also use touch as a form of communication. Most commonly it is used to communicate support or comfort. This form of communication should be used sparingly and only when you know the receiving party is okay with it. It should never be used to convey anger, frustration or any other negative emotions.

1.2.7 Physical Fitness

Physical fitness is an important component to leading a healthy lifestyle. It helps one to maintain fitness, develop muscular strength and improve cardiovascular health. A regular fitness activity improves the absorption of nutrients by the body, improves digestive processes and increases physiological processes.

Emotional Intelligence:

Meaning and Definition

Emotional intelligence is the ability to understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict. Emotional intelligence helps you build stronger relationships, succeed at school and work, and achieve your career and personal goals. It can also help you to connect with your feelings, turn intention into action, and make informed decisions about what matters most to you.

Emotional intelligence is a very important leadership skill. It is said to have five main elements such as - self-awareness, self-regulation, motivation, empathy, and social skills.

Need for Emotional Intelligence

The need for emotional intelligence is vast in terms of personal and professional success. It is a core competency in many vocations, can support the advancement towards academic and professional success, improve relationships, and boost communication skills, the list goes on. Emotional intelligence is an integral part of forming and developing meaningful human relationships.

1.3 INTELLIGENCE QUOTIENT VERSUS EMOTIONAL INTELLIGENCE QUOTIENT

Intelligence Quotient is known as IQ, it's a measure of a person's relative intelligence. Emotional Quotient is known as EQ, is the ability to identify and manage your emotions and the emotions of others.

	EQ	IQ
Stands for	Emotional Quotient (aka emotional intelligence)	Intelligence Quotient
Definition	Emotional quotient (EQ) or emotional intelligence is the ability to identify, assess, and control the <u>emotions</u> of oneself, of others, and of groups.	An intelligence quotient (IQ) is a score derived from one of several standardized tests designed to assess intelligence.
Abilities	Identify, evaluate, control and express one's own emotions; perceive, and assess others' emotions; use emotions to facilitate thinking, understand emotional meanings.	Ability to learn, understand and apply information to skills, <u>logical reasoning</u> , word comprehension, math skills, abstract and spatial thinking, filter irrelevant information.
In the workplace	Teamwork, leadership, successful relations, service orientation, initiative, collaboration.	Success with challenging tasks, ability to analyze and connect the dots, research and development.
Identifies	Leaders, team-players, individuals who best work alone, individuals with social challenges.	Highly capable or gifted individuals, individuals with mental challenges and special needs.
Popular Tests	Mayer-Salovey-Caruso Test (emotion-based problem-solving tasks); Daniel Goleman model Score (based on emotional competencies).	Stanford-Binet test; Wechsler; Woodcock-Johnson Tests of Cognitive Abilities.

Components of Emotional Intelligence

1. **Self-awareness:** This is the ability to recognise and understand personal moods, emotions and drives and the effect of them on both self and others. Self-awareness depends on one's ability to monitor one's own emotional state and to correctly identify and name the emotions being felt. Developing this ability is essential for realistic self-assessment and builds self-confidence and the ability to take oneself less seriously.

2. **Self-regulation:** This is the ability to control or redirect disruptive emotional impulses and moods. It involves the ability to suspend judgement and delay action to allow time for thought. From a neuroscientific perspective, you can frequently observe this skill, or lack of it, by watching response times. If an angry client is in rapid-fire mode responding to what you say in less than about half a second then it is very likely that they are not giving conscious thought to what is being said to them. Those with this ability will frequently demonstrate trustworthiness, integrity, and comfort with ambiguity and openness to change.
3. **Internal motivation:** Frequently seen within veterinary professionals, internal motivation is about working with and for an inner vision of what is important, curiosity and desire for learning and development, a drive that goes beyond external rewards such as money or status. There is often a strong drive to achieve, optimism even in the face of failure and organisational commitment. There are also risks, particularly in the presence of an undue sense of perfectionism.
4. **Empathy:** This relates to the ability to understand the emotional make-up of others and the skill to treat people according to their emotional reactions. It includes skills in building and maintaining relationships with those we come into contact with on a daily basis. Though central to a service profession, empathy can tend to be somewhat less well developed in those with isolated background and intensive / competitive scientific training. Empathy often does, but does not necessarily, imply compassion; it can be used for both good and bad.
5. **Social skills:** This involves the ability to manage relationships, build networks, find common ground and build rapport. It will often help when leading change, being persuasive, building expertise and getting great performance from teams.

Whilst complex and somewhat uncertain, Emotional Intelligence reflects a central set of competences within what it is to be a veterinary professional. Education in this area remains basic within the profession but in the increasingly more challenging environment ahead it may make the difference between success and failure.

Skills to Develop Emotional Intelligence

Developing emotional intelligence is an on-going process. The journey differs from person to person. Nonetheless, according to Andrews, the following actions may lead you to better self-awareness, empathy, and social skills.

1. RECOGNIZE YOUR EMOTIONS AND NAME THEM

What emotions are you feeling right now? Can you name them? When in a stressful situation, what emotions typically arise? How would you like to respond in these situations? Can you stop to pause and reconsider your response? Taking a moment to name your feelings and temper your reactivity is an integral step toward EI.

2. ASK FOR FEEDBACK

Audit your self-perception by asking managers, colleagues, friends, or family how they would rate your emotional intelligence. For example, ask them about how you respond to difficult situations, how adaptable or empathetic you are, and/or how well you handle conflict. It may not always be what you want to hear, but it will often be what you need to hear.

3. READ LITERATURE

Studies show that reading literature with complex characters can improve empathy. Reading stories from other people's perspectives helps us gain insight into their thoughts, motivations, and actions and may enhance our social awareness.

1.4 ETIQUETTE AND MANNERISM:

Etiquette and manners have been around as long as man has been here. There is evidence of this in even the most primitive of tribes and groups of people in the vast, far reaches of the world. Etiquette or manners expected in any group are the social rules that we live by in order to show respect to others and ourselves. Professional etiquette builds leadership, quality, business and careers, and increases physiological processes.

According to the Oxford dictionary, Etiquette is the conventional rules of personal behaviour in polite society. It is about being well-mannered, courteous and showing respect for each other.

Professional Etiquette

1. **Don't Use a Speakerphone.** Roughly 70 percent of employees found using a speakerphone in a shared or open office to be unacceptable. If it's a call you need to take hands-free, use a headset or find a private room to avoid distracting your co-workers.
2. **Gossiping Isn't Good Team Building.** Talk about the weather, sports, upcoming events, or send a sweet GIF, but don't fall into gossiping as a way to relate with co-workers.
3. **Don't use all letters in uppercase.** Using all caps indicates an aggressive tone, or a lack of digital skills, neither of which will be appreciated by co-workers. The only time caps are acceptable in the workplace is when you are sending "CONGRATULATIONS!" to celebrate an achievement.
4. **Reply Carefully.** More than 60 percent of employees consider it poor workplace etiquette to hit reply-all to emails. This rule requires some finesse. Don't reply all to an email asking for your order for the staff lunch. Do reply all to a department-wide update to make sure everyone knows you're on the same page.

5. **Politics Aren't Welcome.** More than half of employees think it's inappropriate to discuss politics in the workplace. Even if you think your political interests are aligned with your co-workers, it's best to keep politics off the clock.
6. **Silence Your Phone.** You're going to compulsively check your phone at least once every half hour anyway; do you really need a ringtone or vibration for every notification? Your co-workers certainly don't think you do.
7. **Don't Copy the Whole Team.** Before sending an email, ask yourself: who needs to see this? If it's not something that the entire organization needs to know, there's no reason why everyone should be copied. Be more selective when sending general correspondence to co-workers.
8. **Take Calls When you're Available.** It should be clear that taking a call while going to the bathroom is poor workplace etiquette, but roughly 45 percent of employees think it's still worth mentioning. It's embarrassing to have to reschedule a call because of your bladder, but it's far more uncomfortable for everyone involved to be on a call while you're using the restroom.
9. **Use Styles Appropriately.** Forty percent of workers think the improper use of bolds or italics in work communications are unacceptable. This is somewhat similar to using all caps in the way that it could convey an unintended tone. Bold/italics also have a tendency to draw the attention of the eye, so if a random word is bolded or italicized it can be **confusing** and *distract* viewers from the message itself.
10. **Keep Your Jokes to Yourself.** More than a third of employees think its poor workplace etiquette to send joke emails to the entire team. It really depends on your work culture whether or not it's appropriate to send joke emails, but the important qualifier here is 'to the entire team.' Rarely, if ever, will there be an occasion for you to send an unsolicited joke email to your entire organization.

Technology Etiquette

The proliferation of technological tools such as cellphones, tablets, social media and email have facilitated and expedited business communications, but they also have sometimes isolated meeting professionals from others.

1. **Language:** When sending emails and texts, use professional language and style. Avoid fancy fonts, casual language and anything else that conveys a very relaxed style. Also, be careful not to use offensive language and humour that could be misunderstood.
2. **Brevity:** Don't be long-winded in online communications; brevity is expected. But don't be too short in your replies. It's usually best to write complete sentences: Avoid one-word answers such as "yes,"

which can be viewed as curt unless you have established a casual working relationship with the person.

3. **Response time:** The nature of the message or email you receive should dictate how soon you respond. In general, it's best to respond within the same business day, but in some cases this isn't necessary, and in others a more immediate reply is needed.
4. **Reply all:** Be careful when using this function because it's important to respect the privacy of the sender. Each email needs to be handled sensitively: In many cases, you need to send a reply only to the sender, particularly if your response contains confidential or personal information.
5. **Attachments:** It's best to ask before sending attachments in unsolicited emails, since many companies instruct employees not to open these attachments. Also, ask whether the recipient prefers attachments in one file or separate ones, and (in some cases) how they should be sent.
6. **Out of Office:** Before you go away for an extended period of time, provide messages on your email and phone systems indicating when you will be away, when you will return and who should be contacted in your absence.

1.5 COMMUNICATION TODAY

In the last decades the ways people use to communicate between them are changing quickly. In only one century we have changed from letters and telegraph to mobile phones and social networks. It's true that the communication nowadays is faster than before. We know whatever thing that happens in wherever place immediately. Nowadays we have more technology than never before to improve our communication, but it's true too that this doesn't mean necessarily that now we communicate better than before.

1.5.1 Significance of Communication

As we continue to emphasize the importance of communication skills, it's important to mention that effective communication involves both listening and conveying information. The success of your communication depends on how well you balance the two. This is what makes talking different from communicating.

With talking you are only concerned with expressing your thoughts without listening to what the other person has to say. Communication requires you to talk and listen in equal measure. Your ability to talk and listen will have a huge effect on every aspect of your life.

A healthy relationship requires effective communication. You must be able to express your needs to your partner and at the same time be able to perceive their needs as well.

When it comes to your business life, good communication will allow you to converse positively and productively with clients and colleagues leading to career success. This is what we call good interpersonal skills.

Benefits of Effective Communication in Personal and Professional Settings:

- It increases your chances of getting the job you want on your terms.
- It helps with developing your leadership skills and getting a better position among your friends, co-workers, or any other team members.
- It brings you new networking and career opportunities and eases your daily teamwork.
- It lets you understand people way better and also be more understandable, not only verbally but also by your facial expressions and other signals that you send while having nonverbal communication.
- It shows you how to maintain good relationships with people all the time, even during an argument.
- It eases your pain while interacting with organizations and institutions, no matter which level of bureaucracy they are at.
- It boosts your grades by making both your studies and your interactions with your professors easier.
- It saves your time and energy that you would have wasted on poor communication followed by misunderstandings, guilt, and anxiety.

1.5.2 GSC's 3M Model of Communication

In order to explain the process of communication, GSC has developed 3M Model. The 3M are Message, Media, and Meaning.

- **Message:** A *message* may consist of the sounds, words, or behaviours in a communication interaction. The message itself is transmitted through a *channel*, the pathway or route for communication, to a *receiver*, who is the target or recipient of the message. There may be obstacles in the communication process or noise. *Noise* refers to any interference in the channel or distortion of the message. This is a fairly simple model in which a message is simply passed from sender to receiver.
- **Media:** Following types of media are used for communication.
 - Radio: Traditional radio and digital equivalents such as podcasts.
 - Video: Video and film based content such as television, movies, promotional videos, commercials and video-sharing websites.

- **Publications:** Publications such as books, magazines, newspapers, blogs and research papers.
- **Social Media:** Digital tools that allow people to communicate and share and produce content.
- **Messaging:** Traditional mail and digital messaging tools such as email and messaging apps.
- **Digital Communication:** Forums, chats and other tools that allow people to socialize, share information and form communities.
- **Games:** Digital games and virtual environments.
- **Applications:** Applications is a general term for software that people use including mobile apps.
- **Graphics:** Graphics such as signs, billboards, digital advertising, t-shirts and product packaging.
- **Public Speaking:** Speaking directly to groups of people often with visual aids such as graphics, slides and video.
- **Art & Music:** Art displayed in public and musical performance.
- **Performance:** Theatre and other performances such as dance.

➤ **Meaningful Communication:**

Meaningful communication is a skill set and it can be developed with both practice and courage. Making real changes to a communication style is a long- term project. Such changes may require frequent, effortful reorientation of attention and conversational habits. However, the goals of meaningful communication, which include gaining emotional connection and depth, can make this challenge truly worthwhile.

1. Add value

People want to hear something they don't know. Even if you're giving a persuasive talk, you should offer your audience information or concepts they don't know. That's right, even persuasive presentations involve some teaching.

You need to have some idea of what your audience knows in order to teach them something new. You can often do some research to get more information about their level of knowledge. Sometimes, you can simply ask them.

2. Be relevant

Your content needs to be helpful and useful. It should be at the appropriate level for your audience's knowledge, skills, and experience. Try to find out what your audience needs and wants. In most cases, you want to give people information that they can use, act on.

3. Be accurate

Know your subject well. Ideally, you'll speak on topics that you know. If necessary, do some research, using reliable sources.

Being accurate doesn't mean that you have to include every piece of data and content you can find about a topic. Filter out what you present, because much of it isn't relevant.

4. Be clear and organized

Once you have decided on what you'll say, organize it and make it crystal clear. Use meaningful graphics, tell stories, make analogies and provide examples.

1.5.3 Vitality of the Communication Process

Communication entails the transfer of ideas, thoughts or feelings by the sender to receiver via verbal or nonverbal means. This transfer gains special significance in business especially in the service sector, since the service providers work with humans and what distinguishes humans from any other species is their ability to communicate with others. Communication affects a wide variety of business issues including productivity and job satisfaction via improving the conveyance of information in every level of the organization. Thus, in order to establish effective communication, the managers in an organization have to channel the receiver what they mean to communicate in a simple, direct and precise manner whether it be on the oral or written modality. To achieve this end, they should also take into consideration the gender and cultural variations in terms of communication.

1.5.4 Virtue of listening

One of the main virtues of a true leader is listening. Listening, not hearing, gives the advantage of analysing and of ensuring that one addresses issues and matters in an appropriate manner and with that level of importance they may or may not warrant. One would also be in a better position to address matters in the appropriate language, thus ensuring one is heading in the right direction.

Shutting down, pretending to listen and pretending to address others' interests is far from looking ahead long term. No leader with a vision can ever ignore the messages people are transmitting, particularly if they come with a certain level of enthusiasm and/or concern. Failing to listen to means there is either a defective structure or that, alternatively, there is no true leader but an administrator.

1.5.5 Fundamentals of Good Listening

The Five Fundamentals of Effective Listening

1. Attending to Nonverbal Behaviours – Your nonverbal behaviours tell the speaker you are either interested and comprehending what is being said or you are disinterested and would rather be somewhere else. Are you smiling and nodding in understanding or are you yawning, scowling, or staring the person down? Is your body position leaning in to the

conversation to show you are engaged or are you leaning back with your arms folded indicating you're feeling defensive? Your body language should communicate "Go ahead, I care, I'm listening."

2. Asking Questions – The best leaders ask questions – lots of them. But not all questions are created equal and different types of questions serve different purposes. Open-ended questions encourage the speaker to share more information and go deeper into the conversation. Clarifying questions help you understand the full context of what is being shared whereas prompting questions encourage the speaker to reflect deeper on their own thoughts. Close-ended questions allow you to limit the conversation or find out specific information and leading questions allow you to bring the conversation to a close.

3. Reflecting Feelings – Reflecting feelings is the skill of capturing the speaker's feelings and restating them in non-judgemental terms. It demonstrates to the speaker that you are aware of the emotion behind the content of what is being shared. Using phrases such as "It sounds like you're really _____" (frustrated, angry, sad, etc.) or "I can sense your _____ (apprehension, anxiety, pride, etc.)" indicates you are empathizing with the speaker which allows him/her to trust you more and share more information.

4. Paraphrasing – Paraphrasing demonstrates that you heard and understand what was being shared. The basics of paraphrasing include restating key words or phrases, following the speaker's sequence, listening to understand, and showing empathy. You don't want to robotically repeat what the speaker said verbatim, twist the speaker's words, or prejudge the situation.

5. Summarizing – Summarizing is the skill of being able to concisely recap what the speaker said over a longer period of time. The exact words aren't as important as capturing the key ideas, feelings, or action items that were shared. It can help to take notes, summarize periodically throughout the conversation, and to follow the order and sequence of information shared by the speaker. Don't act like a parrot and repeat the exact words shared or add your own conclusions to the summary.

These five fundamentals may seem like no-brainers, but the truth is that most leaders don't do them very well, or even at all. Just like a professional athlete continuously practices the fundamentals of his/her sport, leaders should continually practice these fundamentals of listening.

1.5.6 Nature of Non-Verbal Communication

Non-verbal communication is a type of communication that does not use any oral or written word. It can communicate some human feelings more accurately than those of other methods of communication. Some important features of this communication are discussed below:

- **No use of Words:** Non-verbal communication occurs without using any written or oral word. It is communication without words or language like oral or written communication. Instead of written or oral words, it relies on various non-verbal cues like physical movement, tasks, colours, signs, symbols, signals charts, etc. to express human feelings, attitudes and information. It uses gestures, facial expressions, eye contact, physical propinquity, etc. for communicating with others.
- **Different meanings:** Non-verbal symbols can have numerous meanings. A single message of non-verbal communication may express different meaning to different persons or in different places. The symbols and signs that we used as the media of non-verbal communication are not always accurate in expressing the true meaning of the communication. Cross-culture aspects give diverse meanings to similar expression in admiration of this communication. In many cases, they are vague and inconsistent. So the media of non-verbal communication should be used carefully.
- **Pervasiveness:** Non-verbal communication is pervasive in nature. If we look around us, we can see the numerous aspects of non-verbal communication. This communication is unconscious in the sense that it is generally not intended nor rehearsed. It comes approximately instantly. Now we need to learn how to observe and detect them. Murphy and his associates mentioned that 60% to 70% effect of the message comes from non-verbal cues.
- **Vague and imprecise:** Non-verbal communication is fairly blurred and imprecise. Since in this communication, there is no use of words or language which expresses clear denotation to the receiver. Facial expressions, gestures, body engagements, the way you use your eyes – all communicate your feelings and emotions to others. How you stand or sit is one of the important elements in how you are perceived by others. For example, we all know someone who “talks with his hands.”
- **Culturally determined:** Non-verbal communication is learned in the early days, passed on to you by your parents and others with whom you associate. Through this procedure of growing up in an exacting civilization, you espouse the taints and mannerisms of your cultural group.

1.5.7 Need for Intercultural Communication

Intercultural communication offers the ability to deal across cultures, which is increasingly important, as the world gets smaller. Getting smaller doesn't mean the world is becoming identical, it means having more and more contact with people who are culturally different. Being able to deal with this cultural difference peacefully, never mind creatively and innovatively, is becoming a survival issue to thrive in a global world as a global leader.

Intercultural communication skills are those required to communicate or share information, with people from other cultures and social groups.

While language skills may be an important part of intercultural communication, they are by no means the only requirement.

Intercultural communication also requires an understanding that different cultures have different customs, standards, social mores, and even thought patterns.

Finally, a good intercultural communication skill requires a willingness to accept these differences and adapt to them.

1.5.8 Communicating Digital World

Effective communication lies at the heart of a successful business. Without being able to communicate, a team will have more difficulty accomplishing goals and interacting with customers. For this and many other reasons, communication management is an important area of study and mastery.

The digital age has brought real-time, 24-hour communication between businesses, employees and customers to the forefront. What is the result of this digital shift? Maintaining positive relationships with both employees and customers means keeping up with an ever-evolving digital world.

The digital world has resulted in some 'un-programming'. Before the advent of smart phones, social media apps and tools, our conscious mind was more adept at filtering. It was easier and a more conscious decision to identify what's 'appropriate'. Now, we have the means of greater anonymity. We can hide behind a screen and/or persona. For instance, communication through body language and tone is lost.

The golden rule; know your audience. Certainly, collaborate and ask what works or doesn't and why. Don't be afraid to talk to the person who sits at the desk next to you either. In this new digital world, you still need to connect with people through communication. You need to effectively communicate, which means you need to carefully choose tools and systems. In addition, assess, modify and/or improve communication in order to effectively communicate.

Most importantly, remember that effective communication is based on mutual trust. According to Helen Morris-Brown; "Most successful connections happen when we meet face to face". However, in the digital world, we have less face-to-face communication. Therefore, manage digital and written communication in a similar way.

1.6 SUMMARY

This unit is equipped with the necessary skills abstract. It has covered personality development with emotional intelligence including Etiquette and Mannerism. In today's contemporary world the importance of communication are explained.

1.7 REFERENCE

- Gajendra Singh Chauhan, Sangeeta Sharma, Soft Skills: An Integrated Approach to Maximise Personality, wileyindia ltd.
- Adair, John. Effective Communication. London: Pan Macmillan Ltd.



munotes.in

EMPLOYMENT COMMUNICATION- RESUME AND JOB APPLICATION

Unit Structure

- 2.1 Objective
- 2.2 Introduction
- 2.3 What is a resume?
- 2.4 What is a curriculum vitae?
- 2.5 Scannable resume
- 2.6 Develop an impressive resume
 - 2.6.1 The do's and don'ts resume writing
- 2.7 Different formats of resume
 - 2.7.1 Chronological resume
 - 2.7.2 Functional resume
 - 2.7.3 Hybrid resume
- 2.8 Job application and cover letter
- 2.9 Summary
- 2.10 Summative question

2.1 OBJECTIVE

After going through this chapter, you will be able to

- Understand the need for job communication
- Distinguish between resume and curriculum vitae
- Highlight the do's and don'ts of writing a resume
- Learn the different formats of resumes
- Develop job applications or cover letters

2.2 INTRODUCTION

There are two obvious choices in front of a graduate or post graduate student, either to be an employee or become an employer. It means, either you start your own business or employ yourself in a growing business. At the beginning stage getting employed or securing a job is the basic priority of students. This chapter will help you get a cutting edge helping you to stand out and increase your chances of selection. 'Resume' is not a piece of paper it is a ticket to your dream job. This is the very first

interaction between you and the organization. To make it effective you should plan and place it really well.

2.3 WHAT IS A RESUME?

What is a resume, and why do you need one when you are job searching? A resume is a written document of your education, work experience, credentials, and accomplishments. Mostly all professional positions require applicants to submit a resume and cover letter as part of the recruitment process.

Your resume is the first document a hiring manager will look at when reviewing your job application. Hence “first impression” which you create in the mind of the employer needs to be impressive.

Well planned and well written resume suggests that you meet all the requirements for the position you are applying for and you deserve an interview call. The ultimate aim of any resume is to earn an interview call. The best resume is the one that enables the prospective employer to know everything about the job applicant in the shortest possible time. Ideally, 15 to 20 seconds of resume reading, your prospective employer should know who you are? So, the real challenge in resume writing life is presenting all the information, concerning a job aspirant through a neat, simple and concise method.

A Resume is like you're sale statement in which you are promoting yourself. A clear print resume will cut through the competition and get you the much awaited job call.

2.4 WHAT IS A CURRICULUM VITAE?

A CV, also known as curriculum vitae or we take that means the course of life in Latin. CV is a complete sketch of your accomplishments in the arena of education employment research and University engagement. In the USA, CV is mostly used to present a person's academic status and achievement. What academic appointments do you hold with research projects you work on, etc.? CV is usually longer than the resume and it may run into more than three pages depending on your profile. Broadly a CV is a reflection of your scholarly identity while your resume constructs your professional identity.

Parameter	Resume	Curriculum vitae
Length	Shorter	Longer
Format.	Chronologically functionally and hybrid	Varied by careers
Purpose	All purpose	Mostly for academic and scientific positions
Experience	Professional	Scholarly

2.5 SCANNABLE RESUME

A Scannable resume is an electronic resume that is used using a scanning machine for document imaging technology to store it in the computer database. It is not different from the regular resume as the basic section remains the same in both. More and more employees are using image based technology to manage in screen job applicants this technology saves time and resources for recruiters by automatically extracting key information from the resume received from job aspirants. To ensure that important information about you is extracted when your resume is scanned by prospective employers you need to work on two aspects keywords and formatting. *The following points explain how to take care of these aspects:*

- Use most appropriate and job related keywords.
- Keep the resume format simple and font face consistent to avoid any miss reading by the scanner.
- Do not use any fancy design with graphics and pictures avoid bullets tables and visuals

2.6 DEVELOP AN IMPRESSIVE RESUME

The following are some of the useful tips to help you master resume writing so that you could write an impressive resume and get an interview call.

Know your purpose. Be clear that your resume purpose is to get a interview call.	Include insignificant details such as sexual, religious and political preferences.
Keep your resume simple, concise and direct.	Avoid the use of fancy designs, coloured graphics and photos.
Get the resume proofreading	Do not load your resume with too many details
Make sure to use ball type or Bullet points to present your credentials.	Mention people as reference with their prior consent.

Few key points to keep in mind while drafting your resume.

- Begin with your personal details like name, address, telephone number and email address.
- Mention your career objective clearly and concisely.
- Illustrate your past experience at workplaces. View of the below headings could be a part of your resume.
- Achievements and awards.
- Professional membership and affiliation.
- Interest and hobby pertaining to the applied job.

2.7 DIFFERENT FORMATS OF RESUME

The ideal format for your resume depends on your educational background, work experience and kind of job you have applied to.

The popular job role of fresher will use one of these three standard resume formats:

- Chronological resume
 - Places your most current work experience towards the top, and is the most frequently used format by job-seekers today.
- Functional resume
 - Emphasizes your skills and abilities. This format is best for candidates who need to downplay gaps in their employment, or just want to highlight a specific skill set.
- Hybrid resume
 - Combines aspects of the chronological format and the functional format. Ideal for showcasing both your relevant work experience and technical skills.
- <https://resumegenius.com/blog/resume-help/chronological-resume>

Chronological Resume – Example

JESSICA RAMONE

123 Your Address
City, State, Zip Code
(xxx)-xxx-xxxx
your.email@gmail.com

Special Education Teacher with 4+ years of experience in teaching diverse student populations in emotionally impaired and general education classroom settings. Skilled in delivering effective educational programs for special students with serious emotional, mental, and learning disabilities. Adept at creating lesson plans that capture the diverse learning styles, interests, imagination, and abilities of all students.

PROFESSIONAL EXPERIENCE

WOODLAWN COMMUNITY SCHOOL

Chicago, IL

Special Education Teacher

September 2020 – Present

- Develop interactive lesson plans to deliver high-quality special education instructions in an emotionally impaired classroom consisting of 20 students
- Work with general education teachers to plan and implement instructions while ensuring 100% compliance with IEP standards
- Manage students' behavior while developing and teaching behavioral strategies to support students' self-control
- Formulate and implement rules for behavior and procedures for maintaining a well-disciplined learning environment
- Assess students' skills to determine their needs and develop effective teaching plans particular to each student's abilities

GIBRALTAR SCHOOL DISTRICT

Woodhaven, MI

Special Education Teacher

June 2017 – August 2020

- Created individualized education programs for each special education student in an emotional impairment classroom
- Facilitated presentations and recommended readings while providing interventions and methods on behavior management
- Employed diverse techniques to promote active learning such as individualized instruction and problem-solving assignments
- Conducted evaluation of 30+ students' performance, behavior, social development, and physical health on regular basis
- Ensured the delivery of Fountas & Pinnell (F&P) reading level 2 times a year and North West Evaluation Association (NWEA) measure of academic progress 2-3 times a year

EDUCATION

EASTERN MICHIGAN UNIVERSITY

Ypsilanti, MI

Bachelor of Science in Special Education-Emotional Impairment, May 2017

ADDITIONAL SKILLS

- Proficient in MS Office (Word, Excel, and PowerPoint)
- Bilingual in Spanish and English

123 Your Address City, , State, , Zip Code (xxx)-xxx-xxxx your@email.com

Functional Resume – Example

FUNCTIONAL RESUME

from Resume Genius

CONTACT INFO

Email: joan.collins@gmail.com
Phone: (141)-212-5465
Address: 8870 Barnacle Street, Las Vegas, NV 89523
Linkedin: linkedin.com/in/joan_collins

RESUME INTRODUCTION

- Superior salesmanship, consistently outperforming peers
- Friendly, outgoing, and charismatic personality
- Experience working with POS terminals, excellent at math
- Working knowledge of wines, cocktail mixes, craft beers, and other bartending skills
- Conversational in Spanish and Mandarin Chinese

EXPERIENCE SECTION

Riverside Restaurant
Reno, NV – Waiter

Whispering Vine Bar & Grill
Las Vegas, NV – Server

Applebee's
Las Vegas, NV – Bar-back

EDUCATION SECTION

CERTIFICATE IN FOOD HANDLING AND SAFETY
Chicago Community College, Chicago, IL
June 2011

B.A. / CULINARY ARTS
Kendall College, Chicago, IL
June 2010

ACCOMPLISHMENTS

EMPLOYEE OF THE MONTH
Riverside Restaurant
2015

SKILLS SECTION

SALESMANSHIP

- Awarded "Employee of the Month" for consistently achieving 15% above target sales
- Perfected menu presentation skills, providing customers a holistic understanding of the restaurant offerings, leading to more sales
- Trained 4 waiters in salesmanship methodology, increasing their sales to meet company average

TECHNICAL

- Experience with 3 types of POS terminals, receipt roll replacement, and coffee machine cleaning
- Familiarity with common restaurant bread cutting machines, dishwashers, and knowledge of equipment cleaning processes
- Excellent basic math skills, able to calculate and split bills in the event of POS terminal downtime

INTERPERSONAL

- Consistently scored over 90% satisfaction rating on customer feedback surveys
- Conversational in Spanish (able to take orders from Spanish speaking customers)
- Possess excellent conflict resolution skills in the event of customer dissatisfaction

Hybrid Resume – Example

WR

COMBINATION RESUME

From Resume Genius

RESUME INTRODUCTION

- Project Execution:** Implemented new menu introduction strategies, increasing customer purchases of wine by 10% on avg.
- Management:** Assisted in the training of 6 new waiters, ensuring attention to detail and comprehensive understanding of restaurant methodology and practices
- Awards & Recognition:** Frequently praised for excellent service on restaurant's online rating system
- Salesmanship:** Deep and broad knowledge of wines and pairings

SKILLS SECTION

- Familiarity with Point of Sale (POS) terminals and common restaurant equipment / machinery
- Able to memorize entire menus within a day, including ingredient combinations
- Proven ability to "upsell" alcohol, dessert, and appetizers to customers
- Bilingual – English (native) and Spanish (conversational). Able to comfortably take care of customers in either language

EXPERIENCE SECTION

LONGHORN GRILL

WAITRESS / RENO, NV / 2012 – Present

- Memorized restaurant's wine stock and appropriate entrée pairings, leading to daily wine sales averaging \$180, fully 15% higher than the company average
- Write patron's food orders on slips, memorize orders, and manage food resources in a 120+ seat restaurant
- Operate POS terminals to input customer orders, swipe credit cards, and enter cash amounts received

LONGHORN GRILLMIKE'S FANCY KITCHEN

HOSTESS & WAITRESS / RENO, NV / June 2010 – August 2012

- Awarded "Employee of the Month" two months consecutively
- Bussed tables, presented menus, seated customers, and assisted waiters with drink orders
- Trained 3 new hosts in providing excellent customer service and conflict resolution techniques

CONTACT INFO

Email: youremail@gmail.com

Phone: 895 555 555

Address: 4397 Las Brisas Drive, Reno, NV 89523

SOCIAL MEDIA

f your facebook

your instagram

in your linkedIn

your twitter

SKILLS SECTION

Problem Solving

Adaptability

Collaboration Strong

Work Ethic Time

Management Critical

Thinking

Handling Pressure

Leadership

EDUCATION SECTION

B.A. / Psychology

University of Nevada, Reno

2009 – 2013

3.95 GPA

2.8 JOB APPLICATION AND COVER LETTER

What's the best way to write a letter to apply for a job? Your letter should detail your specific qualifications for the position and the skills you

35

would bring to the employer. Your job application letter is an opportunity to highlight your most relevant qualifications and experiences. An effective cover letter will enhance your application and increase your chances of landing an interview.

Unless an employer specifically requests a job application letter sent by postal mail, today most cover letters are sent by email or attached as a file in an online application tracking system.

A **letter of application**, also known as a cover letter, is a document sent with your resume to provide additional information about your skills and experience to an employer. The letter of application is intended to provide detailed information on why you are a qualified candidate for the job.

Your application letter should let the employer know what position you are applying for, what makes you a strong candidate, why they should select you for an interview, and how you will follow up.

As with all cover letters, a job application letter is divided into sections:

- The heading, which includes your name and contact information.
- A greeting addressed to a specific person, if possible.
- The introduction, which should include why the applicant is writing.
- The body, which discusses your relevant qualifications.
- The close, which thanks the reader and provides contact information and follow-up details.
- Your signature to end the letter.

Here's an overview of what to include in a cover letter for a job application.

Ref - <https://www.thebalancecareers.com/>

Rajesh Kumar
Contact No: 1234567890
Email:Kumar@gmail.com
21/02/2021
Mr ABC
ABC Retail Solutions
Phone: XX XXXX XXXX
Email: enquiries@abcleretailsolutions.com.au

RE: Application for Retail Sales Assistant position.

Dear Mr. ABC,

As an extremely motivated and dedicated student with robust communication and interpersonal skills, I would like to apply for the position of Retail Sales Assistant.

As a student, I have been involved in my school activity, which has helped me to develop strong interpersonal skills. While working for various events, including drama and sports and other school events, has permitted me to work closely with my peers while supporting the school as a whole.

These experiences have indorsed me to develop strong time management and organizational skills, which I see as being very important when seeking to work in casual employment while continuing to study.

I am aware that you will receive many applications for this job, but I would like to meet you in person and exhibit my promising and workable skills.

Thanking you in advance for your time,

Rajesh Kumar

2.9 SUMMARY

A resume is a small document that captures your professional experience. It is a well-organized summary of your education employment history and experience that are relevant to do a job that you are applying for. The main objective of any resume is to produce an interview call. Resume are prepared in three main formats: functional, chronological, hybrid. To make the desired impression on prospective employers you need to do a lot of homework before designing your resume. This homework will help you align your resume with the mission and expectations of the organization you are applying to work in. A powerful resume will create a positive impact to bring an expected outcome. It can go a long way in leading you to achieve greater heights in your career.

2.10 SUMMATIVE QUESTION

1. What is the resume?
2. What is the difference between a resume and curriculum vitae?
3. What is a scannable resume? What are the two aspects that need to be taken care of while making a scannable resume?
4. Why is a cover letter important?



PROFESSIONAL PRESENTATION

Unit Structure

3.1 Objective

3.2 Nature of Presentation

3.3 Planning a presentation

3.3.1 Deciding the purpose of the presentation

3.3.2 Identifying and analyzing the audience

3.3.3 Determining the location and the time

3.3.4 Selecting the topic

3.4 Preparing the presentation

3.5 Delivering the presentation

3.6 Summary

3.1 OBJECTIVE

After going through this chapter, you will be able to

- Understand the importance of professional presentation.
- Plan the initial steps for preparing presentation.
- Explain the complete procedure of planning a presentation.
- Discuss the types of visual aids and their utilities.
- Explain how to manage stage fright and anxiety.

3.2 NATURE OF PRESENTATION

Presentation purpose is to inform, explain and persuade the audience from the presenter's point of view. Purpose of presentation might be to introduce a product or explain a process or narrate the experience to a small group of knowledgeable audience at the conference, a seminar or a business meeting. It is followed by a question answer round from the audience.

Presentation skills can be developed or sharpened with some knowledge and practice over a period of time. The success of the presentation depends not only on what are you presenting but also on how are you presenting the topic.

Presenting material clearly and effectively is an art and skill in getting your message understood. In today's corporate world, presentation skill is required in almost every arena, and most of you will be expected to give presentations on many events. While some of you will take this in stride, some may find it much more challenging.

3.3 PLANNING A PRESENTATION

There are many aspects that you need to keep in mind when drafting a presentation. They include the objective of the presentation, the core subject matter, the audience, the venue or place, the time of day, and the length of the talk. Once all these aspects are treated correctly with the optimum use of visual aids, the chances of presentation being an effective one will be brighter.

- **Finding about the environment**
 - The environment includes the venue, the organizer location, the time available, and other speakers in the audience and your own position with respect to audience.
- **The Venue**
 - If it is your home ground, which is a place in which you will be more comfortable; still check all the other requirements you will need before your presentation. If it is outside you must make efforts to get familiar with the room, the sitting arrangement, the speaker's position. Is there a platform? How will it be arranged? Will there be others sitting on the platform while you speak? Is there a mike? Is there a podium? Is its height comfortable?
 - Even though if these things appear to be very small or minor before the presentation but during the presentation, they carry a lot of weightage. Check all the electronic equipment very carefully before the start of a presentation.
- **The occasion**
 - The occasion of the presentation will decide the kind of tone of the presentation. A simple example: if the occasion of a presentation is an inaugural function then the presentation will have a very positive vibrant and upcoming tone in contrast to the presentation that is made for a farewell of an employee. So while planning a presentation always keep the occasion of the presentation in mind.
- **Time management**
 - Check beforehand the time allotted to you. Preparation work depends on the given time. Do not drag any topic as it tends to become boring. Manage your time well by keeping everything short and simple.
- **The audience**
 - The talk must suit the needs and interests of the audience. The content and the tone of the pitch depends on the nature of the audience. Take care of the words you use in the presentation, avoid using technical jargon. Age group of the audience is one of the factors to be taken into account while preparing for the presentation.

- **Children**

- If the presentation is addressed to children then you could involve story telling methods or anything that kids would feel excited like, doing dramatic representations of emotions of sorrows and joys.

- **Young adults**

- If the presentation is to be presented to young adults then more sophisticated techniques of involving small talk could be included. The use of technology should be according to the kind of audience for example, if young audience is present then the use of technology should also be as per their usage and comfort.

- **Senior citizens**

- Senior citizen audience are more acquainted to simplifying things and would like to get into details during the presentation. Hence while presenting to the senior citizens keep their priorities in mind. One of a simpler observation is if the presentation is to be presented to senior citizen audience; they would prefer a larger font size.

- **Professional**

- Corporate audience are professional in nature and would like anything to be presented in a very straight and sophisticated manner. Using larger font size or story telling method of presentation may not apply to them.

- **Tips to manage audience**

- Do not get personal with the audience during the presentation.
- Do not engage a certain type of audience while doing a presentation.
- Always keep the control of the stage to yourself while presenting.
- Establishing connect with the audience is one of the most crucial part of making a presentation. As it is the audience which decides whether the presentation is been effective or not.

3.4 PREPARING THE PRESENTATION

For preparing a presentation, Yardstick says that "for one minute of presentation 1 hour preparation is required" The most important thing is to decide exactly what to say, find out the required information, give a proper shape. It must be logical and have a smooth flow from one point to the next point. Make written notes about the presentation that could be referred while delivering the presentation. This does not suggest writing the presentation word by word and reading it in front of the audience. Writing pointers may help the presenter while presenting the presentation.

- **Speed and content**

- While making PowerPoint slides do follow the principle of minimal approach which means minimum text has to be put forth on the slide and rest is to be explained by the speaker.

- The average speed of presentation is hundred words per minute. Find out your own speed by delivering a speech. And A4 size sheet type is one and half line spacing in 12 font size makes a 2 minute speech. 4 to 5 minutes presentation is round about 400 to 500 words.
- **Style**
 - Presentation must sound like a conversation. Use shorter sentences to enables the listener to grasp.
 - Check whether the words and terms you use are suitable for your audience.
 - Keep the style formal. There is a formality in official presentation as distinguished from social or personal style presentation.
- **Composition of the presentation**
 - **Opening:** You get about 10 seconds to make a good impact and impression. Create a good strong solid introduction and rehearse it till it comes naturally.
 - Start with your name even though you haven't been introduced. It reinforces your presence and helps them to remember you.
 - The introductory remarks must build a rapport and grab attention of the audience. It gives the audience the time to adjust to your personality and volume of the speaker while the introductory sentence has been spoken.
 - **Body of the presentation:** Plan the main body of the presentation carefully. Choose points and elaborate each one briefly. Make one visual for displaying three main points. One each for elaboration of each point.
 - **Use of visual aids:** A picture is worth a thousand words. This saying holds completely true when it comes to making presentations.
 - Presenting information visually not only helps the presenter but is also beneficial for the audience. It is easy to retain and understand the information and visual aid like tables, pie chart, bar graph, excel data to present greater information in smaller format.
 - **Your appearance and posture:** Physical appearance and personality makes an impact on the audience.
 - Be formally dressed; practice before the actual presentation if you are not used to wearing formal clothing. Make sure you are well groomed from head to toe. Audience notices your body language even before you begin to speak. Practice standing comfortable; being still and quiet.
 - Stand firmly and take a deep breath. Decide what to do with your hands. Never put them in pockets while presenting. Holding a paper or a bunch of card or pencil may be helpful. All in all have a

simple smile on your face which will comfort you and the audience both.

3.5 DELIVERING THE PRESENTATION

The presenter should demonstrate the below qualities while presenting in front of audience:

- Lively, enthusiastic, interested in the topic and consider it vital to speak to the audiences with enthusiasm.
- Has a sense of responsibility to the audience and tries to say something that will be worth the listener's time.
- Have a sense of responsibility to others in the program and if allotted 5 minutes do not snooze others in the program. Show respect even if they might take 10 minutes for what they may have to say.
- Essence of leadership should be there. Maintain eye contact; speak responsibly and with authority in a positive, friendly and straight forward approach.
- Keep head on shoulders. Do not let the confidence turn into overconfidence.
- Be ready to accept feedback and benefit by it.

3.6 SUMMARY

Effective presentations are based on clear analysis of the objectives and their audience. Planning of a presentation involves a decent beginning, a proper middle and a good ending. While preparing a presentation; ensure the beginning defines the topic provided in preview and captures the audience attention. The body in middle of the presentation focuses on key points with explanation and verbal signposts to engage your audience throughout the presentation strength and the issue. The conclusion or ending replicates the main points and leaves the presentation open for questions. Dressing appropriately, maintaining eye contact and handling of visual aids are some things that are crucial to make your presentation successful and acceptable. Everyone feels some kind of normal stress or anxiety while facing the audience but preparation and stress reduction techniques can help you overcome the stage fright.



JOB INTERVIEWS

Unit Structure

- 4.1 Objective
- 4.2 Introduction
- 4.3 Types of interviews
- 4.4 Preparatory steps for job interview
 - 4.4.1 Background information about the organization
 - 4.4.2 Common questions asked during an interview
- 4.5 Interview skill tips
- 4.6 Summary
- 4.7 Summative question

4.1 OBJECTIVE

After going through this chapter, you will be able to:

- Know about the importance of job interview.
- Know about the company before giving interview for a job in it.
- Know the different types of interviews.
- Know the preparation steps to face a job interview.
- Learn positive traits.
- Know the tips to crack a job interview.

4.2 INTRODUCTION

Interview is a formal meeting in which a person or a group of persons; questions, consults or evaluates another person or group of persons. Reporters and writers have meeting with eminent persons to ask questions so as to gather materials for a media story or broadcast. It is an oral face-to-face communication.

Interview reviews the views, ideas and attitude of a person being interviewed as well as the skills of the interviewer. Both the interviewer and the interviewee must be well prepared for interview. When the interview for publication is confined to outstanding personalities and generates increment and inevitable experience for everyone, then implement interview needs a good deal of preparation by both the interviewer and candidate for mutual benefits.

4.3 TYPES OF INTERVIEWS

Employers conduct different types of job interviews, such as behavioural interviews, case interviews, group interviews, phone and video interviews, online interviews, second interviews, and even interviews held during a meal.

Those are important job interviews to understand if you're searching for a job, but there are other interviews you may experience throughout your career. These employment-related interviews include exit interviews, mock interviews, and informational interviews.

Behavioural Interviews

Interviewers use behavioural based interviews to determine how you've handled various job situations in the past. The idea is that your past behaviour predicts how you'll act in the new job. You won't get many easy "yes" or "no" questions and in most cases, you'll need to answer with an anecdote about a previous experience.

Case Interviews

Interviews that include the interviewer giving you a business scenario and asking you to manage the situation are called case interviews. They're most often used in management consulting and investment banking interviews and require you to show off your analytical ability and problem-solving skills.

Competency Based Interviews

Interviews that require you to give examples of specific skills are called competency-based interviews, or job specific interviews. The interviewer will ask questions that will help them determine if you have the knowledge and skills required for the specific job.

Exit Interviews

An exit interview is a meeting between an employee who has resigned or been terminated and the company's Human Resources department. Companies conduct these types of interviews, so they can learn more about the work environment and get job feedback. You may be asked why you left your job, why are you taking a new job and what would you change about your job. These tips will help you handle an exit interview so you can move on gracefully.

Final Interview

The final interview is the last step in the interview process and the last interview you find out whether or not you'll get a job offer. This type of interview is usually conducted by the CEO or other members of upper management. The key to a final interview is to take it as seriously as all the preliminary interviews — just because you were asked in for a final interview doesn't mean you got the job yet.

Group Interviews

Employers may hold group interviews because they're often more efficient than one-on-one interviews. There are two types of group interviews: one involves an applicant being interviewed by a group (or panel) of interviewers; the other involves one interviewer and a group of applicants.

Informal Interviews

Hiring managers may begin the screening process with a relaxed, informal conversation instead of a formal interview. This is more of a casual discussion than a typical job interview. On a similar note, a chat over a cup of coffee is another less formal type of job interview.

Informational Interviews

An informational interview is used to collect information about a job, career field, industry or company. In this case, you're the interviewer and you find people to speak with so you can learn more about a specific field.

Mock Interviews

A mock interview provides you with an opportunity to practice for an interview and receive feedback. Although you can do an informal mock interview with a friend or family member, a mock interview with a career coach, counsellor or university career office will give the best feedback.

Off-Site Interviews

Employers sometimes schedule job interviews in a public place, like a coffee shop or restaurant. Perhaps there is no local office or maybe they don't want current employees to know about the possibility of a new hire. In any case, it's good to be prepared for off-site interviews.

On the Spot Interview

Sometimes you'll be expected to do an on the spot interview. For example, you may turn in your application and be asked to do an interview right away. Or when an organization (typically retail or hospitality) announces they will be holding open interviews on a specific date. In situations like these, hiring personnel use on-the-spot interviews to screen applicants and immediately decide who should and should not be included in the next step of the recruiting process.

Panel Job Interview

A panel job interview takes place when you're interviewed by a panel of interviewers. You may meet with each panel member separately or altogether. And sometimes there will be a panel of interviewers and a group of candidates all in one room.

Phone Interviews

While you're actively job searching, you may need to be prepared for a phone interview on a moment's notice. Companies often start with an

unscheduled phone call, or maybe you'll get to schedule your call. In either case, it's good to be ready and prepared to ask phone interview questions to ask the interviewer as well.

Restaurant Interviews

One of the reasons employers take job candidates out to lunch or dinner is to evaluate their social skills and to see if they can handle themselves gracefully under pressure. Remember you're still being observed when you participate in a job interview at a restaurant so use your best table manners; choose foods that aren't too messy. Also take a look at what to wear when interviewing over a meal.

Structured Interview

A structured interview is typically used when an employer wants to assess and compare you with candidates in an impartial way. Essentially, the interviewer asks all the candidates the same questions. If the position requires specific skills and experience, the employer will draft interview questions focusing exactly on the abilities the company is seeking.

Unstructured Job Interview

An unstructured interview is a job interview in which questions may be changed based on the interviewee's responses. While the interviewer may have a few set of questions prepared in advance, the direction of the interview is rather casual, and questions flow is based on the direction of the conversation. Unstructured interviews are often seen as less intimidating than formal interviews. However, because each interviewee is asked different questions, this method is not always reliable.

Video Interviews

Perhaps you've applied for a remote job or you're interviewing for a position in another state (or country). Software programs such as Skype, Zoom, and Face Time are making video calling easy and video interviews are becoming more common.

Reference : <https://www.thebalancecareers.com/>

4.4 PREPARATORY STEPS FOR JOB INTERVIEW

8.4.1. Background information about the company

It is better to prepare than to feel sorry. It means before going for an interview it is necessary for the candidate to know more about the company in which the interview is held. Few areas could be:

- The vision and mission of the organization.
- The present company management like the name of the CEO etc.
- The location of the place for interview and the place of work.
- Any landmark that the company has achieved in latest time, 50 years of operation completion or any sales target completion.

All this will give you a base for the interview.

8.4.2. Commonly asked questions to a fresher during an Interview:

- Tell us about yourself?
- In which school or college activity you have participated? What did you enjoy the most in them?
- What subjects do you like the most/ least? Why?
- How did you spend your college vacation?
- What contribution did you make to NSS or any other social service while in college? What did you learn from it?
- Why did you choose your particular specialisation?
- Have you ever changed your major places of interest while in college? Why did you make the change?
- What are your strength and weaknesses?
- Why should we hire you and not the next candidate who has similar experience like you?
- What causes you to lose temper?
- What kind of work interests you have?
- What kind of trouble have you encountered with other people on the job?
- Tell me about your family background?
- Have you got analytical mind? How do you know?
- Where do you prefer to work in? Large company or small company? Why?
- Where do you see yourself five years from now?
- What major problems have you encountered and how do you deal with them at workplace?
- Have you learned from your mistakes?
- Do you prefer working with others or in team?
- What are some of the things that you find difficult to do?
- Can you describe yourself as a bird or animal?
- Are you willing to go where the company sends you?
- How would you describe your best friend?

4.5 INTERVIEW SKILL TIPS

Below are few tips that would assist the candidate during an interview:

- Before the interview:
 - Always reach the venue of the interview on time.
 - Do a background check about the organization in advance.

- Read carefully the job description sent to you.
- Be formally dressed for the interview.
- Always remember the name and the contact number of the concerned person to meet in the company.
- During the interview:
 - Listen carefully to the questions asked.
 - Don't be in a hurry to answer, evaluate the reason for the question.
 - Don't lie during the interview.
 - Keep your body language positive and carry a smile on your face.
- Post interview:
 - Part ways on a positive note after the interview.
 - Know how to follow up about the results of the interview.
 - Don't boost or troll the organization post the interview.

4.6 SUMMARY

Interview has a powerful target with two people: one who wants the job and the other who wants to hire. In other words, the purpose of the interview is to find the right candidate for a job. Interviews have become very structured and company's expectations from job aspirants have gone very high. Now-a-days, job aspirants face heavy pressure as they have to prove their calibre in just few minutes during the interview. Most of the big organizations have hired people who look after the recruitment process. Resume writing is the first step to be shortlisted for an interview. Knowing the profile of the company to which you have applied for the job is very important. There are different types of interview: screening interview, informative interview, behavioural interview, stress interview, and many others as discussed in the chapter. Before you face an interview you must go through the preparatory steps for facing an interview. Introspect and analyze your background, highlight your achievements and analyze your skill sets. During the interview, maintain composure and answer without getting pressurized. Do revise most commonly asked questions so that you are not taken by surprise when faced in an interview.

4.7 SUMMATIVE QUESTIONS

1. What information you should collect for the company research before you appear in interview and why?
2. Describe some guidelines for personal interview. How can you build a positive support from the interviewer in the personal interview?
3. Describe in brief the preparatory steps for job interview?
4. Why is it important to consider your social media profile before interview?



GROUP DISCUSSION

Unit Structure

- 5.1 Objective
- 5.2 Introduction
- 5.3 Ambience/Seating arrangements for group discussion
- 5.4 Importance of group discussion
- 5.5 Difference between Group discussion, Panel discussion and Debate
 - 5.5.1 Group discussion
 - 5.5.2 Panel discussion
 - 5.5.3 Debate
- 5.6 Traits evaluated in a group discussion
- 5.7 Types of group discussion
 - 5.7.1 Topic based group discussion
 - 5.7.2 Case based group discussion
- 5.8 Tips for participants in group discussion
- 5.9 Summary
- 5.10 Summative question

5.1 OBJECTIVE

After going through this chapter, you will be able to:

- Understand the definition and meaning of group discussion.
- Know the difference between a group discussion, panel discussion and debate.
- Understand the dynamics of group discussion.
- Know about the traits to be developed for successful group discussion.
- Understand the reasons for failure in group discussion.

5.2 INTRODUCTION

In the ever progressing world, India too has come a long way. Our country has the best of many things. Among all of it, is also population of the country. As read in <https://www.livemint.com/> India's total population is of 121crs, and counting as per the 2011 census counted by the department. It is obvious that in such a type of scenario getting a job is very difficult. For example in the corporate world for 1 vacancy of

management trainee there will be a round of about 100 to 150 applicants. Practically it is not possible for the HR of the organization to interview all 150 candidates. But at the same time, the organization cannot afford to lose the best potential candidate. Hence organizations have come up with a very effective selection tool for recruitment called as group discussion.

Group discussion is a management tool used mainly by organizations or business school to assess the personality of the candidates before interviewing them. His/her intelligence can easily be assessed by psychometric test. Group discussions help the organization evaluate the soft skills of the candidates. In other words, group discussion serves as a substantial elimination tool when there are many candidates applying for a limited vacancy. The group discussion can act as a benchmark to select the best among the lot.

5.3 AMBIENCE/SEATING ARRANGEMENTS FOR GROUP DISCUSSION

During a group discussion, a set of 12 – 15 candidates or students gather in a room to discuss an allotted topic. The topic is given just before the discussion and there are evaluators or examiners judging the performance of the participants.

The most popular seating arrangements of discussions are ‘U’ shape, ‘V’ shape, Semi-circle or full circle. Generally participants have little or no control on where they are going to sit. Each participant must choose a seat from where they can easily address the whole group. Tip to remember is that during the discussion the participant need not look back or maintain an eye contact with the judge. Eye contact is must among the group members with whom the discussion is happening. It is the responsibility of that organization for arranging an appropriate place for such important event. The basic requirement would include a spacious room with proper ventilation, chairs that would make the participants comfortable and other hygiene factors.

Another important factor is of light. The participants should be able to see each other properly. In the absence of good light or ventilation, the participants are not able to perform to the best output levels.

5.4 IMPORTANCE OF GROUP DISCUSSION

The main idea of conducting group discussion is to bring together a set of candidates on a common platform to share their ideas, information, which will give an opportunity to demonstrate not only their knowledge, but also to understand and enhance their learning by gripping the thoughts of other people. Below points highlight the importance of group discussion:

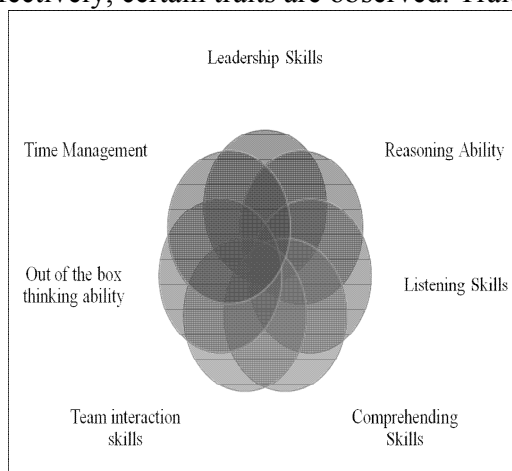
- Problem Solving – When participants coming from various background and knowledge base give their opinions, it generates a pipeline of thoughts and solutions for a given problem.
- Team Building –Over a period of time, group discussions help to build team cohesiveness. As those who are discussing topics will bond and prove as a team building exercise for the organization.

5.5 DIFFERENCE BETWEEN GROUP DISCUSSION, PANEL DISCUSSION AND DEBATE

	Group Discussion GD)	Panel Discussion	Debate
Meaning	A group is set to discuss a topic and members are evaluated.	Experts meet and discuss and put forth point.	A topic is discussed or debated by dividing members 'for' and 'against' teams.
Participants	Students/ Job applicants	Experts from the field of the topic	Students/ professionals
Time	15 -20 minutes	30 – 40 minutes	20- 30 minutes
Objective	Evaluate skills like leadership skills and listening skills	No evaluation is done only knowledge is shared	Points are allotted bases the arguments and decision is taken.

5.6 TRAITS EVALUATED IN A GROUP DISCUSSION

The main purpose of hosting a group discussion is to evaluate traits in the participants. Depending on skill set that is required to perform a particular job effectively, certain traits are observed. Traits like:



5.7 TYPES OF GROUP DISCUSSION

The topics given for group discussion can be divided as follows:

- Topic Based Discussion
 - Factual Topic – Environment, woman rights, economic policy related topics are given.
 - Controversial Topic – Political topic or any disputed topic or law is discussed.
 - Abstract Topic – Here the topic could be a phrase or words that will test the thinking of the participants. Eg. Pink Panther, Blue Pyjamas etc.
- Case Based Discussion
 - During this discussion, a case is given to be solved or discussed. Many a times the real situation of the organization is given as a case and the participants are evaluated based on their ability to solve it.

5.8 TIPS FOR PARTICIPANTS IN GROUP DISCUSSION

Below are few do's and don'ts while appearing for a group discussion:

Dress formally.	Don't rush into it.
Keep the discussion on track.	Don't be aggressive.
Keep eye contact while speaking.	Don't be judgemental towards others.
Allow others to speak.	Don't speak too much.
Maintain positive attitude.	Don't make extreme expressions like laugh or frown.
Listen carefully to others	Don't look or be uninterested when other participants are speaking.

5.9 SUMMARY

Group discussion is a very old method of selecting a candidate for a job as it tests the competency and communication skills of the job aspirant. They are usually face-to-face but with the technology advancement, social media is also used to conduct group discussions. To be an active participant in group discussion, you must be updated about the current topic and must have the knowledge in the areas of human concerns. Be sure that you know the difference between panel discussion,

debate and group discussion as each is conducted in a different way with a different purpose. Group discussions can be distinguished by the topic on which the discussion is happening; it could be a case based or factual topic. While participating in a group discussion, take care of individual traits like creativity ability, to take initiative, lift articulation and verbal cue. The participant must have confidence throughout the group discussion.

5.10 SUMMATIVE QUESTIONS

1. What are the personality traits a candidate should possess to be successful in a group discussion?
2. What are the types of group discussions?
3. What roles can a candidate play during a group discussion?
4. What is the main difference between a group discussion and a panel discussion?
5. What is the basic rule of conducting a group discussion?



CREATIVITY AT WORKPLACE

Unit Structure

- 6.1 Objective
- 6.2 Introduction
- 6.3 Current workplaces
 - 6.3.1 Google Inc.
 - 6.3.2 Facebook
 - 6.3.3 Adobe
- 6.4 Motivation
- 6.5 The Six Thinking Hat Method
- 6.6 Summary
- 6.7 Summative question

6.1 OBJECTIVE

After going through this chapter, you will be able to:

- Define creativity and its significance.
- Know the importance of creativity in the workplace.
- Find out how motivation can be increased in the workplace.
- Learn about De Bono's Six Thinking Hats.

6.2 INTRODUCTION

Creativity is the ability to transcend traditional ways of thinking or acting, and to develop new and original ideas, methods or objects. Creativity is a skill that is intrinsic in nature and is difficult to put it in words. It would be simpler for anyone to explain creativity using examples or mentioning people with high creativity quotient. Example-Steve Jobs, Einstein. The results of creativity are, an invention, a new way of looking at the world, but it's tough to apply your head around the actual concept of creativity. The more you research, the more you experience creativity is an unbelievable phenomenon.

“Creativity is a combinatorial force: it's our ability to tap into our 'inner' pool of resources – knowledge, insight, information, inspiration and all the fragments populating our minds – that we've accumulated over the years just by being present and alive and awake to the world and to combine them in extraordinary new ways.” — Maria Popova, Brain pickings.

Creativity is the act of translating new and imagined ideas into actuality. Creativity is considered by the ability to distinguish the world in new ways, to see hidden possibilities, to join dots between apparently unrelated spectacles, and to generate alternatives.

Creativity is two phased: thinking, then producing. So if you have coined an idea but can't translate the idea into reality, you could be imaginative but not creative.

6.3 CURRENT WORKPLACES

Employers and organizations are trying their best to ensure their employees are creatively hydrated. Below are few examples from the blog of - *World of Digits – Blog*.

1. Google

- Google is an inspiration for many start-ups. The giant industry fosters a learning culture: The bigger the organization is getting, the more is the need for creativity and learning culture prevails in the company.
- Google provides with free meals, organizes team excursions, offers financial incentives, the opportunity for the staff to attend conferences led by important CEO's, gym classes and even allows dogs at the workplace.
- It ensures a good balance between professional life and personal life by limiting stress. One way is to arrange the workspace in a pleasant way for its employees. However, let's not forget that entrepreneurship policies or creativities expect maximum productivity from the employee resulting in company goal fulfilment.

2. Facebook

- Of all those facilities that Facebook offers to its employees, some of them are: food, stock-options, open working spaces, laundries on the spot, etc.
- Facebook, the king of the social networking site foster open communication within the organization. Such practice encourages creativity and personal learning.
- As there is a very competitive environment and work achievement pressure, company has come up with Conference rooms, separate buildings, lots of open spaces where managers work at the same level as the other employees in order to support the feeling of equality.

3. Adobe

- Adobe as a company gives lots of importance to confidence. It believes in positive and healthy culture for its employees. In turn, the employees work using their creativity and commitment.

- Adobe does not believe in micromanagement; hence gives a free hand to the manager and others to complete their work as per their preferences.
- In a nutshell, Adobe does everything to increase employee creativity and learning culture within the organization.
Ref:<https://creativecorporatculture.com/examples-of-creative-corporate-culture/>

6.4 MOTIVATION

Keeping employees motivated is the key challenge in environment sectors, retail, call centres and other high volume low pay workplace. But companies have made it a point to motivate their employees continuously. There are many stories about how important role motivation plays in creativity. Leaders should not only read the assessment score of their employees but also try to understand the important features of their personality. This will help them in devising ways to help employees achieve objective. Leaders as well as employees need to identify things which motivate them in working together. For this to happen, leaders have to commit themselves to building a meaningful and purposeful relationship that really matters to their employees. This allows employees to better understand whom they are serving just as it helps the leader to understand their employees.

First thing that boosts motivation is a trustworthy leadership. Leaders who support their employees wholeheartedly and take care of their best interests, and trust them; makes the employees motivated to achieve bigger targets. Trust for sure is a powerful motivational tool. There are many examples of employees who were motivated by the trust their office manager have in them. Being relevant is another factor that motivates employees. Today, when everyone is in the race to be noticed and get recognised for their work, employees get motivated to achieve something to remain relevant. Hence, employees are in search of new ways of learning, improving the skills and investing in themselves. Helping them in increasing their relevance would help employees a lot in increasing the performance level and enhancing their loyalty to the organization. The most important factor that encourages motivation is desire to advance in career. Awaited advancement triggers extreme motivation to employees to achieve. Employees need to be mindful of every opportunity that lies around them; regardless of whether it is below or above their expectations. Many people get confused in today's workplace especially about their future. To prevent employees from carrying the load of failure, they need to be motivated to see things in proper perspective. Employee should be prepared to embrace their unexpected failures and navigate confidently through uncertainty and changes. Remember an employee who does not believe in himself or herself will never achieve anything in life and for the organization.

In the context of motivation and interest, there can be a factor of self-indulgence. Motivation focused on satisfying self-indulgence can be risky. There is no need to remind how people's greed and selfishness contributed to economic hardship of some Global Giants in the field of finance. Regarding the downside of motivational leaders, Peter Drucker has said in his book 'The Effective Executive', every time you meet a person with great strength, you are also meeting someone with great weakness. So, as a leader one should ensure that employee's motivation are good and have balance intention.

Happiness is one of the most crucial factors that makes people motivated. Desire to achieve happiness is one of the greatest motivations for scaling new heights in one's career. Happiness boosts self-esteem giving hope for a better future. Actually one must be motivated to earn a living that brings tremendous joy and happiness and also help achieve one's goal.

6.5 THE SIX THINKING HAT METHOD

The all-time famous book 'Six thinking hats' is written by **Edward de Bono**. He is renowned internationally in the arena of creative thinking and innovation. Edward de Bono has written numerous books on these subjects. The book was first published in the year 1985 and since then; is a benchmark in the field of creativity and parallel thinking. With the help of the book the author suggested to think in different ways. For symbolization of change in mode of thinking pattern, the author has used 'Hats' as a concept. So, it's referred as changing the thinking hat while we are in a meeting or having a conversation. Each Hat has a specific colour and wore to think in a specific manner. One thing to be remembered is that wearing of hats is used only for analogy.

The six hats are of Blue, White, Red, Black, Yellow and Green colour.

1. Blue hat

The blue hat represents control: setting the focus, defining the problem and shaping the questions. This hat can be worn in the beginning of the meeting. It is also the only hat that can be worn during the whole meeting, but only by one person, the facilitator that is leading the meeting.

2. White hat

When the white hat is worn the focus is neutral and on objective information; what information you have, need or miss.

3. Red hat

Wearing the red hat gives you an opportunity to express feelings, emotions and intuition without any need to explain or justify them.

4. Black hat

When critical thinking is needed, the black hat is put on. This hat is the hat of caution and survival.

5. Yellow hat

The yellow hat calls for optimism and covers hope and positive thinking. Yellow hat thinking is constructive and generative.

6. Green hat

For creative thinking and new ideas, the green hat is put on. Under this hat, options and ideas are laid out, modified and improved.



6.6 SUMMARY

Creativity is to do anything in a different way to reach the end result. People usually do not attempt to be creative because of the fear of failure. Many people also think creativity is a gift and cannot be learnt but that is actually not true. Creativity is very necessary in this monotonous world. People have realized the importance of creativity in all walks of life- be it education, medicine, advertisement, cinema etc. Workplace without creativity appears trap and routine. When output has come down, to improve the environment for better productivity in an organization; creativity bar must be raised. Creativity is helpful in problem solving. De Bono had used the concept of lateral thinking which forces people to generate lots of new ideas.

6.7 SUMMATIVE QUESTIONS

1. How can you define creativity and why do you think creativity is necessary in today's organization?
2. Describe the role of leaders in nurturing creativity of an employee?
3. Explain briefly the six thinking hats technique?
4. How can creativity be employed to solve workplace conflicts and problems?
5. Discuss the factors in workplace environment in people who discourage creativity? How can these factors be rectified to promote creativity at workplace?

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ETHICAL VALUES

Unit Structure

- 7.1 Objective
- 7.2 Introduction
- 7.3 Theories of ethics
- 7.4 Correlations between values and behaviour.
 - 7.4.1 Prohibitory and righteous
 - 7.4.2 Knowledge and wisdom
 - 7.4.3 Love and Empathy
 - 7.4.4 Fairness and justice
- 7.5 Importance of work ethics
 - 7.5.1 Teamwork and productivity
 - 7.5.2 Wealth and protection
 - 7.5.3 Positive image
- 7.6 Problems in absence of work ethics
 - 7.6.1 Discourage in unethical behaviour
- 7.7 Summary
- 7.8 Summative question

7.1 OBJECTIVE

After going through this chapter, you will be able to:

- Understand the best ethical practices.
- Know the definition and correlation of ethics in society.
- Suggest ways to inculcate good ethical practices at workplace.
- Tell why ethics are important for organization.
- Know what problem organizations face due to lack of ethics.

7.2 INTRODUCTION

To live peacefully in a society, we all need to abide by certain rules and regulations for the smooth functioning of the society at large. In absence of rules and regulations, the world would not be a safe and happy place to live. The world would be difficult to live in if individuals behave in their own ways without bothering whether their behaviour would cause problem to others. This can have disastrous consequences. An organization can also work smoothly if the workplace behaviour of its managers and staff strongly abide to its ethics. Whenever managers or staffs do not follow the organizational ethics, it adversely affects the work

environment. So, now-a-days, organizations take it as their priority to ensure ethics is followed by their managers and staff. They view lack of ethics quite seriously.

Organizational ethics are the standards and principles which companies follow and keep them as a reference point in their business dealings. These include fairness, compassion, integrity and responsibility. In an organization it is the duty of the leader to ensure their employees understand the importance of ethics and follow them in their work. Companies must organize workshop to teach them ethical practices and make them aware about company policies regarding ethical behaviour. This will help them to avoid the pitfalls. Organizations need to adhere to the following ethical practices while doing their business:

Consideration and compassion: Organization must take care of both mental and physical wellness of their employees. If some employees are found to be addicted to drugs or alcohol, the organization must intimate some advisory program to help them get rid of this addiction and live a life of hope and enthusiasm.

Social responsibility: For their progress, organization and their employees are dependent on the environment and communities for society in which they operate so it is the responsibility to protect the environment and communities living in their vicinity.

Financial ethics: The credibility of the organization is lost if any financial scandals involving the organization is unrevealed. With the financial sector gaining increasing importance in the global economy, adhering to the financial ethics has become essential to formalized creation of wealth honestly.

7.3 THEORIES OF ETHICS

There are three major theories whose basis is the competition among the employees for influence, resource and information. So it is very important that the norm or criteria for right path should have been set by the following and lawyers can work efficiently. The first theory- the Utilitarian theory emphasizes that the consequence will write the plan and the action. The underlying objective is more production in less time and that the benefit should be maximum. Second theory is based on the right that is, all the people are entitled to exercise certain fundamental right, for example, right to speech and expression, right to religion, right to education etc. Third assumes the importance during the time of promotion. Decisions about the promotions are in favour of favouritism then, the employees trust in the management will drown.

7.4 CORRELATIONS BETWEEN VALUES AND BEHAVIOUR

Values are implicated in the individual by whatever he or she learns through his or her surroundings. In school, the teacher's guide their students by telling what is right and wrong. Values exert control over your attitude; it influences your behaviour.

7.4.1 Prohibitory and Righteousness

The righteous of people in any organization will refuse individual benefit; if they are aligned with the goals of their organization. One must not give in to unethical luring for selfish motives. Because it requires a high degree of self-control to avoid this temptation, but that is the right path.

7.4.2 Knowledge and Wisdom

Wisdom refers to your ability to convert the available information into something useful. Wisdom is derived from the individual's experience of exploring information intelligently to come to a wise decision. Many times you may come across options which cause an unethical dilemma. In such situations, you must use your knowledge to distinguish between the right and the wrong.

7.4.3 Love and Empathy

Your love and empathy for someone is reflected through your caring words. In the context of an organization, love refers to the profound positive reaction to employees and amongst colleagues in any given situation. The love, empathy, and kindness expressed by employees for each other creates positive vibe in the organization which enables them to behave ethically correct in all situations.

7.4.4 Fairness and Justice

All individuals must be treated equally by the leaders in an organization. In the leaders, behaviour towards employee's objectivity and fairness must be the keywords. They must not show bias towards any individual or group. All employees must receive positive and fair return for the energy and efforts they put in their work. Leaders must be able to allocate organizational resources fairly.

7.5 IMPORTANCE OF WORK ETHICS

When leaders are known for their impeccable ethical behaviour, they become role models for workers and the latter are encouraged to follow them. The ethics form a base in building the reputation of the company and integrity of its employees along with right talent joining hands to work in the organization results into improvement of business. The following are some of the advantages enjoyed by the company due to ethic based work culture.

7.5.1 Teamwork and Productivity

The ethics awareness among the employees of the company increases the positivity in the workplace environment, generated by following ethics. If keeping employees loyal to the company is part of the company's business value; then it results in increased productivity and motivation of employees.

7.5.2 Wealth Protection

If the organization is immersed into ethical culture, then it helps in safeguarding its assets. The employees who abide by ethics of the organization will safeguard its business assets. Ethics demand that the employees should take care of the employer's property. They will never spend the organization resources to make personal calls or use office supplies or equipment for personal use.

7.5.3 Positive Image

By following ethical choices, the organization, management and its employees create a positive image of their organization in the public domain. One such ethical choice could be proper discharge of waste generated by the organization as a part of its social responsibility. Building positive image will automatically attract more clients and the organization's business will grow multi folds.

7.6 PROBLEMS IN ABSENCE OF WORK ETHICS

If ethics are not followed in organization and public get to know about any malpractices happening in the organization then every now and then, organization will be in the news. The damaged image will stay in the minds of the people for a long time. It takes lot of money and efforts to restore the image and sometimes the image cannot be restored.

- **Lack of cohesiveness among employees** – If the leader of the organization displays a lack of ethical behaviour, it spells disaster for the employees as well as the organization. First, he or she loses respect among the employees and then this unethical behaviour generates animosity and lack of trust among the employees. This environment is detrimental for the progress of the company as it deters the employees from collaborating to achieve business goals.
- **Performance deterioration** - The lack of ethics in the organization's function leaves a negative impact on its employee's performance. They tend to make quick money by flouting rules and regulation. The honest employees who are ethical in their behaviour get demotivated by seeing their colleagues making progress through wrong means. This lack of motivation is reflected in their performance which adversely affects the organization's progress.

7.6.1 Discouraging unethical behaviour -

Generally, unethical practices crop up because of poor planning for loop holes in the business conduct of the organization. Therefore, the organization must set realistic goals for its employees to achieve which may prevent them in indulging in unethical practices. While monitoring the employee's performance, they should be given practical suggestions and tips so they could achieve their goals. Workshop should be organized to train employees and they should be given credit for their good performance. Transparency in the functioning of the organization will nurture trust, cooperation and positivity.

7.7 SUMMARY

Ethics have become very crucial in today's business world aided with technology growing at fast pace. Without rules and regulations which are based on ethical work culture; organizations go berserk following their goals. Organizations should adhere to ethical practices to have a good reputation. Their success is very much dependent on the ethical practices they adhere to. Organizations must have a robust system to fix accountability. Leaders can impact positively by appreciating ethical behaviour done by employees of the organization. Ethics is very important for the growth of the organization as following them gives the employee positive energy.

7.8 SUMMATIVE QUESTION

1. How do you think employee cohesiveness affects an organization?
2. Discuss ethical theories.
3. How can an organization nurture ethics?
4. Describe the importance of work ethics. Is it equally important for the employees at all the levels?
5. Why unethical organization has low productivity?



CAPACITY BUILDING

Unit Structure

- 8.1 Introduction
- 8.2 Need and Importance of capacity-building
 - 8.2.1 Elements of capacity building
- 8.3 Zones of learning
 - 8.3.1 Induction-training
 - 8.3.2 Job instruction training
 - 8.3.3 On-the-job training
 - 8.3.4 Refresher training
- 8.4 Strategies for capacity building
- 8.5 Summary
- 8.6 Summative question

8.1 INTRODUCTION

“Learning is a Lifelong Process”. “We now accept the fact that learning is a lifelong process of keeping abreast of change. And the most important task is to teach people how to learn.” – Peter Drucker. Most of the leader’s worldwide will agree on the above, in the ever evolving world ‘Change’ and ‘Learning’ are two of the main components for survival.

Capacity-building is defined as the "process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in a fast-changing world." An important element in capacity-building is change or adaptation that is created and sustained over time from within; transformation of this type goes outside completing tasks to changing attitudes and aptitudes.

Capacity building equips organizations to stand and catch up with the upcoming trends and stay ahead in competition. Earlier capacity building was synonymous with training or performance appraisal, but now it has taken a new definition.

8.2 NEED AND IMPORTANCE OF CAPACITY-BUILDING

By definition, capacity building is a quantifiable progress in an organization's ability to achieve its mission through a mix of good

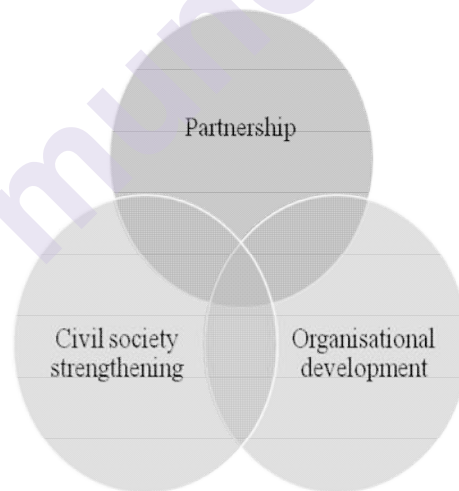
leadership, sound ethical values, and commitment to achieving long term goals.

A progressive management technique is a well-accepted principle in the business world. However, the technique was in olden times for small shrift in the non-profit realm, where the focus has more often been on short term achievements than long term goal accomplishments.

Without capacity building, you are only aiming short term and not long term vision and mission. It may prove as a lack of a strong groundwork which may lead to organizational uncertainty, which will reflect improper communication between management and employees and "mission drift" — a loss of focus. Organizations only focus on flagship projects and forget about capacity building leading to an empty space in organization post achieving the short term goals. Hence it is important to do capacity building to keep the employees learning and evolving. With capacity building, you'll continue focus and regulate the best ways to deliver origination's vision and mission. Leaders will create and uphold strong foundations for missions, measure core effectiveness and external effect, and plan and cultivate long term strategic relationships.

8.2.1 Elements of capacity building

There are three major elements of capacity building which emphasize the importance of building correct relationship and increase in the productivity of an individual and employee as well as the organization.



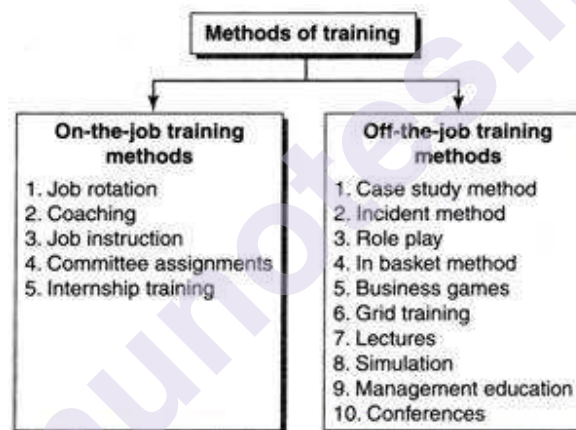
- **Partnership:** This element refers to initiatives aimed at building or strengthening partnership and enhancing resources. Good partnerships and better resources help in building capacity and promoting in empowerment of each individual in the organization, which leads to better work and maximum productivity through innovation and management.

- **Organizational development:** Capacity building finally leads to organizational development by maximizing profit and stakes. It also helps the organization acquire a leading position in the market ahead of its competitors.
- **Civil society strengthening:** Technical skills and building capacity of an organization in the areas of strategic planning advocate project development and management finally helps in empowerment of the society and the country. This contributes to country's growth and global recognition achieving progress on the economy, technology and innovation fronts.

8.3 ZONES OF LEARNING

Organizations give employees opportunity to learn new skill set by providing them training.

Below are various types of training:



1. Induction training:

Orientation training given to the new employees in order to get them acquainted with the internal situation of an organization. It is to support the new employees to understand the procedures, code of conduct, policies prevailing in that organization.

2. Job instruction training:

This training provides an overview about the job and qualified trainers exhibit the entire job. Additional training is offered to employees after inspecting their performance.

3. On the Job training:

The employee is put on to the job and trained. It gives them first-hand experience on what is to be done and how.

4. Refresher training:

This type of training is offered when the organization has taken a new program. This training gives elevation to the skills of employees. This training can also be given to the employees who get promoted.

8.4 STRATEGIES FOR CAPACITY BUILDING

Capacity building strategies are employed on routine basis by many organizations depending upon the needs of the employees and job. These strategies are progressive in the form allowing freedom to the professionals from limitations and to move them forward by offering something new and productive. The following strategies need to be focused to build capacity and to promote innovation and development in the organization.

- **Assessing the individual:** Before evaluating our goals and milestones, we first need to evaluate the kind of talent pool that the organization have and then do the capacity building exercise.
- **Identifying competencies:** Each job requires specific competencies to be performed at its best. The organization needs to map the kind of competencies required to perform the job levels and help their employees achieve the same.
- **Seeking feedback:** Timely feedback should be taken from all the stakeholders of the organization which would help the organization clear its standing among the competitors and prove itself better in near future.
- **Assessing organizational needs:** To do an optimal level of capacity building, the organization first needs to be clear with what kind of results they are looking for in short term and long term.
- **Preparing for diverse workforce:** To do capacity building, we need employees who can do multitasking. Hence, we would need a diverse workforce.
- **Networking with professionals:** Networking is vital for professional growth and success. Your networking circle should include professionals and maintain solid contact with people from all areas of life.
- **Learning through free online courses:** Today, Internet has given power to everybody who wants to learn. With the help of online courses and certifications, the organization with minimum investment can do best for capacity building of its employees to go to the next level. Example: During Covid-19, students and professionals have earned a lot of certification.

8.5 SUMMARY

Today's competitive workplace demands that you continuously upgrade your skills and knowledge to remain relevant as a professional. Successful professionals keep themselves abreast with new technical skills in the fast changing business world. This helps a professional in the workplace to acquire new knowledge in techniques and skills so that he or she can adapt to change and deliver the best. The capacity building exercise provides organization opportunity to use present knowledgeable people to create more talented workforce leading to healthy working environment at workplace. Many strategies and ways are planned by the organization for capacity building.

8.6 SUMMATIVE QUESTIONS

1. Describe the issues that make capacity building important.
2. What are the elements of capacity building? Describe them.
3. What are some of the opportunity provided by organizations for their employees to hone their skills and enhance their ability?
4. What are the new ideas you can explore for learning?
5. How important you think is learning networking skills for development of an organization?



LEADERSHIP AND TEAM BUILDING

Unit Structure

- 9.1 Objective
- 9.2 Introduction
- 9.3 Leader and Leadership
- 9.4 Leadership Traits
- 9.5 Leadership Styles
- 9.6 Team Building
 - 9.6.1 Team development stages
- 9.7 Types of Teams
 - 9.7.1 Cross- functional team
 - 9.7.2 Problem solving team
- 9.8 Summary
- 9.9 Summative Questions

9.1 OBJECTIVE

After going through this chapter, you will be able to:

- Know how great leaders evolved.
- Highlight about traits of great leaders.
- Explore the ways in which leaders adjust to corporate culture.
- Understand various leadership styles.
- Understand the various stages of team building.
- Know the various types of team structure in today's organization.

9.2 INTRODUCTION

Now-a-days, in every management conversations we hear managers talking about Leader and Leadership of the organization. What defines and distinguish a manager and a leader? What is leadership? It can be a little more difficult than you may think, but giving the time to define leadership and what makes a leader is very important for constructing a progressive culture and developing future of an organization.

A **leader** is an individual who can predict how things can be changed for better and who assemble people to move toward that better vision. Leaders first bring people together to work towards making the organization vision and mission come true. To be a successful leader, one needs to motivate people and be empathic towards them.

Some of the renowned leader of our time are **Bill Gates**- Bill & Melinda Gates Foundation, **Larry Page** – Alphabet, Warren Buffett- Berkshire Hathaway, **Mukesh Ambani**- Reliance Industries Ltd., **Satya Nadella**-Microsoft. All of the above are leaders who have translated the vision of the organization into reality and exhibit excellent leadership skills.

9.3 LEADER AND LEADERSHIP

The difference between a leader and leadership is that; leaders exemplify leadership mind set and actions. It's who you are as an individual or human that makes you a leader. Just by doing leadership actions or allotment of leadership position does not make you a leader.

To understand the difference between 'Leader' and 'Leadership' below examples could be of help:

- To translate vision is leadership. A leader is visionary.
- To work toward an objective is leadership. A leader is influential.
- To estimate and predict market trends is leadership. A leader is an initiator.
- To take charge and motivate others is leadership. A leader is inspiration for everyone.
- To practice and preach others the right things is leadership. A leader is determined to do right things.
- To resolve problems is leadership. A leader recognizes opportunities.
- To make appropriate decisions is leadership. To be a sound decision-maker, is to be a leader.
- To have a role in organizational role is leadership. To have respect is to be a leader.

It would be ideal if only those who are leaders were placed in leadership positions, but that's not what always happens. You can be a leader without a position. Be a leader and work toward the desired goals and outcomes, rest of the people will join you.

How can you become a Leader?

Leaders are established through constant learning and practising leadership behaviours. Is behaviour alone enough? You need to establish relation between leadership practices and your mind-set, attitudes, and values.

One of the ways is by reflecting on your leadership behaviours that can spot the irregularities in your mind-set that keeps you from being a

leader. Generally this requires constructive feedback from others, because we are blind to our own contradictions.

For example, a general manager highlighted the positive, progress moving features of new programs in his speeches. But in person, he consistently found flaws with most new programs. He saw himself as improving the programs, but others saw him as critical and tough to change.

As he worked with a coach, he was able to understand how his mind-set was interrupting his development as a leader. Even though he “knew” how to be encouraging and forward-thinking, he needed to find ways to *represent* being a positive change-agent when not on stage.

There are 3 questions to help you in developing yourself as a leader:

- In what zone do you want to grow as a leader? (Whether your mind-set and actions are uneven.)
- How could you practice this and get constructive feedback?
- Who could help you in your development in future?

Leadership skills can and should be demonstrated. But one can't mistake leadership for being a leader. You are a leader as leadership is the output of who you are as an individual. Work on line up of your mind-set with the actions you wish to live.

9.4 LEADERSHIP TRAITS

Few **leadership qualities** have been observed throughout history. Some were exhibited by bad leaders while others were demonstrated by good leaders. In either case, the traits of those in charge correlate to their ability to complete their goals. Those specific traits, significantly determine how much – or how little – their groups looked up to them. Fortunately, you can look into history on your side and use the learning's from others to develop commendable leadership strengths.

There are seven specific qualities of good leaders that are noticeable as contributing to their greatness and success. The good part is that each of these leadership qualities; attributes, characteristics, and traits can be cultured through practice and repetition.

Qualities of good leaders are:



1. Vision

“Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion.” – Jack Welch.

They have a clear, inspiring idea of where they are going and what they are trying to achieve and are excellent at strategic planning. This quality parts them from managers. Having a clear vision turns them into a special type of person. While a manager gets the job done, great leaders nurture the emotions of their employees for greater good.

2. Courage

“Courage is rightly considered the foremost of the virtues, for upon it, all others depend.” – Winston Churchill.

Courage is one of the most important qualities of a good leader. Owning the quality of courage means that you are willing to take risks for accomplishment of your goals with no assurance of success. Because there is uncertainty in life or business, every commitment you make and every action you take involves a risk of some kind. Among all the seven leadership qualities, courage is the most distinguishable outward trait.

3. Integrity

“With integrity, you have nothing to fear, since you have nothing to hide. With integrity, you will do the right thing, so you will have no guilt.” – ZigZiglar.

In every strategic planning meet that is conducted for large or small organization, the first value that all the gathered employees agree upon for their company is integrity. They all agree on the importance of comprehensive honesty in everything they do. The basic of integrity is truthfulness. It requires that you always tell the truth, to all people, in any given situation. Truthfulness is the foundation quality of the trust that is necessary for the success of any organization.

4. Humility

As rightly stated by Larry Bossidy, the former CEO of Honeywell and author of the book *Execution*, explained why humility makes you a great leader:

“The more you can contain your ego, the more realistic you are about your problems. You learn how to listen, and admit that you don’t know all the answers. You exhibit the attitude that you can learn from anyone at any time. Your pride doesn’t get in the way of gathering the information you need to achieve the best results. It doesn’t keep you from sharing the credit that needs to be shared. Humility allows you to acknowledge your mistakes.” – Larry Bossidy.

Great leaders are not only those who are strong and decisive but moreover also humble. Humility doesn’t show that you’re weak or under confident of yourself. In fact it means that you have the self-confidence and self-awareness to recognize the value of others without feeling endangered. This is one of the rare traits of great leaders because it requires control of one’s ego.

In such situations you are willing to agree that you could be wrong, that you are aware that you may not have all the answers.

5. Strategic Planning

“Strategy is not the consequence of planning, but the opposite: it’s the starting point.” – Henry Mintzberg.

Good leaders are outstanding in planning. It’s another one of the more important leadership quality. They have the ability to look ahead, to anticipate with some accuracy and experience where the industry and the markets will head or move. Because of increasing competitiveness, only the leaders and organizations that can accurately anticipate future markets can possibly survive. Only great leaders with foresight can gain the advantage of being the first movers.

6. Focus

“Successful people maintain a positive focus in life no matter what is going on around them. They stay focused on their past successes rather than their past failures, and on the next action steps they need to take to get them closer to the fulfilment of their goals rather than all the other distractions that life presents to them.” – Jack Canfield.

Leaders mostly focus on the goals of the company and the situation. Leaders are focused on results, on what have to be achieved by all the stakeholders of the company. Great leaders aim on strengths of everyone. Leaders by focusing on the strengths of the organization, do the best in satisfying challenging customers in a competitive world.

7. Cooperation

“If your imagination leads you to understand how quickly people grant your requests when those requests appeal to their self-interest, you can have practically anything you go after.” – Napoleon Hill

Leader’s ability to get everyone working and pulling together is essential to his/her success. When everyone works for the leaders goals with their own wish is the heights of Leadership. When someone decided to work for your set goals willingly, it does not mean that they are sold to your idea; but in majority cases the employees have a belief in the employer’s idea. To run any organization smoothly, the leader and followers should have cordial relationship.

9.5 LEADERSHIP STYLES

Psychologists and many from the business world have developed useful structures that describe the different ways that people lead. After understanding different Styles of leader’s, you can cultivate your own style to leadership, and become a great leader as a result.

Leadership Style		
Autocratic leaders	Democratic leaders	Laissez-faire
Take decisions without accessing their team members, even if their input would be suitable.	Take the final decisions, but they involve team members in the decision-making process.	Give freedom to their team members to decide their work and completion deadlines.
Appropriate when quick decisions are to be made.	Boost creativity, and people are often highly involved in decisions making.	Support is provided in terms of resource and advice only if required.
Complete adoption of this style results in high employee turnover and low staff morale.	Not advisable when quick decision making is to be done.	It may not work if the team members are not knowledgeable and time efficient

It is vital to distinguish and understand different leadership styles including the situations in which they work best. However, you are improbable to be a successful business leader purely by copycatting these. Leadership is not about providing a definite reply in a certain situation. It's about using your usual leadership strengths in a reliable manner to inspire and motivate employees.

9.6 TEAM BUILDING

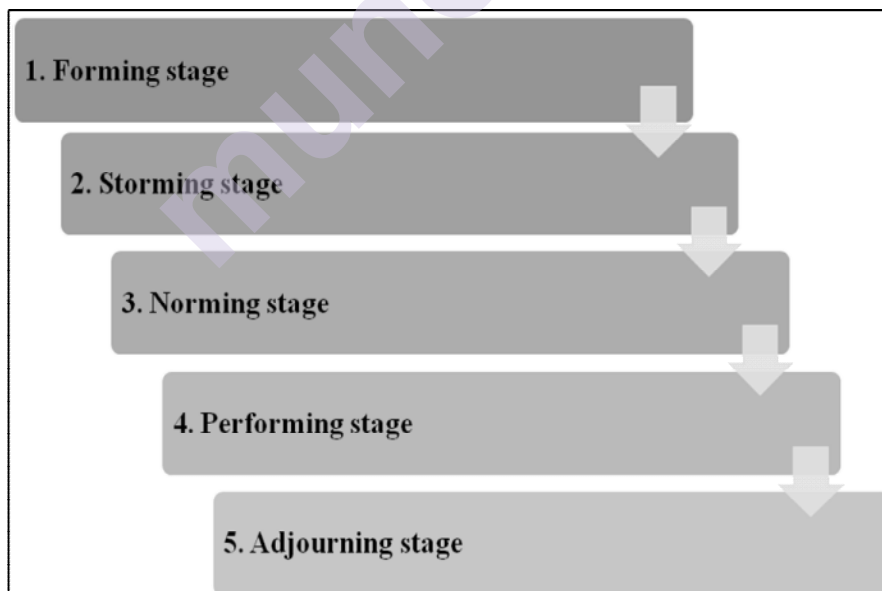
When a group of individuals work together for achieving the same set of goals or objective; it is known as **Team**. Team building is about providing the skills, training and resources that employees or team members need, so that they can work in synchronization. **Team building** is not a onetime process, in fact it is a continuous process embedded into your team and organization's culture.

Team building makes stronger bonds among the members of an organization. Employees respect each other and their differences and share common goals and expectations.

Team building will ensure the process of turning a group of individual **contributing employees** into a more efficient and effective team—a group of people organized to work together to meet the needs of their leaders by accomplishing their long and short term goals.

9.6.1 Team Development Stages

The course of learning to work together effectively is known as team development. Research has revealed that teams go through definitive stages during development. A five-stage development process that most teams follow to become high performing was coined by Bruce Tuckman, an educational psychologist. He named the stages: forming, storming, norming, performing, and adjourning. Team development stages are shown as below:



1. Forming stage

The forming stage is the time of orientation and getting acquainted. Hesitation is high during this stage, and people are looking for leadership guidance. A member who is knowledgeable and trustworthy may be

looked upon to take control. Mainly communications are social as members get to know each other.

2. Storming stage

The storming stage is the most hard and acute stage to pass through. By now, conflict and competition as individual personalities appear. Team performance may actually decline in this stage because energy is put into uncreative activities. Members may strike down on team goals, and subgroups and gangs may form around strong personalities or areas of disagreement. To get through this stage, members must work to overcome problems, to accept individual differences, and to work through disagreeing ideas on team tasks and goals.

3. Norming stage

Once the team successfully lives through the storming stage, conflict is resolved and some degree of unity emerges. In the norming stage, consensus develops around whom the leader or leaders are, and individual member's roles. Interpersonal differences begin to be resolved, and a sense of cohesion and unity emerges. Team performance increases during this stage as members learn to cooperate and begin to focus on team goals. However, if team spirit is lost and disagreements re-emerge then, the team can return into storming stage.

4. Performing stage

In the performing stage, harmony and cooperation have been well-established and the team is developed, prepared, and well-functioning. There is a strong and stable structure, and members are devoted to the team's mission. Difficulties and conflicts still emerge, but they are dealt constructively. The team is motivated on problem solving and meeting team goals.

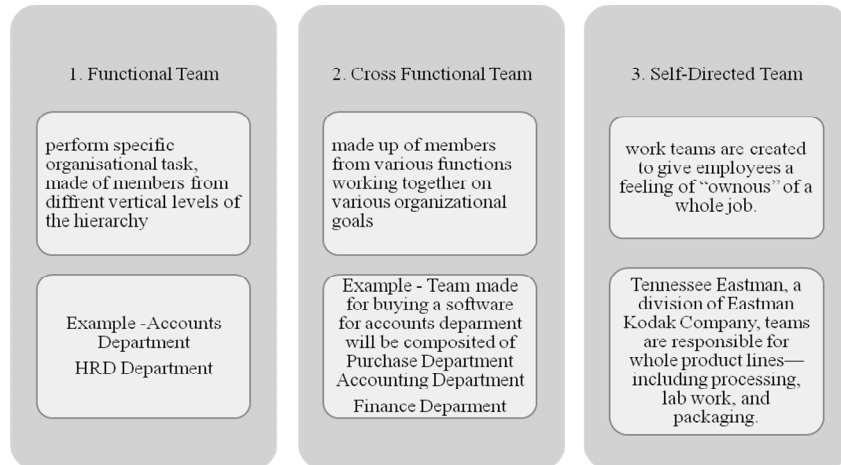
5. Adjourning stage

In the adjourning stage, most of the team's goals have been achieved. The weight is on enfolding up final tasks and documenting the effort and results. There may be a feeling of sadness as the team ends, so an official acknowledgement of the work and success of the team can be helpful.

9.7 TYPES OF TEAM

The progress of teams and teamwork has grown intensely in all types of organizations for one simple reason: No one individual has the ability to deliver the kinds of results required in today's highly competitive marketplace. Hence, various types of teams are created for well-functioning of the organization.

Types of teams:



9.8 SUMMARY

Leaders are epitome of good qualities. There is a difference between a leader and a manager but sometimes these terms are used interchangeably. For any organisation to be successful, it should be working under a strong leadership. Leadership motivate employees and inspire them to scale new heights in their career. For this, open communication is needed so that people can share their thoughts with free mind. Reward creates motivation among employees therefore; this should be given to employees from time to time. There are various leadership styles that one can adapt as per the situation. The common leadership style highlighted in the chapter are: democratic, autocratic, laissez- faire. Trust, support, and job satisfaction are the theory objective for effective communication to be developed among the team members by making them to work cohesively. The four stages of team building are forming, storming, norming and performing stage. Depending on the nature of the task to be undertaken, a team can be cross functional or problem solving. Whatever is the type of team, there should be good understanding among its various members.

9.9 SUMMATIVE QUESTIONS

1. How can you differentiate leadership from management?
2. What are the different leadership styles? Explain three of them.
3. What are the four stages of team building? Explain each stage briefly.
4. What are the different traits that form the core characteristics of an effective leader?
5. What is a problem solving team?



DECISION MAKING AND NEGOTIATION

Unit Structure

- 10.1 Objective
- 10.2 Introduction to decision making
- 10.3 Steps for decision making
- 10.4 Decision making techniques
- 10.5 Negotiation fundamentals
- 10.6 Negotiations styles
- 10.7 Major negotiation concepts
 - 10.7.1 BATNA best alternative in negotiated agreements
 - 10.7.2 WATNA worst alternative in a negotiated agreement
 - 10.7.3 Z O P A zone of possible agreement
- 10.8 Summary
- 10.9 Summative question

10.1 OBJECTIVE

After going through this chapter, you will be able to:

- Learn about significance of decision making and negotiation.
- Know how decision making is essential at workplace.
- Understand the power of information and research in decision making.
- Know the planned steps for decision-making.
- Learn the techniques for effective decision making.
- Understand how negotiation helps in decision making.

10.2 INTRODUCTION TO DECISION MAKING

Decision making and problem solving are two key aspects of life, whether you are a student or a professional. Every day we make countless decisions, some of it are 'big' having more impact on us and few are 'small' which have less effect on us.

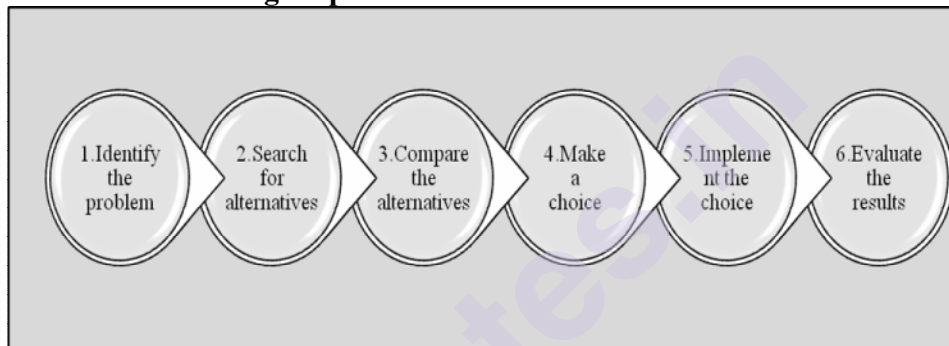
Few decisions and problems are way too small so that we may not even count them. For some individuals, even small decisions, sometimes, can be overwhelming. They may face a dilemma while taking their decisions. Example of small decisions could be "Tea or coffee", "Ice-

cream or cold drink”. Many such minor decisions require less time and are easy. Example of big decisions are “Commerce or Science after 10th”, “Do a Job or Work for organizations”. Big decisions are life changing and have greater impact on individual.

10.3 STEPS FOR DECISION MAKING

Problem solving and decision making go hand in hand. You can solve a problem by taking a decision. There are three main types of decision makers. Few are systematic decision maker, few are rational decision maker and even fewer are intuitive decision makers. They go with their gut feeling and think it’s a right approach, but cannot explain why they have chosen this decision.

Six Problem-Solving Steps



1. Identify the Problem – Problem accepted is half solved. Each time you face a problem, just wait for a while to assess ‘What is the problem?’ Many a times we try and focus only on the outcome because of the problem or we focus on the cause of the problem. In both the situation the control is not in our hands. Hence it is necessary to look at the problem only.

2. Search the alternative –There is no lock without a key, which means the problem or the decision that we are planning to take will have alternative to take you to the desired result. Sometimes you are so engrossed with the problem that you stop looking for an alternative or solution to change your present condition.

3. Compare the alternatives – In this step you will evaluate the alternative solutions or outcome before you freeze any one. One of the simplest ways is just to list the pros and cons of each alternative and then move forward. In this step you could also use the Rule of Elimination means, rule out the options that does not make any value addition to you.

4. Make a choice – If all the three steps are done properly then this step would turn out to be the most easy and logical step. By now you are clear with the problem statement and have looked for various alternatives to change or solve the problem and from all of these alternatives you will

happen to choose the best. Generally, lay man will only think the point on which you decide the alternative is your way of making decision.

5. Implementation of choice – Just by choosing the right alternative your problem will not be solved, implementation is the key. In organization, implementation is carried out at a vast extent. As organizations are wide spread across location and deal with people at large, some decision take time to implement, on the other hand few can be implemented quickly. Change in petrol price is implemented at large but quickly, whereas new education policy issued in 2020 will take time to be implemented.

6. Evaluate results – Though this is the last step in the process of decision making but most people miss this step as they don't measure or evaluate their outcome of the decision that they had made.

10.4 DECISION MAKING TECHNIQUES

As a leader, the majority of the time is consumed to have the final say in decisions related to organizations goal. But many a times, your team will have to choose the best alternative. Leader has to deal with different opinions and personalities. This can be a nerve-wracking thought for a leader who wants to continue a good bond and understanding among group members.

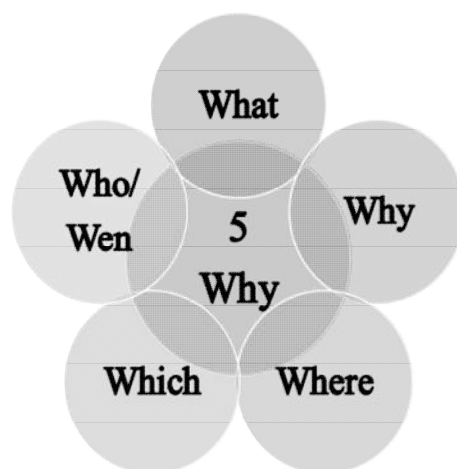
Below are techniques used for decision making and problem solving:

Brainstorming - This is clear and creative approach for developing alternative. Gathering all members of a group interested in solving a problem to think together about the problem and contribute their ideas to arrive at the most viable solution. The basic idea behind brainstorming is to get fresh ideas for all the group members. For the success of brainstorming, every idea should be welcomed and the group members should refrain from judging each other's idea on the spot.

Nominal group- It is one step ahead of brainstorming as it includes a voting process to select the idea or solution generated by the group members. Every member gets equal representation in the group to contribute to decision making. First, every member states his or her solution briefly, explain the reasons why he or she opted for that solution. Then, all the solutions are listed and later on voting is arranged to choose the most valued one. Decision making techniques is the job of the facilitator to encourage all group members to share their choice and then invite them to rank all the choices to select the best one.

5 Whys -No problem can have one root cause or reason. The 5 whys technique enables you to know the multiple causes of the problems. In this technique, a single problem is exploded extensively by repeating the question "why?" This technique is used to study the cause and effect

relationship of a given problem. The success of this technique depend upon how appropriately are the questions asked to find out the cause of a problem and its solution.



10.5 NEGOTIATION FUNDAMENTALS

Negotiation is an art which we learn at every stage of life. You negotiate with people every day on various personal and professional issues. Negotiations are a means through which you can resolve your differences with people at workplace and with your family instead of getting into a dispute or by restoring to heated arguments. At workplace, you negotiate because there is a disagreement between you and your colleague regarding the solution of a problem or a goal of the project. Two parties conduct negotiation by keeping sides beneficial to both. Good communication and interpersonal skills are essential to conduct effective negotiation. For successful negotiation, everyone across the table should participate and discuss all possible ways to resolve the issue to finalize a business agreement. They accept the solution that is most suitable to both the parties. To conduct fruitful negotiation, always believe in a win-win situation for both the parties.

10.6 NEGOTIATIONS STYLES

There are three basic negotiation styles that you can adopt depending on the situation.

Red style

Direct style negotiators are highly competitive and therefore consider in densely competitive bargains. They follow the ideology that one side's gain is the other side's loss. They are self-centred, hard negotiators who do not trust the other party and their focus is on gaining the maximum share of the pie.

Blue style

This style of negotiation adopts a cooperative style and believes in looking for a wide range of interest to be addressed and served. They focus on building long term relationships with mutual benefits of the parties involved in the negotiation and create a value for them.

Purple style

The purple style negotiation represents a fusion of the red and blue style negotiators. They believe in give get principle that is; having a consistent behaviour when they gain something or give something. They are also called principal negotiator as they use a strict tit for tat strategy.

10.7 MAJOR NEGOTIATION CONCEPTS

The following concepts help both the sides to make informed decisions about possible options for a deal. With these concepts, they explore what are their best and worst points and how are they going to negotiate them along with an alternative deal.

10.7.1 B A T N A (Best Alternative to Negotiated Agreement)

B A T N A represents the best option to one party in a negotiation if the talks fail. Before starting the negotiation put all the possible choices on your side. Once all the alternatives are listed, choose the best alternative to be negotiated for the agreement.

10.7.2 W A T N A (Worst Alternative to Negotiated Agreement)

The term W A T N A define the leverage the other party has over you in a negotiation process. It works positively for your counterpart in a negotiation than you.

10.7.3 Z O P A (Zone of Possible Agreement)

It refers to the overlapping of aspirations of both negotiating parties. In other words, it represents a range of choices within which the negotiating parties may reach an agreement. It is the win-win situation for both the parties.

10.8 SUMMARY

Problem solving abilities are the key skills for doing well in business and life. For making good decisions, a leader must have clear thinking, strong conviction and effective implementation of the decisions. Every organization emphasizes on right and timely decision making and effective negotiations as they are vital for progress and productivity. Effective and successful decision making require following systematic process of identifying and analyzing a problem, gathering all the facts, pondering over available choices, choosing the best options and taking actions for implementation of the chosen. Negotiation is an organized process through which two parties try to settle a dispute and reach an

agreement. The negotiation process demands that we listen to our counterparts in negotiation, respect them and treat them equal in every issue. Negotiation ability is a skill that we use all our lifetime. It is not about winning every time but succeeding while collaborating with others. It is exploring a common link between two or more groups to resolve a dispute and reach an agreement.

10.9 SUMMATIVE QUESTION

1. What is decision making and why is it essential at workplace?
2. Discuss in detail the importance of decision making and negotiation at workplace.
3. Explain the major techniques commonly employed to arrive at a decision.
4. How does power and trust influence the process of negotiation?
5. What are the basic steps to be followed for effective decision making at workplace?



STRESS AND TIME MANAGEMENT

Unit Structure

- 11.0 Objective
- 11.1 Introduction
- 11.2 Stress in today's times
 - 11.2.1 Identify the stress sources
 - 11.2.2 Sign of stress
- 11.3 Ways to combat stress
- 11.4 Time Management Techniques
 - 11.4.1 Time Management Matrix
 - 11.4.2 SMART goal setting
 - 11.4.3- 4 D's of Email Decision Making
- 11.5 Summary
- 11.6 Summative questions

11.0 OBJECTIVE

After going through this chapter, you will be able to:

- Know the reason of stress in individual's life.
- Learn about signs of stress.
- Know the ways to cope up with stress.
- Understand the importance of time management.
- Learn the four D's of Email Decision Making.

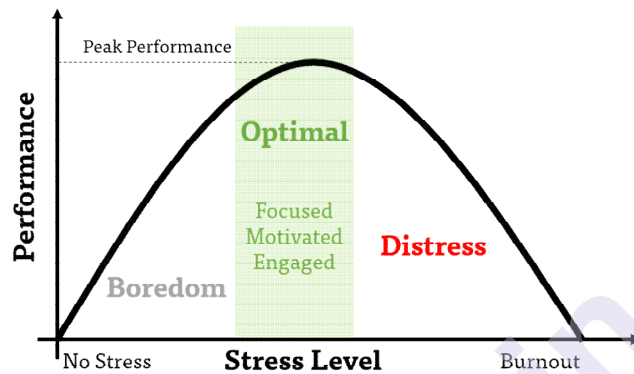
11.1 INTRODUCTION

Stress is the body's reaction to any change that requires an adjustment or response. The body reacts to these changes with physical, mental, and emotional responses. **Stress** is a normal **part of life**. You can experience stress from your environment, your body, and your thoughts. Every human being experiences stress at some or the other in life. Thanks to our tiring jobs, faulty eating habits, pollution and, most of all, our lethargy which adds to the causes of stress.

Everyone reacts to stress differently. Some cope up easily while others may not. Studies have proved that an increase in stress hormones might speed up cognitive decline in people as they age.

11.2 STRESS IN TODAY'S TIMES

Stress can be constructive or destructive. As seen in the above diagram, the job performance tends to be low because of low stress resulting in boredom and absence of job challenges. As stress increases the performance also improve as the individual gather resources to meet the new requirement. Some stress is constructive.



Stress becomes destructive, when the stress becomes excess. This could be because too much stress leads to tension, anxiety and low performance. To summarize, stress within the limits is beneficial. It is only when the stress is excessive that it becomes counter-productive and has negative effect. If there is no stress at all then, a person may not be motivated to give his/her best.

11.2.1. Identify the stress sources

For dealing with stress, we need to first understand the various means that cause stress. Occurrence of stress is very individualistic means each individual may experience stress due to different reasons and of different level.

Sources of stress and Individual

Individual	Sources
Student	Exams, Peer Pressure, Social Dilemma
Housewife	Household chores, monthly expenses management
Junior Employee	Low salary, careers growth, peer competitors
Top Management	Financial decisions, company reputation and others

As observed from above, each individual has its own source and reasons. To generalize we can say that stress could be due to change or the speed in which changes happen with a person.

11.2.2. Sign of stress

Signs of stress are the outcome that reflects in a person when dealt with prolonged stress.



Continuous stress leads to mental and physical imbalance.

As illustrated in the given diagram employees tend to behave inefficient due to constant increase in stress.

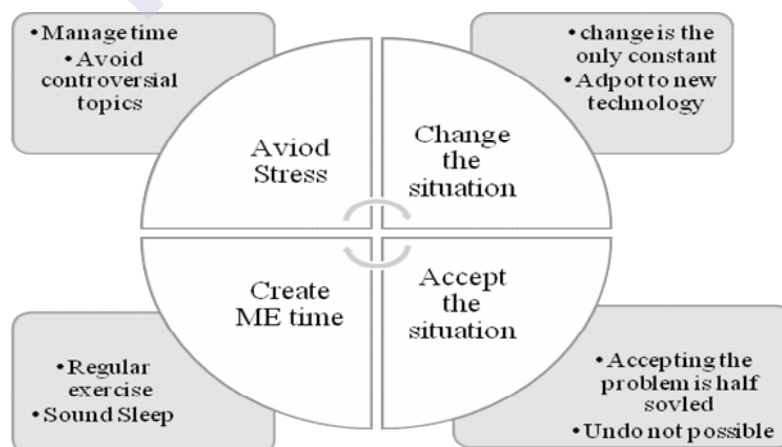
Few symptoms are lack of interest in work, lack of initiative from employee side, gossips floating and reduced outputs.

Physically, it may cause fatigue, body pain, upset stomach and lack of sleep.

11.3 WAYS TO COMBAT STRESS

There are many ways to cope up with stress but as well said by Israelmore Ayivor, “Stop overloading yourself with numerous tasks. Give time to yourself first and positive deliberation. You cannot think better and plan better when you are under stress.”

Below is a four step model which will help an individual to combat stress at personal level.



Step 1 – Avoid stress: Each one should keep oneself away from all those things that aggravate stress level.

- **Do not say yes when you want to say no** - This is essential for happiness in personal and professional life. Never try to be good to others by compromising on your personal emotional levels.
- **Ignore people who stress you out** - One cannot ignore all those people who create stress in an individual's life but, we can avoid or ignore such people and conversations which would lead to increase in stress levels. Example is having a conversation on political or economic issues or religious debates etc.

Step 2 - Change the situation: In some situations, one just cannot avoid being stressed. In such situation one can try to –

- **Be assertive** – Express your view point, limit all day activity, which will save you from being trapped in social or work pressure.
- **Be open for compromise** – Don't expect to be understood always. There will be time where you have to whole heartedly accept others opinion.
- **Adapt yourself** - With ever evolving situations, it is not possible that each time things would go as per plan. Hence, it is important to adapt to new situation, people and technology to combat stress.

Step 3 – Accept the situation: If a student has failed in an exam that he/she had appeared, it would be natural that the student would feel sad and feel stressed about the same. This example teaches us that in some cases we have to accept ground reality and move forward.

- But at the same time, it is a fact that the situation or the result **would not change** even after taking more stress.
- Many a times, individual spend lot of time undoing few events, which are not possible. There is no point **controlling the uncontrollable**.

Step 4 – Create ME time: Nowadays, ME time is a trending concept where individual are ask to take up activities that help them relax and rejuvenate. In this they are asked to pick a hobby of choice.

- They are **encouraged to talk** to people and extend support.
- **Humour is also introduced** by means of laughing club and stand-up comedy shows. As laughter helps to keep stress in control.
- During ME time, not only mental but **physical relaxing** are also included – doing workout, exercise.
- Healthy eating and sleeping habits are made part of lifestyle. An adult individual needs at least 7-8hours of **sound sleep** during night to stay healthy both mentally and physically.

11.4 TIME MANAGEMENT TECHNIQUES

‘Time is Money’ is an old saying but hold true even today and for coming generations also. Studies show one of the major reason for Stress is lack of Time management or prioritizing work. It is observed that if one of the task misses the deadline or the date of completion its effects will spill over other projects. In short if time is not managed appropriately then it will have a Domino effect of delay on all the activities. To overcome the same lets understand the below matrix.

11.4.1. Time Management Matrix

The Time Management Matrix is a self-management tool, developed by Steven Covey in his infamous book, the 7 Habits of Highly Effective People. It's now widely used by business and individuals to prioritise the important tasks and identify time wasters.

Ref - <https://www.sageautomation.com/blog>

	Urgent	Not Urgent
Important	<u>Quadrant I</u> <ul style="list-style-type: none">• Crisis• Pressing problems• Deadline driven projects	<u>Quadrant II</u> <ul style="list-style-type: none">• Relationship building• Finding new opportunities• Long-term planning• Preventive activities• Personal growth• Recreation
Not Important	<u>Quadrant III</u> <ul style="list-style-type: none">• Interruptions• Emails, calls, meetings• Popular activities• Proximate, pressing matters	<u>Quadrant IV</u> <ul style="list-style-type: none">• Trivia, busy work• Time wasters• Some calls and emails• Pleasant activities

Simple formula to manage time is to have focus on Quadrant II and address the Quadrant I as and when task comes up. Beware that activities of Quadrant IV do not consume more of your time.

If the time management is done well, you could achieve your goals smartly.

11.4.2 SMART goal setting

What Does SMART Mean?

Ref - <https://www.mindtools.com/pages/article/smart-goals.htm>

SMART is an acronym that you can use to guide your goal setting.

Its criteria are commonly attributed to Peter Drucker's Management by Objectives concept. The first known use of the term occurs in the November 1981 issue of Management Review by George T. Doran. Since then, Professor Robert S. Rubin (Saint Louis University) wrote about SMART in an article for The Society for Industrial and Organizational Psychology. He stated that SMART has come to mean different things to different people, as shown below.

To make sure your goals are clear and reachable, each one should be:

Specific (simple, sensible, significant).

Measurable (meaningful, motivating).

Achievable (agreed, attainable).

Relevant (reasonable, realistic and resourced, results-based).

Time bound (time-based, time limited, time/cost limited, timely, time-sensitive).

To practice, write any three goals which are on top of your mind and ensure that your goals are SMART goals.

Name :	Specific	Measurable	Achievable	Relevant	Time Bound
Goal1					
Goal 2					
Goal 3					

11.4. 3 -4 Ds of Email Decision Making

With increase in use of technology and internet availability, people are addicted to prompt repose. But this is one of the reasons why general impulsiveness and impatience has increased in this millennium generation. They would wish to see and reply to every message now and then. To overcome this habit, below are the four Ds that can be of use.

1. Delete: All those non required messages/mails.

2. Do: The urgent mail should be replied at the earliest.

3. Delegate: If the mail is not directly pertaining to you, delegate or assign the mail to the concern person.

4. Defer: If the mail needs to be answered at length then allot time in which all such messages are to be replied.

If the above time management techniques are followed, then the individual will be able to achieve his or her goals without any stress.

11.5 SUMMARY

We have covered the below topics to help an individual to combat stress, manage his/her time well and achieve set goals.

- Identify the stress sources – The first step to manage stress is to understand what causes stress to you. Reasons are very subjective in nature. Some stress acts as a motivation to employees.
- Effects of Stress – Each one will react to stress in their own way but prolonged stress harms one's health mentally and physically.
- Ways to combat Stress
 - Step 1 – Avoid Stress
 - Step2 – Change the situation
 - Step 3 – Accept the situation
 - Step 4- Create ME time
- Time Management Techniques
 - Time Management Matrix gives clarity of urgent and important tasks and ways to handle them.
 - SMART goal setting.
 - 4 Ds of Email decision making.

11.6 SUMMATIVE QUESTIONS

1. What can you infer by good time management in terms of work?
2. What classification should be done to prioritize your task?
3. Is stress harmful or beneficial? Explain ways to manage stress.
4. What is SMART goal? Explain.

