

**School of Architecture, Science and Technology,  
Yashwantrao Chavan Maharashtra Open University**

# **Personality and Career Skills**

**Common Course  
offered in  
BSc (PCM)**

**&  
BSc (Actua. Sci )**

**Programs  
&  
Course Codes**

**V92 – SEC611  
V96 – SEC611**

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## VICE CHANCELLOR'S MESSAGE

Dear Students, Greetings!!!

I offer cordial welcome to all of you for the Bachelor's degree programme of Yashwantrao Chavan Maharashtra Open University.

As a undergraduate student, you must have autonomy to learn, have information and knowledge regarding different dimensions in the field of Personality and Career Skills and at the same time intellectual development is necessary for application of knowledge wisely. The process of learning includes appropriate thinking, understanding important points, describing these points on the basis of experience and observation, explaining them to others by speaking or writing about them. The science of Education today accepts the principle that it is possible to achieve excellence and knowledge in this regard.

The syllabus of this course has been structured in this book in such a way, to give you autonomy to study easily without stirring from home. During the counseling sessions, scheduled at your respective study centre, all your doubts will be clarified about the course and you will get guidance from some qualified and experienced counsellors/ professors. This guidance will not only be based on lectures, but it will also include various techniques such as question-answers, doubt clarification. We expect your active participation in the contact sessions at the study centre. Our emphasis is on 'self-study'. If a student learns how to study, he will become independent in learning throughout life. This course book has been written with the objective of helping in self-study and giving you autonomy to learn at your convenience.

During this academic year, you are required to submit assignments, complete laboratory activities, field visits and the Project work wherever required. You may have to opt for specialization as per programme structure. You will get experience and joy in personally doing above activities. This will enable you to assess your own progress and there by achieve a larger educational objective.

We wish that you will enjoy the courses of Yashwantrao Chavan Maharashtra Open University, emerge successful and very soon become a knowledgeable and honorable Bachelor's degree holder of this university. I congratulate "Development Team" for the development of this excellent high quality "Self- Learning Material (SLM)" for the students. I hope and believe that this SLM will be immensely useful for all students of this program.

Best Wishes!

- Dr. Prof E. Vayunandan  
Vice-Chancellor, YCMOU

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## FORWARD BY THE DIRECTOR

This book aims at acquainting the students with Personality and Career Skills required at degree level.

The book has been specially designed for Science students.

The book is written with self- instructional format. Each chapter is prepared with articulated structure to make the contents not only easy to understand but also interesting to learn.

Each chapter begins with learning objectives which are stated using Action Verbs as per the Bloom's Taxonomy. Each Unit is started with introduction to arouse or stimulate curiosity of learner about the content/topic. Thereafter the unit contains explanation of concepts supported by tables, figures, exhibits and solved illustrations wherever necessary for better effectiveness and understanding.

This book is written in simple language, using spoken style and short sentences. Topics of each unit of the book presents from simple to complex in logical sequence. This book is appropriate for low achiever students with lower intellectual capacity and covers the syllabus of the course.

Exercises given in the chapter include MCQs, conceptual questions and practical questions so as to create a ladder in the minds of students to grasp each and every aspect of a particular concept.

The book is presented in two sections. The first section covers the Theory part of the course and aims at improving the basic understanding of the student, with the help of derivations, illustrations from daily life and solved and unsolved examples. Each credit is clearly demarcated. The second section correspond to the Activity portion in the syllabus and is presented in the ready-to-use format of Workbook journal.

I thank the students who have been a constant motivation for us. I am grateful to the writers, editors and the School faculty associated in this SLM development of the Programme.

**Dr. Sunanda More**  
**Director (I/C) of the School**

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## CREDIT 01

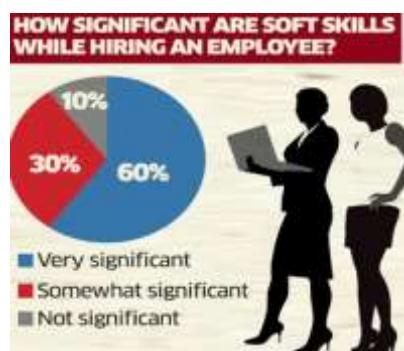
### UNIT 01-01: SOFT SKILLS

#### LEARNING OBJECTIVES

After successful completion of this unit, you will be able to

- ❖ **Comprehend** the meaning of soft skills
- ❖ **Estimate** the importance of soft skills for career success
- ❖ **Explore** how to improve and sell your soft skills
- ❖ **Enlist** various soft skills
- ❖ **Reflect** on how to polish your soft skills

#### INTRODUCTION



(SOURCE: ET Bureau| Updated: Dec 16, 2016)

A recent survey carried out by ‘Economic times Bureau’ in December 2016 involving about 750 respondents, reveals that 60% employers in India feel that soft skills are very significant while hiring employees. While the majority that is 70% employers find it extremely difficult to find these skills in potential employees. And this is where, dear students, the opportunity of employment lies. Graduates with soft skills would have an edge over others to get selected for the job.

#### 01-01: WHAT ARE SOFT SKILLS?

Let us understand that there are broadly two types of skills required for getting and performing at a job; Hard and Soft Skills. The Hard Skills are also called the tangible, measurable and technical skills while Soft Skills are popularly known as ‘Interpersonal Skills’ or ‘People Skills’.

Hard Skills	Soft Skills
A person's technical skill set and ability to perform specific tasks.	A person's ability to relate to and interact with other people.
Examples: <ul style="list-style-type: none"> <li>❖ A degree, diploma or certificate.</li> <li>❖ Skill of operating a particular machine.</li> <li>❖ Ability to use job related computer programmes, etc.</li> </ul>	Examples: <ul style="list-style-type: none"> <li>❖ Communication Skills.</li> <li>❖ Leadership Qualities.</li> <li>❖ Level of Motivation.</li> <li>❖ Problem solving ability.</li> <li>❖ Time Management.</li> <li>❖ Flexibility, etc.</li> </ul>

Soft skills are the personal attributes that indicate a high level of 'Emotional Intelligence'. Soft skills are rather difficult to define. However, we can say that 'Soft skills are those personal characteristics, personality traits, inherent social qualities and communication abilities of a person needed for getting success in the career'. Soft skills also include: Positive Attitude, Creative Thinking, Decision Making, Patience, Persuasion, Critical Thinking, team spirit, work ethics, Empathy, etc.

## 01-02: IMPORTANCE OF SOFT SKILLS

Soft skills are very important because they help us to excel at work. They are complementary to hard skills. It is believed that hard skills can win for you an interview but to get and keep the job you need to have soft skills. Soft skills underline the level of your emotional intelligence. They are crucial for career success since in most careers you need to deal with people at 3 levels- with superiors, with subordinates and with equivalent colleagues. Getting along with people, delegating work, motivating co-workers, building teams, solving problems, etc. becomes easier if you possess good soft skills. With soft skills you can excel as a leader. To make informed careers choices also we need to know our soft skills.

Following soft skills are valued most by present-day employers:

- ❖ Communication skills (oral and written),
- ❖ Creative thinking,
- ❖ Problem-solving ability,

- ❖ Collaboration and co-operation,
- ❖ Adaptability to situations,
- ❖ Positive attitude,
- ❖ Ability to work under pressure,
- ❖ Learning from criticism, etc.

## 01-03: SELLING YOUR SOFT SKILLS

Dear Friends, always remember that almost every single person applying for the job you have applied for may have similar qualities and skills. So we must think that what would set you apart from the other candidates? And Soft skills are the qualities that can set you apart from other candidates when applying for a job.

It is definitely required to have the desired knowledge and experience in order to qualify for the position. However, to make you stand out among other candidates you should know how to sell your soft skills and previous experience in the workplace. Employers normally judge the ability of the candidates to lead, to work as a team member, to listen to others, to develop rapport with others, to make team-mates comfortable, etc.

These traits also explain how well you can collaborate with others and communicate effectively with clients to forge profitable alliances. Generally, hard skills define your area of expertise in career, while soft skills define your overall talent of working with others.

As future employees you need to remember that...

- ❖ Hard skills are worthless without soft skills,
- ❖ The modern workplaces demand interaction,
- ❖ Soft skills are important in each and every sector of work,
- ❖ Soft skills are difficult to learn but they can be learnt with experience.

Friends, if you are wondering how you can sell your soft skills during your job interview, here are some helpful tips:

How to sell your Soft Skills?		
Step I	Select your best soft skills	Select 2/3 best soft skills you possess These skills should be related to the job and position you are applying for Focus on them during your interview

Step II	Prove your soft skills with examples from your experiences	Try to catch the employer's attention Explain to the interviewer the specific skills you used Select an accomplishment story to serve as an example Explain the positive outcome of your effort
Step III	Explain how you are the best candidate for the position	Explain how the employer will benefit from your abilities If you are successful in selling your soft skills in an impressive way that will help you to get the job

## 01-04: ATTRIBUTES REGARDED AS SOFT SKILLS

We have already seen that 'Soft Skills' are the personal characteristic of individuals that enhance their interactions with people increasing their job performance and thereby improving their career prospects. People with a high level of emotional intelligence (EQ) have good communication and interpersonal skills. Such Individuals fluently express goals and can work easily as a team member. When situation requires they can take up leadership roles too. They work as a communicator also to keep all the members in the team motivated. They are capable of suggesting a solution and know when to recommend for a compromise. People possessing soft skills have in them a good amount of common sense, positive thinking, empathy, sense of humour, ability to collaborate, negotiation skills, etc.

In words of Dr. Nola Payne, Head of the 'Information Technology Faculty' at the Independent Institute of Education, Johannesburg, South Africa, "The problem with some jobseekers is that they focus entirely on factors like education and qualifications rather than doing the difficult personal analysis that is lacking in their CV. And that is probably the reason why many candidates fail in the interview, in spite of having a good resume."

A survey of some of South Africa's top hiring managers revealed the following seven top soft skills they look for in new recruits.

ATTRIBUTES	DESCRIPTION
Flexibility	The ability to learn and participate in areas that are new to you.
Self-Management	Plan, organise and work responsibly while managing stress levels.
Time Management	The ability to meet deadlines and pace yourself so that you don't flick between inactivity and periods of chaos.
Work Ethic	Willingness to put in extra working hours when needed and to be responsible with your sick leave.

ATTRIBUTES	DESCRIPTION
Be Accountable	Before you can be promoted to more senior positions, you need to demonstrate that you are prepared to be accountable for your work output. Admit fault and correct errors where things go wrong.
Problem Solving	When problems arise, you need to solve them creatively.
Communication	The ability to be socially adept and work with a variety of people.

## 01-05: SOCIAL SOFT SKILLS

Friends, throughout our schooling and college days, we tend to mainly focus on learning and testing our hard skills. We give tests, develop computer skills, appear for entrance examinations, etc. Development of Soft Skills is normally neglected. However, the workplaces are social set up that need some social skills such as working cohesively in a group, communicating effectively, developing interpersonal awareness, etc. to be truly successful in our career. Our social behaviour and emotional composure can help us in building good bonds and professional relationships to be successful in our career.

SOCIAL SOFT SKILLS	Communication Skills	Listening Verbal Communication Non-verbal Communication Written Communication Communicating in Difficult Situations
	Interpersonal Skills	Communication at Various Levels Control on Emotions Socializing at Work Networking Responding to Conflict Helping Colleagues and Customers
	Professional Behaviour	Abiding by Workplace Rules and Expectations Being Responsible Complying with Workplace Ethics Decent Physical Appearance Use of Appropriate Language Observing Manners and Etiquettes

	Working in Team	Respecting Others Active Listening Demonstrating Reliability Participating Communicating Solving Problems
MENTAL SOFT SKILLS	Creativity	Curiosity to try something new Giving the task a fresh perspective Be imaginative, think laterally Thinking out of the box Introduce Innovation in working practices
	Critical Thinking	Gathering Information Analyzing Information Applying Information Forming Hypothesis Problem Solving Decision Making
	Negotiation Skills	To be persuasive and exert influence Seeking solutions that benefit Establish a rapport with colleagues and clients Resolve Conflict

## 01-06 : EXHIBITING YOUR SOFT SKILLS

It is very important to demonstrate Soft skills during your job interview. However, in the entire working career you need to imbibe, exhibit and use soft skills to prove and enhance your quality and reliability.

During the interview process, you should be prepared and conscious about promoting your own soft skills. Try to demonstrate following skills to earn our points:

- ❖ Enthusiasm and energy
- ❖ Excellent communication skills
- ❖ Problem-solving skills
- ❖ Managerial ability
- ❖ Powers of presentation

Always look for and be pre-prepared for some common questions such as:

- ❖ Tell me about yourself
- ❖ Tell me about your background
- ❖ What are your strengths?
- ❖ Why do you want to work here?
- ❖ How do you go about solving problems?
- ❖ Are you a leader?
- ❖ What makes a good team leader?

## **01-07: IDENTIFYING YOUR SOFT SKILLS**

Every person is unique and has his own skill set. Think about your skills that you use in your daily life. Take help of close friends and family members to know your soft skills. Tell them to write down your strong personal traits and areas where you fall short. This way you can identify your soft skills and take special efforts to demonstrate them. You can also work on improving your short comings.

Find out from teachers, job recruitment agencies and experienced friends and relatives about the requirement of soft skills for a particular job. Then incorporate those skills in your curriculum vitae if you possess them. Do try and practice the responses to display these qualities during your interview to score points.

## **01-08: IMPROVING YOUR SOFT SKILLS**

Soft skills make you stand out as a different person among all your co-workers and colleagues in your field of work. No doubt your technical expertise is very important and that technical skills can be learnt in educational institutions. While soft skills are much harder to teach and learn. And they can be a deciding factor in getting and keeping your dream job. Soft skills revolve around your ability to build relationships, your personal values, your moral character and your outlook towards work and life. By developing the soft skills, you can elevate your work performance and thereby get a promotion. We will try to find ways in which soft skills can be learnt and improved to lift your professional success.

How to develop your communication skills?	<p>Interpersonal communication is the foundation of all soft skills. Try to communicate clearly in direct as well as indirect communication modes like personal meetings, emails, telephonic conversations, social media, etc.</p>	<p>Remember and Practice:</p> <ul style="list-style-type: none"> <li>❖ Maintain proper eye contact</li> <li>❖ Greet and acknowledge presence of others</li> <li>❖ Pay attention to the non-verbal messages</li> <li>❖ Be conscious of your body language</li> <li>❖ Avoid spelling and punctuation mistakes in written communication</li> <li>❖ Pre-prepare and practice</li> </ul>
How to cultivate interpersonal relationships that help team working?	<p>Most organisations have different departments or sections where people work as a team. When a team works well together the result is always better. Hence, try to develop positive rapport with subordinates, peers, bosses, clients and business partners to yield good outcome.</p>	<p>Remember and Practice:</p> <ul style="list-style-type: none"> <li>❖ Keep an open mind</li> <li>❖ Distribute work</li> <li>❖ Meet in informal settings to build rapport</li> <li>❖ Make everyone feel important</li> <li>❖ Avoid gossiping.</li> <li>❖ Appreciate good work of others.</li> <li>❖ Manage Conflict in a healthy way</li> <li>❖ Network with people</li> </ul>
How to increase creativity and enthusiasm to stay motivated?	<p>Creativity is always an asset in the workplace. It creates innovative solutions. Everybody likes to work with a smart, successful and positive minded colleague.</p>	<p>Remember and Practice:</p> <ul style="list-style-type: none"> <li>❖ Be always optimistic</li> <li>❖ Be witty to spread smiles</li> <li>❖ Be flexible and</li> <li>❖ Prioritize to avoid burdening</li> <li>❖ Brainstorm to find solutions</li> <li>❖ Mingle with creative people</li> </ul>
How to enhance work efficiency?	<p>Efficient work saves time and boosts productivity. Like other soft skills it is necessary to practice multi-tasking to improve efficiency without compromising quality of work.</p>	<p>Remember and Practice:</p> <ul style="list-style-type: none"> <li>❖ Learn to pre-plan</li> <li>❖ Set self-imposed deadlines.</li> <li>❖ Group together related tasks</li> <li>❖ Define each task before starting it</li> <li>❖ Refer to your to-do list</li> <li>❖ Minimize interruptions</li> </ul>

## 01-09: TRAIN YOURSELF

Some people are born with abilities to interact, manage and lead people. But others can develop Soft Skills through proper training. Human resource managers normally like to hire people who

demonstrate a good level of soft skills and then train them for the specific jobs. Technically sound person with good soft skills will always be in demand.

Soft-skill training techniques:

You can acquire any skill by constant practice. Here are some ways:

- ❖ **Try and be a part of team activities:** Always opt to work in a team. Be self-observant and examine your own behaviour in the group and how you relate to others. Analysis of your own behaviour will tell you where you lack.
- ❖ **Involve family members and friends:** Ask your family members and close friends to write down your best and worst behavioural traits. Study their responses and list down the common traits mentioned by all of them. This gives you awareness about your strengths and weaknesses.
- ❖ **Work on your time management skills:** Carefully analyze your time management techniques. See, how well you manage your deadlines on how many occasions, whether you keep your time if fixed an appointment with someone, whether you can prioritize your activities, etc. Effective time management is very essential for success in the corporate world.
- ❖ **Welcome feedback:** It is very important to get proper feedback from other people about your own performance. Your skills can be judged well when you get feedback from others. True feedback will keep coming if you respond to the positive as well as negative feedback with composure. Also try and cultivate the habit of giving constructive, professional and concrete feedback.
- ❖ **Be alert:** Be present in the present. Be alert to know and understand what is happening around you. Observe. Analyze. Ensure action. Just beconscious of yourself and your life can help you to enhance your soft skills.

## 01-10: SIXTY IMPORTANT SOFT SKILLS

Employers seek various soft skills in addition to the hard skills in their employees. These skills are related to the personal traits and skills of employees which are required for every type of job profile. Sixty important soft skills are listed here:



1. Computing skills.
2. Writing skills.
3. Adaptability.
4. Courtesy.
5. Reliability.
6. Dependability.
7. Safety habits.
8. Honesty.
9. Knowledge of grammar.
10. Flexibility.
11. Team skills.
12. Confidence.
13. Cooperation.
14. Self-discipline.
15. Good attitude.
16. Follow rules.
17. Being free from vices.
18. Good attendance.
19. Energetic personality.
20. Personal integrity.
21. Work experience.
22. Positive work ethics.
23. Interpersonal skills.

24. Motivational skills.
25. Self-directedness.
26. Common sense.
27. Critical thinking.
28. Time Sense.
29. Good appearance.
30. Willingness to learn new things.
31. Initiative.
32. Accountability.
33. Leadership quality.
34. Responsible behaviour.
35. Ability to work under pressure.
36. Communication skills with subordinates, seniors and colleagues.
37. Obeying instructions.
38. Skill of driving vehicles.
39. Ability to do advanced math.
40. Basic spellings.
41. Good references.
42. Good work history.
43. Willingness to learn.
44. Following rules and regulations.
45. Wanting to do a good job.
46. Awareness about business world.
47. Value for education and knowledge.
48. Ability to relate with co-workers.
49. Commitment to company's success.
50. Negotiation skill.
51. Problem solving.
52. Listening skills.
53. General knowledge.
54. Respecting deadlines.
55. Coping with stress.
56. Composure.
57. Balanced decision making.
58. Empathy.
59. Patience and persistence.
60. Sense of gratitude.

## 01-11: PRACTICING OF SKILLS

Friends, you should know how to enhance and utilize your soft skills for your own benefit. Soft Skills are of paramount importance when it comes to getting a dream job and enjoying doing it for years climbing the ladder of success. ‘Practicing’ and ‘rehearsing’ are the key word in developing and mastering the soft skills.

Here are some tips on how to practice your soft skills:



Have appropriate and efficient communication: For good job performance good communication skills are necessary. Non-verbal cues are essential part of interpersonal communication. Communication creates a channel of exchange between colleagues, seniors and subordinates. It also helps to form a rapport, encourage co-operation from others and build professional harmony. For good interpersonal communication keep some important points in mind:

- ❖ Making good eye contact while talking to others
- ❖ Do not fiddle or make awkward body movements
- ❖ Have open and confident body language to build bridges between people
- ❖ Talking sensibly using appropriate language and accent
- ❖ In written communication use correct grammar, suitable style and proper choice of words.

Have a team spirit: An individual cannot work in isolation where performance is based on the team activity. Normally, in corporate world all the departments are linked with each other and so a team performance can bring success. Hence, employees value the quality of an employee to work well in groups and teams. As a team player you should be cooperative and be able to lead the group when it is required. Always try to build collaborative relationships with your colleagues to become successful in your profession.

Have radiating self-confidence: Self-confidence means believing in your own self. Confidence is the simplest answer to face any situation. However, it is necessary to have true confidence which is supported by relevant knowledge and skills. Your confidence is capable of boosting the morale of your team. Self-confidence is fundamental for leadership, for making decisions and setting realistic goals.

Have a positive attitude: Generally a positive attitude cultivates positivity and enthusiasm in the work atmosphere. It encourages you to give your 100 percent and helps to motivate others. A positive attitude adds strength to your personality and makes it easy for you to cross obstacles and face challenges that come in your way.

Develop leadership skills: Every employer seeks an employee that assumes responsibility and takes initiative. Creativity, intrinsic-motivation, courage and confidence can make you a good leader. Being innovative in problem solving and having creative ideas to pursue routine tasks also helps you to lead the group. Dedication and working for larger interest of the team and the organization are also leadership qualities that make you successful in your task as a leader.

Welcome criticism: Accepting and learning from criticism is one of the most challenging soft skills. Criticism helps to judge the merits and faults of something. Your ability to handle criticism conveys your readiness to improve. Criticism becomes productive when you are willing to acknowledge it, learn from it and use it to grow. When it is your turn to critically appreciate somebody else's work, do it constructively and diplomatically.

## 01-12: MEASURING SOFT-SKILLS

There is no single or simple method to measure your soft skills. There is no standard soft skills definition or a single set of skills to consider as soft skills. However, you can assess your soft skills in the following three ways:

- ❖ **Technique ONE:** You can check your position by taking the multiple-choice tests given on various job recruitment sites along with scoring key. Some online tests are also available which test your soft skill abilities instantly. Sometimes these tests comment on the scores

acquired by the candidate and suggest further action. Likewise there are numerous tests on the internet as well as in the books to measure your language skills, mathematical ability, stress management techniques, etc.

- ❖ **Technique TWO:** You can select to do your self-assessment. You can put down your responses to the questions given and find out your own strengths and weaknesses. This self-assessment encourages self-reflection and self-awareness. Self-awareness is fundamental in developing your soft skills. You can also ask your family members, friends and teachers to objectively judge you for your skill set. Match your own assessment with the evaluation done by these people. Then see how well your self-assessment matches with that of your friends, family and teachers.
- ❖ **Technique THREE:** For measuring every important soft skill, there are numerous exercises and activities. You can find them on internet or in the books related to soft skills development. Some top soft skills are: Communication Skills, Ability to work in a team, Problem solving Skills, Leadership Skills, Strong work-ethics, etc. There are individual and group exercises that help you to assess your soft skills.

## EXERCISE

### SOLVED PROBLEMS 01

What are the soft-skill training techniques?

**Solution:** Some people are born with abilities to interact, manage and lead people. But others can develop Soft Skills through proper training. A person can acquire any skill by constant practice. Here are some soft-skills training techniques:

One should always try and be a part of team activities. It is better to always opt to work in a team than working alone. In such situations observe and examine one's own behaviour while working in the group and understand how he relates to others. Analysis of our own behaviour will tell us what more needs to be done to become a good team player.

It is a good idea to involve family members and close friends to analyze one's behaviour. They can write down his best and worst behavioural traits. By comparing their responses a list of common traits can be made. This list can throw light on the person's strengths and weaknesses in the area of soft skills.

One can carefully scrutinize his time management skills. He can focus on how well he manages his deadlines and on how many occasions. He can also observe whether he keeps his time if he fixes an appointment with someone. Whether he is good at prioritizing his

activities or creates a chaos. Effective time management is very essential for success in the corporate world.

It is very important to get and give proper feedback. Your skills can be judged well when you get feedback from others. True feedback will be given to people who accept it sportingly. We must also try and cultivate the habit of giving constructive, professional and concrete feedback to others for their performance.

Being alert and present in the moment is an important thing. It keeps us aware about everything happening around us. We need to develop the skills to observe and analyze; and then take proper action. Self-consciousness is important to enhance one's soft skills.

The above mentioned techniques can help to enhance one's soft skills and thereby improve his performance at workplace.

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## SUMMARY

There are broadly two types of skills required for getting and performing well at a job; Hard and Soft Skills. The Hard Skills are also called the tangible, measurable and technical skills while Soft Skills are popularly known as 'Interpersonal Skills' or 'People Skills'. Soft skills are the personal attributes that indicate a high level of 'Emotional Intelligence'. Soft skills are essential because they enable us to excel at our work. They are complementary to hard skills. Getting along with people, delegating work, motivating co-workers, building teams, solving problems, etc. becomes easier if you possess good soft skills. With soft skills you can excel as a leader. Our social behaviour and emotional composure can help us in building good bonds and professional relationships to be successful in our career. It is very important to demonstrate Soft skills during your job interview. Every person is unique and has his own skill set. Technical expertise is very important and that technical skills can be learnt in educational institutions. While soft skills are much harder to teach and learn. By developing the soft skills, you can elevate your work performance and thereby get a promotion. Some people are born with abilities to interact, manage and lead people. But others can develop Soft Skills through proper training. 'Practicing' and

‘rehearsing’ are the key word in developing and mastering the soft skills. Ways of polish soft skills are; having appropriate and efficient communication, having a team spirit, having radiating self-confidence, having a positive attitude, develop leadership skills and welcoming criticism. There is no standard soft skills definition or a single set of skills to consider as soft skills. By developing the soft skills, you can elevate your work performance.

## KEY WORDS

- ❖ Soft Skills,
- ❖ Hard Skills,
- ❖ Selling Soft Skills,
- ❖ Social Soft Skills,
- ❖ Exhibiting Soft Skills,
- ❖ Identifying Soft Skills,
- ❖ Improve Soft Skills,
- ❖ Important Soft Skills,
- ❖ Practicing Soft Skills,
- ❖ Measuring Soft-Skills.

## UNIT 01-02: SELF -DISCOVERY

### LEARNING OBJECTIVES:

After successful completion of this unit, you will be able to

- ❖ **Understand** the meaning of self-discovery
- ❖ **Explain** the importance of Knowing Yourself
- ❖ **Explore** the Process of Knowing Yourself
- ❖ **Clarify** about the SWOT Analysis
- ❖ **Prepare** SWOT Analysis Grid for themselves

### 02-01: INTRODUCTION



Self-discovery is the process of gaining understanding of your own self as a human being. Know your own emotions, motivations and needs. It is the process of acquiring insight into your own personality and temperament. It is also called the process of ‘finding oneself’.

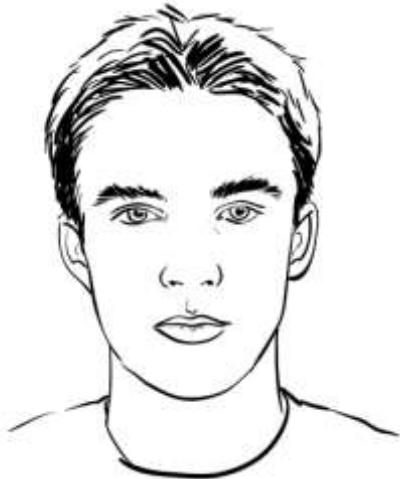
Knowing yourself means understanding and respecting your own...

- ❖ likes,
- ❖ dislikes,
- ❖ strengths,
- ❖ weaknesses,
- ❖ passions,
- ❖ fears,
- ❖ desires,
- ❖ dreams,
- ❖ thoughts,
- ❖ feelings,
- ❖ drawbacks,
- ❖ virtues,
- ❖ talents,
- ❖ limits of your patience,
- ❖ reasons of your irritations, etc.

## 02-02: IMPORTANCE OF KNOWING YOURSELF

Aristotle once said, ‘Knowing yourself is the beginning of all wisdom’. ‘Knowing our own self’ helps us to observe our own behaviour, be aware of our own moods, analyze our reactions and responses to what is happening around us. It is very important to know your own self properly as it helps in many ways.

### KNOW YOURSELF...



To create self-awareness

To make good decisions

To avoid regret

To exercise self-control

To grow as an individual

To be our own master

- ❖ **To create self-awareness:** To understand yourself better, you need to identify your values and strengths. Your strength is actually your ability to do anything with ease and conviction. You can say you value something when you strongly feel driven to do something. And your judgment comes in picture when you choose what is important for you in life. If you carefully look into your past experiences and observe your present, many things about yourself will be revealed to you. You will be better self-aware. You can examine things in a better way and reflect appropriately. Self-awareness also helps us in gaining self-confidence.
- ❖ **To make good decisions:** If you know about your own strengths and weaknesses you can make best career choices. It would help you to set realistic goals, choose work that you enjoy and excel at to get happiness, satisfaction and success from it. Proper choices of career, partners and work can give you long term fulfillment and ensure your steady growth in life.
- ❖ **To avoid regret:** Many people feel unhappy at work and are disappointed with their job profile. One of the important reasons is that they do not enjoy what they are doing and hence feel overworked and exhausted. If the selection of your career or job is based on your

interests and strengths, there is likelihood that you will enjoy your work. This happens because you have chosen a suitable career for yourself. Then you will not feel exhausted or burnt out so easily. You find happiness and fulfillment if your talents, values and passions match to the scope of your work. The WORK activity becomes a PLAY activity!

- ❖ **To exercise self-control:** When you know yourself, it is possible for you to know which values and goals activate your willpower. You can understand and be in a position to reject bad habits and develop good ones. Self-awareness helps you to develop realistic picture about yourself and about the world around you. Actually speaking, your behaviour is the reflection of your thoughts. Very few wise people give a thought to what they think, why they think in that way and how their thinking guides their actions.
- ❖ **To grow as an individual:** If we have better understanding of ourselves, we are able to understand ourselves as unique and separate individuals. We are then more likely to make changes to utilize our areas of strength and identify areas where we lack to improve those aspects in our personality.
- ❖ **To be our own master:** Self Awareness is having a clear perception of your character. It includes your strengths, weaknesses, thoughts, beliefs, motivation, emotions, dreams, goals, etc. It also gives you the power to understand other people since you have clarity about your own self. This way you can gain control on your own behaviour and actions and become self-sufficient. It becomes easy for a self-aware person to build bonds and achieve goals to be successful in life.

## 02-03: PROCESS OF KNOWING YOURSELF

- ❖ **Understand your own persona:** According to Greek Physician Hippocrates there are four fundamental personality types, Sanguine (enthusiastic, active, and social), Choleric (independent, decisive, goal oriented), Melancholic (analytical, detail oriented, deep thinker and feeler), and Phlegmatic (relaxed, peaceful, quiet). The first basic step is to know your own personality type. You can judge your own personality type by:
  - Being aware of your strengths, weaknesses, likes and dislikes
  - Observing and being aware of your moods, reactions and responses to what is happening around you
  - Becoming aware of how these moods and emotions affect your state of mind
  - Examining how you interact with others
  - Observing how your environment affects you

- ❖ **Realize your core values:** Your core values are the central values and principles you hold high in your life. These core values have great influence in shaping your personality. In any given situation in family life, workplace or in friend circle, you would hate to compromise on these values. Try to make a list of your top five core values which you hold firmly. Remember, that these values control your behaviour, your decision-making, your relationship patterns, your problem-solving techniques, your contact and communication styles, etc. For example: truth, sincerity, harmony, compassion, adventure, balance, friendship, justice, faith, kindness, leadership, loyalty, peace, responsibility, success, openness, achievement, etc.
- ❖ **Understand your body:** You should know your physical parameters and capacities such as height, weight, bodily abilities, breathing pattern, your bodily balance, flexibility, stamina, fitness, capacity to do heavy work, weak parts of your body, food intake, etc.

There are broadly three body types.

- **Ectomorph:** This body type is of skinny people. They often have a small frame, joints, lean muscle and light build. Their metabolism is extremely fast. They cannot gain weight. They have long thin limbs and with difficulty they can build muscles.
- **Mesomorph:** Muscular and well-built, with a high metabolism and responsive muscle cells. These body types have a medium sized bone structure. It is called the best body for bodybuilding since it is athletic, well defined muscles, generally hard body, strong, rectangular shaped body, gains muscle easily, gains fat easily.
- **Endomorph:** Big, high body fat, often pear-shaped, with a high tendency to store body fat. People with this body type have a larger bone structure with higher body mass and higher body fat. It is extremely difficult to get rid of that extra fat. Their metabolism is very slow. They just need bigger effort to lose the extra fat. Endomorphs have soft, round body. Gains fat and muscle easily. Is short Stocky build, Hard to lose weight, Very slow metabolism, Muscles not defined, Round physique. With this kind of slow metabolism, you need to eat the right foods to remain healthy and fit.

- ❖ **Discover your dreams:** Dreams are the special aspiration or thoughts that we treasure. These are the desires that we would like to fulfill sometime in our lives. They can be your ultimate goals. Dreams could be about becoming a pilot, purchasing a house in a particular city, visiting a country, learning an art or skill, buying a particular car, getting

a dream job, achieving a target, etc. Your dreams and desires create the pathway into your future. Due to the fast pace of life and the technological gadgets surrounding us, we may get distracted from our dreams. However, it will be your determination that will get you through these distractions and create the reality that you want for yourself. Discover your dreams. Dream is an important part of you. They are important motivators. So, chase your dreams. Worship them. Think about them every day. Find out what you need to do to go after them. Chalk your plans and work at them. Make your dreams part of your daily pursuits.

- ❖ **Find out what you like:** Friends, in order to know yourself better you need to know what you like and what you dislike. Take the time to think what makes you happy, what you look forward to, what you feel attracted to, what you enjoy doing, can describe your LIKES. Similarly, whatever makes you unhappy, whatever you try to avoid, whatever averts you, whatever you don't enjoy doing, can describe your DISLIKES. If you find out what you like and what you don't then you can make choices of things that you like and so your participation would be active, your performance would be great and you will be persistent in doing that. Also it helps you to keep away from things which you find unpleasant.
- ❖ **Reflect back with clarity:** Knowing yourself would develop a greater understanding of what you are and how we relate to the world. It would help you to...

Know your own motivations

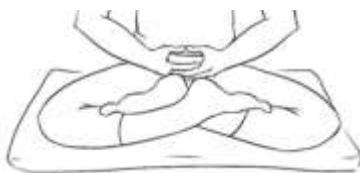
- Face challenges with better preparedness
- Understand why people relate to us the way they do
- Understand and gain insight into people around us
- Deal with situations with greater clarity, patience and compassion

Warren Bennis (2009) has said that our aim is to develop a deeper understanding of self that then turns outward rather than inward and results in better understanding of others.

Brock (2016) designed a twenty-nine questions inventory of 'Self Discovery' and said that 'there is no right or wrong answer. It is only you, uncovering the process of building a closer relationship with the person within.'



**At the core of our self,  
we want to...**



- **Live a life of purpose and meaning.**
- **Be of service to others.**
- **Find peace and happiness.**
- **Discover who we really are.**

#### **Self-Discovery Questions by Farnoosh Brock (2016):**

1. What activity in your life lights you up with joy?
2. What is something you always love doing, even when you are tired or rushed? Why?
3. If a relationship or job makes you unhappy, do you choose to stay or leave?
4. What do you fear about leaving a bad job or a bad relationship?
5. What do you believe is possible for you?
6. What have you done in your life that you are most proud of?
7. What is the thing that you are second most proud of?
8. What kind of legacy do you want to leave behind?
9. How does your being here in the universe change humanity for the better?
10. If you could have one single wish granted, what would it be?
11. How comfortable are you with your own mortality?
12. What is your highest core value?
13. To your best knowledge, how do other people perceive you?
14. How would you like others to perceive you?
15. How confident are you in your abilities to make decisions for yourself?
16. What is your biggest self-limiting belief?
17. Who is the most important person in your life?
18. Who is your greatest role model?
19. Who is a person that you don't like yet you spend time with?
20. What is something that is true for you no matter what?
21. What is your moral compass in making difficult decisions?
22. What is one failure that you have turned into your greatest lesson?
23. What role does gratitude play in your life?
24. How do you feel about your parents?
25. How is your relationship with money?
26. How do you feel about growing old someday?
27. What role has formal education played in your life and how do you feel about it?

28. Do you believe your destiny is pre-determined or in your hands to shape however you wish?
29. What do you believe is the meaning of your life?

## 02-04: SWOT ANALYSIS

S...W...O...T... is a short form that stands for ‘Strengths, Weaknesses, Opportunities and Threats’. It is normally referred as ‘SWOT Analysis’. It is an organized list of your own utmost important strengths, weaknesses, opportunities and threats. ‘Strengths’ and ‘Weaknesses’ are internal elements for a human being which he can change with awareness and training, while ‘Opportunities’ and ‘Threats’ are external factors and you have no control over changing them whether you like them or not. Similarly, ‘Strengths’ and ‘Opportunities’ are helpful factors whereas ‘Weaknesses’ and ‘Threats’ are harmful for your growth.

		Helpful	Harmful
		Strengths	Weaknesses
Internal	Helpful		
	Harmful		
External	Helpful	Opportunities	Threats
	Harmful		

You need to identify these SWOT factors first. Then try to build on your opportunities, conquer your weaknesses, search for your opportunities, and eliminate your threats.

## 02-05: BENEFITS OF SWOT ANALYSIS

SWOT Analysis is very constructive method for understanding your Strengths and Weaknesses and for estimating the Opportunities available to you and the Threats you may have to face. It also helps you to:

- ❖ Understand yourself better,
- ❖ Tackle your weaknesses and try to reverse them,
- ❖ Recognize possible threats and take necessary measures to deal with them,
- ❖ Capitalize on your opportunities by drafting strategic plans accordingly,
- ❖ Take advantage of your strengths,

- ❖ Throws light on the existing resources which may have been ignored or have not been used to their full potential,
- ❖ Develop career goals and strategies for achieving them.

## 02-06: USING SWOT ANALYSIS

SWOT analysis would help you in strategic planning, brainstorming and decision making for a better tomorrow. However, one has to be realistic and truthful in recognizing your own strengths and weaknesses. Be practical in identifying your opportunities and threats. Be short and simple in stating these factors in a grid to be able to see at a glance.

## 02-07: SWOT ANALYSIS GRID

<p><b>STRENGTHS</b></p> <p>1. _____</p> <p>2. _____</p> <p>3. _____</p> <p>4. _____</p> <p>5. _____</p>	<p><b>WEAKNESSES</b></p> <p>1. _____</p> <p>2. _____</p> <p>3. _____</p> <p>4. _____</p> <p>5. _____</p>
<p><b>OPPORTUNITIES</b></p> <p>1. _____</p> <p>2. _____</p> <p>3. _____</p> <p>4. _____</p> <p>5. _____</p>	<p><b>THREATS</b></p> <p>1. _____</p> <p>2. _____</p> <p>3. _____</p> <p>4. _____</p> <p>5. _____</p>

What are Strengths?

- ❖ Things that you can do well
- ❖ Capacities that help you to get success
- ❖ Resources that help you to reach goals
- ❖ Characteristics that your family and friends think as your strengths

What are Weaknesses?

- ❖ Things that you need to improve upon
- ❖ Factors that contributed to your past failures
- ❖ Inabilities that hinder your success
- ❖ Characteristics that your family and friends think as your weaknesses

What are Opportunities?

- ❖ Things that create new openings for achievement
- ❖ Factors that might help you to get successful
- ❖ Untraveled ways, unique ideas to reap benefit
- ❖ Prospects that will support your strengths to accomplish your aims

What are Treats?

- ❖ Factors that might prevent successful outcome
- ❖ Things that damage your personality
- ❖ Factors that harm you
- ❖ Things that competitors do to fail you

## 02-08: QUESTIONS TO COMPLETE THE GRID

Questions to help you know yourself better: (Suggested by Dr. Sharon Martin, 2017).

1. What are my strength?
2. What are my short-term goals? Long-term goals?
3. Who matters most to me? Who are my support people?
4. What am I ashamed of?
5. What do I like to do for fun?
6. What new activities am I interested in or willing to try?
7. What am I worried about?
8. What are my values? What do I believe in? (consider politics, religion, social issues)
9. If I could have one wish, it would be \_\_\_\_\_
10. Where do I feel safest?
11. What or who gives me comfort?
12. If I wasn't afraid, I would \_\_\_\_\_
13. What is my proudest accomplishment?
14. What is my biggest failure?

15. Am I a night owl or an early bird? How can I arrange my life to better suit this part of my nature?
16. What do I like about my job? What do I dislike?
17. What does my inner critic tell me?
18. What do I do to show myself self-compassion and self-care?
19. Am I an introvert or an extrovert? Am I energized being around others or being by myself?
20. What am I passionate about?
21. What is my happiest memory?
22. What do my dreams tell me?
23. What is my favorite book? Movie? Band? Food? Color? Animal?
24. What am I grateful for?
25. When I'm feeling down I like to \_\_\_\_\_
26. I know I'm stressed when I \_\_\_\_\_

Dr. Martin has given you a lot of questions. You can choose to answer only one or two per day so you can explore them in depth. Work at your own speed. Rediscovering yourself is a process. It will involve thinking, talking, writing, and doing.

## EXERCISE

### SOLVED PROBLEM 01

1. What does Self-discovery means?

Solution-Self-discovery is the process of gaining understanding of your own self as a human being. It is the process of acquiring insight into your own personality and temperament.

### SELF-TEST 01

1. ----- is a process of acquiring insight into your own personality and temperament.
  - A. Self-Introspection
  - B. Self-assessment
  - C. Self-discovery
  - D. Self-evaluation
2. Self-discovery is also known as -----
  - A. Finding one self.
  - B. Finding passion.
  - C. Finding positivity.
  - D. Finding balance.

3. Know your-----, motivation, -----.

- A. Choices and abilities
- B. Emotion and needs
- C. Guilt and pride
- D. Strategy and goal

### **SHORT ANSWER QUESTION 01**

1. In the process of Self-discovery which are the points that one should understand and respect about themselves?

### **IMPORTANCE OF KNOWING YOURSELF**

### **SOLVED PROBLEMS 02**

2. Why do many people feel unhappy at work and disappointed with their job?

Solution- Many people feel unhappy at work and are disappointed with their job profile and one of the important reasons is that they do not enjoy what they are doing and hence feel overworked and exhausted

3. How can work activity become play activity?

Solution- If the selection of the career or job is based on ones interests and strengths, there is likelihood that one will enjoy the work, because of suitable career choice and also one will not feel over exhausted or burdened. One will find happiness and fulfillment if his/her talents, values and passions match to the scope of the work and then the WORK activity becomes a PLAY activity!

### **SELF-TEST 02**

4. Strength actually means -----
  - A. Balance between your muscle and mental power.
  - B. Your ability to do anything with ease and conviction.
  - C. Your ability to be self-aware.
  - D. Your ability to tolerate a condition.
5. ----- is reflection of your thought.
  - A. Attitude.
  - B. Behaviour.
  - C. Action.
  - D. Conflict.

6. Self-awareness is having a clear-----of your character

- Picture.
- Understanding.
- Perception.
- Idea.

### **SHORT ANSWER QUESTIONS 02**

1. How does knowing our self properly proves to be helpful?
2. How self-awareness helps one to grow as an individual?

### **PROCESS OF KNOWING YOURSELF**

### **SOLVED PROBLEMS 03**

1. List down the process of knowing yourself.

Solution-

1. Understand your own persona.
2. Realize your core values.
3. Understand your body.
4. Discover your dreams
5. Find out what you like.
6. Reflect back and clarity.

2. What does understanding your body exactly mean?

Solution- Understanding your body means to know your physical parameters and capacities such as height, weight, bodily abilities, breathing pattern, your bodily balance, flexibility, stamina, fitness, capacity to do heavy work, weak parts of your body, food intake, etc.

### **SELF-TEST 03**

1. Melancholic are the personality who are ----- , -----, feeler and analytical
  - Independent, decisive.
  - Relaxed, quiet.
  - Deep thinker, goal oriented.
  - Deep thinker, desire oriented

2. ----- is important motivator.

- Desire
- Dream
- Achievements
- Rewards.

3. Greek physician Hippocrates had given 4 fundamental -----.

- Behaviour type
- Attitude type
- Personality type
- Reaction type.

### **SHORT ANSWER QUESTIONS 03**

- Write down difference between likes and Dislikes.
- Explain the concept of Core values, list down 5 of the core values you believe in.
- Explain the 3 body type in detail with their advantages and drawbacks.
- How can one judge one's personality type?

### **S.W.O.T ANALYSIS**

### **SOLVED PROBLEMS 04**

- What is the full form for S.W.O.T?

Solution-The full form of S.W.O.T is 'Strengths, Weaknesses, Opportunities and Threats'.

- What does S.W.O.T analysis means?

Solution-. It is an organized list of your own utmost important strengths, weaknesses, opportunities and threats.

### **SELF-TEST 04**

- In the abbreviation S.W.O.T the letter O stands for-----.

- Optimism
- Obedience
- Opportunities
- Observations

2. ----- and ----- are harmful for growth.

- A. Strengths and weaknesses
- B. Strengths and opportunities
- C. Threats and fear
- D. Weaknesses and threats

### **SHORT ANSWER QUESTIONS 04**

1. Explain in detail the internal and external factor (for human being )

### **BENEFITS OF S.W.O.T ANALYSIS.**

### **SOLVED PROBLEMS 05**

1. WHY S.W.O.T IS A CONSTRUCTIVE METHOD?

SOLUTION-SWOT Analysis is very constructive method as it helps in understanding your Strengths and Weaknesses and for estimating the Opportunities available to you and the Threats you may have to face.

### **SELF-TEST 05**

- 1. Take necessary measure to-----.
  - A. Solve issue.
  - B. Deal with possible threat
  - C. Prevent problem
  - D. Secure ones strength
- 2. Develop career----- and strategies for achieving them.
  - A. Goals
  - B. Plan
  - C. Choices
  - D. Options

### **SHORT ANSWER QUESTIONS**

1. What are the benefits of S.W.O.T analysis?

### **USING S.W.O.T ANALYSIS**

### **SOLVED PROBLEMS**

1. WHAT DOES WEAKNESS EXACTLY MEAN?

**SOLUTION**-Things that you need to improve upon, factors that contributed to your past failures, inabilities that hinder your success, characteristics that your family and friends think as your weaknesses

2. What are Threats?

**Solution**-Threats are the factors that might prevent successful outcome, things that damage your personality, factors that harm you , things that competitors do to fail you

**SELF-TEST**

1. ----- is the thing that create new opening for achievement.

- A. Ability
- B. Hard work
- C. Opportunity
- D. Talent

2. Threat is a factor that can----- you.

- A. Harm
- B. Injure
- C. Hurt
- D. Disturb

3. ----- involve thinking, talking, writing and doing.

- A. Self-discovery
- B. Self-awareness
- C. Re-discovering
- D. Self-understanding.

**SHORT ANSWER QUESTIONS:**

1. Write difference between strengths and weaknesses.
2. Write what does opportunity mean for you?

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## **SUMMARY**

Self-discovery is the process of gaining understanding of your own self as a human being. Know your own emotions, motivations and needs. It is the process of acquiring insight into your own personality and temperament. It is also called the process of 'finding oneself'. To understand yourself better, you need to identify your values and strengths, make good career choices, avoid regret, exercise self-control, grow as an individual, be our own master, etc. According to Greek Physician Hippocrates there are four fundamental personality types, Sanguine (enthusiastic, active, and social), Choleric (independent, decisive, goal oriented), Melancholic (analytical, detail oriented, deep thinker and feeler), and Phlegmatic (relaxed, peaceful, quiet). You can judge your own personality type. It is only you, who can uncover the process of building a closer relationship with the person within you. SWOT is a short form that stands for 'Strengths, Weaknesses, Opportunities and Threats'. It is normally referred as 'SWOT Analysis'. SWOT Analysis is very constructive method for understanding your Strengths and Weaknesses and for estimating the Opportunities available to you and the Threats you may have to face. One has to be realistic and truthful in recognizing his own strengths and weaknesses. Things that you can do well are 'Strengths'. Things that you need to improve upon are 'Weaknesses'. Things that create new openings for achievement are 'Opportunities'. Factors that might prevent successful outcome are 'Threats'. SWOT analysis would help you in strategic planning, brainstorming and decision making for a better tomorrow.

## **KEY WORDS**

- ❖ Self-Discovery,
- ❖ Importance of Knowing Yourself,
- ❖ Process of Knowing Yourself,
- ❖ SWOT Analysis,
- ❖ Using SWOT Analysis

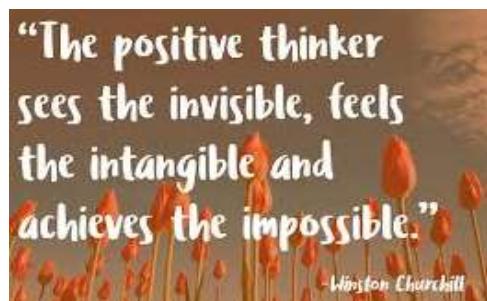
## UNIT 01-03: DEVELOPING POSITIVE ATTITUDE

### LEARNING OBJECTIVES

After successful completion of this unit, you will be able to

- ❖ Comprehend the meaning of attitude
- ❖ Understand the characteristics of attitude
- ❖ Find out the difference between attitude and behaviour
- ❖ Explore various facets of attitudes
- ❖ Reveal the implications of positive and negative attitude
- ❖ Enlist examples of positive and negative attitude

### INTRODUCTION



Attitude can be described as a tendency to react positively or negatively to a person or circumstances. A positive attitude is also called optimism. An optimistic person has a positive attitude. He is enthusiastic about everything around him and expects positive to happen. He sees the brighter side of things. A positive minded person looks for the good in things, rather than being a pessimist and concentrating on the bad in things.

### 03-01: MEANING OF ATTITUDE

An attitude is your point of view about a condition or a situation. In whatever condition you are at a given time, you have certain understanding about it, you have an emotional feel about it and you also react to it in a particular way. All these three factors help to shape an attitude.

- ❖ The way you think
- ❖ The way you feel and
- ❖ The way you react

An attitude can be a positive, negative or mixed evaluation of any person, place, thing or event that we face in our life. Attitudes are a complex formulation triggered by our likes, dislikes, beliefs,

feelings, past experiences, inclinations, etc. and it guides our behaviour towards things. We tend to naturally avoid things that we dislike and are automatically attracted to things that we like.

### **DEFINITIONS OF ATTITUDE**

1. Attitude is manner, disposition, feeling and position with regard to a person or thing, tendency or orientation especially in the mind- S. P. Robbins
2. Attitudes are learned predispositions towards aspects of our environment. They may be positively or negatively directed towards certain people, service or institution- N.L. Munn
3. An attitude is a mental and neural state of readiness, organized through experience, exerting a directive or dynamic influence upon the individual's response to all objects and situations with which it is related - Gordon Allport
4. An attitude denotes the sum total of man's inclinations and feelings, prejudice or bias, pre-conceived notions, ideas, fears, threats and other any specific topic- L. L .Thurstone

### **03-02: CHARACTERISTICS OF ATTITUDE**

- ❖ Every person, irrespective of his gender, social strata, religion, race, economic class or level of intelligence, holds attitudes.
- ❖ Attitude is a multifaceted feature of human behaviour that helps to define our character, influence our decisions and guide our actions.
- ❖ An attitude exists in a range from strongly positive to strongly negative.
- ❖ Although attitude lies in human minds it manifests in behaviour and hence can become visible to others.
- ❖ Attitudes are learned and hence can be unlearned.
- ❖ Attitudes are relatively stable like personality traits.

The following factors influence the formation of attitudes:



- ❖ Personal Experiences
- ❖ Social Interactions
- ❖ Educational and Religious Institutions
- ❖ Direct Instructions
- ❖ Family Influence
- ❖ Mental Prejudices
- ❖ Impact of Media
- ❖ Physical Factors
- ❖ Economic Strata
- ❖ Occupations, etc.

### 03-03: ATTITUDE AND BEHAVIOUR

Attitude and behavior are woven into the fabric of our daily life. They are interconnected. While attitude is a way of thinking, feeling, believing or forming opinion of agreement or disagreement towards something; behavior is an action or reaction that occurs in response to internal stimuli like thought or external stimuli like praise, treat or punishment.

Difference between...	
ATTITUDE	BEHAVIOUR
What you think or feel?	What you do?
Mind's inclination	The actual expression
How a person thinks or feels about someone or something.	An individual's reaction to a particular action, person or environment.
Based on experiences gained	Relies on the situation
Person's inner thoughts and feelings	Expresses a person's attitude
Defined by the way we perceive	Ruled by social norms
A human trait	An inborn attribute

### 03-04: FORMATION OF ATTITUDES

Attitude is not limited to only reflecting the positive or negative assessment and reaction to things. It also includes other characteristics, such as feeling importance, assuming certainty, finding accessibility and gathering related knowledge. Attitude determines the amount of attention and the type of judgment you may give to a specific subject. Attitude also makes us behave in a certain way. Therefore, it is important to know that what all influences attitude formation.

Factors responsible for development of attitudes:

- ❖ **Family:** Family is the most basic institution for socialization. Your parents, siblings and other family members share with you information about various things. Family is emotionally close, powerful and a trusted source. Hence, the attitudes developed by an individual, whether positive or negative, are the result of family influence which is very difficult to undo.
- ❖ **Peer Group:** As the individual grows old, he comes in contact with outer world and finds his peer group. A peer group is the primary social group outside family, who are people of similar age, interests, background, social status, etc. The members of this group are likely to influence the person's beliefs, attitudes and behaviour. We sometimes unknowingly internalize the attitudes of this group. If the peers are of nationalistic views you automatically feel more patriotic.

- ❖ **Media:** The audio-visual mass media such as television, mobile phones and films has a strong influence in shaping our thinking and opinions by real images, showing cause and effect relationship and hammering our minds. This information influences our minds to form opinions and set up values. We often learn about new fashions and modern styles from exposure to these media.
- ❖ **Social Factors:** Mixing around with homogeneous social groups such as people from the same religion, same caste, same locality, same organization, same gender having similar social roles and social norms can have strong influence on formation of attitudes. We tend to develop norms of what is appropriate that in turn controls our attitude.
- ❖ **Direct Instruction:** Knowledge shared by our elders, teachers, peers and respectable persons like our boss or partner is accepted readily by us. And that forms basis of our attitudes. For example, a friend gives information about the usefulness of a particular fruit in reducing stress. On basis of this piece of information, we develop a positive attitude about that fruit.
- ❖ **Personal Experiences:** Personal experience leaves a strong and lasting impression on our mind creating a positive or negative emotion attached to that incident. This emotional involvement creates a premise for categorizing that experience and things attached to it as helpful or harmful, further developing an attitude about it.
- ❖ **Prejudices:** Prejudices are preconceived ideas or judgments. Prejudice is an unfavourable feeling or opinion one has formed about a person, group, event, object, etc. due to a previous experience or wrongful knowledge. Our attitude towards something may involve a prejudice. If I am prejudiced against a person accused of a crime; I may regard him as guilty, without scrutinizing the evidence. Sometimes we can also be prejudiced in favour of something. When a patient's life is saved by a particular hospital in critical moments, he will develop a favourable attitude about that hospital.
- ❖ **Economic Factors:** Our economic status and work-related positions may also contribute to attitude formation. We tend to develop favourable attitudes towards those people and objects which satisfy our wants and give us importance.

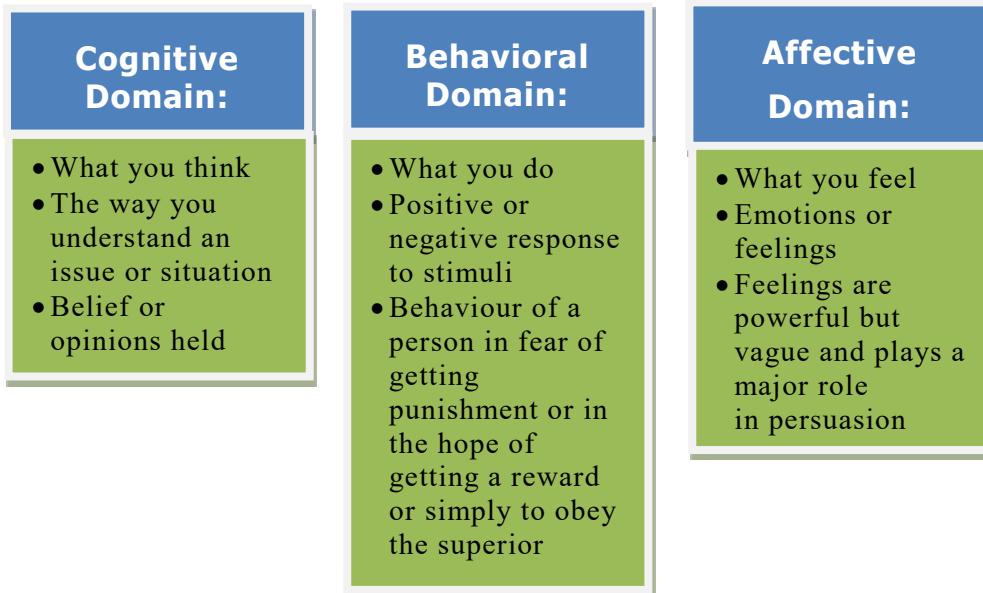
### 03-05: CHANGE OF ATTITUDES

Attitudes are not stable. People keep adapting to new situations and new knowledge and changing their thinking and behaviour accordingly. Therefore, humans are subject to change due to the social influences, situations, experiences, information and awareness. Attitudes are mainly made up of 'thinking' and 'feelings'. It is comparatively easier to change the way you think or behave,

rather than changing your emotions. Hence, changing attitude is a long term and time-consuming process.

According to Larson (2007), attitudes have three functions: a cognitive function, an affective (or emotional) function and a behavioral function. We can therefore say that attitudes are learned, they can be affected or driven by feelings and they can be indicators of future actions.

For changing attitude, we need to appeal to a person's thinking and reasoning. Attitudinal change needs changes in all the three domains:



### 03-06: WHAT CAN YOU DO TO CHANGE ATTITUDE?

To change attitude, now you know that it is easier to change the way you think or behave than to change your emotions. But since emotions create pleasant or unpleasant feelings, we want to change emotions. When we feel sad, angry, anxious, or frustrated we don't like it. We want the feeling to go away quickly. We try ways and means to change the emotions.

1. We often begin by trying to change others so we can feel better. It does not work.
2. We engage in behaviors like alcohol and drug abuse to numb the feelings. It does not work.
3. We try to be workaholic or shopaholic to avoid emotional distress. They do not work.

Our natural tendency is to focus on the affective domain and to change it first. However, it is the most difficult domain to work on. Since emotions are unclear, we cannot identify them perfectly and get a grip on feelings. Feelings, thoughts, and behaviors are all related. To change your feelings, you need to initiate with either your thinking or your behavior over which you have more comparatively control.

## 03-07: WAYS OF CHANGING ATTITUDE IN A PERSON

Attitudes can be changed in a variety of ways:

### Ways of Changing Attitudes

New information
Direct experience
Influence of peer group
Legislation
Change in behaviour



- ❖ **New or additional information:** Many times, lack of information or having selective information about something makes us look at that particular thing with a specific perspective and form wrongful attitude about that thing. Negative attitudes are mainly formed owing to insufficient information. Once you get to know the full picture by getting additional information you may be able to change your attitude about it. E.g. a person loves noodles...he gets to know how noodles are prepared and due to the new information, he develops a dislike for noodles.
- ❖ **Direct experience:** Our experiences have a great impact on our attitudes. When we encounter something as a real direct firsthand experience, it creates a realization at the cognitive as well as affective level. Hence, it is powerful enough to form or change attitudes. E.g. one person had heard horrifying stories about travelling in Mumbai trains and formed a negative attitude about train travelling in a metropolis like Mumbai. But on a particular occasion he had to travel in Mumbai train for a week and the experience wasn't bad. This direct experience may help the person to change his attitude about Mumbai trains.
- ❖ **Influence of peer group:** Human attitudes are greatly influenced by the inner circle of friends or peers. Being social beings, we are inclined to accept ideas of the group to show belongingness of the group. Friends are the most important and influential persons in our lives who share similar interests. Therefore, change of attitude can come through the persuasion of friends or peer pressure. E.g. Students who are committed to doing well in academics or at sport can influence their peers to develop liking for academics or sport.
- ❖ **Legislation:** Laws are written statutes which are created as an attempt to regulate practices and modify cultural norms. Legislation tries to effects of civil behaviour as also change societal attitudes. Laws help to adjust social attitudes by using fear of enforcement of legal action in form of penalties and punishments. E.g. To breakdown the gender stereotype norms, our government has passed several laws to create equal access and opportunities to the girls and women also to curb social practices and violence against women.
- ❖ **Change in behaviour:** Attitudes are formed many times as a result of experiences or upbringing. Attitudes have a powerful effect over behaviour. While attitudes influence behaviour the reverse is also true. By adopting a change in behavior, attitudes can be

changed since our actions also have an influence on our thoughts and feelings. Therefore, attitudes can be changed by resolving discrepancies between attitudes and behaviour. E.g. person 'A' has a negative attitude about getting up early. But while in a camp he gets up early for few days as a compulsion. However, that might change his lazy habit of getting up late and also his dislike for early morning, leading to an attitudinal change.

### 03-08: ATTITUDE IN A WORKPLACE

Attitude is essentially your strong feeling or belief about people and situations. Your attitude is a form of expression of yourself. It also helps you to make judgments and decisions. At workplace, having a good attitude and positive thinking not only makes you a more productive employee but also helps you to get support from your seniors and subordinates as well as colleagues as they perceive you as a cooperative person, easy to work with. A person with good attitude may get chances for a promotion or a raise, since he portrays a positive role model for others within the organization. Positive people are motivated to pursue worthy ambitions and stay focused on what matters most in any given moment.

Some positive attitudes for workplace:

Attitudes that make you flourish at Workplace	
	Optimism
	Devotion
	Punctuality
	Enthusiasm
	Tolerance
	Endurance
	Kindness
	Trust
	Willingness

## 03-09: THEPOWER OF POSITIVE ATTITUDE

A positive attitude does not mean ignoring challenges and troubles of life. It just means that we should be optimist and look for the good part in everything, rather than concentrating on the bad part in things. It is observed that many a times our perspective can make all the difference in the world. Buddha once said that 'We are what we think!' So, it is very important to constantly decide to think the positive way and make it your habit or second nature. Like diseases, a positive attitude is contagious and infectious. Being optimistic and positive is the most beneficial skill you can learn in life.

### Advantages of Positive Attitude:

1. **Positive mind attracts positive events:** The so called 'law of attraction' works on the principle 'like attracts like'! So if you think the positive way every time, you are sure to attract and bring good things, good people and success in your life!
2. **Creates harmonious relationships:** A person with positive attitude tends to notice positive qualities in people, ignoring or accepting their shortcomings. This positive acceptance creates meaningful friendships and helps to create a pleasant atmosphere around you.
3. **Reduces Stress:** Worries and negative thoughts create stress. Actually speaking, stress never solves problems and instead consumes our energies. With hopeful and positive thoughts, stress will gradually reduce and end.
4. **Improves health:** Scientific studies have shown that positive minded people suffer less from mental diseases. 'Decease' itself means being 'not at ease'. Positive thinking, therefore, is very beneficial for your health and vitality.
5. **Improves face value:** An optimistic person who is thinking about positive things always has a pleasant expression and a smile on his face. Normally, people are attracted to pleasing, friendly and happy personalities. Hence, a positive person attracts people by making a good impression and can further build friendly relationships.
6. **Boosts self- motivation:** Positive attitude builds self-motivation in a person that helps him to achieve his goals quicker and easier.
7. **Key of success:** Positive people are more likely to be successful than the negative ones. When you will implement positive thinking into your life, you will notice that success becomes easier and it's not as tough and difficult, as many people think.
8. **Increases opportunities:** Negativity can blind and therefore bind human mind. However, positivity will make you see the opportunities lying in the problems as the silver lining and bright beam in a dark cloud. This would make you notice solutions and move ahead.

### 03-10: DEVELOPING POSITIVE ATTITUDE

A positive attitude with optimism, expectancy, and enthusiasm makes everything in life easier. A positive attitude boosts you up when you are emotionally down. A positive attitude is very important for living a successful and satisfying life. Through persistence and self-evaluation any one can manage to change for the better.



Remember the steps for developing a positive attitude:

- ❖ **Identify exact areas of change:** Understand clearly what exactly needs to be changed. Identify the traits by doing honest and in-depth self-evaluation. If you set clear goals, they are easy to achieve.
- ❖ **Look for a role model:** If you have a role model in mind, the journey towards the goal becomes easy. You can draw energy, inspiration and encouragement to move beyond your temporary failures to reach the goal if you have a role model before you as a destination.
- ❖ **Think about the results:** Your journey towards self betterment will change many things in your life. When you realize that changing your attitude would give you a happier family, social and professional life, that itself work as an incentive to trigger the change.
- ❖ **Choose the right company:** It is said that ‘birds of a feather flock together’ which means that the company you keep reflects your personality. The simple but true fact of life is that you become like those with whom you closely associate for the good and the bad. Consider befriending new optimistic people with healthy attitude towards life. Your effort to change will become easier in their company.
- ❖ **Believe in yourself:** Very frequently the greatest obstacle between us and our goals is our inability to trust our own strengths. If you don’t believe in your capacity to bring about a change in your life; nothing will happen. You will either never start or give up quickly... denying yourself the chance to succeed.

### 03-11: OBSTACLES IN DEVELOPING POSITIVE ATTITUDE

The process of changing the attitude is not always easy. There are barriers or obstacles which are actually the limits that prevent the person from achieving his predetermined goals. So every person who wants to change for better should be aware of these obstacles and should take corrective actions.

Barriers to developing positive attitudes are:

- ❖ Prior Commitment that takes away your entire time and energy.
- ❖ Insufficient Information about what exactly needs to be done.
- ❖ Lack of consistency in pursuing the goals.
- ❖ Lack of guidance and resources to keep going.
- ❖ Improper understanding about rewards after change.
- ❖ Inherent human tendency to resist the change.

### 03-12: STAYING POSITIVE

Since attitude and thoughts do not change overnight, some inner work is required to turn and stay positive.

- ❖ **Realize:** You should try to know that you are not merely the role you are playing. It may be our professional role of doctor, professor, manager, etc. Or may it be our family role of a daughter, wife, father, etc. You are more important than any label. We are not your professions. You are not your feelings or your circumstances either. What we are is far greater, far superior, far more important, and far more mysterious than our conceptual mind tries to define. And that YOU possess the power of changing yourself, your habits and the way you think.
- ❖ **Decide:** Do not think that things will change automatically without any effort. Life becomes more complicated and hard if we complain about things rather than trying to change them ourselves. You need to be bold, courageous and make decisions that benefit your growth. Take the first step of making a decision of helping yourself before more time gradually passes by and because you did nothing, you stagnated.
- ❖ **Control:** We all face problems sometime or the other. Life tests us by creating situations which are out of our control. You cannot control what is happening outside and how others behave. However, you can surely control your own reactions to these outside stimuli as well as your own behaviour. Slowly you will understand that what you believe in your inner world, you see the reflection of the same in your outer world... you have more control than you think.

- ❖ **Believe:** People keep on expressing and impressing their opinions on us. They insist on describing us. But no matter what anybody says about you, unless you accept it does not hold any importance. Nobody knows you better than you do. So never let people's opinion about you affect you. You become aware of whom you really are. Always believe that you can achieve anything that you put your mind to. Believe that you can do it.
- ❖ **Count your blessings:** Compare yourself with someone who is less fortunate. You may find then that you are not entirely grateful for what you possess. You will realize then that you are the lucky one and what you need more is to say thank you and be satisfied. If you concentrate on what you have than what you lack, your happiness grows manifolds. Not everyone woke up this morning and not everyone will go to bed tonight. Life has no guarantees. Every minute you are living is a blessing that has to be experienced in the moment.
- ❖ **Love yourself:** Accept yourself as you are and be happy about it. Love yourself unconditionally. Those who love thy selves possess the power of loving others. You will know that if you love yourself, the world too will accept you and love you. Your attitude towards the world becomes more accepting and thus you will experience peace within.

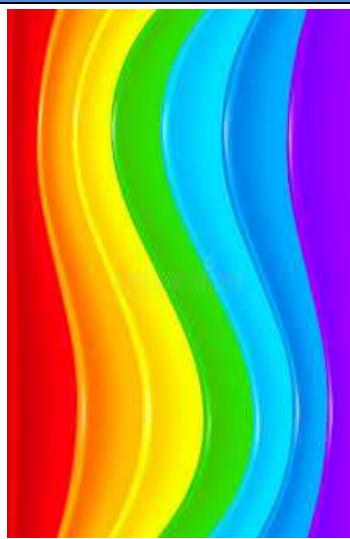


DOES	DONTS
Smile and move on	Waste time for feeling sorry
Keep control	Give away power
Embrace Change	Welcome Challenges
Stay Happy	Keep Complaining
Be kind, Fair and unafraid	Keep pleasing others
Willing to take calculated risks	Keep consulting others all the time
Invest energy in the present	Dwell on the past or worry about future
Accept full responsibility of their behaviour	Blame others for every mistake
Celebrate other people's success	Resent other's success
See every failure as a chance to improve	Give up after failing
Enjoy time being alone	Fear being alone
Keep patience and hope	Expect immediate results
Avoid negativity and think productively	Spend time on unproductive thoughts
Plan and execute	Act on impulse
Ignore negative thoughts	Entertain negativity

### 03-13: EXAMPLES OF POSITIVE ATTITUDE

Positive attitude is boosted by positive affirmations. Positive affirmations are statements that are spoken, and often repeated, to encourage and uplift the person speaking them. They are so much more than just feel good quotes and positive statements. Actually, a positive affirmation is the language of the brain that helps in building and keeping a positive attitude.

Some Positive Affirmations for Work	
	I further my career with every action I take.
	I have my dream job.
	I love every day that I work.
	My career brings me closer to my family.
	My job brings me financial abundance.
	My co-workers love being around me.
	My boss values the work I do.
	I am a valued employee.
	My clients appreciate and value my work.
	I attract new clients every day.

Some Positive Affirmations for Everyday Life	
	I wake up happy and excited every single day.
	Each day of my life is filled with joy and love.
	I am enthusiastic about every second of my life.
	Everything I do is fun, healthy and exciting.
	I am a beacon of love and compassion.
	Everyone sees how much joy and love I have for life.
	I desire for new, healthy experiences.
	All of my relationships are positive and filled with love and compassion.
	I see others as good people who are trying their best.
	I find opportunities to be kind and caring everywhere I look.

### 03-14: POSITIVE ATTITUDE AND ITS RESULTS

Positive thinking is a mental attitude in which gives you favorable results. Positive minds experience happiness, health and happy ending in every situation.

Some important results of positive attitude:

Hope	When others criticize and complain, a positive person focuses on the good in people and situations and hopes for better. He knows that even IMPOSSIBLE can become I'M POSSIBLE.
Self-Confidence	When we use kind words, look for opportunities instead of obstacles, praise the good traits and work of others, we actually help to boost our own confidence and self-esteem.
Cheerful Atmosphere	With a positive attitude we can make a positive impact on our and people's lives by constantly looking for ways to bring the GOOD on the surface that creates pleasant impact.
Meaningfulness	Allow yourself to be a source of inspiration for many and know that by bringing meaning and purpose into your life you will inspire and help others do the same.
Inspiration	People seek role models. They look for somebody from whom they can learn and get inspiration. They try to find somebody who can help to heal their fears, set free their hidden potential and empower them. You can play that role.
Love	Being a happy and positive person, you tend to love yourself and your life. You happily follow your heart to make your dreams come true. Because you love yourself, you love the world and spread happiness.
Success	Once the soul awakens, the search for accomplishment begins. A happy person attracts success.
Satisfaction	When you can accept yourself completely, you are satisfied with who you are and what you have. You are happy. The outside world is nothing more than a projection of our inner world.

### 03-15: STAYING NEGATIVE

Negativity is a tendency to be downbeat, disagreeable, and skeptical. It's a pessimistic attitude that always expects the worst. Negativity is an attitude that always expects negative or unhelpful things to happen. Negative people will say or assume a negative thing at the outset of everything. Someone full of negativity is hard to cheer up, and they always expect the worst. Negative outcomes are generally the bad things that happen to us like losing a game, getting something stolen, suffering an injury or getting a disease. A negative person is not constructive, co-operative or optimistic.

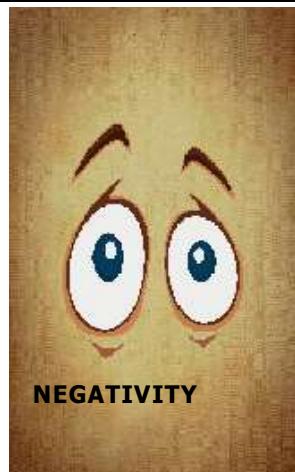
Some negative statements are:

- ❖ No one could ever love me!
- ❖ The world is getting worse and worse!
- ❖ I bet that rain will ruin our picnic!
- ❖ All the youngsters are hopeless.
- ❖ You cannot trust anyone these days.
- ❖ People do it purposely to trouble others.
- ❖ The seasons are shifting; the world is going towards doom.

### 03-16: EXAMPLES OF NEGATIVE ATTITUDE

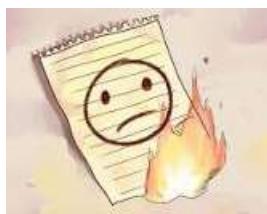
SOME COMMON NEGATIVE TRAITS FOUND IN THE WORK PLACE	
	<p>Exaggerating co- workers mistakes</p> <p>Dominate the team</p> <p>Do not be in harmony with the higher officials</p> <p>Back biting about the co-workers</p> <p>Too much expectations from the team</p> <p>Speak ill about others employees</p> <p>Never accepting the criticisms</p> <p>Do not compliment the good work of others</p> <p>Try to pull others down by speaking negative</p> <p>Expressing the views in a very rude manner</p> <p>Non-confidential attitude towards the team issues</p> <p>Showing disrespect to emotions of others</p> <p>Not taking ownership of a mistake committed</p> <p>Not socialising with others at work</p> <p>Spread rumours about co-workers</p>

## SOME NEGATIVE TRAITS FOUND IN EVERYDAY LIVING



You tend to think in extreme, 'All-or-Nothing' terms
After one bad experience you expect this to repeat over and over again
You reject the positives or diminish their importance
You jump to conclusion
you magnify your own errors, You dwell on negative thoughts and feelings
You feel guilty without any real reason
You don't measure up to your own standards
You label yourself
You take responsibility for things you don't control

## 03-17: OVERCOMING NEGATIVE ATTITUDE



Here are some tips to help overcome your negative thoughts:

- ❖ **Meditate or do yoga:** Yoga and meditation takes your focus away from my thoughts. Yoga is also very relaxing and it helps to stay focused on the present.
- ❖ **Smile:** Smile helps to change your mood and relieves stress and makes you feel lighter. It takes fewer muscles to smile than to frown.
- ❖ **Surround yourself with positive people:** When you are stuck in a negative spiral, talk to people who can give you constructive feedback and would not feed your negative thinking.
- ❖ **Change the nature of your thoughts from negative to positive:** Develop a habit of thinking positive in every situation. E.g. Do not think that 'I know him, my new boss is going to be a terror!' instead think that 'We may take some time adjusting to our new

leader, there may be some challenges, but we will come up with solutions to keep both, him and us happy.'

- ❖ **Take responsibility of your life:** Even if our living situation becomes unbearable, there is always a way out. You will always have the choice to make change happen, if need be.
- ❖ **Help others:** Take the focus away from you and do something nice for another person. It takes your mind off things and you feel better for helping someone else.
- ❖ **Move on:** It is easy to dwell on your mistakes and waste time. Remember that nobody is perfect. So, learn from your mistakes and move forward.

Wisdom by LAO TZU	
 A portrait of Lao Tzu, an elderly man with a long white beard and hair, wearing a simple white robe with a brown sash.	<ul style="list-style-type: none"><li>❖ Watch your thoughts, they become words.</li><li>❖ Watch your words, they become actions.</li><li>❖ Watch your actions, they become habits.</li><li>❖ Watch your habits, they become your character.</li><li>❖ Watch your character, it becomes your destiny!</li></ul>

### 03-18: NEGATIVE ATTITUDE AND ITS RESULTS

A negative attitude affects your whole life. Relationships, success, health, and happiness are all affected by a negative attitude. Anything that matters in life is affected by a negative attitude. When you view things in a negative light, everything and everyone, including yourself, suffers negatively.

Some Examples of Negative Attitudes	
Lazy	Aloof
Mistrusting	Indifferent
Prejudice	Proud
Pessimistic	Authoritarian
Self-Centred	Insensitive

Selfish	Miserable
Bitter	Closed
Rigid	Cold
Rude	Argumentative
Over Secretive	Complacent
Inconsiderate	Arrogant
Indecisive	Rigid
Full Of Hatred	Controlling
Petty	Envious
Pretentious	Cower
Rejects Change	Cruel
Relent	Deceiving
Mean	Over-dependent
Miserly	Directed by externals
Intolerant	Dishonest
Jealous	Disorganised
Insecure	Immature
Hostile	Ego-Centric
Envious	Untrusting
Fearful	Wasteful

Results of Negative attitude:

- ❖ You become unmotivated to go after what you want in life, therefore, you don't get the life you want.
- ❖ You drain the energy from other people with your negative attitude, which affects your relationships negatively.
- ❖ You remain stressful all the time, which affects your physical and mental health in a negative way.
- ❖ You have a hard time living in the moment because you are worried about past (what has happened) or Future (will happen).
- ❖ You cannot enjoy life with friends and family because your focus is worries and fears.

## EXERCISE

### MEANING OF ATTITUDE

#### SOLVED PROBLEMS 01

1. What is 'Attitude'?

Solution- Attitude can be described as a tendency to react positively or negatively to a person or circumstances.

2. List the three factors that helps to shape attitude.

Solution-

1. The way you think
2. The way you feel and
3. The way you react

#### SELF-TEST 01

1. ----- guides our behaviour towards things.

- A. Attitude
- B. Perspective
- C. Feelings
- D. Past experience

2. We naturally tend to ----- things that we dislike and are automatically----- to things we like.

- A. Hate, Attracted
- B. Change, Try
- C. Avoid, Attracted
- D. Avoid, Goes

#### SHORT ANSWER QUESTIONS 01

1. Write any two definitions of 'attitude'.

### CHARACTERISTICS OF ATTITUDE

#### SOLVED PROBLEMS 02

1. Why attitude is a multi-faceted feature?

Solution- Attitude is a multifaceted feature of human behaviour because it helps to define our character, influence our decisions and guide our actions.

2. List factors which influence the formation of attitude.

Solution-

1. Personal Experiences
2. Social Interactions
3. Educational and Religious Institutions
4. Direct Instructions
5. Family Influence
6. Mental Prejudices
7. Impact of Media
8. Physical Factors
9. Economic Strata
10. Occupations, etc.

### **SELF-TEST 02**

1. Every person holds -----
  - A. Personality
  - B. Attitude
  - C. Religion
  - D. Level of intelligence
2. Attitudes are relatively stable like-----
  - A. Personality traits
  - B. Personal experience
  - C. Behaviour trait
  - D. Mental trait
3. Attitudes are learned hence can be -----
  - A. Positive
  - B. Unlearned
  - C. Understandable
  - D. Visible

## **SHORT ANSWER QUESTIONS 02**

1. Explain: Characteristics of attitude.

## **ATTITUDE AND BEHAVIOUR**

### **SOLVED PROBLEMS 03**

1. What is 'Behaviour'?

Solution-Behavior is an action or reaction that occurs in response to internal stimuli like thought or external stimuli like praise, treat or punishment.

### **SELF-TEST 03**

1. ----- relies on situation.
  - A. Behaviour
  - B. Attitude
  - C. Reaction
  - D. Feelings
2. Attitude is defined by the way we -----
  - A. React
  - B. Experience
  - C. Perceive
  - D. Feel
3. Behaviour is ruled by -----.
  - A. Situation
  - B. Actual experience
  - C. Social norms
  - D. Person's attitude

## **SHORT ANSWER QUESTIONS 03**

1. Write the difference between attitude and behaviour.
2. How are attitude and behaviour connected?

## FORMATION OF ATTITUDE

### SOLVED PROBLEMS 04

1. Why it is important to know what influences formation of attitude?

Solution-Attitude is not limited to only reflecting the positive or negative assessment it also includes other characteristics such as feeling importance, assuming certainty. Attitude determines the amount of attention and the type of judgment you may give to a specific subject. Attitude also makes us behave in a certain way. Therefore, it is important to know that what all influences attitude formation.

2. What is peer group?

Solution-A peer group is the primary social group outside family, who are people of similar age, interests, background, social status, etc. The members of this group are likely to influence the person's beliefs, attitudes and behaviour.

### SELF-TEST 04

1. ----- is most basic institution for socialization.

- A. Marriage
- B. Family
- C. School
- D. Peer group

2. ----- shared by our elder, teachers, peers and respectable people like our boss or partners is accepted readily by us.

- A. Experience
- B. Knowledge
- C. Ideas
- D. Opinion

3. Mixing around with homogenous social group help to develop ----- of what is appropriate and what is not.

- A. Idea
- B. Understanding
- C. Social norms
- D. Picture

4. Attitude determines the amount of attention and type of ----- you may give to a specific subject.

- Judgement
- Reaction
- Response
- Time

### **SHORT ANSWER QUESTIONS 04**

- What is prejudice?
- How does personal experience affect the formation of attitude?
- List the factors responsible for development of attitude. Explain any 5.
- CHANGE OF ATTITUDE

### **SOLVED PROBLEMS 05**

- Which are the 3 functions of attitude according to Larson?

Solution- According to Larson (2007), the three functions of attitude are : a cognitive function, an affective (or emotional) function and a behavioural function.

### **SELF-TEST 05**

- Changing attitude is long term and ----- consuming process.
  - Mentally
  - Time
  - Physically
  - Money
- For changing attitude we need to appeal a person's thinking and -----
  - Rationale
  - Purpose
  - Reasoning
  - Norms

### **SHORT ANSWER QUESTIONS 05**

- Which are the 3 domains? Explain Cognitive domain.

4. Explain behavioural domain.

## WHAT CAN YOU DO TO CHANGE ATTITUDE?

### SOLVED PROBLEMS 06

1. Why affective domain is most difficult domain to work on?

Solution- Affective domain is most difficult domain because emotions are unclear and we cannot identify them perfectly and get a grip on feelings.

### SELF-TEST 06

1. It is easier to change the way you think or ----- than to change your emotions.

- A. Act
- B. React
- C. Behave
- D. Respond

2. ----- is the most difficult domain.

- A. Cognitive domain
- B. Behavioural domain
- C. Affective domain
- D. None of these.

### SHORT ANSWER QUESTIONS 06

1. Which are the ways one try to change the emotions but they don't work?
2. Why does one want to change his/her emotions?

## WAYS OF CHANGING ATTITUDE IN PERSON

### SOLVED PROBLEMS 07

1. List the ways of changing attitude.

Solution-

- 1. New or additional information.
- 2. Direct experience.
- 3. Influence of peer group.
- 4. Legislation
- 5. Change in behaviour.

2. Explain with example how laws help to adjust social attitude?

Solution- Laws help to adjust social attitudes by using fear of enforcement of legal action in form of penalties and punishments. E.g. To breakdown the gender stereotype norms, our government has passed several laws to create equal access and opportunities to the girls and women also to curb social practices and violence against women and thus laws tries to effects of civil behaviour as also change societal attitudes.

### **SELF-TEST 07**

1. Negative attitude are mainly formed owing to intelligent -----
  - A. Trust
  - B. Knowledge
  - C. Belief
  - D. Information
2. ----- are written statutes which are created as an attempt to regulate practices and modify cultural norms.
  - A. Social norms
  - B. Rules
  - C. Laws
  - D. Values

### **SHORT ANSWER QUESTIONS 02**

3. Explain how direct experiences have a great impact on attitude with example.
4. Explain how change in behaviour is one of the best ways for bringing change in attitude.

## **ATTITUDES IN A WORKPLACE**

### **SOLVED PROBLEMS 08**

1. Write about certain positive attitudes for workplace.

Solution- Some positive attitude at workplace are - optimism, kindness, punctuality, devotion, enthusiasm, tolerance, endurance, trust and willingness to work.

### **SELF-TEST 08**

1. ----- is an attitude that makes one flourish at workplace.
  - A. Tolerance
  - B. Empathy
  - C. Sympathy
  - D. Affection

2. ----- are motivated to pursue worthy ambition and stay focused on what matters most in any given moment.

1. Balanced people
2. Negative people
3. Enthusiastic people
4. Positive people

### **SHORT ANSWER QUESTIONS 06**

1. How does good attitude and Positive thinking help at ones workplace?
2. A person with good attitude may get chances for a promotion or a raise, Justify.

## **THE POWER OF POSITIVE ATTITUDE**

### **SOLVED PROBLEMS 09**

1. What does positive attitude exactly means?

Solution- A positive attitude means that we should be optimist and look for the good part in everything, rather than concentrating on the bad part in things it does not mean ignoring challenges and troubles of life.

2. Explain how negativity can affect ones Attitude.

Solution-Negativity can affects one attitude in many ways- Worries and negative thoughts create stress, negative people are more likely to be unsuccessful than the positive ones also negativity can blind and therefore bind human mind.

### **SELF-TEST 09**

1. The law of attraction works on the principle of -----
  - A. One attracts to what he/ she likes
  - B. Opposite attracts
  - C. Good attracts to good
  - D. Like attracts like
2. Positive attitude is ----- to success.
  - A. Key
  - B. Obstruction
  - C. Bridge
  - D. Way

## **SHORT ANSWER QUESTIONS 02**

1. Explain: A positive attitude helps to create harmonious relationship.
2. What are the advantages of positive attitude?

## **DEVELOPING POSITIVE ATTITUDE**

### **SOLVED PROBLEMS 10**

1. How does having a role model helps to develop positive attitude?

Solution- Having a role model in mind, makes the journey towards the goal easy. One can draw energy, inspiration and encouragement to move beyond their temporary failures and to reach the desirable goal.

2. Explain: Why it is important to keep trust in yourself?

Solution- It is important to keep trust in yourself since the greatest obstacle between us and our goals is our inability to trust our own strengths. If one don't believe in his/her capacity to bring about a change in their life than nothing will happen.

### **SELF-TEST 10**

1. Through ----- and self-evaluation any one can change for the better.
  - A. Dedication
  - B. Introspection
  - C. Persistence
  - D. Motivation
2. The ----- you keep reflects your personality.
  - A. People
  - B. Thoughts
  - C. Company
  - D. Attitude

## **SHORT ANSWER QUESTIONS 10**

1. Why one should develop a positive attitude?
2. Write the steps for developing a positive attitude.

## OBSTACLES IN DEVELOPING POSITIVE ATTITUDE

### SOLVED PROBLEMS 11

1. Why every person who wants to change should be aware of the obstacles?

Solution- The process of changing the attitude is not always easy. There are barriers or obstacles which are actually the limits that prevent the person from achieving his predetermined goals. So every person who wants to change for better should be aware of these obstacles and should take corrective actions.

### SELF-TEST 11

1. There are barriers or obstacles which are actually the limits that prevent the person from achieving his -----
  - A. Aim
  - B. Predetermined goals
  - C. Wish
  - D. Aspiration
2. The process of changing the attitude is not always-----
  - A. Difficult
  - B. Possible
  - C. Easy
  - D. Impossible

### SHORT ANSWER QUESTIONS 11

1. Explain the barriers to develop positive attitude.

## STAYING POSITIVE

### SOLVED PROBLEMS 12

1. What one should realize for staying positive?

Solution – For staying positive one should realize the following thinks-

1. You are not merely the role you are playing.
2. You are more important than any label.
3. You are not your feelings or your circumstances either.
4. What we are is far greater, far superior, far more important, and far more mysterious than our conceptual mind tries to define.
5. You possess the power of changing yourself, your habits and the way you think.

2. How comparing yourself with someone who is less fortunate regulates positivity?

Solution- Comparing yourself with somebody who is less fortunate can regulate positivity because, you may find then that you are not entirely grateful for what you possess. You will realize then that you are the lucky one and what you need more is to say thank you and be satisfied. If you concentrate on what you have than what you lack, your happiness grows manifolds.

### **SELF-TEST 12**

1. We possess the power of changing -----

- A. Our mind
- B. 3.Our Ideas
- C. Our belief
- D. Ourselves completely

2. Some ----- is required to turn and stay positive.

- A. Inner strength
- B. Hard work
- C. Efforts
- D. Inner work

3. Our need to be -----, courageous and make decision that benefit ones growth.

- A. Strong
- B. Clever
- C. Smart
- D. 4.Bold

4. We cannot control what is happening outside, and how others behave but we can surely control our own -----

- A. Reactions
- B. Thoughts
- C. 3.Actions
- D. 4.Behaviour

## **SHORT ANSWER QUESTIONS 12**

1. Explain any two points important for staying positive
2. Explain the ‘Love Yourself’ point with your own Do’s and Don’ts. (Take reference from the chapter)

## **EXAMPLES OF POSITIVE ATTITUDE**

### **SOLVED PROBLEMS 13**

1. What is positive affirmation?

Solution- Positive affirmations are statements that are spoken, and often repeated, to encourage and uplift the person speaking them.

### **SELF-TEST 13**

1. Positive attitude is boosted by positive -----
  - A. People
  - B. Company
  - C. Affirmations
  - D. Thoughts
2. ----- is a language of brain that helps in building and keeping a positive attitude.
  - A. Positive attitude
  - B. Positive affirmation
  - C. Positive thoughts
  - D. Positive approach

## **SHORT ANSWER QUESTIONS 13**

1. Write the positive affirmations for everyday life.
2. Write some of the affirmation that can be used for better performance at work.

## **POSITIVE ATTITUDE AND ITS RESULTS**

### **SOLVED PROBLEMS 14**

1. Explain how positive attitude helps to develop self-confidence.

Solution- When we use kind words, look for opportunities instead of obstacles, praise the good traits and work of others, we actually help to boost our own confidence and self-esteem.

## **SELF-TEST 14**

1. Positive thinking is a ----- attitude which gives you favorable result.
  - A. Positive
  - B. Physical
  - C. Negative
  - D. Mental
2. People seek role models so they can learn and get ----- from.
  - A. Values
  - B. Inspiration
  - C. Confidence
  - D. Satisfaction

## **SHORT ANSWER QUESTIONS 14**

1. Why it is important to be satisfied to stay positive.
2. Explain any 3 important results of positive attitude in detail with examples.
3. List down some important results of positive attitude.

## **STAYING NEGATIVE**

### **SOLVED PROBLEMS 15**

1. Explain: What is 'Negativity'?

Solution- Negativity is a tendency to be downbeat, disagreeable, and skeptical. It's a pessimistic attitude that always expects the worst. Negativity is an attitude that always expects negative or unhelpful things to happen.

1. What are 'Negative Outcomes'?

Solution- Negative outcomes are generally the bad things that happen to us like losing a game, getting something stolen, suffering an injury or getting a disease.

## **SELF-TEST 15**

1. A negative person is not Constructive, ----- or Optimistic.
  - A. Helpful
  - B. Motivated

- C. Co-operative
- D. Useful

2. Someone full of negativity is hard to -----

- A. Understand
- B. Live with
- C. Cheer-up
- D. Be happy

### **SHORT ANSWER QUESTIONS 12**

1. Write down some of the negative statements. Also add some of the negative statements you use that you feel you shouldn't use.

### **EXAMPLES OF NEGATIVE ATTITUDE**

#### **SOLVED PROBLEMS 16**

1. Write some of the negative trait in everyday life.

Solution-

1. Tend to think in extreme
2. You jump to a conclusion.
3. Rejecting something positive or diminishing its importance.
4. After one bad experience you expect the same to repeat again and again, etc.

2. Explain: How negative trait found in the workplace can affect one's image?

Solution-A negative person tries to dominate the team, speak ill about other employees , do's back biting, never accepts the criticism. A negative person always tries to pull other down for one's own benefit. All such characteristics makes negative impact of ones personality on the colleagues eventually he/she goes into the bad book's and no will ever trust the person or will not look upto him/her as a friend.

#### **SELF-TEST 16**

1. Showing ----- to other emotion is a negative trait.

- A. Disrespect
- B. Dislike
- C. Respect
- D. Like

2. Labeling yourself is a negative trait in -----

- Workplace
- Home
- Everyday life
- None of the above

### **SHORT ANSWER QUESTIONS 16**

- Give solutions to prevent these negative traits at workplace:
  - Backbiting about colleague
  - Never accepting the criticism
  - Expressing the views in a very rude manner
- Give solutions to prevent these negative traits in everyday life:
  - Jumping directly to conclusion without listening
  - Feeling guilty without real reason
  - Taking responsibility for things you don't control

## **OVERCOMING NEGATIVE ATTITUDE**

### **SOLVED PROBLEMS 17**

- Explain the role of 'Yoga' or Meditation for overcoming negative attitude.

Solution- Yoga and meditation takes your focus away from my thoughts. Yoga is also very relaxing and it helps to stay focused on the present thus proves to be helpful for overcoming negativity.

- Why it is important to help others to overcome negative attitude.

Solution- It is important to help others to overcome negative attitude because it takes the focus away from you and do something nice for another person. It takes your mind off things and you feel better for helping someone else.

### **SELF-TEST 17**

- We should surround ourselves with ----- people to overcome negative attitude.
  - Negative
  - Positive
  - Helpful
  - Hopeful

2. We should ----- from our mistakes and move forward.
  - A. Understand
  - B. Learn
  - C. Move on
  - D. Be away
3. According to Lao Tzu we should watch our words as they become our -----
  - A. Habit
  - B. Action
  - C. Character
  - D. Thoughts

### **SHORT ANSWER QUESTIONS 17**

1. Explain wisdom of Lao Tzu
2. How one can change the nature of thought from negative to positive. Explain with example.

## **NEGATIVE ATTITUDES AND ITS RESULTS**

### **SOLVED PROBLEMS 18**

1. Write any 10 examples of negative attitudes.

Solution-Lazy, rude, bitter, petty, rigid, prejudice, selfish, mean, full of hatred, jealous, etc.

### **SELF-TEST 18**

1. Relationships, Success, Health and ----- are all affected by negative attitude.
  - A. Status
  - B. Happiness
  - C. Life
  - D. Thoughts
2. As a result of negative attitude we remain ----- all the time which can affect our physical and mental health
  - A. Unhappy
  - B. Dependent
  - C. Cheerful
  - D. Stressful

### **SHORT ANSWER QUESTIONS 18**

1. Mention any 3 consequences of Negative attitude.

## SUMMARY

Attitude can be described as a tendency to react positively or negatively to a person or circumstances. An attitude can be a positive, negative or mixed evaluation of any person, place, thing or event that we face in our life. Attitudes are a complex formulation triggered by our likes, dislikes, beliefs, feelings, past experiences, inclinations, etc. and it guides our behaviour towards things. Three factors help to shape an attitude; the way you think, the way you feel and the way you react. Attitude and behaviour are woven into the fabric of our daily life. They are interconnected. While attitude is a way of thinking, feeling, believing or forming opinion of agreement or disagreement towards something; behaviour is an action or reaction that occurs in response to internal stimuli like thought or external stimuli like praise, treat or punishment. Family, peer group, media, social factors, direct instructions, Personal Experiences, prejudices, economic aspects are the factors responsible for development of attitudes. Attitudes are not stable. People keep adapting to new situations and new knowledge and changing their thinking and behaviour accordingly. Humans are subject to change their attitude due to the social influences, situations, experiences, information and awareness. A positive attitude in a workplace does not mean ignoring challenges and troubles of life. It just means being optimist and looking for the good part in everything, rather than concentrating on the bad part in things. A positive attitude is very important for living a successful and satisfying life and helps to experience happiness and health. A negative attitude affects relationships, success, health and happiness. Anything that matters in life is affected by a negative attitude since you view things in a negative light.

## KEY WORDS

- ❖ Positive attitude,
- ❖ Characteristics of Attitude,
- ❖ Attitude and behaviour,
- ❖ Formation of Attitudes,
- ❖ Ways of changing attitude,
- ❖ Attitude in a workplace,
- ❖ Overcoming Negative attitude,
- ❖ Negative Attitude.

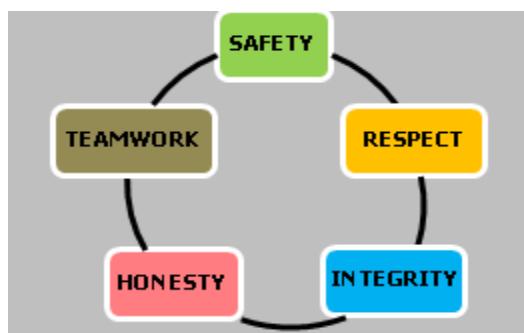
# UNIT 01-04: FORMING VALUES

## LEARNING OBJECTIVES

After successful completion of this unit, you will be able to

- ❖ Know the meaning of values
- ❖ Understand the negative and positive core values
- ❖ Comprehend differences between Values and Attitudes
- ❖ Grasp the power of personal, social and cultural values

## INTRODUCTION



With sudden or heavy ups and downs, challenges, hardships, frustrations as well as successes, peace, satisfaction and surprises; life creates a colourful recipe of experiences for us. During these upheavals, our behaviour and choices are guided by our values. These values that guide our life are actually the beliefs or the meaningful philosophies which are made up of moral and ethical concepts. With the right values to live by, our life can be more rewarding. Values play a major role in making right decisions. Right decisions can create feelings of confidence and satisfaction. Values can either make or mar our life.

## 04-01: MEANING

In layman's language 'value' means importance, worth or usefulness of something. Important beliefs and ideals shared by the members of a cultural group such as non-violence, non-vegetarianism, etc. are the things they find good and desirable. These then become values of that particular group. Values have major influence on a person's behaviour and attitude.

Values serve as broad guidelines in all situations. E.g. some common business values are fairness, innovation and community involvement.

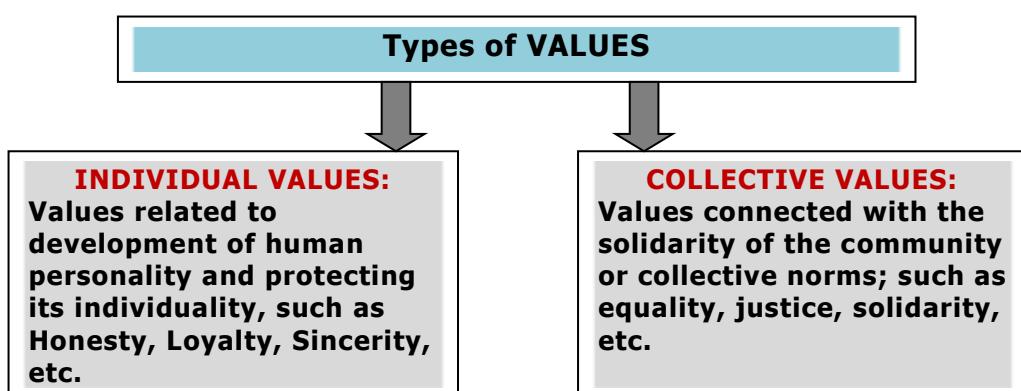
Your set of values is the things that are important to you in life and work. These values normally determine your priorities. When your values, decisions and actions are aligned life seems comfortable and contented. But when these are contradictory life becomes unhappy.

For Example: BRITISH VALUES	
	1. Thumbs up – Thumbs Down DEMOCRACY
	2. Pointing out in Justice RULE OF LAW
	3. Tallest Finger- Church Tower TOLERENCE of different cultures and religion
	4. Wedding Band Finger MUTUAL RESPECT
	5. Littlest One INDIVIDUAL LIBERTY

## 04-02: WHAT IS A ‘VALUE’?

- ❖ Something (such as a principle or quality) intrinsically valuable or desirable (Merriam-Webster Dictionary)
- ❖ The regard that something is held to deserve; the importance, worth, or usefulness of something. (Oxford Dictionary)
- ❖ The principles that help you to decide what is right and wrong, and how to act in various situations. (Cambridge Dictionary)
- ❖ To consider with respect to worth, excellence, usefulness, or importance. (Dictionary.com)

Values have been defined as ideals or beliefs that a person holds to decide about what is desirable or undesirable. Values are different for each person. While one person might value honesty, another might value wealth. People may value the same things in different amount or degree. Values can be classified into two broad categories:



## 04-03: A CORE OF VALUES

The importance of values cannot be ignored. They are our life long guides. They direct us to who we want to be and create the unique personality that we have. As people grow and change as individuals, they might begin to value different aspects of life. Values are usually stable, yet as you move through life, your values may change. E.g. at the start of your career, your top values are success measured by money and status. But as you become a parent, your priorities may change, and you might value 'work-life balance' more than anything else.

A value, that a person or organization views as being central and of paramount importance is called a Core Value. There are number of values, but some of them are of primary importance to us and even though the family, friends, society, government policies, employment status changes, the core values will remain the same. In an ever-changing world our core values are constant. The core values are the basic elements that guide our life. They are the basis of our everyday practices.

Most parents try to implant some positive core values in their children to give them guiding principles for living a good life. However, core values are not always positive; such as Selfishness, Greed, Secrecy, etc. Negative core values normally develop when people live in fear and insecurity and when they are forced to live in difficult circumstances.

Examples of Positive Core Values:
A belief in God or the supreme power
A belief that family is of fundamental importance
A belief in being trustworthy and that trust creates trust
A belief that honesty is always the best policy
A belief in hard work since it pays
Examples of Negative Core Values:
A belief that world is brutal and only strong will survive
A belief that people are powerless to change their fates
A belief that life is worthless and negatively unpredictable
A belief that most people are untrustworthy and crooked
A belief that money is the greatest power

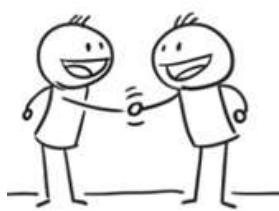
## 04-04: VALUES RELATING TO EDUCATION

Academic values influence the purpose with which the individual engages into various academic activities in role of a student, teacher or mentor. These values decide the desires and goals with which the person enters the field of academics and also the outcomes of his efforts. According to Victoria Seitz (2014) 'academic values are the assumptions of the community about what constitutes good, right and moral actions or outcomes in higher education.'

Some important academic values are:

Intellectual Curiosity	<ul style="list-style-type: none"> <li>-The willingness to understand the learning process,</li> <li>-To seek the ability to learn new things,</li> <li>-To understand the cause effect relationships,</li> <li>-To develop the habits necessary to become a lifelong learner.</li> </ul>
Respect for Collaborative learning	<ul style="list-style-type: none"> <li>-The ability and readiness to test your own perspective,</li> <li>-To respect, accept and appreciate the thoughts and ideas of others,</li> <li>-To develop a mature and multidimensional perspective.</li> </ul>
Effective Communication	<ul style="list-style-type: none"> <li>-The ability to put together your own ideas,</li> <li>-Listen actively and consider a variety of viewpoints,</li> <li>-To express your thoughts clearly, effectively, and confidently.</li> </ul>
Meaning and References	<ul style="list-style-type: none"> <li>-The ability to understand and analyze various contexts of the subject,</li> <li>-To understand specific academic discipline,</li> <li>-To study the particular subject in totality.</li> </ul>
Building Links	<ul style="list-style-type: none"> <li>-The ability to recognize and analyze links between disciplines,</li> <li>-To synthesize various ideas,</li> <li>-To draw conclusions,</li> <li>-To connect personally to events around us.</li> </ul>

#### 04-05: VALUES RELATING TO SELF AND OTHERS



Everyone is at liberty to have his own values, attitudes and beliefs. It is important for you to accept and respect that other people may have different values than you. You cannot expect that others change their values, attitudes and beliefs to suit yours. That is the key to form good relationships.

Some Important values for self and others:

Integrity	That includes Honesty, truthfulness, responsibility, reliability, dependability, consistency, decency, justice, sincerity and commitment.
Wisdom	Consisting of intelligence, understanding, knowledge, good judgment, insight, perception, discipline, experience, personal growth, discretion and intuition.
Love	Which comprise of patience, kindness, forgiveness, trust, selflessness, compassion, protection, etc.
Happiness	That reflects joy, contentment, pleasure, bliss, delight, cheerfulness, etc.
Respect	-that offers acknowledgement, appreciation, esteem, value, giving importance, etc.
Freedom	-that displays independence, free will, liberty, autonomy, self-determination, etc.
Stewardship	-A combination of resourcefulness, charity, contribution, generosity, etc.
Peace	-Inner and environmental that shows harmony, unity, tranquillity, serenity, content, composure, etc.

Perseverance	-that includes commitment, determination, persistence, maturity, dedication, promise, devotion, etc.
Achievement	-that experiences goal-setting, hard-work, consistency, accomplishment, success, triumph, etc.

## 04-06: VALUES RELATING TO CIVIC RESPONSIBILITY



Every civic society is held together by certain values. These values help to the society to function smoothly and to ensure safety and security of the people. There are many different civic values such as personal responsibility, service for the nation, respect for other citizen, etc.

Civic values are needed to ensure the following:

- ❖ **To uphold democracy:** A patriotic citizen would love his country and would do everything for the glory of his country. Such citizens will vote, pay their taxes, report crimes and help police investigations, and obey civic rules to strengthen the democracy.
- ❖ **To support human rights:** When citizens imbibe civic values, they know that as they enjoy their rights as citizens of the country, it is their responsibility to allow others to enjoy their own rights. Participate in collective action for protecting human rights of the countrymen.
- ❖ **To promote peace and harmony:** When citizens obey the rules and regulations, develop we feeling as citizens of the country, protect the weaker sections of the society, co-operate with police force and support the soldiers on the border to sustain national security, etc. With fulfillment of these the nation would remain safe and peaceful.
- ❖ **To inculcate civic responsibilities:** Civic responsibilities such as obeying the laws of the country, paying the taxes regularly to the government, help as jury or witness to promote justice in courts, exercise voting rights and serving on statutory boards and committees; would help to make the society and country progress.

## 04-07: VALUES AND ATTITUDES

Values are about how we have learned to think about how things should be in terms of qualities such as honesty, integrity, openness, etc. While attitudes are the established ways of responding to people and situations based on our beliefs, values, and assumptions.

Similarities between Values and Attitudes:

- ❖ They are important factors that influence our thinking and behavior.
- ❖ They are learned and acquired essentially from the same sources.
- ❖ They are comparatively stable and are resistant to change.
- ❖ They influence each other.

## Differences between Values and Attitudes

Values	Attitudes
Values help to guide our behaviour.	Attitudes are the response that is a result of our values.
Values decide what we think as for right, wrong, good, or unjust.	Attitudes are our likes and dislike towards things, people, and objects.
Values are more or less permanent in nature.	Attitudes are changeable with favourable experiences.
They represent single belief that, guides actions and judgment across objects and situations.	They represent several beliefs focused on a specific object or situation.
They derived from social and cultural mores.	These are personal experiences.

## 04-08: IMPORTANCE OF VALUES

Values are the important part of human life. Every day we make a number of decisions. These decisions are based on the values and beliefs we nurture in the process of our growth and development.

- ❖ Values determine the purpose of our life.
- ❖ Values help us make crucial choices.
- ❖ Values help us understand the right and the wrong and what is desirable.
- ❖ Values help us form opinions and attitudes.
- ❖ Values unite families, tribes, communities, societies and nations.
- ❖ Values help us to create the future we want by directing our decisions, actions and behaviour.
- ❖ Values inform and help development of our thoughts.
- ❖ Values when shared, build internal unity in a group.
- ❖ Organizational values guide the operations in an organization.
- ❖ Societal values help build a sustainable society.

## 04-09: FORMATION OF VALUES

Our values come from a variety of sources. Some of these include:

- ❖ Family (primary source of value formation)
- ❖ Friends and Peers (social influences by reference groups, role models, etc.)
- ❖ The workplace (work etiquettes, ethics, job roles)
- ❖ Educational institutions such as schools, colleges, etc.

- ❖ Significant life events (such as death, divorce, major accident and trauma, losing jobs, major health issues, significant financial losses, etc.)
- ❖ Religion (do's and don'ts preached by religious leaders, books, etc.)
- ❖ Culture (norms, traditions, social acceptance, etc.)
- ❖ Media (Information, role-stereotypes, violence, advertisements, etc. hammered by media)
- ❖ Technology (effect of technology on life style)
- ❖ Major world events (wars, economic slump, natural calamities, etc).

#### 04-10: TYPES OF VALUES

There are mainly two types of values-Terminal and Instrumental.

- ❖ **Terminal Values:** Terminal values represent the goals to be achieved or the desired outcome, such as happiness, love, world peace, equality, self-respect, freedom, etc. A Terminal value is personally and socially worth striving for. These values are the goals that a person would like to achieve during his or her lifetime. These values vary among different groups of people in different cultures.
- ❖ **Instrumental Values:** Instrumental values reflect the means to achieve the goals. They represent the acceptable behaviour to be used in achieving some desired outcome, such as ambition, honesty, responsibility, self-sufficiency, courage, etc. An instrumental value is a tool or means for acquiring a terminal value.

#### 04-11: TERMINAL AND INSTRUMENTAL VALUES

Terminal and Instrumental Values given by Milton Rokeach (1973) in RVS (Rokeach Value Survey)

Terminal Values	Instrumental Values
True friendship	Helpfulness
Mature love	Honesty
Self-Respect	Capability
happiness	Cheerfulness
Inner Harmony	Self-Control
Equality	Ambition
Freedom	Independence
pleasure	Responsibility
Social Recognition	Politeness
Wisdom	Intellect
Salvation	Forgiveness
Family Security	Imagination
National Security	Obedience
A Sense of Accomplishment	Broad-Mindedness
A World of Beauty	Cleanliness
A World at peace	love

A Comfortable Life	Logic
An Exciting Life	Courage

## 04-12: POWER OF VALUES



Values are the building blocks of our personality. Values are what you believe in. Every human has a set of values that are imbibed deep into our subconscious in the process of our growing up in family and society. As we go on practicing them, they become firm as principles and also a part of our personality. Since values are beliefs, they can make us powerful or limit the scope of our thinking.

- ❖ **The power of Commitment:** How much value you attach to the promises you make to others and to yourselves. Commitment is a promise to yourself about doing what you have decided in any circumstances. There are a lot of people in this world that in spite of having dreams never really make it because of lack of commitment to it. Sense of commitment is a powerful value as it is the only thing that keeps you going in the face of adversities and helps you to persevere.
- ❖ **The power of Loyalty:** Loyalty is a feeling of friendship, support and duty towards someone or something. Loyalty is an important value includes faithfulness and devotion. Loyalty begets loyalty. People will be loyal to people who are loyal. Consumers to brands, employees to organization, family members to family, loyal friendships, etc. are few examples of loyal relationships.
- ❖ **The power of Honesty:** True success is not merely accumulation of wealth but also a state of happiness and wellbeing. If you are honest, friends, associates and colleagues would naturally trust you and would be willing to get associated with you permanently. Honesty is a value that will find its expression even in the smallest way and that ultimately pays. It earns for you trust, prestige, goodwill and peace of mind.
- ❖ **The power of Courage:** There is no human being in this world that does not have fear. But you need to face this fear and pursue your dream. Bravery is not absence of fear but, the courage to do something despite of fear. Courage is required to love, to be compassionate, to make commitments, to be accountable, to remain honest, to maintain integrity, to believe in your dream, to take positive actions, to try out something new, etc. All successful men exhibit this value.
- ❖ **The power of Self- Discipline:** Self-discipline is the ability to take action regardless of your emotional state. Nothing is ever accomplished only by best intentions. In life you need self-discipline. It is only by using this value that you will be able to overcome

procrastination and achieve your goals. Self-discipline is like muscle training. The more you practice stronger you become. It is one of the simplest ways to attain success in your endeavours.

- ❖ **The power of Love:** May it be a teacher, a leader or a family member you can win hearts of people only with the divine values love and compassion. With love in your heart you can scale new heights. It changes your focus from your own self to others. A CEO of a manufacturing firm once said that, 'I love all customers so much that I cannot imagine making products that are of inferior quality.' And naturally because he loved his customers, they were in turn loyal to his products and made him successful.

## 04-13: PERSONAL VALUES

Some Life and Work-related Values:

Commitment	Assertiveness	Consistency	Balance
Accountability	Carefulness	Adventure	Competitiveness
Courtesy	Humanity	Accuracy	Democracy
Creativity	Cooperation	Decisiveness	Harmony
Diligence	Curiosity	Compassion	Economy
Honesty	Diversity	Equality	Fairness
Humility	Fitness	Loyalty	Hard Work
Leadership	Independence	Justice	Freedom
Patriotism	Optimism	Reliability	Perfection
Quality-Orientation	Unity	Vision	Practicality
Vitality	Self-Control	Team Work	Tolerance
Fun	Results-Orientation	Security	Self-Reliance
Selflessness	Self-Actualization	Peace	Thoroughness
Pace	Simplicity	Service	Stability
Self-Control	Professionalism	Timeliness	Gratitude

## 04-14: CULTURAL VALUES

Culture Values are a particular group's guiding values that govern their outward behaviour. A culture's values are its ideas about what is good, right, fair and just. Cultural values are the core principles and ideals upon which an entire community exists. This is made up of several parts such as Customs (which are traditions and rituals), Values (which are beliefs) and Culture (which is all of a group's guiding values). E.g. the cultural value of a Hindu man is to respect his elders, ancestors and gods and cows. Therefore, he would allow cows to have a natural death, rather than slaughtering them.

List of cultural values include customs, rituals, gatherings, styles and fashions which remain in the core culture. These values give a shape to the culture and the society. These are very difficult to change because they remain embedded in social institutions and the social norms. These are the ideals of society. These are percolated by our generations and our elders. These are mentioned in old scriptures, in religious and ethical literature. They have become the traditions of our life. The deviation from cultural values can create serious social problems. But it is happening in our rapidly changing societies.

#### 04-15: SOCIAL VALUES

Social values are the current values of the social groups in society. These are actually cultural values which have been adopted by the society in their daily social life. These values depict the present social life of people. Social values account for the stability of social order. They provide the general guidelines for social conduct. Social Values are the direct aims of the people. The youth in any society like them and adopt them quickly since they are ready to accept changes according to the social requirements. Hence, social values are popular in young people and many times criticized by the old people.

Social values such as fundamental rights, patriotism, respect for human dignity, rationality, sacrifice, individuality, equality, democracy etc. guide our behaviour in many ways. Social values direct us towards social progress. If these are threatened, a social problem arises.

The social and the cultural values both go hand-in-hand. Religious festivals are our cultural as well as social values.

Difference between Cultural and Social values:

CULTURAL VALUES	SOCIAL VALUES
They are the ideals	They are the real goals of the people
These values change slowly	Changes are comparatively faster
Teachings of our religion or spiritual guide	Actions to obey these teachings
Held firmly by elders and old people.	Liked and easily adopted by the youth.
Preserve old ideologies.	Bring about social changes and progress.
Do not change automatically. Can be changed by people by their ideas, customs, attitudes and actions.	Change with changing times, education, exposure and contemporary influences.
Examples: Customs, Life Style, Food Preferences, Costumes, Daily Rituals, Etc.	Examples: Technical knowledge, Computer literacy, Cell Phone literacy, Driving Car, City type houses etc.

## 04-16: VALUES- SOME EXAMPLES

In modern society we need to exercise and give emphasis on some of the values that help us in developing a more progressive and harmonious society, such as:

- ❖ Universal love, compassion and social service
- ❖ Caring, sharing and building unity
- ❖ Politeness and courtesy and mutual respect
- ❖ Gratitude, appreciation and sharing
- ❖ Social responsibility and collective action
- ❖ Tolerance, acceptance and broadmindedness
- ❖ Team spirit, acceptance and equality
- ❖ Empathy, sensitivity and openness
- ❖ Environ friendliness, animal welfare and civic sense

## ACTIVITY

What Makes A Good Citizen?

List down 10 characteristics Or Behavioural Traits of a Good Citizen:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_



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## SUMMARY

During the upheavals, our behaviour and choices are guided by our values. These values are actually the beliefs or the meaningful philosophies made up of moral and ethical concepts. Important beliefs and ideals shared by the members of a cultural group such as non-violence, non-vegetarianism, etc. are the things they find good and desirable. These then become values of that particular group. Values have major influence on a person's behaviour and attitude. Values serve as broad guidelines in all situations. Values have been defined as ideals or beliefs that a person holds to decide about what is desirable or undesirable. Values are different for each person. Values can be classified into two broad categories- Individual and Collective Values. A value, that a person or organization views as being central and of paramount importance is called a Core Value. They are the basis of our every day practices. Academic values influence the purpose with which the individual engages into various academic activities in role of a student, teacher or mentor. . It is important for you to accept and respect that other people may have different values than you. There are many different civic values such as personal responsibility, service for the nation, respect for other citizen, etc. Values are about how we have learned to think about how things should be in terms of qualities such as honesty, integrity, openness, etc. While attitudes are the established ways of responding to people and situations based on our beliefs, values, and assumptions. Values are important because every day we make a number of decisions based on our values and beliefs. Our values come from a variety of sources such as family, Friends and Peers, workplace, educational institutions, significant life events, religion, culture, media, technology, etc. As we go on practicing values, they become firm as principles and also a part of our personality, such as commitment , loyalty, honesty, Courage, Self-discipline, love, etc. Culture Values are a particular group's guiding values that govern their outward behaviour. Social values are the current values of the social groups accounting for the stability of social order and general guidelines for social conduct. Social values such as fundamental rights, patriotism, respect for human dignity, rationality, sacrifice, individuality, equality, democracy etc. direct us towards social progress. If these are threatened, a social problem arises.

## KEY WORDS

- ❖ Forming Values,
- ❖ Core Values,
- ❖ Academic Values,
- ❖ Civic Values,
- ❖ Values and Attitudes,
- ❖ Importance of Values,
- ❖ Types of Values,
- ❖ Power of Values,
- ❖ Personal Values,
- ❖ Cultural Values,
- ❖ Social Values

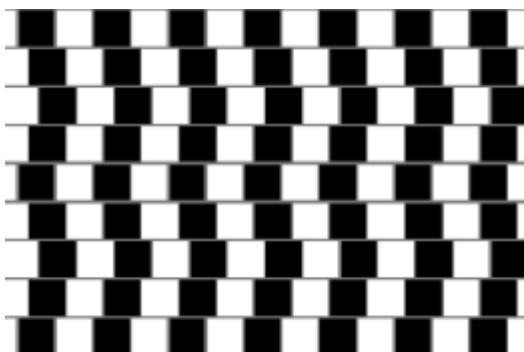
## UNIT 02-01: IMPROVING PERCEPTION

### LEARNING OBJECTIVES

After successful completion of this unit, you will be able to

- ❖ Define perception.
- ❖ Understand the process of perception.
- ❖ Describe factors influencing perception.
- ❖ Comprehend how to improve perceptual skills.
- ❖ Apply perception in organisations.

### 05-01: INTRODUCTION



Every day we perceive our environment by seeing, hearing, smelling and feeling different things. We take our perceived reality for granted and believe it completely. However, it is very important for us to know that there are the limits of our perception. Therefore, believing in the things you see is making a big mistake. One simple example for that are optical illusions. So, we should learn to make a distinction between ‘what we perceive’ and ‘what reality is really like’ since Perception is fictional.

The above picture shows optical illusion which is called the ‘Café Wall Illusion’. Even though all bars are parallel in the above picture, they seem to be sloping. Only because the squares are slightly shifted, we perceive a wrong idea of what the picture is actually like. Our brain is applying its expectations of how the lines have to flow on whatever we see. And that results in a wrong perception.

## 05-02: MEANING



The young-old-woman illusion (also known as the My Wife and My Mother-In-Law illusion) already popular in Germany in the 19th century when having been frequently depicted on postcards.

Everything we perceive is a construction of our brain. Therefore, human perception is largely a linguistic and cultural process that assigns meaning to the millions of sensations we encounter on daily basis. It may be fun to perceive illusions. However, more stimulating and interesting is to understand how they work. They tell us about the cognitive sub-processes involved in our perception. We come across billions of sensations in each second of our lives. We are aware about only some of these. And hence, vast majority of these sensations are ignored by our conscious mind. Only those that we recognize and name, become meaningful perceptions. Perceptions vary from person to person. Different people perceive different things about the same situation or object.

The picture given her of a lady is a famous picture. Some people see a young lady looking away and others see an old lady looking down. What do you see in this picture?

## 05-03: FACTORS INFLUENCING PERCEPTION

Factors Influencing Perception		
FACTORS IN THE PERCEIVER	FACTORS IN THE SITUATION	FACTORS IN THE TARGET
Attitudes	Time	Novelty
Motives	Work Setting	Motion
Interests	Social Setting	Sound
beliefs		Size
Experience		Background
Expectation		Proximity

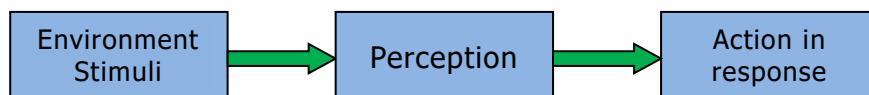
- ❖ **Factors in the Perceiver:** When a person looks at a target and attempts to interpret what he sees, his interpretation is greatly influenced by his personal characteristics such as

attitudes, needs and motives, interest, past experiences and expectations. These are also called internal factors.

- ❖ **Factors in the Target:** Characteristics of the person who is being observed can affect what is perceived. Our perceptions about others are influenced by their physical characteristics such as appearances, age, gender, manner of communication as well as personality traits and other forms of behaviour. For example, loud people are more likely to be noticed in a group than are quite ones. So too are extremely attractive or extremely ugly individuals. These are also called external factors.
- ❖ **Factors in the Situation:** The context in which we see objects or events is also very important. The surrounding environment and the elements present in it influence our perception while perceiving a particular situation or event. The physical, social and organizational setting can also influence the perception. For example, if you meet a person for the first time and he is with a person whom you respect and admire, you will create a favourable image about him in your mind as compared to a situation in which you see him with another person whom you intensely dislike. However, the initial impressions may change with gap of time.

## 05-04: PERCEPTUAL PROCESS

Perception is our sensory experience of the world around us and involves both recognizing environmental stimuli and actions in response to these stimuli. Through the perceptual process, we gain information about properties and elements of the environment that are critical to our survival.

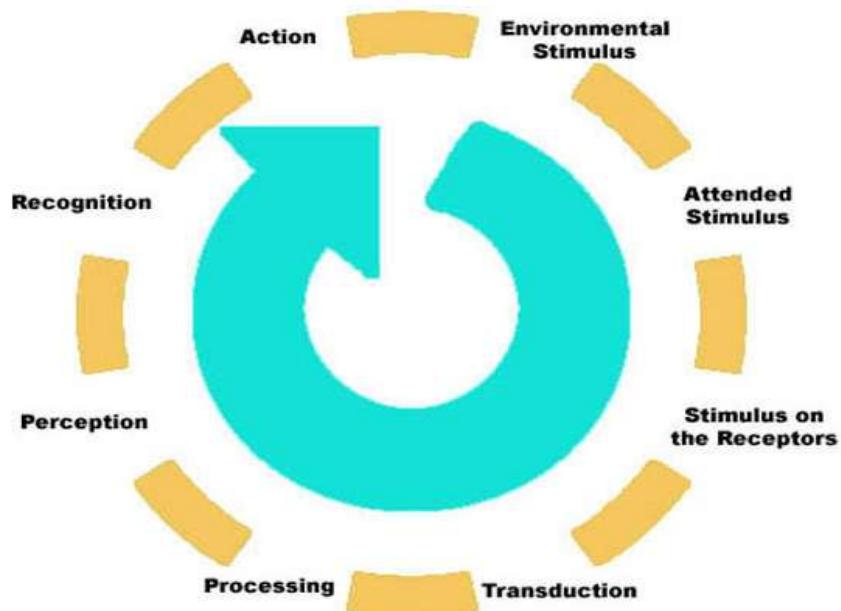


This process is continual. The process of transforming the light that falls on your retinas into an actual visual image happens unconsciously and automatically. At any given moment we perceive the many stimuli that surround us. To understand how the perception process works, let us break down the process in sequence of steps.

The Steps in the Perceptual Process:

1. **The Environmental Stimulus:** The world is full of stimuli that can attract our attention through various senses such as vision, hearing, smell, touch and taste. The environmental stimulus is everything in our environment that has the potential to be perceived.
2. **The Attended Stimulus:** The attended stimulus is the specific object in the environment that catches our attention. Many a times, we focus on stimuli that are familiar to us; such as the face of a friend in a crowd, the weirdly dressed woman in a school, one yellow rose among the bunch of red roses, etc. We are also likely to pay attention to stimuli that have some degree of novelty.

3. **The Image on the Retina:** The attended stimulus then forms an image on the retina. In this process the light actually passing through cornea and lens that help together to project an inverted image onto the retina.
4. **Transduction:** The image on the retina with photoreceptor cells is then transformed into electrical signals in a process known as transduction. This allows the visual messages to be transmitted to the brain via nerve impulses to be interpreted.
5. **Neural Processing:** Through the series of interconnecting neurons located throughout the body, electrical signals are propagated from the receptors cells to the brain. The path followed by a particular signal depends on what type of signal it is (i.e. an auditory signal or a visual signal).
6. **Perception:** At this moment we actually perceive the stimulus object in the environment and become consciously aware of the stimulus.
7. **Recognition:** Perception is not only to become consciously aware of the stimuli, but also to categorize and interpret what it being sensed. Our ability to interpret and give meaning to the object is known as recognition. In this stage of the perceptual process, we sort the perceived information into meaningful categories.
8. **Action:** In this final step of the perceptual process, some kind of action is taken in response to the environmental stimulus. There could be variety of actions, such as turning the head for a closer look, turning the head away to see something else, running toward a person in distress, closing or blinking the eyes, etc.



The Continuous Perceptual Process

## 05-05: IMPROVING PERCEPTION

Important Tips for improving perceptual skills:

- ❖ **Self-knowledge:** You should be aware of your values, philosophy and biases. If you understand yourself more accurately, you can perceive others in a better and clear. People normally misperceive others because they fail to perceive themselves accurately. You can use 'Johari Window' to increase awareness about self.
- ❖ **Empathy:** Empathy means your ability to understand and be sensitive to the feelings of others. Even though empathy is an inborn trait, it can be developed over a passage of time with close interaction with people and working on it. By emphasizing with other person, you can perceive him more appropriately.
- ❖ **Positive Attitude:** Attitudes have a strong impression on perception. If you hold a negative attitude towards something, your perception about it can be distorted. A positive attitude makes our mind more open by keeping our personal prejudices minimal.
- ❖ **Zero Judgments:** It is a human tendency to form impressions and opinions about something instantly. Just in a meeting or two we draw conclusion about someone. Forming judgments with such limited information is improper since it manipulates and sometimes hinders our perception. We should learn to postpone formation of impression until proper information is collected.
- ❖ **Communication:** Appropriate, sufficient and open upward, down word and horizontal communication in any organization creates precise perception. If message reaches the right person, at the right time and in the right manner and if appropriate feedback is given perceptual distortions are least.



**ALL OUR  
KNOWLEDGE  
HAS ITS  
ORIGINS IN OUR  
PERCEPTIONS.**

In any organization, successful administrators understand the importance of perception on behaviour. Hence, they try to minimize perceptual distortions by making decisions and taking action with a true understanding of the work situation as it is viewed by all persons concerned. To improve perceptual skills of their employees they organize in-service training, increase horizontal and vertical communication and encourage use of empathy in their dealings.

## 05-06: PERCEPTION AND ITS APPLICATIONS IN ORGANISATIONS

Perception is an intellectual process of transforming sensory stimuli to meaningful information. It is the process of interpreting something that we see or hear in our mind and use it later to judge and give a verdict on a situation, person, group etc. In organisations, where people work to achieve personal and organizational goals, managerial or administrative judgments have important consequences. When people are hired for work, during the interview, based on the perceptual judgments people can be wrongly selected or rejected. Interview decisions are based often on early impressions. Derived from perceptual judgments the seniors in an organization would keep performance expectations from individuals and teams. Depending on the overt forms of people they can be very easily put into ethnic groups based on stereotype ideas, which could be inappropriate as outer appearance can be deceptive. Employee's performance appraisal is also dependent on the perceptual process and could result in subjective appraisal instead of being objective. If an employee's efforts are seen with perceptual distortion and bias, he may not have good future in that organization.

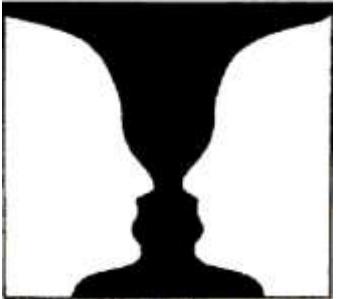
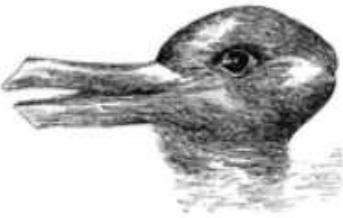
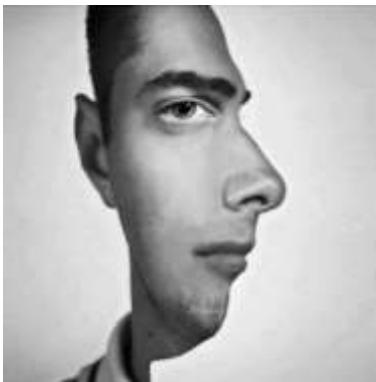
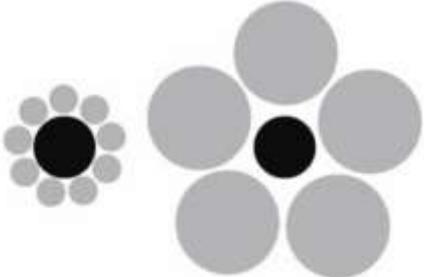
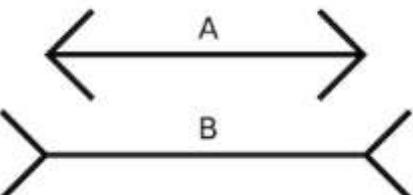


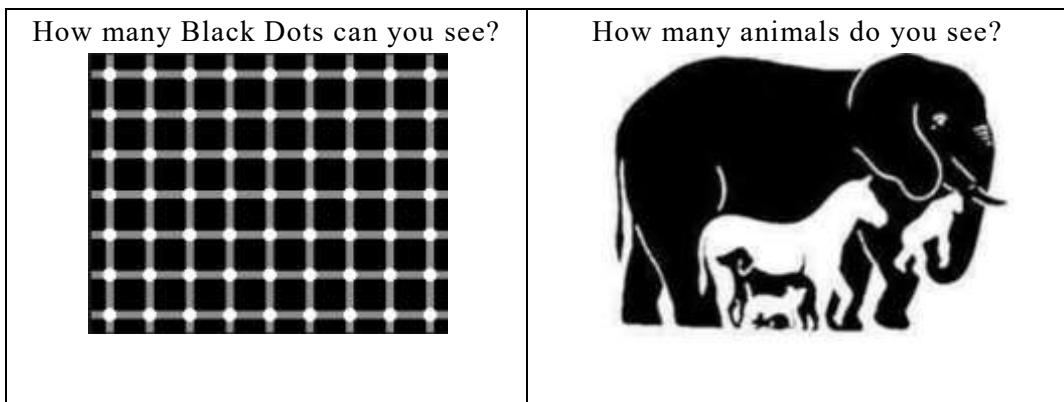
Perception plays an important part in...

- ❖ Selection process,
- ❖ Recruitments,
- ❖ Performance appraisal,
- ❖ performance expectations,
- ❖ Promotions,
- ❖ Creating appropriate work environment.

### EXERCISE: TEST YOUR PERCEPTION

What do you see?	
A musician or a girl's face? 	A face or an eskimo? 

<p>Two people facing each other or a vase?</p> 	<p>A duck or a rabbit?</p> 
<p>Where is he looking... at you or to the right?</p> 	<p>Are the borders of square straight or wavy?</p> 
<p>How many faces do you see?</p> 	<p>Which Black dot is bigger...Left or right?</p> 
<p>What can you read... Good or Evil?</p> 	<p>Which line is bigger...A or B?</p> 



## EXERCISE

### SOLVED PROBLEM 01

1. What helps us to perceive our environment on daily basis?

Solution-Seeing, hearing, smelling and feeling different things helps us to perceive our environment on daily basis.

2. Why do believing in things we see is making a big mistake?

Solution-We take our perceived reality for granted and believe it completely. However, it is very important for us to know that there are the limits of our perception. Therefore, believing in the things you see is making a big mistake.

### SELF-TEST 01

1. Perception is -----.
  - A. Non-fictional
  - B. Reality
  - C. Fictional
  - D. Understanding
2. It is important to know that there are ----- of our perception.
  - A. Consequences
  - B. 2.Impact
  - C. Limits
  - D. Effects

### SHORT ANSWER QUESTION 01

1. Explain- Optical illusion with the help of example.

## **SOLVED PROBLEMS- 02**

2. Why among billions of sensations majority of sensations are ignored by our mind?

Solution-When we come across billions of sensations in each second of our lives. We are aware about only some of them. And hence, vast majority of these sensations are ignored by our conscious mind.

3. Why it is stimulating and interesting to understand how perception works?

Solution- Because, they tell us about the cognitive sub-processes involved in our perception.

## **SELF-TEST 02**

1. Perception vary from ----- to -----
  - A. Person, person
  - B. Individual, individual
  - C. Religion, religion
  - D. Gender, gender
2. What we perceive is construction of our -----
  - A. Belief
  - B. Thought
  - C. Notions
  - D. Brain

## **SHORT ANSWER QUESTIONS 02**

1. Explain – Human perception
2. Write about the famous picture ‘My wife and My mother in law illusion’ and explain what have you perceived from the picture.

## **SOLVED PROBLEMS 03**

1. Which are the factors that greatly influence perception?

Solution- Interpretation is greatly influenced by his personal characteristics such as attitudes, needs and motives, interest, past experiences and expectations. These are also called internal factors.

2. What are external factors?

Solution-External factors are the factors that makes the individual either extremely attractive or extremely ugly individuals. For example, loud people are more likely to be noticed in a group than are quite ones.

### **SELF-TEST 03**

1. Our perception about others is influenced by their ----- characteristics.
  - A. Physical
  - B. Mental
  - C. Social
  - D. Religious
2. The ----- in which we see objects or events is very important.
  - A. Situation
  - B. Mindset
  - C. Context
  - D. Time

### **SHORT ANSWER QUESTIONS 03**

1. List down the factors influencing perception and explain factors in the target.
2. Explain how surrounding elements or environment can influence our perception.

### **SOLVED PROBLEMS 04**

1. What is perception?

Solution- Perception is our sensory experience of the world around us and involves both recognizing environmental stimuli and actions in response to these stimuli.

2. Explain- Recognition.

Solution- 1. Perception is not only to become consciously aware of the stimuli, but also to categorize and interpret what it being sensed. Our ability to interpret and give meaning to the object is known as recognition. 2. In this stage of the perceptual process, we sort the perceived information into meaningful categories.

### **SELF-TEST 04**

1. Perception is a----- process.
  - A. Definite
  - B. Different
  - C. Effective
  - D. Continuous

2. We likely to pay attention to stimuli that have some degree of -----

- Charm
- Honesty
- Novelty
- Identity

#### **SHORT ANSWER QUESTIONS 04**

- What is perceptual process? List down its steps.
- Explain the process from 'Image of retina' to 'Neural processing'
- Write about the final stage of perceptual process.

#### **SOLVED PROBLEMS 05**

- Why many a times individual misperceive others?

Solution-People normally misperceive others because they fail to perceive themselves accurately.

- Explain – Positive attitude in improving perception.

Solution- 1.A positive attitude makes our mind more open by keeping our personal prejudices minimal.2.Attitudes have a strong impression on perception.3. If you hold a negative attitude towards something, your perception about it can be distorted.

#### **SELF-TEST 05**

- One can use ----- to increase self-awareness about self.
  - Self-knowledge
  - Johari-window
  - Introspection-window
  - Self-technique
- have a strong impression on perception.
  - Thoughts
  - Attitude
  - Behaviour
  - Ideologies

### **SHORT ANSWER QUESTIONS 05**

1. What is empathy? How can one develop empathy?
2. Explain- Why zero judgment is important for improving perception?
3. How can we minimize or limit perceptual distortions?

### **SOLVED PROBLEMS 06**

1. List the factor in which perception plays an important role.

Solution-

1. Selection process.
2. Recruitments.
3. Performance appraisal.
4. Performance expectations.
5. Promotions.
6. Creating appropriate work environment.

### **SELF-TEST 06**

1. Perception is a -----process of transforming sensory stimuli to meaningful information.
  - A. Mental
  - B. Intellectual
  - C. Social
  - D. Physical
2. Interview decision are based on -----
  - A. Intellectual quotient
  - B. Early impressions.
  - C. Emotional quotient
  - D. Interviewer's perception

### **SHORT ANSWER QUESTIONS 06**

1. Write a note on 'Perception and its application in organization'.

## SUMMARY

Every day we perceive our environment by seeing, hearing, smelling and feeling different things. We take our perceived reality for granted and believe it completely. However, it is very important for us to know that there are the limits of our perception. Human perception is largely a linguistic and cultural process that assigns meaning to the millions of sensations we encounter on daily basis. Through the perceptual process, we gain information about properties and elements of the environment that are critical to our survival. This is a continual process of transforming the light that falls on our retinas into an actual visual image happens unconsciously and automatically. Organizations understand the importance of perception on behaviour. Hence, they try to minimize perceptual distortions. To improve perceptual skills of their employees they organize in-service training, increase horizontal and vertical communication and encourage use of empathy in their dealings. Employee's performance appraisal is also dependent on the perceptual process and could result in subjective appraisal instead of being objective. It is the process of interpreting something that we see or hear in our mind and use it later to judge and give a verdict on a situation, person, group etc. In organisations, where people work to achieve personal and organizational goals, managerial or administrative judgments have important consequences. When people are hired for work, during the interview, based on the perceptual judgments people can be wrongly selected or rejected. Interview decisions are based often on early impressions. Derived from perceptual judgments the seniors in an organization would keep performance expectations from individuals and teams. Perception plays an important part in election process Recruitments, Performance appraisal, performance expectations, Promotions, Creating appropriate work environment.

## KEY WORDS

- ❖ Perception,
- ❖ Factors Influencing Perception,
- ❖ Perceptual Process,
- ❖ Improving Perception,
- ❖ Applications of Perception.

## UNIT 02-02: CAREER PLANNING

### LEARNING OBJECTIVES

After successful completion of this unit, you will be able to

- ❖ Understand the benefits of career planning.
- ❖ Guide the choice of a career.
- ❖ Perceive the myths about choosing a career.
- ❖ Develop career goals.
- ❖ Master career planning.

### 06-01: INTRODUCTION



Career planning is the process of selecting career goals and planning the way to acquire these goals. Career planning includes career development in which you make some personal improvements in order to achieve a personal career plan. Organisations support career development of its employees by adopting various strategies, designs, goals, plans that enable as well as guide an individual to satisfy his needs and climb the organizational ladder. Every employee should plan his career to avoid stagnancy and frustration in his career. Career planning helps to advance career.

#### Definitions

1. Career planning refers to the planning done by an individual in terms of making a career choice, advancing or growing in the career chosen or making a career shift.
2. Career planning is a process of systematically matching career goals and individual capabilities with opportunities for their fulfillment.
3. Career planning is the process of enhancing an employee's future value.
4. A career plan is an individual's choice of occupation, organization and career path.

## 06-02: BENEFITS OF CAREER PLANNING

FOR YOU as an Individual



Career planning process prepares you for the future career. Career planning encourages individuals to gather information, which helps them to gain competencies, make decisions, set goals, plan strategies and act accordingly. Career planning takes into account the current as well as potential abilities of an individual.

- ❖ Helps you to know various career opportunities as well as your own priorities.
- ❖ You can select career suitable to your skills, preferences, limitations, etc.
- ❖ Tells you how to make yourself eligible for promotions, up-gradation and transfers.
- ❖ Motivates you to work by showing incentives that result in increased job satisfaction.
- ❖ Creates in you a sense of belongingness and loyalty to your organization.
- ❖ Improves your performance as you tap your potential abilities.
- ❖ Satisfies your esteem needs since you do well on job.

FOR ORGANIZATIONS



If organization focuses on career planning and development, it can effectively manage its human resource. Advantages of career planning and development for an organization are as following:

- ❖ Helps the organization to identify employees for promotion.
- ❖ Enhances employee commitment and thereby reduces employee turnover.
- ❖ Ensures availability of human resources with required skill, knowledge and talent.
- ❖ Attract and retain highly skilled and talented employees.

- ❖ Create equal opportunities for women and people from backward communities for growth and development resulting in promoting organizational goodwill.
- ❖ Increases employee expectations and satisfaction and minimizes employee frustration.

## 06-03: GUIDELINES OF CHOOSING A CAREER

On an average we spend about one third of every day on the job. And in a life time until retirement we roughly spend about 30-35 years in employment. Therefore, choosing a career is one of the most important decisions you will make in your life.



Very few people are lucky to get into satisfying careers without really prepare for it. However, most of us do not really give enough importance to choosing occupations and pick our careers for the wrong reasons end up being unhappy. A well-thought out decision is the best way to remain happy in chosen career.

Process of Career Planning	
STEP: I Know Yourself	<p>Think where you are, where you want to be and how you are going to get there.</p> <p>Think what you want out of a job or career.</p> <p>Know your strengths, skills, interests and values.</p> <p>Note your individual preferences.</p> <p>You can use this information about yourself to compare with the career options.</p>
STEP: II Identify Career Options	<p>Explore about the occupations and careers that interest you.</p> <p>Research the specific skills and qualifications required for your occupational preferences.</p> <p>See whether your skills and interests match up with these occupations and identify gaps.</p> <p>Identify ways of gaining skills required for these occupations.</p> <p>Develop a list of preferred occupations and learning options.</p>
STEP: III Make Decision	<p>Compare career options and short list your choices.</p> <p>Think what is your best work or training options.</p> <p>Weigh how your skills, interests and values match the current labour market.</p> <p>Think about...</p> <p>What would fit with my current situation and responsibilities</p> <p>The advantages and disadvantages of each option</p> <p>Now you know what would help you achieve your goals.</p>

STEP: IV Take Required Action	Now you plan strategies to put your plan into action. Use all the information you have collected to create your plan. Identify from when you can get help and support. Decide which step is relevant for you right now and start from there.
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## 06-04: MYTHS ABOUT CHOOSING A CAREER

After reading a few tips or listening to a lecture on career choice, many people think that they know everything about it. However, there are many myths regarding Career Choice and hence, people land up choosing an unsatisfying career. For an informed choice of career you should know the facts about how to choose a career option and also the myths about choosing a career so that you can find out how to do it the right way.

### Myths about choosing a career

- ❖ Career choice is a Simple task: Choosing a career is a complex process that needs time, attention and careful working to workout smoothly.
- ❖ Career Counselor will pick the career for you: No one else, even a career development expert cannot choose a career for you. They can guide you to gather information but you will have to make the final decision after careful consideration of advantages and shortcomings of all the options.
- ❖ Hobbies cannot be made careers: In fact when choosing a career, remember to relate it to your favourite pass time activity or hobby since you enjoy doing that and can easily pursue it. However, it is different to do something for fun and having to do it to earn a living.
- ❖ Careers have to be based on passion: People constantly hammer that in order to be happy and satisfied in a career you have to be passionate about it. It is important to like what you do. But you need not be zealous about it. In fact you should try for a career that suits your skill set and personality.
- ❖ Experts can predict ‘Best Career Options’: Career experts keep on highlighting ‘hot jobs’ that can get you early settlement and huge pay packets. However, one should not decide about his career option based on these declarations. You should select what appeal to you since the list of these dream jobs keep on changing in every decade.
- ❖ Best paying jobs are the best jobs: Salary is definitely important but it is not the only factor for choosing a career. Money does not necessarily lead to job satisfaction. Enjoying what they do at work is also very important.

- ❖ Your family profession will be the best career for you: The family profession may appear to be, the best career ever. You may think that being in the same family you may be able to pursue it well. That could be true, but also it may not be. Even if you have a lot in common, you may not enjoy doing the same type of work. Your skill set, temperament and interests may be different.
- ❖ A career will be known only through experience: You may feel that you will not know anything about an occupation until you start working. It is true to an extent. But in today's times due to information availability you may know a great deal about any career before hand through internet sources.
- ❖ Once a career is chosen everything else will follow automatically: Making choice of a suitable career is a great achievement in itself. However, that is only a beginning. There is a lot more to do after that. Career planning is not only choosing a career but also to get employment, work smartly and reach your long-term career goals.

## 06-05: TIPS FOR SUCCESSFUL CAREER PLANNING

Making career choices is very difficult in today's times because there are endless options, scope of a career is dynamic and candidate's hope for a dream job is rising. Changing jobs and career is more prevalent today than before. Career planning needs short-term tactical plans as well as long-term strategic goals along with vision for future to make successful career planning.

Here are some Important Tips

- ❖ **Values and Interests:** Things that are important to you are your values. While things you like to do for hours together are your interests. And these two things should be the key elements in your career choice. Values navigate your emotions while doing things of interests gives you satisfaction. Hence, your career choice should go hand in hand with your values and interests.
- ❖ **Focus on Talents:** There is a difference between a skill and a talent. A skill is something you have learned to do. A talent is an inborn gift. While choosing a career try to focus on your talents since they come naturally to you; doing those things effortless and so enjoyable.
- ❖ **Understand your Preferences:** All human have some natural likes and dislikes. We are sometimes born with them and sometimes they are learnt in the process of socialization. Based on these likes and dislikes we develop preferences. They operate at a subconscious level, but they strongly influence the way we deal with others. You need to think about your

preferences while choosing careers. E.g. some individuals avoid crowds, parties, gatherings while others look forward to meeting and interacting with new people.

- ❖ **Experience Counts:** Most careers look different from the outside than from within. It is a good idea to talk to people who are actually pursuing it. You can also work as an intern or trainee in the particular organization to see whether it is really as you had thought. In order to find out about a certain career you can volunteer to work in order to gain work experience and test your interests and preferences.
- ❖ **Vision for future:** In today's technology and information dominated world, people tend to specialize in narrow fields. That is sometimes risky as it reduces your career choices and options. It is also better to research therefore be able to predict the future scope of the field you are aspiring to join. You should try to keep your skill-set broad for any eventuality.
- ❖ **Aim for commitment:** In today's competitive world, every employer seeks utmost dedication and performance from his employee. For cost cutting purposes when manpower is reduced there are chances of survival only for those who can give highest commitment to their work. So, while choosing a career, try to find one where you can give your 120% dedication.
- ❖ **Show flexibility:** In an ever changing job market today you should be able to modify your goals and adapt to new conditions to ensure your survival and growth. You can have a steady 'ambition' but you should be ready to change the 'routes' or 'paths' to reach that destination by making required alterations. As per your career plan you will reach your long term goal if you show little flexibility along with the commitment to get there.

## 06-06: DEVELOPING CAREER GOALS



Career planning is an activity that should be liberating, fulfilling and positive experience. It provides goals to achieve in your current career or plans for beginning a transition to a new career. Developing your career goals will definitely help you to take necessary steps toward a satisfying work life.

### Developing career goals

- ❖ **Step 1:** Prepare a long-term career plan: For a satisfying career start by setting your long-term career plan by identifying the long term goal and the short-term goals and activities that will help you achieve it. Try to set realistic time frames and modify them if needed. Also ensure that your goal related activities are specific and achievable.

Model Career Plan		
Long-term career goal:	To become a Project Manager.	
Short-term Goals:	GOALS	RELATED ACTIVITIES
	Gathering more Information	Talk with two people from the same career within 1 month and enlist realistic work activities of my career option.
	Seeking Job	- Finalising my Job profile. - Find a job that can suit 90% of my requirements within 3 months.
	Develop Relevant Skill-set	Join an 'Online Project Management Software Course' within six months.
	Practicing Skills	Volunteer using the required software at workplace and develop proficiency.
	Obtaining experience	Volunteer to work taking responsibility of a small project that can be completed within 6 to 8 months.
	Gain Education and Training	Finish an additional degree within 2 years as an external student.

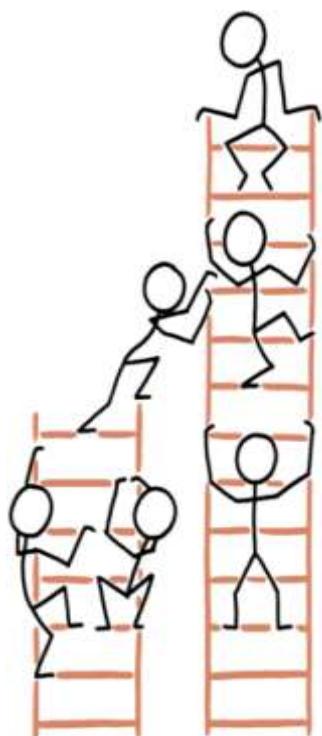
- ❖ **Step 2:** Follow your career plan: You have already set your career goals and defined the steps necessary to achieve them. It is time now to follow your written plan. Constantly keep checking whether your career goals are realistic. While you are working to bring your plan into reality you also keep on exploring your career market for better opportunities. On completion of each of your goal related activities, give yourself a small reward to keep the motivation levels up. Involve a responsible family member to give required feedback and support to you in this venture.
- ❖ **Step 3:** Review and update the plan: Your initial career plan may not work out and progress as per schedule due to inevitable roadblocks or change of your mind. However, do not feel discouraged. In a positive spirit make required adjustments. Change the plan related activities if they are not working out or change the complete direction or path to achieve your long-term and short-term goals. The commercial world changes very fast. Therefore, you also develop your skill of altering your plans promptly. Once you achieve your career goals, reward yourself and rethink your goals. Careers are a life-long journey.

## 06-07: FINAL THOUGHTS ON CAREER PLANNING

A career is the totality of your life's work, including family, learning and leisure. You should choose a job, which is compatible with your interest and capabilities, provides comfortable living

and hold a good future prospect. The Career Plan is a document for students to record their development throughout their life in the areas of self-knowledge, job exploration and your expectations from your job and life goals. Your selection of a career must reflect what you consider to be important and worth doing. If you do not value the work you do, no other incentive can compensate for your lost sense of importance. Simply put, your chosen career needs to fit your personality just as your shoes fit your feet. But, how can you determine the type of work that will best suit you? First, look at what you have done in the past that you cherish and enjoy. Then, think about what you might like to do in the future and what activities would be important to you. Before deciding all this just give a serious thought to the following:

- ❖ **Variety** – your preference for performing different kinds of activities.
- ❖ **Teamwork** – How comfortable you are working within a team or are you amongst those who like to work alone.
- ❖ **Recognition** – How much attention you crave for. How important it is for you to be known and recognized by others.



Important steps in Career Planning	
ONE	Analysis of individual skills, knowledge, abilities, aptitudes etc.
TWO	Analysis of career opportunities both within and outside the selected career.
THREE	Analysis of career demands in terms of skills, knowledge, abilities, aptitude, qualifications, experience, training received, etc.
FOUR	Comparing different career opportunities.
FIVE	Establishing realistic goals both short-term and long-term.
SIX	Formulating career strategy considering change and adjustments.
SEVEN	Preparing and implementing action plan for achieving goals including acquisition of resources.

Things you should know while starting a career

1. Being on time matters. It helps to make a positive impression.
2. Don't dress unprofessionally. Wear acceptable attire for your new workplace.

3. Many employees need to go through an orientation process before starting a new position. Don't skip orientation. Your direct supervisors may be watching you.
4. Don't expect spoon feeding. Take initiative and master the basics on your own.
5. Don't ask co-workers to do your work. You were hired because managers believed in your ability to get the job done. Prove that you can do the work yourself.
6. Don't take too many personal calls. The time you spend at work is work. Make a personal policy of limiting personal phone calls and texts to your lunch break, except for during emergencies.
7. Don't ask for more money. If you agreed to the salary offered, be satisfied with that. Don't expect more money until you've worked long enough to prove your value to the employer.
8. Don't try to change things. Be cautious of suggesting new policies or strategies during your first few weeks, as it may not be the best way to demonstrate you are a team player.
9. Don't be dishonest. Don't be afraid to say, 'I don't know'. Honesty is a huge differentiator.
10. Don't be afraid to ask for help. Rather than making a mistake that could cost the company time and money, ask questions about everything you need to know.

## EXERCISE

Questions you should ask yourself to help Career Choice:

- ❖ What am I really good at?
- ❖ What are my core skills?
- ❖ What do I really enjoy doing for hours?
- ❖ What my parents and family keep saying I am good at?
- ❖ What are the things I want to avoid in my livelihood activity?
- ❖ What resources do I have concerning qualification? (Education, Additional Training, Work Experience, special achievements, etc.)
- ❖ What are the essential things that I seek from my career? (Money, Location, Respect, Satisfaction, Growth, work Ambiance, Ethics, Desk or Roaming type of job)
- ❖ What career choices are available for my profile?
- ❖ What do I lack to get my ideal career option?
- ❖ From whom can I get good Career advice?

- ❖ What more do I need to achieve to get my dream job?
- ❖ What action do I need to take now, after knowing about everything regarding my career planning?

## SUMMARY

Career planning is the process of selecting career goals and planning the way to acquire these goals. Career planning encourages individuals to gather information, which helps them to gain competencies, make decisions, set goals, plan strategies and act accordingly. Career planning takes into account the current as well as potential abilities of an individual. If organization focuses on career planning and development, it can effectively manage its human resource. Very few people are lucky to get into satisfying careers without really preparing for it. A well-thought out decision is the best way to remain happy in chosen career. After knowing a few tips on career choice, many people think that they know everything about it and land up choosing an unsatisfying career. Career planning is not only choosing a career but also to get employment, work smartly and reach your long-term career goals. Career planning needs short-term tactical plans as well as long-term strategic goals along with vision for future to make successful career planning. Developing your career goals by preparing a long-term career plan, following your career plan and reviewing and updating the plan; will definitely lead to a satisfying work life. Your selection of a career must reflect what you consider to be important and worth doing. Your chosen career needs to fit your personality just as your shoes fit your feet.

## KEY WORDS

- ❖ Career Planning,
- ❖ benefits of career planning,
- ❖ Process of career planning,
- ❖ Myths of choosing a career,
- ❖ Developing career goals,
- ❖ Starting a career.

## UNIT 02-03: THE ART OF WRITING E-MAIL

### LEARNING OBJECTIVES

After successful completion of this unit, you will be able to

- ❖ Confidently use ‘electronic mail’ as a medium of communication
- ❖ Understand Advantages of Emails
- ❖ Use appropriate salutations
- ❖ Practice Email etiquettes
- ❖ Carry out Basic Netiquettes

### 07-01: INTRODUCTION

E-mail is a short form ‘electronic mail’. This is a computer based facility to send personal messages in forms of letters and information stored on a computer to a single or multiple users using telecommunications. E-mail can contain a written message and also images. We can attach text pages, pictures and files which are sent through a network to a specified individual or group of individuals.



The first e-mail was sent in 1971 by Mr. Ray Tomlinson. Mr. Tomlinson worked for Bolt Beranek and Newman as an ARPANET contractor. He picked the @ symbol from the computer keyboard to denote sending messages from one computer to another. The first major commercial Internet Service Providers were ‘AOL’, ‘Prodigy’ and ‘CompuServe’ who started their services from 1990 onwards. They started giving users an email address automatically, which is the same case even today. Popular webmail services such as Hotmail started in 1996. By 1996, the number of electronic mails sent surpassed the postal mail.

### 07-02: THE MAIL MAGIC

Most of us are familiar with ‘Emails’. They are also called ‘webmail’. Email is like sending a letter; the only difference is instead of using pen and paper, you use keyboard to type a message on computer screen. Email is the most effective and versatile means of communication than any other

mode. Today email is very popular around the globe for both- personal and corporate communication.

Advantages of Emails:

- ❖ Emails are delivered extremely fast compared to traditional post. Messages are delivered within seconds around the world.
- ❖ Emails can be sent 24 hours a day, 365 days a year.
- ❖ Emails can be sent and received from any computer that has an Internet connection, from anywhere in the world.
- ❖ It is free. Once you are online, there is no further expense.
- ❖ You can attach files, documents, images and other media to an email.
- ❖ It is a more personal and direct medium for communication.
- ❖ It allows saving and keeping a record of your communication. Data storage and contacts can be accessed quickly and easily.
- ❖ One email can be sent to many without much effort.
- ❖ You can sort messages by person or by topic to instantly find an old email.
- ❖ It allows point to point encryption, so the service provider cannot access your communications keeping it private.
- ❖ It allows to digital sign your messages and share contact cards.
- ❖ Emails help to make offices environment friendly by reducing use of paper.
- ❖ Helps to advertise by sending the same message to any number of people.
- ❖ You can send reminders to self using Email, from work to home or vice versa.

### 07-03: NEED FOR EMAIL ETIQUETTES

A company needs to implement etiquette rules for the following three reasons:

- ❖ **Professionalism:** in the workplace today people connect and communicate through emails. Email remains one of the most commonly used professional communication tools. By using proper email language your company will convey a professional image.
- ❖ **Efficiency:** Formatting your emails is as important as choosing the words. Emails that get to the point are much more effective than poorly worded emails. Most professionals will appreciate if the employees present emails efficiently.

- ❖ **Protection from liability:** If employees are aware of email risks, they will not make mistakes and will protect your company from costly lawsuits.

## 07-04: WHAT ARE THE EMAIL ETIQUETTES?

There are many types of etiquettes and rules about writing emails. The rules would be applicable to according to the nature of your business and the corporate culture. Following are some important email etiquette that generally applies to most companies.



- ❖ **Try being short and to the point:** Keep emails simple and short limiting to just one main question or point per email. Remember that reading an e-mail is different than reading printed communications and a long e-mail can be very discouraging to read.
- ❖ **Answer and anticipate questions:** An email reply must answer all questions and anticipate further questions to avoid wasting your time and your customer's time on series of emails. If you are able to anticipate further pertinent questions, your customer will be impressed with your efficient and thoughtful customer service.
- ❖ **Avoiding spelling and grammatical mistakes:** Wrong spelling, improper grammar and punctuation give a bad impression of the company and can create confusion. Punctuation mistakes make reading and understanding difficult and also convey a casual approach of your company.
- ❖ **Write Personal emails:** Try to send the e-mail to an exact person and avoid general emails since they are ignored. Add customized content. For this reason, auto replies are usually not very effective.
- ❖ **Read email before sending:** In a hurry if we send the email before reading it, small grammatical and spelling mistakes can remain uncorrected creating a bad impression. Read email before sending will help you to send a more effective message and avoid misunderstandings and inappropriate comments too.

- ❖ **Answer promptly:** Customers will always appreciate a quick response. Try to reply each e-mail within at least 24 hours and preferably within the same working day. If the reply needs time, send an email saying that you have received it and that you will get back to them.
- ❖ **Avoid attaching needless data:** Avoid large unnecessary attachments since that may irritate the receiver by taking his precious time. Try to compress attachments. Send only required and virus free attachments.
- ❖ **Increase readability:** As reading from a screen is more difficult than reading from a paper, layout of e-mail messages is very important. So to increase the readability, use short paragraphs, keep blank lines between each paragraph, while making points number them or mark each point as separate to keep the overview.
- ❖ **Avoid CAPITALS:** If you write in CAPITALS it appears as if you are SHOUTING. This can be highly annoying. Therefore, try not to send any email text in full capitals but keep the sentence case. To mark important part, make it bold.
- ❖ **Add disclaimers:** It is important to add disclaimers to your internal and external emails since this can help protect your company from liability. In case you accidentally forward a virus or unknowingly send defamatory statements to a customer by email, the disclaimer added at the bottom of every external mail may be able to save your company from any legal action or damages caused by any customer suing the company. (Read more about email disclaimers).
- ❖ **Avoid overusing ‘Reply to All’:** Only use ‘Reply to All’ facility if you really need to send the message to all members in your contact list. Sometimes for those who haven’t seen the previous message the new message can create confusion or he may learn to ignore your messages.
- ❖ **Keep privacy intact:** When an email is sent by using ‘To: field’... all the recipients knows to whom and how many people you have sent the same message. Plus, you are publicizing someone else's email address without their permission. To avoid this, use ‘Bcc: field’.
- ❖ **Avoid abbreviations and emoticons:** To keep business emails official and formal, do not use any abbreviations such as BTW (by the way) and LOL (laugh out loud) emoticons, such as the smiley :-. The recipient might not be aware of the meanings of the abbreviations and in business emails these are generally not appropriate.
- ❖ **Use a meaningful subject line:** While writing the ‘subject’ of the email, make it meaningful to the recipient as well as to yourself. E.g. when you send an email to company

requesting information about a product, it is better to mention the actual name of the product, 'Information about Printers'.

- ❖ **Use Active Voice:** Try to use the active voice of a verb wherever possible. For instance, 'We will process your order today', sounds better than 'Your order will be processed today'. The active voice is more personal, whereas the passive voice, especially when used frequently, sounds unnecessarily formal.
- ❖ **Avoid Needless Alerts:** Using capital words like 'URGENT and IMPORTANT' which are high-priority options, must at all times be avoided in an email or subject line. Only use this if it is a really, really urgent or important message.
- ❖ **Avoid long sentences:** Email is a quick medium and requires a different kind of writing style. Hence, restrict your sentences to maximum 15-20 words. Do not send very long emails. Long emails have lesser chances of being read by receivers.
- ❖ **Keep language gender neutral:** Consistent use of masculine pronouns provides an impression that women are excluded from the group to which the writer is referring. In professional writing, it is now considered good practice to write in gender-neutral terms by using honorifics. Honorifics are titles prefixing a person's name; E.g. Miss., Ms., Mr., Sir, Mrs., Dr., etc. Avoid using sexist language.
- ❖ **Take permissions where required:** Do not copy a message or attachment belonging to another user without permission of the originator. If you do not ask permission first, you might be breaching on copyright laws.
- ❖ **Use templates:** Some questions are repeatedly asked such as directions to your office, regarding your services, your procedures, etc. Save these texts as response templates and paste these into your message when you need them. You can save your templates in a Word document or pre-formatted emails. This saves your time and the receiver gets a full-fledged response.
- ❖ **Do not forward spam mail:** Do not forward chain letters. Most of them are tricks to fall you in a trap. Just delete the letters as soon as you receive them.



## 07-05: USE APPROPRIATE SALUTATIONS

Business emails should be written as per accepted business standards. Appropriate salutations at the beginning can set the right tone for the entire letter. Start with the salutations like a greeting that starts with 'Dear' is timeless. The standard salutation is 'Dear Mr. (person's last name).' Use the person's last name if the relationship is new. This shows respect. If you want to be friendlier use 'Hi' it is friendlier than 'Dear.' When you're using "Dear" as your salutation, put a comma or colon after the person's name. The comma is a more informal choice. End the letter with a proper closing. The last step is to say 'Best regards', 'Sincerely' or 'Thank you' as per the relationship of sender and receiver. Avoid closings such as 'Best wishes' or 'Cheers' unless you are good friends with the reader.



## 07-06: MAKE THE SUBJECT MATTER SIGNIFICANT



No matter what you write, people do judge emails by their subject lines. According to 'Email-Facebook Consumer Pulse Report' of 2012, 47% of email recipients decide whether or not to open an email based on subject line alone. That is why it is important to draft appropriate and compelling subject lines so that people read the email. Subject lines are short but they are the very first impressions on your email recipients.

### Essential Elements That Make Great Subject Lines:

Urgency	Communicating urgency and scarcity in an email subject line can help compel readers to click when phrased creatively and strategically.
Curiosity	If subject line attracts the recipient's natural curiosity and interest, they will have to open the email to get more information. That can result in a higher open rate.
Offer	People normally love new things and experiences. Especially when they come free or at a discounted prize. If you mention an offer in your subject line, they are sure to open the mail.
Personalize	Marketing people want to learn about their subscribers' preferences, jobs, general likes and dislikes. So if they make their subject line personalised or catering to the individual, people are sure to respond.
Relevance	Drafting email subject lines that incorporate significant topics or current headlines, you establish your brand as an authority within your industry.
Name recognition	You can arouse readers' interest by including the names of recognizable individuals or celebrities in your content, and mentioning them in your subject lines.
Cool stories	If your email subject line adds a compelling reference to a story that can only be read if opened or clicked; your audience is likely to become intrigued, and want to learn more.

### 07-07: KEEP A DICTIONARY CLOSE BY



Your writing creates an impression on your readers. The readers should feel that ...

- ❖ you have taken enough time and care to think what to write,
- ❖ reviewed usage of words,
- ❖ proof-read the draft and
- ❖ checked the your write up before sending it to them.



This is kind of mandatory in sending appealing emails, an error-free resume, job applications and other formal as well as informal letters.

Mistakes free writing mainly requires the ability to spell correctly and avoid grammatical errors. Many people face problems with English language spellings as there are so many inconsistencies in the English language. However, use of an English dictionary for correct spellings with their meanings as well as thesaurus for alternative words can be a good idea. Correctly worded messages would also avoid misunderstandings and confusion.

## 07-08: USE COMMAS

Good use of Commas enhances the clarity of your writing. Commas don't just signify pauses in a sentence but there are precise rules that govern the usage of this punctuation mark. For clear written communication commas need to be used correctly.



Rules for Using a Comma		Examples
1	Use a comma before any coordinating conjunction (and, but, for, or, nor, so, yet) that links two independent clauses.	"I went running, and I saw a duck."
2	Use a comma after a dependent clause that starts a sentence.	"When I went running, I saw a duck."
3	Use commas to offset appositives from the rest of the sentence. (Appositives act as synonyms for a juxtaposed word or phrase.)	"While running, I saw a mallard, a kind of duck."
4	Use commas to separate items in a series.	"I saw a duck, a magician, and a liquor store when I went running."
5	Use a comma after introductory adverbs.	"Finally, I went running." "Unsurprisingly, I saw a duck when I went running."
6	Use a comma when attributing quotes. (a) If attribution comes before the quote, place the comma outside the quotations marks. (b) If attribution comes after the quote, put the comma inside the quotation marks.	The runner said, "I saw a duck." "I saw a duck," said the runner.
7	Use a comma to separate each element in an address. Also use a comma after a city-state combination within a sentence.	"I work at 257 Park Ave. South, New York, N.Y., 10010." "Cleve, and, Ohio, is a great city."

8	Also use a comma to separate the elements in a full date (month, day, and year). Also separate a combination of those elements from the rest of the sentence with commas.	"January 15, 2017, was a strange day." Even if you add a weekday, keep the comma after "2017."
9	Use a comma when the first word of the sentence is "yes" or "no."	"Yes, I saw a duck when I went running." "No, the duck didn't bite me."
10	Use a comma when directly addressing someone or something in a sentence.	My editor often asks, "Komal, is that article finished yet?"
11	Use a comma between two adjectives that modify the same noun.	"I saw the big, mean duck when I went running."
12	Use a comma to offset negation in a sentence.	"I saw a duck, not a baby seal, when I went running."
13	Use commas before every sequence of three numbers when writing a number larger than 999. (Two exceptions are writing years, and house numbers.)	10,000 or 1,304,687.

## 07-09: USE SMILEY

Today, emoticons, the pictorial representations of feelings are playing a significant role in communication. A smiley face is ordinary keyboard characters used in text-based communications to represent a human facial expression. The smiley face is used to convey emotion, much in the same way we use facial expressions when we communicate with people face-to-face. There are several scientific studies that using emoticons can make you appear friendlier, grow your popularity on social media and even make you happier offline!

Advantages of using SMILEY	
They make you more popular on social media	
We react to them like we would real human face	
They're OK even in workplace settings	
They soften the blow of a critique	
They make you appear more friendly & competent	
They create a happier workplace	
They correlate with real-life happiness	

## 07-10: WHEN IN DOUBT, PREFACE

The preface is a section that comes before the story. It gives introduction of the letter or book. The definition of preface is that it is ‘an introduction to a written communication, typically stating its subject, scope, or aims.’ It helps to clarify the purpose of writing or give required explanation. In emails a preface can help in avoiding misunderstandings by opening an email with why you are writing, for what and how you would conclude.

## 07-11: INCLUDE PREVIOUS MESSAGE

Some people get a huge number of emails on daily basis. They keep talking to several individuals concerning work. To make your communication with such a busy person smoother, you should try and attach at least a part of the previous messages while sending an email to him. That would make him understand your communication well. Try to be brief and to the point in such emails.

## 07-12: SHORTEN THE FILE ATTACHMENTS

The proverb ‘patience is a virtue’ doesn’t apply online. Even a one-second delay can drastically reduce viewers, reduce customer satisfaction, reduce customer conversions and conversations would be dropped. ‘Size’ is the biggest factor contributing to your page speed. Photos and other types of attachments can vary in size. Many email systems, including Gmail, Yahoo, etc. limit the size of email messages you can send. If you are concerned about the size of your email messages since it is too large to send, there are several steps you can take to reduce the size of the attached pictures and other documents. To restrict the size of individual messages, some email systems put a cap on the total size of your mailbox also. Since each message you send is stored in your ‘Sent Items’ folder, reducing the size of attachments can also help to keep your mailbox size small.

What can you do to shorten the file attachments?

- ❖ **Add pictures in the body of an email-** To insert a picture in the body of your email message, place your cursor in the body of the email message, select the ‘Insert’ menu and then choose ‘Pictures’ from the ‘Illustrations’ group on the Ribbon.
- ❖ **Resize the pictures** - You can change the visible size of the picture without changing the file size or resolution of the picture.
- ❖ **Resize a picture to exact dimensions**- Select the picture you want to resize. On the ‘Format’ tab, in the ‘Size’ group, enter the required height. The width changes automatically to stay in proportion to the height.

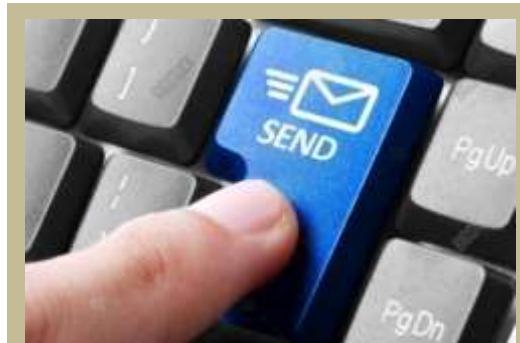
- ❖ **Compress pictures to reduce file size-** Compressing a picture maintains the height and width of the picture, but reduces the resolution. Lower resolution pictures have a smaller file size.

### 07-13: RE-READ BEFORE PRESSING THE SEND BUTTON

The old generations used to preach, ‘think before you say anything, because once you have said it, the damage is done.’ And they were absolutely right. Once you say or write something, you cannot take back or change your words.

Emails and messages on social media are the ways of communication for the new generation. However, the preaching of the old generation remains true even today. We are in the age of multi-tasking. At a time we are talking on cell phone, writing an email, signing important papers... and because we do things simultaneously and quickly, we can send a wrong message to a right person or send a right message to the wrong person. A little such error could create a big mess by passing on someone’s personal information to a wrong recipient.

Actually, we all want to be professional and polite. Spending an extra minute to re-read the message and check the distribution list can easily prevent these mistakes and embarrassing situations.



It is always wise to double check the message and the recipient list before you hit the ‘Send’ button.

### 07-14: BE POLITE AND RECIPROCADE GOOD DEEDS

On Internet and social media the most important advice could be, ‘Treat others the way you want to be treated.’ Three important things to remember while exchanging emails are:

- ❖ **Reciprocation** - Humans tend to return good deeds. The rule of reciprocity says that, ‘we should try to repay, in kind, what another person has provided us.’

- ❖ **Respect** - A dash of formality, courtesy and proper communication skills shows you are actually offering respect to the recipient. Avoid being too informal. Use words like thank you, please, in my humble opinion, hope this helps, thanks in anticipation, etc.
- ❖ **Reliability** - Emails does not require immediate reply, but a very late reply can be interpreted as a lack of respect and reliability. Try to answer within a day. If you do not have the correct answer yet, reassure your conversational partner that you might take time but you are not ignoring or forgetting it.

## 07-15: ANTICIPATE, EMPATHIZE AND UNDERSTAND

Your e-mail is a reflection of you. Every e-mail you send adds to or reduces your reputation. If your e-mail is disorganized and filled with mistakes, the recipient will think of you as a careless and unsystematic person. In the professional world other people's opinions and their perception of you is important for your success.

So in addition to a sending a flawless email, you also need to...

- ❖ **Anticipate** - By anticipating or foreseeing what questions your customers or readers may have in their minds, you can add the details about those queries in your email. If you anticipate their needs, you can write in the language they understand, you can easily win them over or at least make a positive feeling about you and your company.
- ❖ **Empathize** - In your email if you can evoke empathy by tapping into feelings of your readers such as happiness, sadness, relief, etc. and give the reader a feel of an emotional response, you might succeed in making him positive about our request or the product.
- ❖ **Understand** - For building good relations with your readers you need to understand their compulsions in not giving an immediate reply, a welcoming remark or a positive response. People are sometimes busy, irritated or exhausted. Your email should be a pleasant experience for them.

## 07-16: WHAT IS NETIQUETTE?

The word netiquette is a combination of 'net' (from internet) and 'etiquette'. It means respecting other users' views and displaying common courtesy when posting your views to online discussion groups. Almost every site has a page for newcomers that describe its rules of good behaviour. Usually this page will appear as the terms and conditions you must agree to when you open your account.

### Some Basic Netiquettes:

- ❖ Refrain from abuse. You may have complete disagreement with someone on some opinion. However, use decent language, call them names and do not threaten them.
- ❖ Don't spam. Do not repeatedly post the same advertisement for products or services and create trash of irrelevant or unsolicited messages.

- ❖ Write clearly and in brief. Avoid using slang words as many readers may not understand them.
- ❖ Be modest and dignified on internet. Remember that your posts are public. They can be read by your family, friends, colleagues or your employer.
- ❖ Stay focused. Be on-topic. Do not get distracted while writing goes off the track.
- ❖ Do not post copyrighted material to which you do not own the rights. Some sites are strict and you may face the possibility of legal action by the rights holder, you may also get the site sued.
- ❖ The site's owner, perhaps assisted by one or more moderators, has the final say in enforcing the rules.

### Some Email Abbreviations

Acronyms/Signs	Meanings	Acronyms/Signs	Meanings
AFAIK	As far as I know	<EOF>	End of file, end of message
AKA	Also known as	FWD	Forward
BAC	By any chance	:-)	Smile, happy
<nc>	No comment	BTW	By the way
ASAP	As soon as possible	<snip>	Document curtailed
approx.	Approximately	CC	Carbon copy
<jk>	Just kidding	<s>	Sigh
B4	Before	CUL	See you later
BK	Because	GA	Go ahead
IKR	I know, right	F2F	Face to face
BRB	Be right back	:-)	Frown, sad
◊	No comment	HHOK	Ha ha only kidding
CU	See you	:-II	Angry
COD	Cash on delivery	IOW	In other words
FYI	For your information	IDK	I don't know
HAND	Have a nice day	;-D	Laughing
inc.	Including, included	;-o	Shock
:'-(	Sob, crying	IMHO	In my humble opinion
;-)	Wink	;-*	Kiss
IMO	In my opinion	TNKU	Thank you
2U	To you	4U	For you
WTG	Way to go	0_0/~	See you!
WB	Welcome back	:-P	Sticking the tongue out
TNX	Thanks	>_<	Oh, no!
NN2R	No need to reply	8-)	Smiley with glasses

OTOH	On the other hand	Re:	Regarding
:=I	Baboon, foolish	RTFM	Read the "friendly" manual
:~(	Sobbing	:-V	Shouting
Res.	Response	G2G	I've got to go
:-O	Shouting	TCB	Trouble came back
RSVP	Repondez'silvous plait	TIA	Thanks in advance
ROM	Read only member (on a mailing list)	:-r	Sticking the tongue out

## SUMMARY

E-mail is a short form 'electronic mail'. This is a computer-based facility to send personal messages in forms of letters and information stored on a computer to a single or multiple users using telecommunications. Email is the most effective and versatile means of communication than any other mode. Today email is very popular around the globe for both- personal and corporate communication. There are many types of etiquettes and rules about writing emails. The rules would be applicable to according to the nature of your business and the corporate culture. It is important to draft appropriate and compelling subject lines so that people read the email. Mistakes free writing mainly requires the ability to spell correctly and avoid grammatical errors. Good use of Commas enhances the clarity of your writing. On Internet and social media the most important advice could be, 'Treat others the way you want to be treated.' Your e-mail is a reflection of you. Every e-mail you send adds to or reduces your reputation. If your e-mail is disorganized and filled with mistakes, the recipient will think of you as a careless and unsystematic person. In the professional world other people's opinions and their perception of you is important for your success. The word netiquette is a combination of 'net' (from internet) and 'etiquette'. It means respecting other users' views and displaying common courtesy when posting your views to online discussion groups. Business emails should be written as per accepted business standards. Appropriate salutations at the beginning can set the right tone for the entire letter.

## KEY WORDS

- ❖ Writing E-mail,
- ❖ The e-mail magic,
- ❖ EMAIL etiquettes,
- ❖ Basic Netiquette,
- ❖ Appropriate salutations,
- ❖ Email Abbreviations

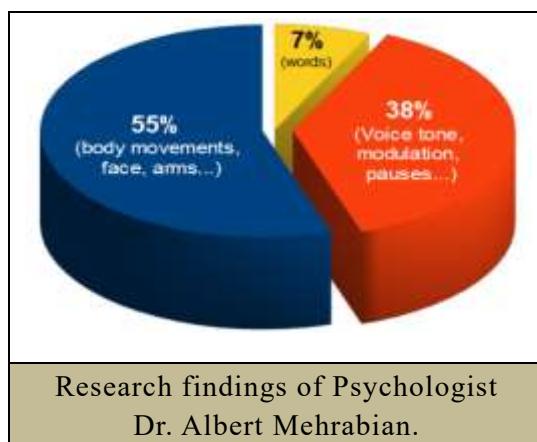
## UNIT 02-04: BODY LANGUAGE

### LEARNING OBJECTIVES

After successful completion of this unit, you will be able to

- ❖ Recognize parts of body language
- ❖ Use body language in building industrial relations
- ❖ Interpret Body Language
- ❖ Gauge female body language
- ❖ Improving your own body language

### 08-01: INTRODUCTION



Body language made up of our gestures, facial expressions, posture, etc., is the unspoken element of communication that we use to reveal our true feelings and emotions. Body language is a powerful way of communication. From your tones of speech, your gestures, movements, mannerisms, expressions and habitual movements, a lot can be delivered. Body language means the conscious and unconscious movements and postures that we make by which attitudes and feelings are communicated. As mentioned by Dr. Desmond Morris, the face has 43 muscles that combine to make over 10,000 facial expressions, 7 of which are considered universal. We in our daily routine life use many non-verbal signals all the time, often without being consciously aware that we are doing so. Body language is the language transmitted by postures and gestures, such as how you stand, how you move, how you appear to people, how you look at people, how you sound, etc. The Negative body language includes folded arms, tense facial expression, body turned away from you, Poor eye contact, etc. while positive body language includes open body position (arms unfolded),upright posture, relaxed and open facial expression, arms hanging relaxed by the sides, regular eye contact, etc.

Ingredients of body language	
Micro expressions	
Facial movements	
Arm folding	
Leg folding	
Bodily signals	
Head nods	
Eye behaviour	
Personal space	
Touching	
Gestures	
Voice (speed, tone, volume, pitch, pause)	



## 08-02: BODY TALK

‘Actions speak louder than words.’ This proverb highlights the importance of body language. Body language is a vital form of communication. In a conversation, you need both the abilities, to sense the feeling behind the words by observing body language and listen with eyes as well as with ears. Body language is especially significant in intercultural situations. All of your bodily behaviors...the gestures you make, the way you sit, how fast or how loud you talk, how close you stand, how much eye contact you make, everything send strong messages. Body language includes gestures, facial expressions, posture, eye contact, touch, etc. According to Psychologist Dr. Albert Mehrabian, ‘55% of meaning is carried by body language, 38 % is carried by the voice and only 7% by the words.’ Therefore, body language is a decisive component of how we communicate and interpret communication by others. However, much of what we do is unconscious.

Body is more articulate in expressing emotions than the words. Sometimes, the body language can contradict the spoken word. The face is showing a different expression and the words are telling a different story. Researchers say that our unconscious mind is better at reading body language than our conscious mind. In business, your communication style can either enhance or impair your interactions with clients and vendors and thereby affect long-term relationships and economic opportunities.

## 08-03: VOLUNTARY AND INVOLUNTARY BODY LANGUAGE

Body language can be classified depending on the intention of the person as:

- ❖ **Voluntary Or Intentional movements** – These refer to the gestures, bodily movements and poses made by the person intentionally. They are usually called ‘Gestures’, such as shaking a hand, giving the finger, blinking with one eye, moving the head horizontally, raising eyebrows, etc.

- ❖ **Involuntary or Unintentional movements** – These refer to the bodily movements and facial expressions made by the person unintentionally and unknowingly. They are usually called ‘Tells’. Any type of physical movement on which you have no control falls in this category. For example- Facial expressions, touching face during conversation, Excessive or sudden sweating, rapid eye blinking, etc.



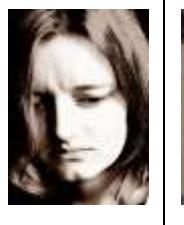
## 08-04: FORMS OF BODY LANGUAGE

If you understand and learn to interpret body language, it can help you to pick up the unspoken issues, problems or negative feelings of people. You can also use it in a positive way to add strength to your verbal messages.

- ❖ **Confident body language**: Feeling secure, sureness, bold, poised and friendly.
- ❖ **Empowered body language**: Authorized, entitled, immune, qualified, special.
- ❖ **Open body language**: Open-minded, comfortable and assertive.
- ❖ **Relaxed body language**: Comfortable, carefree, casual, easy-going.
- ❖ **Interested body language**: Attentive, nodding head, intrigued, desirous.
- ❖ **Attentive body language**: Showing real interest, alert, fascinated, watchful.
- ❖ **Evaluating body language**: Judging and deciding about something.
- ❖ **Romantic body language**: Charming, dreamy, mysterious, passionate, tender.
- ❖ **Ready body language**: Available, in position, on call, waiting.
- ❖ **Aggressive body language**: Showing physical threat, attacking, troublesome.
- ❖ **Bored body language**: Disinterested, indifferent and unconcerned.
- ❖ **Emotional body language**: passionate, impulsive, responsive and hot-blooded.
- ❖ **Defensive body language**: Protecting self from attack or alert.
- ❖ **Insecure body language**: Fidgeting, head bowed, low self-esteem.
- ❖ **Closed body language**: Cautious, careful and closed-minded.
- ❖ **Deceptive body language**: Looking for covering up, lying, phony, sly.
- ❖ **Impatient body language**: In a hurry, hasty, anxious, abrupt.
- ❖ **Indecisive body language**: Unsure, doubtful, wavering, changeable
- ❖ **Submissive body language**: deprived, meek, subdued, tame, yielding.

## 08-05: PARTS OF BODY LANGUAGE

**Facial Expression:** Facial Expression is conveying emotions through eyes, eyebrows, forehead, lips, nose and cheek movements to express different moods of being happy, sad, depressed, angry, etc. Facial expression and bodily gestures go hand in hand in expressing as well as interpreting emotions. Facial expressions are critical to proficient communication. Your face is a major source of expression when communicating with others. It can smile, frown, remain neutral, show anger, show disgust, indicate you want to speak, and show interest.

				
Angry	Sad	Happy	Guilty	Doubtful

Facial expressions are also among the most universal forms of body language. The expressions used to convey fear, anger, sadness, and happiness are similar throughout the world. A smile can indicate approval or happiness. A frown can signal disapproval or unhappiness. In some cases, our facial expressions may reveal our true feelings about a particular situation. While you say that you are feeling fine, the look on your face may tell people otherwise.

### Some emotions that can be expressed using facial expressions:

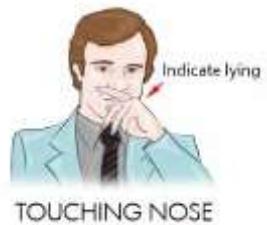
-Happiness	-Sadness
-Surprise	-Anger
-Fear	-Disgust
-Confusion	-Excitement
-Contempt	-Desire

Mouth expressions and movements can also be essential in reading body language. For example, chewing on the bottom lip may indicate that the individual is experiencing feelings of worry, fear, or insecurity. Covering the mouth may be an effort to be polite if the person is yawning or coughing, but it may also be an attempt to cover up a frown of disapproval. Smiling is perhaps one of the greatest body language signals, but smiles can also be interpreted in many ways. A smile may be genuine, or it may be used to express false happiness, sarcasm, or even cynicism.

**Gestures:** Gestures can be some of the most direct and obvious body language signals. Waving, pointing, sitting with folded arms to show unwillingness, showing fingers to indicate numerical amounts, showing a thumbs-up to say 'ok' or 'good', shrugging the shoulder to say that I do not understand what you are saying, exposed palms to show nothing is being concealed in the hands, use hand gestures to emphasize a key point during a speech or presentation, etc. are all very common and easy to understand gestures. Gestures are used in support to verbal communication in order to enhance it. Gestures add impact by showing things and also get engagement of the listener. Gestures are movements made with body parts such as hands, arms, fingers, head, legs, etc.



Hand gestures often signify the state of comfort. Relaxed hands indicate confidence and self-assurance, while clenched hands may be interpreted as signs of stress or anger. Finger gestures are also commonly used to demonstrate the speech. You must be aware that some gestures are culturally loaded. Pointing at a person using one's index finger may be viewed as aggressive as well as offensive in some cultures as also the thumbs up gesture could be considered insulting in some countries of the world. In most cultures the Head Nod is used to signify 'Yes' or agreement.



TOUCHING NOSE



MASSAGING FOREHEAD



TORSO TURNED AWAY

**Body postures:** The term posture refers to how we hold our bodies as well as the overall physical form of an individual. Posture can convey a wealth of information about how a person is feeling as well as hints about personality characteristics, such as whether a person is confident, open, or submissive. Body postures also very clearly reveal emotions. For example, an angry person would have dominance in his posture displaying approach tendencies while a fearful person would exhibit avoidance tendencies in a weak and submissive posture. While sitting in the chair when you lean forward implies that you are open, relaxed and generally ready to listen. On

the other hand, if you cross legs and arms with the foot kicking slightly, implies that you are feeling impatient and emotionally detached from the discussion. In a standing discussion, when you stand with feet pointed towards the speaker could suggest that you are attentive and are interested in the conversation.



Many people unwarily send confusing or negative nonverbal signals without even knowing it. When this happens, both connection and trust are damaged.



**Paralinguistic:** Paralinguistic or Paralanguage refers to the vocal signals beyond the basic verbal messages or speech. It is also known as 'vocalic'. Paralanguage includes accent, pitch, volume, speech rate, modulation and fluency of spoken words. Tone of voice can have a powerful effect on the meaning of sentence. This voice modulation plays an important role in human communication. Gasps, sighs, throat clearing, humming, etc. are the specific forms of paralinguistic breathing. Paralinguistic may add emphasis or shades of meaning to what people say. Whenever there is confusion in cross-cultural communication, it is mostly due to paralinguistic. Here are some common paralinguistic miscues:

- ❖ Talking too loudly is often an American trait seen as a sign of aggression or tactless behavior.
- ❖ The British norm of speaking softly can be seen as secretive.
- ❖ There is a Japanese proverb that says 'Those who know, do not speak – those who speak, do not know.'
- ❖ In American and Arabic cultures, silence is avoided.
- ❖ Eye Gaze

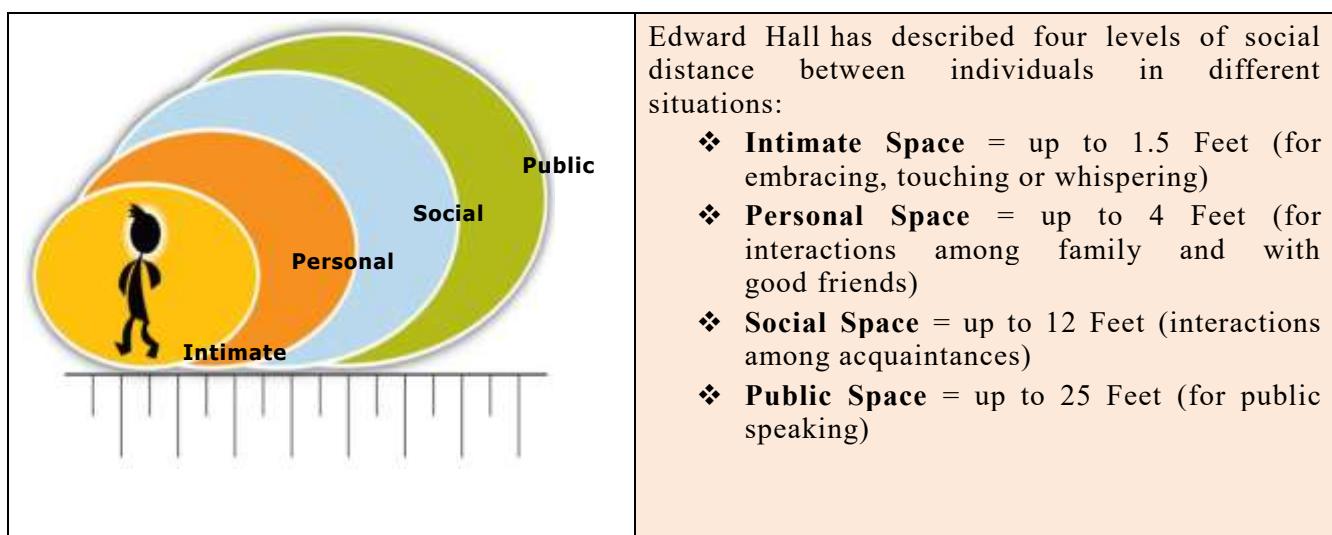
Your eyes are often the first piece of body language others see or notice. The eyes are frequently referred to as the 'windows to the soul' since they are capable of revealing a great deal about what a person is feeling or thinking. Eyes can be used to make visual contact, avoid visual contact, express feelings based on intensity, etc. As you engage in conversation with another person, taking note of eye movements is a natural and important part of the communication process. Some common things you may notice include whether people are making direct eye contact or averting

their gaze, how much they are blinking, or if their pupils are dilated. Try to hold the other person's gaze for a few seconds at a time. This will show him/her that you are sincere and engaged. However, avoid staring.

**Proxemics:** The term proxemics is coined by an Anthropologist 'Edward Hall'. It refers to the distance between people while they interact. The way facial expressions, gestures and postures communicate a great deal of nonverbal information, even the physical space between individuals while they are conversing reveals a lot. Have you ever started to feel uncomfortable when someone stands just a little too close to you? Because each person in each culture has a need for personal space that can vary greatly. How far apart do you sit or stand when you talk to a person? How do you feel when someone enters your personal space? 'Edward Hall' believed that furniture, walls, streets, buildings and fences are arranged in a way to delineate one's territory, for living, working or meeting others. Territories are designed to provide comfort for the person and if intruded create anxiety. There are four main kinds of territories in proxemics:

- ❖ **Body Territory** - The personal space or the invisible circle that you maintain around your body.
- ❖ **Primary Territory** - Your home, vehicle or other living spaces.
- ❖ **Secondary Territory** - A structured place where entry is reserved for particular individuals and certain norms are expected, such as a classroom, office, spiritual places, etc.
- ❖ **Public Territory** - An open space where anyone can come and go, such as a public garden, shopping mall, cinema hall, etc.

Territories can overlap. For E.g. a tuition class can be taken in your home. For you, the home is a primary territory. For the other tuition students, it is a secondary territory. Territories protect their owners' comfort, interests and possessions from unwelcome invaders.



**Appearance:** Your physical appearance includes clothing, accessories, hair style, body shape, neatness and anything else that provides visual messages and cues to other people. We change our appearance to suit the occasion. We dress differently for a funeral, a birthday party, a festival, a wedding reception or for a job interview. People see you and before you could open your mouth and give an introduction, they consciously and subconsciously make certain assumptions about you. Appearance can change physiological reactions of people, their judgment about you and their interpretations. Therefore, it is said that First impressions are very important!

**Haptics:** Haptic is a non-verbal way of communication that refers to the ways in which people and animals communicate and interact using the sense of touch. Touch or haptics is extremely important for communication and human survival. The sense of touch allows us to experience pleasure, pain, heat, cold, etc. A touch can be a caring and encouraging while another kind of touch can be abusive and harming. In formal settings, like workplaces and educational institutions, you have to carefully use 'touch' as a means of communication.

## 08-06: ORIGIN OF BODY LANGUAGE

Body language has evolved over time to answer human social needs. Body language in communication can be divided into several groups. Some bodily gestures are inborn and they are universally accepted and used. Others are learned by observation and are refined with age and experience.

Examples of Positive body language



- ❖ Maintaining eye contact with the person you are speaking to.
- ❖ Smiling as a greeting at the end of a conversation.
- ❖ Nodding in agreement.
- ❖ Sitting squarely, leaning slightly forward to indicate attentiveness.
- ❖ A firm handshake.
- ❖ Presenting a calm face and body.
- ❖ Looking interested.

Examples of Negative body language:



- ❖ Not looking at a person when speaking.
- ❖ Tapping a foot, fingers, etc.
- ❖ Rocking backwards and forwards.
- ❖ Scratching, picking nose or yawning in public.
- ❖ Continually clearing your throat.
- ❖ Fiddling with hair, ear lobes, jewellery, jacket, glasses, etc.
- ❖ Biting finger nails.
- ❖ Repeatedly looking at your watch or a clock in the room.
- ❖ Standing too close to others.
- ❖ Inattention to a person who is speaking.
- ❖ Pointing fingers or staring at a person.

## 04-01: USES OF BODY LANGUAGE

The position of our bodies and the expression on our faces can affect our emotions.

- ❖ Deliberate smiling can help to feel more positive and increase the accessibility of positive memories. According to British psychologist Richard Wiseman, when you behave as if you feel happy and confident, it is likely you will actually start to feel more happy and confident.
- ❖ The tone of voice also helps. Research shows that when people speak with a lower pitch they feel more powerful.
- ❖ After a hard day's work if you have a meeting, find a mirror and 'reset' your expression. You don't want your frowning 'screen face' to interfere with your emotions in a meeting.
- ❖ The same with postures. If you spend hours frowning in concentration at a computer screen, it is likely that you will have a prolonged negative facial expression and mood.
- ❖ The 'power posture' with broad shoulders, open arms, erect body and head has shown to have a range of confidence-boosting effects.



## 08-07: BODY LANGUAGE IN BUILDING INDUSTRIAL RELATIONS

Body language represents a separate communication process beyond words. Body language improves the overall communication and empowers you to lead the conversation in the right direction. It builds stronger personality, enables you to manage every conversation, and develop desirable personal or professional relations.

Tips to building better industrial relations:

- ❖ **Show you are listening to make the opposite person speak up his mind:** Do not do any other work such as checking your cell phone for messages, checking your watch for time, noting down a reminder, picking your phone, etc. when people talk to you. Face them directly and by making eye contact. Make use of nonverbal way to show you're engaged and paying attention such as leaning forward, nodding and tilting your head. Hearing to people is important but it is more important to show them that you are listening.
- ❖ **Remove barriers to promote collaboration:** Physical obstacles are harmful to collaborative efforts. You should take away all the physical barriers that block your view and comes between you and your team. It could be a partition, a table, a chair, a computer screen, disturbing intruders or people passing by, etc. A direct eye to eye contact increases involvement and participation.
- ❖ **Shake hands to create a connect:** Touch is the most primitive and powerful nonverbal cue. Touching someone on the arm, hand, or shoulder for fraction of a second can creates a human bond. In the formal workplace setup it is not advisable to touch people on the above

mentioned places. However, a handshake can establish physical touch to create warmth and a positive impression. The handshaking tradition makes you appear more open and friendly.

- ❖ **Smile to convey positivity:** Smile has multifold benefits. A genuine smile can increase your own sense of happiness. It tells people around you that you are approachable and cooperative. Smile makes the opposite person to respond to you positively. Smile creates pleasant facial expressions and triggers pleasant feelings in you and opposite person too.
- ❖ **Mirror body language to show agreement:** To build rapport and show support, you can mirror or echo the body language of other people. When clients or business colleagues unconsciously imitate your body language, it is their way of non-verbally saying that they agree with you. Mirroring starts by observing a person's facial and body gestures and then subtly letting your body take on similar expressions and postures. This will make the other person feel understood as well as accepted.
- ❖ **Use gestures to power your speech:** Gestures are integrally linked to speech. Gesturing while talking can actually power up our thinking. There are studies to support that whenever speakers incorporate gestures into their deliveries, their verbal content improves. Physical act of gesturing helps you form clearer thoughts and speak in tighter sentences with more declarative language.
- ❖ **Feet reveal the real state of mind:** Normally people concentrate and are aware about their body language such as facial expressions, body postures and hand and arm gestures. But, the legs and feet go unnoticed. Under stress, people will often display nervousness and anxiety through increased foot movements such as feet fidgeting, shuffling and winding around each other or around the furniture. Feet will stretch and curl to relieve tension. We may not know it, but instinctively we all have been reacting to foot gestures all our lives.
- ❖ **Voice conveys personality:** The way we speak is one of the most fundamental parts of our individual identity. Each voice has a unique signature. Voice reflects our personality, our emotional state and even our professional attitude to some extent. Voices are of many types- engaging, feeble, persuasive, melodious, harsh, soothing, energetic, etc. Researches show that:
  - ❖ Low frequency sounds are far more comforting to human ear.
  - ❖ People who speak a little slower tend to be perceived as more friendly
  - ❖ People who speak a little faster are found having competence and authority.
  - ❖ Speaking too fast is sound nervous.
  - ❖ If opinion is stated in an authoritative voice it is well accepted.
  - ❖ A calm and firm voice conveys reliability.
- ❖ **Open arms and legs improve retention:** It is observed that if you do not cross your arms and legs, your retention is improved. Also if you see your audience exhibiting defensive body language, you need to change your tactics. Try taking a break or motivate them, but do not try to persuade them until their bodies open up.

## 08-08: REASONS TO STUDY BODY LANGUAGE

- ❖ You can understand your colleagues well.

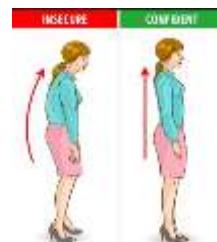
- ❖ You can avoid potential danger by reading aggressiveness or hostility in someone's behaviour.
- ❖ You can know the minds of your customers by observing their body language.
- ❖ You can improve your business skills.
- ❖ You can become a leader since you can inspire and win the crowd.
- ❖ You can be healthier by improving your posture.
- ❖ You can analyze the media better by interpret it with more scrutiny.
- ❖ You become more aware of your surroundings.
- ❖ You can read people well, understand their difficulties and so can help them in a better way.
- ❖ You can become a wise decision maker.

## 08-09: IMPROVING YOUR BODY LANGUAGE

To improve your body language, you need to understand certain things and practice them in order to master them. Firstly, recognize the power of good non-verbal communication. You should strive to match your techniques with your behaviour to make it look authentic. The main aim is to show approachability, warmth and genuineness. Acquiring positive body language will help you become more confident and poised. It would also assist you to gain success in career.

Some techniques to improve body language

Keep your body erect: While standing or sitting try to keep a relaxed posture. A slouching posture conveys lack of confidence and anxiety. Keep your back straight but not stiff and relax your shoulders. This would communicate that you are comfortable with your surroundings. This would enhance your presence too.



Use pleasant facial movements: Simple facial gestures a long way in conveying important messages. Moving your chin slightly upwards, nodding and giving a pleasant smile, communicate empathy. It shows your agreement and your understanding of their situation. Use laughter whenever appropriate to create a sense of comfort and happiness.



Retain eye contact: Keep your head up and look the person in the eyes when you are talking to someone. Retain good eye contact when they are talking to you. Hold the gaze for maximum 3 to 5 seconds, otherwise the opposite person will feel uncomfortable. Maintaining eye contact shows your interest in the people and also the conversation.



Use appropriate hand gestures: Emphasizing your spoken word with your hands helps you to appear more confident, friendly and trustworthy. Involve easy and natural hand gestures into your conversation. Try to keep your palms up to express openness. Too many hand gestures can make the speech more dramatic and can take away its gravity and importance



Maintain speed of speech: According to experts the average speed of human talk is 140 words per minute. Talking faster can be like a roller coaster ride for listeners. It may also depict your nervousness or anxiety. If you slower your speech, you may appear more confident and thoughtful and that may also enhance understanding of audience.



## 08-10: TYPES OF BODY LANGUAGE

- ❖ **Positive body language:** Usually created a non-threatening, bonded, mutual relationship between parties involved in a confrontational situation.
- ❖ **Negative body language:** Usually intensifies the already present emotional negativity found in most confrontational situation.
- ❖ **Neutral body language:** Usually has little or no effect on conflicted parties in a confrontational situation.

## 08-11: GENDER DIFFERENCES

Men and women differ in both expressions and interpretations of body language. Their approach to communication in general is different. Men communicate mostly to exchange information and address problems. They are more matter of fact. While women generally aim to convey feelings, develop understanding and achieve emotional familiarity. Women communicate at a deeper level. Therefore, women use more nonverbal communication compared to men and are also better at interpreting others' nonverbal cues and messages. Men are little slow at picking up on the eye-gazes or facial signals. Men use hand gestures more than women while women use facial expressions more than men and be little subtle while using hand gestures. Men prefer face-to-face encounters and women seem to be equally comfortable interacting side-by-side. Men interpret physical proximity as a sign of aggression or confrontation and use the same technique when they want to show might or anger. Men associate touch with sexual intimacy. Women, on the other hand, are more flexible about their personal space. And they use touch to express friendship and sympathy.

## 08-12: FEMALE INTEREST AND BODY LANGUAGE

The body language of women is not very different from men. However, a few noticeable differences are there in female body language that you need to understand.

**Not all working women are submissive:**



As a result of the cultural conditioning in India, women may use some body language cues to show their submissiveness or obedience. With head down, timid eyes, humble smile and fallen eyebrows, women may look more helpless. This may trigger the 'protective' instinct of men. However, most working women are assertive and cannot be dictated or pushed over beyond a limit. When women want to be assertive, they may stand with feet spread further apart. This is a subconscious cue to men that shows the woman is feeling confident.

**How women try to look attractive:** Some of the behaviors that women do consciously and subconsciously, to entice a man or when they are flirting:



- ❖ Women toss their hair to highlight shiny healthy hair
- ❖ Women touch their own neck repeatedly to show the curvature of the neck
- ❖ Women raise their eyebrows and lower their eyelids to show delight
- ❖ Women give sideways glance over a raised shoulder to highlight curves and roundness of the female face
- ❖ Women take attention to their lips by wearing glossy or bright coloured lipstick

**Women and lie:** Women and men lie differently and for different reasons. Men tell lies for selfish motives mainly to show that they are powerful, successful and interesting. They generally lie about themselves more than they lie about others. Women on the contrary lie less about themselves and more to protect feelings of others or to make others feel better about themselves or to avoid a conflict. While lying men have aggressive and female have a submissive body language.

Women are faster and better at understanding body language:

Women are faster and better at sending and picking up body language signals than men. In a research study participants were asked to decode a silent movie. Women were able to guess the happenings, 87% of the times, but men could guess only 42% of the times correctly. Women are also better at evaluating behaviour of other people and make judgments.



### Approaching a woman:

- ❖ When approaching a woman, men should never come from behind, as this will put her on guard.
- ❖ Men should come in at an angle or from front and then stand at an angle while talking to her as she finds it more safe and friendly.
- ❖ Stand keeping a modest distance of more than one and half feet to show respect.
- ❖ Do not touch a female colleague to pat her shoulder or head unless she is a good friend.
- ❖ Always use poised body language and polite voice while dealing with a female colleague.
- ❖ Treat a woman courteously to win her over a friend.

**Likeable body language:** Remember that women tend to be more aware of their body language and others body language cues. In a business setting or in romantic situations following things would make your behaviour likeable:

- ❖ Smiling appearance,
- ❖ Having an expressive face,
- ❖ Avoid arm crossing,
- ❖ Keep hands outside of pockets,
- ❖ Use head nods to show interest,
- ❖ Maintain eye contact to show interest,
- ❖ Friendly eye gazing,
- ❖ Leaning towards the other person,
- ❖ Subtle mirroring,
- ❖ Moderate use of hand gestures.

## 08-13: SHAKING HANDS WITH WOMEN

Shaking hands with women in business situations is occasionally confusing. The cultural norms, etiquettes, difference in hand size, uncertainty about how much pressure to apply, etc. cause the confusion.

### Handshake with a woman

- ❖ According to norm, the woman should offer her hand first.
- ❖ While shaking hands look at each other and share a pleasant smile.
- ❖ If woman offers her hand, then the man should accept and shake hands with her just as he would shake a man's hand.
- ❖ Remember, that a too strong handshake is considered aggressive while a feeble handshake is repulsive.
- ❖ Man should grip a woman's hand gently. Man is not supposed to press it hard or squeeze her hand.



- ❖ Sometimes a woman's hand is very tiny in size. But man should avoid to totally enveloping the woman's hand.
- ❖ The whole point of a handshake is to convey trust, balance and equality, not to show dominance or submission.



## 08-14: INTERPRETING BODY LANGUAGE

TYPE OF BODY LANGUAGE	INTERPRETATION
Looking directly into your eyes while having a conversation	Interested and paying attention
Prolonged eye contact	Threatening
Breaking eye contact and frequently looking away	Distracted, uncomfortable, or trying to conceal real feelings
Often blinking eyes more rapidly	Feeling distressed or uncomfortable
Infrequent blinking	Intentionally trying to control eye movements
Highly dilated eyes	A person is interested or even aroused
Arms crossed on chest	Defensive, uncomfortable, disagreement
Nail biting	Stress, nervousness, insecurity
Tapping fingers	Impatience
Head tilted	Listening intently, interested
Open palms	Openness and honesty
One eyebrow raised	Questioning
Feet facing away	Want to leave
Flipping hair or wrist, batting eyes (females)	Flirty and playfulness
Hands clasped behind back	Confidence and superiority
Tightening the lips	Distaste, disapproval, or distrust
Lip biting	Worried, anxious, or stressed
Covering the mouth	Hide an emotional reaction
Mouth is slightly turned up	Feeling happy or optimistic
A slightly down-turned mouth	Sadness, disapproval, or even an outright grimace
A clenched fist	Anger in some situations or solidarity in others
Touching together the thumb and index finger in a circle	Okay or good (in india)
Thumbs up	Approval
Thumbs down	Disapproval
Crossed arms	Defensive, self-protective, or closed-off
Standing with hands placed on the hips	Ready and in control or aggressiveness
Clasping the hands behind the back	Feeling bored, anxious, or even angry.
Rapidly tapping fingers or fidgeting	Bored, impatient, or frustrated.

Crossed legs	Feeling closed off or in need of privacy
Open posture or keeping the trunk of the body open and exposed	Friendliness, openness, and willingness
touching face during conversation	lying or withholding information
Closed posture or hiding the trunk of the body often by hunching forward and keeping the arms and legs crossed	Hostility, unfriendliness and anxiety
Intimate distance (6 to 18 inches)	Closer relationship or greater comfort between individuals
Personal distance (1.5 to 4 feet)	Family members or close friends
Social distance (4 to 12 feet)	Individuals who are acquaintances
Public distance (12 to 25 feet)	Used in public speaking situations

## EXERCISE

Guess the meaning of the given body language:

	
Ans:	Ans:
	
Ans:	Ans:
	
Ans:	Ans:
	

Ans:	Ans:
	
Ans:	Ans:

## SUMMARY

Body language, made up of our gestures, facial expressions, posture, etc., is the unspoken element of communication that we use to reveal our true feelings and emotions. Body language is a powerful way of communication. Body language is the language transmitted by postures and gestures, such as how you stand, how you move, how you appear to people, how you look at people, how you sound, etc. The Negative body language includes folded arms, tense facial expression, body turned away from you, Poor eye contact, etc. while positive body language includes open body position (arms unfolded), upright posture, relaxed and open facial expression, arms hanging relaxed by the sides, regular eye contact, etc. Body language can be classified depending on the intention of the person as Voluntary and Involuntary Body Language. Facial expression, gestures, body postures, paralinguistics, eye gaze, proxemics, appearance, haptics are the parts of body language. Body language can help in building industrial relations by creating stronger personality, enabling to manage every conversation, and developing desirable personal or professional relations. To improve body language, you need to understand certain things and practice them in order to master them; such as keep your body erect, use pleasant facial movements, retain eye contact, use appropriate hand gestures, maintain speed of speech. There are three types of body language- positive, negative and neutral. Men and women differ in both expressions and interpretations of body language. Men communicate mostly to exchange information as they are more matter of fact. While women generally aim to convey feelings, develop understanding and communicate at a deeper level. The body language of women is not very different from men. However, a few noticeable differences are there in female body language that you need to understand. Shaking hands with women in business situations is occasionally confusing. The cultural norms, etiquettes, difference in hand size, uncertainty about how much pressure to apply, etc. cause the confusion. Body is more articulate in expressing emotions than the words.

## KEY WORDS

- ❖ Body Language,
- ❖ Voluntary and Involuntary Body Language,
- ❖ Parts of Body Language,
- ❖ Uses of Body Language,
- ❖ Improve your Body Language,
- ❖ Types of Body Language,
- ❖ Interpreting Body Language,
- ❖ Shaking hands with women.

## UNIT 03-01: TEAM BUILDING AND TEAMWORK

### LEARNING OBJECTIVES

After successful completion of this unit, you will be able to

- ❖ Understand various aspects of team building
- ❖ Reflect on inter-group collaboration
- ❖ Form a successful team
- ❖ Play the role of a team leader
- ❖ Build an effective team
- ❖ Imbibe skills needed for team work

### 09-01: INTRODUCTION



‘Team building is the effort of undertaking various activities to motivate the team members and increase the overall performance of the team.’ Team bonding brings people together by encouraging collaboration and teamwork. Team building is a collaborative activity aimed at developing interpersonal relations. One of the most powerful reasons for ‘team building’ is to get results.

A team cannot perform on its own. It needs motivation. Team building activities consist of various tasks undertaken to motivate, groom every team member and make him perform his best. Through these motivational team bonding activities, that promote deep discussions and mutual connections, teams can build expertise in communication skills, planning, problem-solving, conflict resolution, etc. Such team bonding events help to facilitate long term relations and successful teams.

### 09-02: MEANING

A team is formed when individuals having similar interests, attitudes and experiences come together to work for a common objective. A team can perform outstandingly and

achieve the expected goals only if every individual...

- ❖ Feels motivated to perform his level best.
- ❖ Contributes equally.
- ❖ Takes initiative.
- ❖ Performs his best to meet the team targets and goals.
- ❖ Strives hard to live up to the expectations of others.
- ❖ Successfully accomplishes the assigned task.
- ❖ Is focused and serious about his responsibilities.
- ❖ Places his team first and everything else later.
- ❖ Keeps personal interests aside.
- ❖ Comes forward and accepts the challenge.



### 09-03: ASPECTS OF TEAM BUILDING

Team is a group of people with complementary skills required to complete a given task. A team becomes more than just a collection of people when a strong sense of mutual commitment creates synergy to generate greater performance to accomplish goals.

Team Members...



Show High degree of interdependence.

Have Collective performance.

Share authority and responsibility for self-management.

Work towards common goals and shared rewards.

**Essential Aspects of Team Building:** When teams work towards achieving long-term goals they need a supportive system that ensures success, compatibility and positive working environment. Here are some essential aspects of productive teams.

- ❖ **Identifying and establishing roles:** Right from the inception of a project the roles of the team members should be clearly established for clarification of purposes. If too many people try to lead, to control, to influence or to give instructions; as a result the quality of the process may suffer. It is rightly said that ‘too many cooks spoil the soup’.

- ❖ **Open and clear communication:** Communication should be open to all and round table meetings should be organized regularly to make sure that communication stays open. Regular emails, conference calls, group discussions, etc. should be used to pass on the important information to all group members at all times. Open communication within the group enhances the effectiveness and performance of your team.
- ❖ **Accountability of the team:** A team can perform in a better way if every member knows his responsibilities and considers him accountable for that work. In case of any delay in achieving set goals, the reason needs to be recognized and rectified as soon as possible. Accountability as well as transparency in all phases of the project will help ensure that you are ultimately successful.
- ❖ **Checkpoints to increase efficiency:** Having regular and stage wise checkpoints can guarantee increased efficiency and attainment of deadlines. These self-assessment tests help also to find out the difficulties or hindrances in reaching the target. Checkpoints should be arranged thoughtfully so that they do not consume too much time as well as to find out major mistakes.
- ❖ **Mutual Respect to ensure smooth running:** Even though the roles are defined, an environment of mutual respect should be promoted to ensure efficiency of the process. Mutual Respect not only saves time, energy and money but also makes working more free and easy. Remember that if you give respect to others you get the same in return.

## 09-04: SKILLS NEEDED FOR TEAMWORK

Process-focused skills tend to be about people, and about building rapport within the group and making it work cohesively and effectively. Those who take on process-focused group roles tend to have very good interpersonal skills, and in particular:

**Skills of communication:** Good team leaders and team coordinators excel at verbal communication. They are good listeners and also possess the quality of questioning. They see to it that the team communicates well. They make sure to minimise misunderstandings between team members.



**Skills of building relationship:** Team leaders and team coordinators are also good at developing a sense of harmony within the group. They help the team mates to build rapport with others. They provide opportunities to know each other, build relations in order to create a cooperative and supportive team.



**Skills of persuasion:** The skill of persuasion and influencing others is an important skill for a team leader. If the group takes decision agreeable to all, it becomes a shared decision. Such decisions are supported by all members and so performance of team increases.



**Skills of facilitation:** Facilitation skills are vital in team-working as they help in making things easier. These skills are the called 'the process skills' that help to guide and direct work done in groups of people. A facilitator has openness, understanding of group dynamics, flexibility, sense of humour, positivity, etc. and is a good listener who earns respect from team members.



**Skills of feedback:** Giving and receiving constructive feedback is essential in any team-working situation. One should be able to give clear and effective feedback to others to keep the group process running effectively as well as receive feedback gracefully, and then act on it calmly.



**Skills of conflict resolution:** In teamwork you may have to face difficult situations and difficult people. Conflict resolution is the process of reaching the parties under dispute, to an agreement. For this, you need to understand the cause of conflict, communicate clearly with others and influence others to resolve conflict.



**Skills of conducting meetings:** Group work often involves formal as well as informal meetings to discuss matters. Experienced coordinators often have highly developed skills in chairing meetings, and use them in small and large groups alike.



## 09-05: A MODEL OF TEAM BUILDING

The 'forming–storming–norming–performing model' of group development was first proposed by Bruce Tuckman in 1965, who said that these phases are all necessary and inevitable in order for the team to grow, face up to challenges, tackle problems, find solutions, plan work and deliver results.



**Stage I: Forming** - A time where the group is just coming together and is characterized with anxiety, uncertainty, cautiousness, conflict, controversy and personal opinions.



<p><b>Stage II: Storming</b> - Conflict and competition are at its greatest. Group members feel confident to address important issues. More dominant group members emerge as leaders. Discussions surrounding leadership, authority, rules, responsibilities, structure, evaluation criteria and reward systems arise.</p>	
<p><b>Stage III: Norming</b> - Team becomes increasingly positive about what the team is doing. Morale, respect and trust are high. Team relationships are better with flexibility and interdependence. Group focuses on the purpose. Decisions can be made and implemented. New ideas develop, risks are taken. Team leaders step back to allow individual members to work autonomously with greater responsibility.</p>	
<p><b>Stage IV: Performing</b> - Team members trust and accept each other. Leadership within the team is flexible and shifted to the most capable of solving a particular problem. Team is strategically more aware, has a shared vision, is competent and able to handle the decision making process without any supervision. Teams function as a unit without inappropriate conflict. The team is able to work towards achieving the goal. Team leaders support development of team members, having trust in their team to perform and succeed.</p>	

## 09-06: TEAM VS GROUP

Definitions:

**Group** - A group is a collection of people who work, interact and co-operate with one another in achieving a common goal in a specified time. Even though the members share information and resources with other group members, the identity of the group members is considered individually.



**Team** - A team is a set of people who are joined for achieving a common goal within a stipulated period, having collective accountability is known as the team. Apart from sharing information, the team members also share the responsibility of the team task. The entire team is considered responsible for the end result.



Similarities between Group and Team:

- ❖ There are two or more than two persons in the group or team.
- ❖ There is interaction among members.
- ❖ The members have face to face communication and relationship.
- ❖ There is focus on achievement of the objective.
- ❖ Presence of leader is essential.
- ❖ There is sharing of information and resources.

## Differences between Group and Team

BASIS FOR COMPARISON	GROUP	TEAM
Meaning	A collection of individuals who work together in completing a task.	A group of persons having collective identity joined together, to accomplish a goal.
Leadership	Only one leader	More than one
Members	Independent	Inter-dependent
Process	Discuss, decide and delegate.	Discuss, decide and do.
Work Products	Individual	Collective
Focus on	Accomplishing individual goals.	Accomplishing team goals.
Accountability	Individually	Either individually or mutually

Source: Surabhi S. (2015)keydifferences.com/difference-between-group-and-team.html

## 09-07: CHARACTERISTICS OF EFFECTIVE TEAM

- ❖ **Clear Goals:** Clarity of goals is necessary so that all team members understand the purpose and vision of the team. The objectives should be meaningful to each group member. It is important for all to understand where the team is headed. People tend to support what they help to create. Team members if are involved in establishing the goals, they will work to achieve them.
- ❖ **Definite Roles:** The group leaders should identify the skills and talents of group members and accordingly assign roles to them. There are two kinds of roles necessary in a team. Task roles- people in these roles supply required energy and information to get the job done. Maintenance roles – people in these roles help to establish and maintain interpersonal relationships among group members.
- ❖ **Open Communication:** The superiorly functioning teams have minimal communication problems. Effective open communication will keep the team well-informed and focused. Failures in communication links are caused mainly because of poor listening skills. It is essential to focus on understanding the message correctly before forming your own conclusions about the message.
- ❖ **Unanimous Decisions:** Most decisions in successful teams are made at a point where there is general agreement. However, in case of disagreements the team leaders take special efforts to know the causes of disagreements and try to convince the members so that a common or consensus decision is taken which is supported by all.
- ❖ **Participation:** Goal achievement needs participation by all. Leaders help to create a climate of participation. Full involvement of all team members is given only when every member's opinions are valued and sought. The leaders should describe what types of participation they expect from members and should create an inviting and comfortable atmosphere.

- ❖ **Respect for Diversity:** Team members with their unique skills and talents can make the team more resourceful and versatile. Diversity of ideas, thoughts, skills, talents, capabilities and experiences help to create an effective team.
- ❖ **Positive Atmosphere:** A positive group atmosphere with openness and appreciation make members more comfortable with each other and they are not afraid to take risks. Trust is a key element in creating this atmosphere. In such climates, creativity is expressed and laughter is shared. A credible leader tries to build trust among members by encouraging honesty, accessibility, acceptance and inter-dependability.
- ❖ **Cooperation:** When the strength of each team member is being utilized, feedback is given and taken constructively, evaluation is used to make necessary changes, every member is encouraged to cooperate. Team members work together for the good of the team and understand that a joint effort by numerous people having diverse skills will produce success that could not be created alone.
- ❖ **Participative Leadership:** In successful teams leadership is shared among team members at various times. The leadership of the group shifts from time to time as required since the issue is not 'who controls', but 'how to get the job done'.

## 09-08: ROLE OF A TEAM LEADER

A team leader is someone who provides direction, instructions and guidance to a group of individuals, who can also be known as a team, for the purpose of achieving a certain goal. Leader is essentially a team member who is appointed on permanent or rotating basis to:

- ❖ Represent the team to the next higher reporting level,
- ❖ Make decisions in the absence of a consensus,
- ❖ Resolve conflict between team members,
- ❖ Coordinate team efforts.

Team leaders serve various roles in an organization.



Responsibilities of a Team Leader:

- ❖ Create an inspiring team environment with an open communication culture
- ❖ Set clear team goals
- ❖ Delegate tasks and set deadlines
- ❖ Oversee day-to-day operation
- ❖ Develop strategies.
- ❖ Monitor team performance and report on metrics

- ❖ Motivate team members
- ❖ Discover training needs and provide coaching
- ❖ Listen to team members' feedback and resolve any issues or conflicts
- ❖ Recognize high performance and reward accomplishments
- ❖ Encourage creativity and risk-taking
- ❖ Suggest and organize team building activities

## 09-09: NINE PERSONS A SUCCESSFUL TEAM SHOULD HAVE

Dr. Meredith Belbin has given 9 important team roles. He defined a Team Role as 'a tendency to behave, contribute and interrelate with others in a particular way'.

1	Shaper –	drives work forward and gets things done, has a clear idea of the desired direction of travel
2	Implementer –	also gets things done, looking for ways to turn talk into action and generate practical activity
3	Completer-Finisher –	focuses on completing tasks, and tidying up all the loose ends
4	Coordinator –	manages the group dynamics, often in a leadership role
5	Team Worker –	helps the team to work effectively by supporting personal relationships
6	Resource Investigator –	gathers external resources and information to help the team
7	Plant –	generates ideas and creative solutions, not all of them practical
8	Monitor-Evaluator –	good at critically assessing ideas and proposals, and at making decisions
9	Specialist –	brings expert knowledge to the group, not always necessary to effective functioning

## 09-10: INTER-GROUP COLLABORATION

Inter-group collaboration happens when two or more organizations work together in co-operation to attain a collective goal. They communicate more to get support and feedback from each other and can solve the problems at hand effectively. Groups that work collaboratively under able leadership can minimize use of resources, get better respect and achieve higher rewards. Most employers state that when a team has intergroup collaboration, where they share information and are able to communicate with the group effortlessly, they are able to work at their most effective level. On the other hand, when employees work in isolation, it can take longer for a team to finish a particular task. The most effective workplaces balance individual focus with group-collaboration.

## 09-11: ADVANTAGES OF INTER-GROUP COLLABORATION



- ❖ **Diverse perspectives:** When individuals from various professional and technical backgrounds work together on a project, various perspectives are considered while making decisions. They make a multi-faceted team.
- ❖ **Enhanced creativity:** Quality of ideas improves when people from different exposures think together to generate innovative thoughts. Teams that have members from various levels of the company can have creative solutions.
- ❖ **Distribution of duties:** In a mixed team, members have varied abilities and expertise. Therefore, it is possible to distribute duties based on capacities. Such separation of duties helps to get early and best results since people work in synergy.
- ❖ **Objective decision making:** When decision is taken by careful consideration of various factors involving all stakeholders, a balanced decision is made. There is no room for biases, subjectivity and extreme opinions.
- ❖ **Improvement in delivery time:** Due to the interaction or cooperation of members, a collaborative project has the potential to get completed on or even before schedule.

## 09-12: DIFFICULTIES FACED IN INTER-GROUP COLLABORATION



- ❖ **Conflict within the group:** When team members' personalities clash, disagreements, individuals are not able to communicate effectively and as a result the project suffers.
- ❖ **Longer decision time:** When more people need to be consulted before a decision can be made, it leads to longer durations to make decisions resulting in extended deadlines.
- ❖ **Strong personalities dominate decisions:** In groups stronger personalities tend to be persuasive and happen to control and dominate discussions. As a result they happen to plant their ideas in minds of group members and influence decision making.
- ❖ **Uncertainty in roles and responsibilities:** If collaborative groups are extremely large, there could be Ambiguity in the responsibilities given to different stakeholders. This may result in chaos and the benefit of having several different perspectives starts to decline.
- ❖ **Cost of collaborating increases:** If more individuals are involved in collaborative effort, the cost of the collaboration increases in terms of time, money and efforts.

## 09-13: FACTORS SHAPING INTER-GROUP COLLABORATION

	<ul style="list-style-type: none"><li>❖ The collaboration should have a very clear and concrete purpose.</li><li>❖ There should be a high level of mutual respect, understanding and trust between all members of the group.</li><li>❖ Organizational representatives should have decision-making authority.</li><li>❖ Members should devote significant resources to the project and to the collaborative process, such as time and effort.</li><li>❖ Skilled leadership is an important component for successful performance.</li><li>❖ Members should have ownership of the collaborative process as well as clear roles in that process.</li></ul>
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### SUMMARY

Team building brings people together by encouraging collaboration and teamwork. Team building is a collaborative activity aimed at developing interpersonal relations. One of the most powerful reasons for 'team building' is to get results. A team is formed when individuals having similar interests, attitudes and experiences come together to work for a common objective. A team becomes more than just a collection of people when a strong sense of mutual commitment creates synergy to generate greater performance to accomplish goals. The 'forming–storming–norming–performing model' of group development mentioned that these phases are all necessary and inevitable in order for the team to grow, face up to challenges, tackle problems, find solutions, plan work and deliver results. A successful Team should have the following Persons- Shaper, Implementer, Completer, Coordinator, Team Worker, Resource Investigator, Planter of Ideas, Monitor, Evaluator, specialist, etc. Inter-group collaboration happens when two or more organisations work together in co-operation to attain a collective goal. They communicate more to get support and feedback from each other and can solve the problems at hand effectively. There are numerous advantages Inter-group collaboration. Conflict within the group, Longer decision time, Strong personalities dominate decisions, Uncertainty in roles and responsibilities, Cost of collaborating increases, etc. are the difficulties faced in inter-group collaboration.

## KEY WORDS

- ❖ Team Building,
- ❖ Teamwork,
- ❖ Skills Needed For Team Work,
- ❖ Aspects of Team Building,
- ❖ Skills Needed for Team Work,
- ❖ Model of Team Building,
- ❖ Role of a Team Leader,
- ❖ Role of a Team Leader,
- ❖ Inter-group Collaboration,
- ❖ A successful Team.

## UNIT 03-02: GROUP DISCUSSION

### LEARNING OBJECTIVES

After successful completion of this unit, you will be able to

- ❖ Understand meaning of group discussion (GD)
- ❖ Reflect on characters developed in a GD
- ❖ Understand various types of GD
- ❖ Develop skills and traits of GD
- ❖ Play the role of a member in a GD

### 10-01: INTRODUCTION



Every final year student knows the importance of Group Discussion (GD) as it has become one of the most important criteria in an interviewing process. GD is a platform where you are expected to discuss on an assigned topic and put forward your point of view so that a meaningful discussion takes place and group can come up with logical take away message as conclusion. The GD round is conducted to understand the candidates' interpersonal skills. GD also partly displays the attitudes of the candidates.

### 10-02: MEANING OF GD

Definition: 'An activity in which a small number of persons meet face to face and exchange and share ideas freely to reach a decision on a common issue.'

Group discussion is a creative and dynamic activity that stimulates reflective thinking among the members. GD means exchange of views by participants on a given subject. The purpose is to bring together a set of people on a common platform to share their ideas, giving them an opportunity to exhibit their knowledge. It gives them a chance to understand and enhance their wisdom by absorbing the thoughts of other people.



Group Discussion throws light on the candidate's...

- ❖ verbal skills,
- ❖ listening skills,
- ❖ confidence in speaking,
- ❖ ability to think critically,
- ❖ ability to make his point,
- ❖ problem solving ability,
- ❖ ability to work in a team, and
- ❖ ability to lead the group.



### 10-03: WHY GROUP DISCUSSIONS



The word ‘discuss’ has been derived from the Latin root ‘discutere’, which means to shake or strike. Thus ‘discussion’ refers to thoroughly shaking up the subject that is, examining it thoroughly to reach a conclusion.

- ❖ It provides a deeper understanding of the subject.
- ❖ It improves the ability to think critically.
- ❖ It provides different approaches to solving a problem.
- ❖ It helps the group in taking a decision.
- ❖ It gives an opportunity to hear the opinions of other persons.
- ❖ It enables a participant to put across his/her viewpoint.
- ❖ It enhances confidence in speaking.
- ❖ It can change your opinion and show you things from a different perspective.

### 10-04: CHARACTERS TESTED IN A GD



In all group endeavors success can be achieved by good leadership having knowledge and the power of expression of its members. And hence the following traits are tested in a GD:

**Team spirit:** GD is the most powerful tool to assess a person's team skills. Team skills are important for a corporate manager in the present knowledge economy. A person from the beginning of his career works in a team till at the end he becomes a team leader. So it is very essential for a candidate to be a team player.



**Leadership Skills:** In a GD a leader shows the group proper direction, whenever it moves away from the main topic. The leader inspires and motivates team members to express their views and also coordinates the effort of different participants. A leader is a person who facilitates discussion on the topic calmly, touching upon all aspects and tries to reach a conclusion.



**Flexibility:** Your openness to another person's ideas and being open to evaluate your own ideas shows your flexibility. Flexibility is an important personality trait. A person who is flexible will have less sharp edges in his personality. Such people will have less friction with others and can work more amicably.



**Creativity:** A novel idea that opens new horizons for a discussion on the topic is highly appreciated in a GD. Out of the box thinking and fresh ideas are always appreciated. Genuine creativity is not very common and hence it is highly regarded.



**Initiative:** Initiating the GD is a big plus since it is an essential leadership quality. However, you should show initiative only when you have understood the GD topic clearly and have some topic knowledge.



**Inspiring others:** A good group discussion should incorporate the views of all the team members. If you give others an opportunity to express their ideas, when they are not getting a chance, is seen as a positive leadership trait.



**Listening:** Listening is a very important skill. God has gifted us with two ears and one mouth. So, speak less and listen more. Pay attention while others are speaking and absorb their ideas.



**Awareness:** In today's dynamic environment, a manager should be well versed with both the local and global environments. Your awareness about your environment helps a lot in your GD content, which carries maximum weight.



## 10-05: TIPS ON GD

To prepare for a group discussion, you need to keep track of happenings around the world. Be aware of current affairs and issues. You should be well aware of the happenings that affect our lives. To get a wider perspective on issues make a habit of reading newspapers and magazines and watching interesting documentaries and news report on television. As an individual, your intelligence, your general knowledge and core competencies plus as a team player, your ability to lead and to play your part in the team is measured in the GD.



Here are some tips for effective participation in a GD:

- ❖ **Understand** - Understand the topic before attempting to contribute.
- ❖ **Speak** - Try and get a chance to speak. If you can't get a chance to speak, take your chance.
- ❖ **Initiate** - Take the initiative to begin the discussion, if possible.
- ❖ **Structure** - Structure arguments logically and justify your stand.
- ❖ **Summaries** - Give synopsis of the discussion effectively at the end.
- ❖ **Involve** - Take active part throughout the group discussion.
- ❖ **Assert** - Be assertive.
- ❖ **Articulate** - Work continuously towards expressing your ideas into meaningful sentences to make the best impact. Be clear in your speech.
- ❖ **Emphasize** - Use non-verbal communication in supplement to verbal communication to emphasize points.
- ❖ **Listen** - Be an attentive listener.
- ❖ **Quality** - It is never 'how much' you say, but 'what' you say is more important. So make valid points with creative approach.

## 10-06: TYPES OF GD

GDs can be topic-based or case-based.

### I: TOPIC BASED GDs



Topic based GDs can be classified into 3, they are as below:

**Factual or Knowledge based Topics:** Factual topics are about practical things, which an ordinary person is aware of in his day-to-day life. These are generally socio-economic topics. These can be current or could be timeless. A factual topic for discussion gives a candidate a chance to prove that he is aware of and sensitive to his environment. However, you should be able to support your point with facts and figures and your information should be substantial.

E.g.- 'The education policy of India' Or 'Tourism in India' Or 'State of the aged in the nation' Or 'Privatization of Universities/colleges/schools.'

**Controversial Topics:** Controversial topics are the ones that are argumentative in nature. They are meant to generate disagreement. In GDs where these topics are given for discussion, the noise level is usually high. The idea behind giving such topics is to see how much maturity the candidate is displaying by keeping his temper in check, by rationally and logically arguing his point of view without getting personal and emotional. They judge the analytical skills and maturity of the participant to arrive at a harmonious conclusion without any bias.

E.g.- 'Reservations should be removed' Or 'Women make better managers' Or 'Beauty Pageants give a wrong impact on the women of India' Or 'Children should be banned from coming to reality shows' Or 'Love Marriage is better than Arranged Marriage'.

**Abstract Topics:** Abstract topics are those about which the interpretation itself can vary from person to person. Abstract topics are about intangible things. These topics are not given often for discussion, but their possibility cannot be ruled out. These topics test your lateral thinking and creativity. Here, you don't need any formal knowledge to discuss such topics and your worldly knowledge is sufficient. These topics test your creativity and also thinking ability.

E.g.- 'The farther we look the closer we are.' Or 'Green is better than red' Or 'Where there's a will there's away' Or 'Infinite Numbers'.

## II: CASE-BASED GDs

Another variation is the use of a case instead of a topic. The case study tries to simulate a real-life situation. Information about the situation will be given to you and you would be asked as a group to resolve the situation. In the case study there are no incorrect answers or perfect solutions. The objective in the case study is to get you to think about the situation from various angles.

E.g.- ‘The biggest problem faced by our country is poverty’ Or ‘Plans to attract foreign investment’ Or ‘Cricket is like opium to Indian masses’ Or ‘India should slow down the pace of liberalization’.

## 10-07: SKILLS REQUIRED IN A GD

Skills required for excelling in Group Discussion	
	<p><b>COMMUNICATION SKILLS</b></p> <ul style="list-style-type: none"><li>❖ Interpersonal Skills</li><li>❖ Leadership Skills</li><li>❖ Motivational Skills</li></ul> <p><b>TEAM BUILDING SKILLS</b></p> <ul style="list-style-type: none"><li>❖ Tolerance</li><li>❖ Clarity over Ambiguity</li><li>❖ Divergent Thinking</li><li>❖ Listening skills</li></ul> <p><b>PRESENTATION SKILLS</b></p> <ul style="list-style-type: none"><li>❖ Analytical Skills</li><li>❖ Logical skills</li></ul>

## 10-08: CONSEQUENCES OF GD

Group discussions in general bring out the best and also the worst in the participant. People make lifetime friends or become fierce enemies after GD. For good participation individuals get selected and for inappropriate behaviour they fail to get selected.

### Positive Outcome:

- ❖ Increases motivation of members
- ❖ Enhanced understanding of issues
- ❖ Improved interpersonal relations
- ❖ Enabling to take better decisions



### Negative Outcome:

- ❖ Creation of ill-feeling in members
- ❖ Division of group in segments
- ❖ Cause of misunderstandings
- ❖ Cause of quarrels or fights



### 10-09: BEHAVIOUR IN GD



Here is a list of what should be done and what should be avoided at a GD

1. Sit with a straight and confident posture.
2. Be yourself. Be as natural as possible. Do not try to be someone you are not. In an attempt to be someone else, your opinions will not be portrayed properly.
3. Be assertive yet humble. You need to stick to your values and beliefs, but learn to respect the values and opinions of others too.
4. Grab the opportunity to speak first. Try to start the group discussion with your opinion. It generally leaves a good impression on the evaluator, but take the move only if you have complete knowledge of the subject.
5. Do not repeat a point, or be lengthy or irrelevant. Also intervene, if someone else is going on an irrelevant track.
6. Facilitate contribution from others. Do not just go on and on and on with only your opinionated view. Remember, it is a group discussion. Allow others to speak too.
7. Be an active and dynamic participant. The examiner wants to hear you speak. So do put forth your views.
8. Be positive and prepare your thoughts well but do not be over-confident.
9. Think well before you speak. You are being heard and judged upon.
10. When raising an objection to a point kept by another speaker, back it up with a solid reason to get the point across.
11. Use quotes, facts and figures, statements, everyday life examples to express a clear chain of thoughts. Also it might leave a good impression on the examiner and help you score well.

## 10-10: ESSENTIAL ELEMENTS OF GD

Group discussions allow us to participate in a group and present our views. Debate and group discussion are two different things. In a debate there are two sides; one supporting the topic and other in opposition. Group members have to stick to their views. On other hand, in a group discussion there are no such groups. There is a healthy discussion to get a constructive conclusion. One is free to agree or disagree with the views of other fellow participants. Following are the essential elements of a group discussion:

- ❖ **Clarity of Topic:** When the topic of the group discussion is announced, you should quickly gather all the points one can recollect from memory. If you are totally unaware about the topic, you should not step ahead and initiate. You should first listen to the views of others, then understand the topic and then put forth your views.
- ❖ **Start where Left:** Start the discussion from where the other person has left the topic. Do not just start giving your views. Create a link. Try to coordinate your views with the views of others. Agree with others if you are satisfied with their viewpoint, otherwise you can put forth an opposite opinion.
- ❖ **Active Participation:** You should actively participate in the group discussion to have a good impression on the jury as well as on the fellow members. Try to blend this active participation with a relevant discussion. Unnecessary and unrelated points can put you in trouble by lowering your rating. So be thoughtful about your views.
- ❖ **Healthy Tone:** Try to put forward your views in a healthy and an impressive tone. Do not get aggressive when anybody opposes you. Your calm and cool attitude gives a better picture about your maturity and confidence.

## 10-11: DIFFERENT CHARACTERS IN GD

There are a number of roles that a candidate can play in a GD. Some of the roles that candidates may choose to play:

**The Initiator:** Initiator is the person who tries to commence the discussion and make his point in the beginning. He may try to give direction to the GD and speak as much as possible in the beginning, before the GD gets too noisy or chaotic. However, this person does not participate much in subsequent stages of the discussion. It appears that he has exhausted himself early in the game. If you are the initiator,

- ❖ Give a structure and aim to the discussion,
- ❖ Do not think speaking in the beginning is enough,
- ❖ Lay down the ‘parameters’ of the discussion,
- ❖ Participate actively throughout the discussion.



**The Data Giver:**

The data giver provides all the statistics and data relevant to the discussion. He seems to be a 'talking newspaper'. However, many times he just supplies vital data and cannot connect it to his viewpoint in a logical manner. If you are the data giver you should try and go beyond just giving data. Participate in the real discussion.

**The Criticizer:** Some participants play this role. They oppose or criticize the points that others make. Whatever others say, these participants object saying that the point may not be accurate. Such participants do not make adequate impression of their own, they merely respond to the points that others make. Hence, they are likely to score low.



**The Supporter:** These participants agree with the points that others make. Whatever others say, these participants indicate their support by nonverbal movements such as nodding head, hand gestures, etc. Such participants fail to make satisfactory impression of their own. They briefly respond to the points that others make. Hence, they are unlikely to score well.



**The Questioner:** Rather than making his own points, this candidate asks questions to others. He seeks the opinions or asks data from others. He plays the role of an interviewer. Since he doesn't make substantial points of his own, the evaluation panel may not get impressed with his performance. So he may not get too many marks.



**The Gatekeeper:** When someone suddenly reminds everyone hurry up since time is getting over, he is playing the gatekeeper's role. This participant keeps a check on various aspects such as the time left, who all have spoken, who did not, etc. He seems more bothered about maintaining order and decorum rather than in making substantial points of his own. Hence, he may not score high marks.



**The Traffic Policeman:** This participant behaves like a traffic policeman trying to control the flow of traffic. He makes a many gestures with his hands or waves his hands trying to stop someone from speaking while making a point. Too many gestures may not impress the evaluation panel. Try and avoid it. Do not stop others from speaking by raising your hands!



**The Spectator:** These participants hardly say anything. They almost seem part of the audience. They make no contribution, except nodding their heads or saying 'yes'. They keep listening to others in the group may be because they are not confident to speak or have language problem. Such participants are unlikely to get selected.



**The Leader:** This is the role that you should try and play in a group discussion! The group leader would:

- ❖ try to initiate the discussion'
- ❖ provide a direction and structure to the discussion'
- ❖ lay the framework or boundaries of the discussion'
- ❖ support points by strong logic'
- ❖ give adequate examples to support your views'
- ❖ try and involve others in the discussion'
- ❖ manage the 'flow' of the discussion'
- ❖ and summarize the discussion and review all the ideas discussed.



**The Summarizer:** This person tries to summarize at the end. It could be a good strategy but only if you participate during the discussion. While summarising; present both sides of the discussion, do not add new points, summarize the points that the whole group discussed, be brief and yet give comprehensive summary.



## 10-12: TRAITS TESTED IN GD



The underlying principle of the Group discussion is that 'the leader has knowledge and communication skills to achieve the set objectives in the group assignment'. GD helps to reveal person's leadership qualities as well as his or her group worthiness, a quality that is an important component for success in all vocations.

### List of Qualities Judged during Group Discussion:

- ❖ Communication Skills.
- ❖ Expression and Interaction.
- ❖ Listening skills.
- ❖ Knowledge Purview.
- ❖ Open Mindedness.
- ❖ Decision Making Skills.
- ❖ Reasoning.
- ❖ Analytical Skills.

## 10-13: GD ETIQUETTE

Group Discussion (GD) is used in selection process for determining whether certain personality traits are present in the candidate before he is admitted or recruited. The panelists are continuously watching and observing you. So, here are some tips of group discussion.

DO'S	DONT'S
	
Speaking to the group courteously.	Share false figures and information to prove your point.
Control outbreak of emotions.	Lose your temper Or be aggressive.
Be fair and acknowledge whatever is found interesting.	Shout or talk excessively.
Limit your body gestures.	Point fingers or thump the table, etc.
Nodding or smiling to show respect and recognize the contribution of every member.	Show off or display arrogance.
Disagree wherever you need to but try to be polite.	Grab attention in the wrong way.
Use a moderate tone and a medium pitch.	Reveal nervousness by fidgeting or being restless.
Allow others to contribute.	Dominate the discussion.
Listen carefully.	Too much use of anecdotes.
Wait for other speaker to finish before you speak.	Interrupt when someone else is speaking.
Stay calm and relaxed to demonstrate your conflict handling skills and maturity.	Show antagonism by directly contradicting someone's points of view or making personal attack.

### Remember the etiquettes:

- ❖ Your body language speaks volumes about your personality. So, dress formally, reach your destination on time and move towards your seat confidently yet modestly.
- ❖ Your pre-preparation makes you look organized. Carry a pen and a pad for jotting down important notes.
- ❖ Your listening skills show your patience and positivity. Listen carefully paying attention, have eye contact, nod head to acknowledge. Do not interrupt the speech of other participants.
- ❖ Your verbal expression shows your confidence and clarity. Organize your thoughts, be precise, clear, dignified, use respectable language and allow others to speak.

- ❖ Display your leadership qualities and management capabilities. Take initiative, ordinate and lead the discussion, motivate others to participate, influence the group by making valid points and novel ideas and treat every member with respect.
- ❖ Your knowledge and understanding on varied topics displays your worth. Knowledge will make you confident and convincing. Do not deviate yourself from the topic.
- ❖ Your personality traits make an overall impression. Show polite mannerism and uphold group discussion etiquettes to maintain the decorum.

## 10-14: AREAS TO BE CONCENTRATED WHILE PREPARING FOR THE GD

In a Group Discussion the candidate is assessed on his behavioural traits such as his leadership skills, social skills, team skills, problem solving skills, presence of mind, etc.

### Preparation for Group Discussion

**Information and knowledge:** No one knows what the topic of GD is going to be. Hence, keep yourself updated on latest information about politics, sports, technology, market situation and your broad field of study. Read voraciously. In order to get current and detail information, make a habit of reading newspapers, books, magazines, internet blogs and Wikipedia, listening to television or radio news, etc. Have good and sound knowledge on numerous topics. Also watch short videos and documentaries on various topics.



**Know the dynamics of the GD:** A GD normally lasts for 15-20 minutes and has 8-15 members. The group members are supposed to conduct the GD. The evaluators are spectators who assess your performance. You should not speak to or look at the evaluators during the GD. Normally; you are allowed to carry a paper and a pen with you. 2-to 5 minutes of preparation time is given to organize thoughts. Quality is rated above quantity in a GD, so speak to the point and give others a chance to speak. A short entry of 25-30 seconds 3-4 times during the discussion is sufficient. Remember that is a discussion and not a debate. No need to prove your point right so avoid arguing. You can refer your group members by 'You', 'He' and 'Him' instead of remembering their names.



**Practice:** If you are not feeling comfortable about the idea of participating in the group discussion activity, you will benefit from a rehearsal. Many people practice in the vehicle on their way to an important meeting. Some people try to practice taking both sides of the topic under discussion so that they are aware of the counter argument they might face. You can also ask your friend or family member to play the role of your opponent while practicing. Remember that rehearsing out loudly helps in improving your fluency, delivery, adjusting your body language and improving your ability of think quickly.



## 10-15: INITIATING A GD

A group discussion is generally divided into three parts:

1. Initiation
2. Main discussion
3. Summarization



Initiating a GD is both favourable and unfavourable. When you initiate a group discussion, you get an opportunity to speak first, show your initiative and win points for your leadership. But at the same time, you also grab the attention of the examiners and raise their expectation about you. However, if you are able to make a favourable first impression by your appropriate content and communication skills, it will help you to sail smoothly through the GD. If you initiate the GD then you also have the responsibility of giving the right perspective and agenda. So, if you have in-depth knowledge about the topic given, you should initiate the GD.

## 10-16: TECHNIQUES TO INITIATE A GD

You can initiate the GD with the following:



- ❖ **A Quotation or Famous Proverb:** You should have a good command over English language and good memory to recollect the right quote or phrase at the right time. The quote could be in favor of or against the topic. But you can continue with your point of view. For a topic, ‘Does India has any future with its diversity of problems?’, you can start with a quote that, ‘When you are at the rock bottom, the only way to go is up words!’
- ❖ **A Definition:** Since school days you have been beginning your answer with a definition or explanation of the term. This method is useful for conceptual topics where it is really important to decipher the meaning of the word correctly. If the topic for GD is ‘what is the greater evil: Hunger or Terrorism?’ you can start by saying that, ‘the unlawful use of violence and intimidation to create terror among masses of people, in the pursuit of religious or political aims is terrorism; while hunger is a feeling of discomfort or weakness caused by lack of food, coupled with the desire to eat.’

- ❖ **A Question:** Starting the GD by asking a question and answering it yourself creates an impact. It acts as a good ice breaker as a question is simple to understand. It may also promote the flow of ideas. The question can be about the advantages, disadvantages or anything else related to the topic to open the discussion. If you start with a relevant question, you can set the tone for the entire discussion. If the GD topic is 'Should India play Cricket with Pakistan', then you can start by asking, 'What does Cricket mean to the people of India?'
- ❖ **A Shocking Statement:** Initiating a GD with a shocking statement is an excellent way of grabbing immediate attention and putting forth your viewpoint. If the topic is 'what is India's greatest problem: Population or Hunger?'; you can start with a prominent statement like, 'Every year one Australia is being added to India!' and explain the population situation in India to make your point.
- ❖ **A Striking Statistics:** Quoting statistics to start a GD is a real smart work as it shows your knowledge purview. However, if you are very confident about facts, figure and statistics you are quoting, only then you should start with it and quote them accurately. Also, do not over state statistics. For Example: 'U.S. census data from 2015 shows that women working year-round and full-time were, on average paid 80 cents for every dollar a man received, according to an analysis by the American Association of University Women (AAUW)'.
- ❖ **A General Statement:** If the topic of GD is 'Should Mr. Rahul Gandhi be the prime minister of India?'; one can begin the GD putting it into a proper perspective saying that 'Friends, before we begin making our own conclusions, let us first find out what qualities a good prime minister should hold. We can then compare these with the qualities possessed by Mr. Rahul Gandhi, and reach a logical conclusion.' This can put the GD into proper perspective.
- ❖ **A Short Story:** An interesting short story of 4-5 lines can do the magic. Everybody likes stories since they entertain and amaze people. Short stories always have an important lesson attached to it so help to make your point vividly. If a GD topic is 'Character is everything.' You can start with a short story saying that, 'A child once asked a helium gas-filled balloon vendor, which coloured balloon would go higher than the rest, the blue, green or red? The vendor smiled and said to the child that it was not the colour of the balloon but what was inside it that would make it to go higher.'

## 10-17: NON-VERBAL COMMUNICATION IN GD

Non-verbal signals vary from person to person, culture to culture and context to context. However, the right kind of non-verbal cues can add to your advantage during a group discussion. Subtle non-verbal gestures can make a good impression which goes in your favour. In a group discussion, they help in understanding the manners, attitude and tendencies of a person.



Important Non-Verbal Cues in a GD:

1	Affirmation or Disagreement	A simple positive nod of the head shows that you are validating or approving someone's point. Nodding of the head negatively to disagree, waving of hands and facial movement.
2	Confidence and Ease	Moderate hand movements and gestures will suggest that you are well aware of the topic that you are going to present but excessive hand movements will make a negative impression.
3	Paying Attention	When you maintain an eye contact, it shows that you are listening to what the other person is saying. But you look distracted if you do not maintain eye contact, and it may have a negative outcome.
4	Interest and Inclination	If you cross your arms or do not maintain proper eye contact or look somewhere else instead of paying attention to the discussion, this indicates your disinterest.
5	Voice Quality	Your voice conveys your confidence and holds the attention of others. A high-pitch voice may appear argumentative or complaining. You may have difficulty in listening to a very feeble voice. A loud voice appears aggressive and a low toned voice goes unheard.
6	Mental and Emotional State	Human face is very expressive. Unknowingly it expresses all the emotions such as anger, repulsion, fear, panic, sorrow, joy, etc. Shrinking nose, raising eyebrows, yawning, rolling eyes, deep sigh, folded or open arms - all these non-verbal communications tell a great deal about your present mental and emotional state.

## 10-18: MOVEMENTS AND GESTURES TO BE AVOIDED IN A GD

POINTING FINGERS	Pointing fingers generally indicate talking in anger and accusing someone. It exhibits your aggression.	
PLAYING WITH PEN OR PAPER	Playing with pen, paper or just moving your hands shows careless or impatient attitude. Whether you remain silent or talk while playing with such objects, it will show your lack of interest or restlessness.	
STOOPING OR SLOUCHING	You should sit or stand straight while in a group discussion. Do not stoop or slouch or bend forward. That is an informal posture and is not at all welcomed in GD. It shows your fatigue, disinterest or lack of confidence.	
SITTING WITH CROSSED ARMS/LEGS	When you sit with crossed arms or legs or both, it refers to a closed mindset and a person who is not ready to accept, or open to new thought or listen to others' point of views.	
THROWING YOUR HAND	Do not spread or throw your hands in such a manner that it enters your neighbouring group-member's space. Everyone has their own personal space and entering that may disturb the entire group coherence.	
FIDGET	You should not keep fidgeting or move uncomfortably in your chair. Making unwanted and repeated movements, especially of the hands and feet, through nervousness or impatience shows your anxiety.	
NOT TO BE STIFF	When it is said that you should not keep fidgeting, it also means that you should not keep yourself absolutely stiff in your position. It conveys your discomfort or fear. You should be comfortable in your posture.	
SCRATCHING, PRICKING, RUBBING	You should not engage your hands in inappropriate activities such as scratching, pricking, rubbing, etc. This will again show your lack of interest in the GD and too much obsession with yourself.	

CONTROL YOUR FACIAL EXPRESSIONS	Control your facial expression and avoid showing your anger or disgust or frustration reflecting on your face. Also do not smirk, smile or laugh unnecessarily. Do not also show that you are too passive.	
MOVING YOUR LEGS	Constantly moving legs shows impatience. If you keep moving your legs, you will communicate that you want to get rid of the group discussion process.	

## 10-18: TOPICS FOR GD

Crypto Currency Or Bitcoin
# Me too campaign
Impact of technology on Jobs
Is India ready for cashless economy?
Media Freedom: Should there be a limit?
Social Media: A boon or a bane for society and individuals
Hard Work Vs Smart Work
Gender bias in portraying Women in Advertisements
India needs a uniform civil code
Drug abuse is rampant among Indian teenagers.
Can India make Aadhar Card compulsory?
Should the rich and wealthy in India be taxed more?

## SUMMARY

Every final year student knows the importance of Group Discussion (GD) as it has become one of the most important criteria in an interviewing process. Group discussion is a creative and dynamic activity that stimulates reflective thinking among the members. Characters Tested in a Group Discussion are Team spirit, Leadership Skills, Flexibility, Creativity, initiative, inspiring others, listening, awareness, etc. To prepare for a group discussion, you need to keep track of happenings around the world. Be aware of current affairs and issues. You should be well aware of the happenings that affect our lives. To get a wider perspective on issues make a habit of reading newspapers and magazines and watching interesting documentaries and news report on television. As an individual, your intelligence, you general knowledge and core competencies plus as a team player, your ability to lead and to play your part in the team is measured in the GD. GDs can be topic-based or case-based. Skills such as communication skills, team building skills and

presentation skills are required in a GD. There can be positive as well as negative outcomes of GD. There is a specific list of what should be done and what should be avoided at a GD. There are a number of roles that a candidate can choose to play in a GD, such as the Initiator, the Data Giver, the Criticizer, the supporter, The Questioner, The Gatekeeper, The Traffic Policeman, the spectator, the leader and The Summarizer. GD helps to reveal person's leadership qualities as well as his or her group worthiness, a quality that is an important component for success in all vocations. It is important to know the etiquettes of Group Discussion since the selection process whether certain personality traits are present in the candidate before he is admitted or recruited. The panellists are continuously and closely watching and observing you to assess your leadership skills, social skills, team skills, problem solving skills, presence of mind, etc. The right kind of non-verbal cues can add to your advantage during a group discussion. Subtle non-verbal gestures can make a good impression which goes in your favour.

## KEY WORDS

- ❖ Group Discussion,
- ❖ Characters Tested in a Group Discussion,
- ❖ Tips on Group Discussion,
- ❖ Types of GD,
- ❖ Skills required in a GD,
- ❖ Consequences of GD,
- ❖ Characters in GD,
- ❖ Traits tested in GD,
- ❖ GD etiquettes,
- ❖ Techniques to Initiate a GD,
- ❖ Non-verbal in GD,
- ❖ Movements and Gestures to be avoided in a GD.

## UNIT 03-03: ETIQUETTES AND MANNERS

### LEARNING OBJECTIVES

After successful completion of this unit, you will be able to

- ❖ Define etiquettes and manners
- ❖ Describe the modern etiquettes
- ❖ Understand the benefits and classify etiquettes
- ❖ Practice good manners
- ❖ Comprehend professional manners

### 11-01: INTRODUCTION:

The word ‘etiquette’ comes from the French word ‘estique,’ which means to attach or stick. The noun ‘etiquette’ describes the requirements of behaviors according to conventions of society. It suggests the proper conduct that is established by a community for various occasions, such as ceremonies, formal events and conduct of everyday life. Etiquettes transform a man into a gentleman.



#### Definitions of etiquettes:

- ❖ The rules indicating the proper and polite way to behave. (Merriam-Webster Dictionary)
- ❖ The custom or rules governing behaviour regarded as correct or acceptable in social or official life. (Collins English Dictionary)
- ❖ The set of rules or customs that control accepted behaviour in particular social groups or social situations. (Cambridge Dictionary)

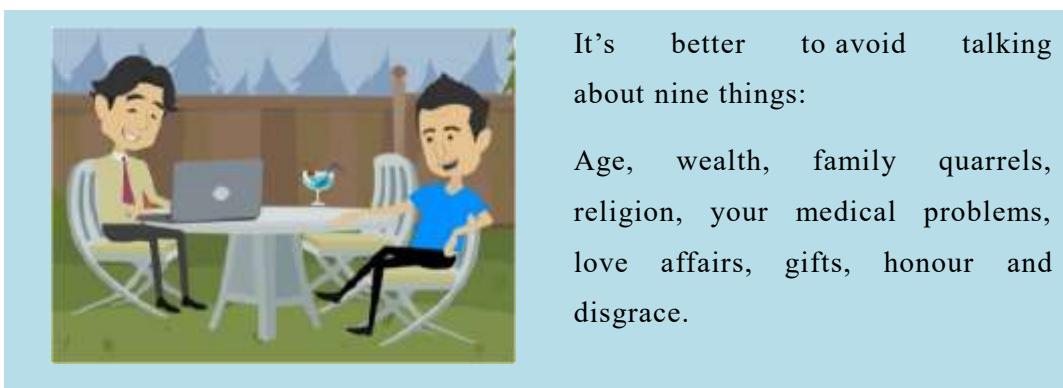
### 11-02: MODERN ETIQUETTES:

Modern Etiquettes are the formal manners and rules that are followed in social or professional settings. They are the customary code of polite behaviour in society or among members of a particular profession or group. Using etiquettes and manners means you are a respectful person

yourself and you are considerate of others. It also conveys respect of other cultures, traditions, or religions. The modern etiquette of business is the unwritten sets of rules of conduct that make social interactions manage more smoothly. Office etiquette applies to interaction between co-workers, colleagues, superiors, customers and associates.

### **Some Modern etiquette:**

- ❖ Never be late for a meeting or appointment.
- ❖ Never visit anybody without calling them first and making an appointment.
- ❖ Never dry an umbrella when it's opened - neither in the office nor at someone else's place.
- ❖ Never put a handbag on your lap or your chair. It can be hung on a chair back or put on the floor.
- ❖ Knock the cabin door or door of personal room before entering.
- ❖ The person who exits first from an elevator is the one who is closest to the door.
- ❖ If your cell phone rings during a meeting, shut it off without looking at it unless you have a very good reason to check it.
- ❖ Never interrupt anyone else while the person is in the middle of a task with something that can be handled through email or at a later time.
- ❖ If a woman invites a business partner to a restaurant, she pays. If someone says, 'Let's go to a restaurant,' that means everyone pays for himself or herself; if a man offers to pay for a woman, she can agree.
- ❖ In the cinema, theatre or concert hall, you should go to your seat facing the people already sitting.
- ❖ Treat others with respect, the way you want them to treat you in the office and in the family too.
- ❖ Discussing people in their absence, when it is simply gossip, is unacceptable.
- ❖ A gentleman is expected to open the door and offer a seat to the lady in the car on the rear seat. And when they get out of the car the man should open door for her and should help her to get out of a car. The most prestigious seat in a car is behind the driver.
- ❖ Plastic bags as well as brand bags from boutiques should only be used for going to and from the supermarket. Using such bags as handbags is not considered cultured.



### **11-03: BENEFITS OF ETIQUETTES:**

Etiquette is a code of behaviour that delineates expectations for social behaviour according to contemporary conventional norms within a society, social class or group. If you know them, you can benefit in the following ways:

#### **FOR STUDENTS:**

- ❖ Provides strategies and skills to overcoming shyness
- ❖ Prepares for competitive academic environments
- ❖ Upgrades interview skills
- ❖ Enhances interaction skills
- ❖ Teaches social engagement skills
- ❖ Creates new learning opportunities
- ❖ Builds self-confidence and self-esteem

#### **FOR INDIVIDUALS:**

- ❖ Builds self-confidence and self-esteem
- ❖ Provides competitive edge for job-seekers
- ❖ Improves one's image
- ❖ Upgrades interpersonal skills
- ❖ Promotes sensitivity and cross-cultural awareness
- ❖ Creates potential opportunities in competitive job market
- ❖ Impacts career advancement positively

#### **CORPORATE ADVANTAGES:**

- ❖ Improves profile of company in the market
- ❖ Provides additional tools for sales and service performance
- ❖ Gives the company a professional edge
- ❖ Improves relations with customer
- ❖ Helps to create cross-cultural goodwill
- ❖ Fosters dignity and respect in the workplace
- ❖ Brings positive vibes in workplace code of conduct

### **11-04: CLASSIFICATION OF ETIQUETTE:**

There are four types of Business Etiquette. If you know them and observe them carefully, they help you to build and maintain a great professional reputation.

## Workplace Etiquette:



- ❖ Standing is a sign of respect. When your boss enters the conference room or your cabin, you should stand to greet him.
- ❖ Even if you are having a passionate business discussion, keep your voice down. Raising your voice while talking on phone or while talking to colleagues is considered impolite as it could cause distraction to others.
- ❖ Always respect your colleagues' privacy. Do not try to read from his computer standing behind him, knock before you enter his or her cabin or desk area, do not intentionally look at his belongings, or ask very personal questions.
- ❖ Ask before you borrow anything. Do not touch the property of your co-workers without their permission and be sure to return it as soon as possible.
- ❖ In the workplace you work with people of all types of backgrounds, different religions, socio-cultural values, etc. So always watch your language. Never use demeaning phrases or offensive remarks.
- ❖ Do not forget to say thank you orally and by writing a thank-you note. It is highly professional to give credit by saying thank you to your subordinates too.
- ❖ Avoid eating food and creating a smelly or oily mess on your workstation or table. Keep your table clean.

## Table Manners and Meal Etiquette:



There are intricate rules about using cutlery and crockery during meals. We need not go into those details. However, as a professional you should know the following things:

- ❖ Put your table-napkin in your lap when you sit down for a meal.
- ❖ Order food items in a similar price range as that of your dining companions.
- ❖ Do not start eating until everyone has received their food.
- ❖ Pass condiments and dishes from left to right rather than reaching across the table.
- ❖ Chew with your mouth closed.
- ❖ Do not impulsively snap your fingers at your food-server.
- ❖ Do not make loud noise of your spoon, knife or fork.
- ❖ After the meal is over, partially fold your napkin and put it to the left of your plate.

## Professional Behaviour:



As a professional one should contribute to make a work environment pleasant, productive and inclusive. Professionalism includes many important things about a person's behaviour standards.

Here are a few important ones:

- ❖ **Keep your word:** When you make a big or small commitment to someone, you should try to keep it. If you know that will be impossible to keep the commitment, it is imperative to give him a prior notice. For example: if you have committed to meet someone at a particular place at a particular time. However, due to some urgent matter you cannot make it. In such a case you should call, send an email and inform the person about the same with apologies.
- ❖ **Be punctual:** You should always show up on time or early. Being late is considered arrogant and unprofessional.
- ❖ **Maintaining calm:** Even in heated situations, do your best to stay cool. Keeping your cool at workplace is considered matured and dignified.
- ❖ **Showing flexibility:** It is possible that you may need to go to work early or stay at work till late hours and additional time, change your plans at the last moment, shift meeting timings or venues, and many other adjustments at workplace. One should accommodate these changes without getting irritated to keep the work atmosphere pleasant and to make things work.
- ❖ **Be diplomatic:** At workplace you need to work with people who are not compatible to you. They may be your colleagues, your superiors or your subordinates. Using your diplomacy, try to be kind and cooperative towards them to keep work environment harmonious.
- ❖ **Accept constructive criticism:** In a work place your bosses and colleagues will keep giving valuable feedback to you. Every time the feedback may not be positive. However, if you will accept the negative remarks as constructive criticism, it will help you to maintain relations and you may get valuable opportunities to improve.

## Communication Etiquette:



Good communication is the key to maintaining good relations. In today's times the majority of the business or workplace communication is indirect or virtual. Therefore, you must know simple tips for using telephone, e-mail, e-communication as well as etiquette of direct personal communication.

#### **Phone etiquette:**

- ❖ Do not speak too loudly or too softly.
- ❖ Do not indulge with your cellphone when you are with some friend, colleague or superior. Keep it on silent mode hidden in your pocket or bag.
- ❖ On a conference call when you are listening to the opposite person and not speaking, mute your phone so that the opposite person is not distracted by the surrounding noise.
- ❖ Always return the missed calls or the calls you could not take.

#### **Email etiquette:**

- ❖ You should try to answer emails from within the organization within a day and emails from outside the organization at least within three days.
- ❖ Avoid overusing exclamation marks and smiley faces.
- ❖ Use formal language.
- ❖ Keep your email short and simple.

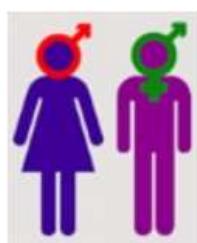
#### **Virtual meetings etiquette:**

- ❖ While having a virtual meeting look at the camera so it seems that you are making a direct eye contact.
- ❖ Keep the door of the room closed to keep away interruptions from your family members, pets, children, roommates, servants, friends, colleagues, etc.
- ❖ Before your meeting, make sure that the area covered by the camera is kept formally appropriate by moving unwanted things.

#### **Face-to-face etiquette:**

- ❖ Greet your superiors, subordinates and co-workers appropriately.
- ❖ Maintain eye contact with the person you are talking to around 70% of the times.
- ❖ Avoid complimenting on someone's appearance, since it can make people feel uncomfortable.
- ❖ Show interest in what the opposite person is saying by using non-verbal cues.

### **11-05: ACCOMPANYING WOMEN**



Using proper etiquette makes you a respectful person who is considerate of other cultures, traditions, religions, races and sexes. In today's workplace you will be working with male and female colleagues and as a gentleman a man should show courtesy while dealing with women in the workplace.

- ❖ A man should let the woman walk on the ‘protected side’ on a road to safeguard her from traffic hazards.
- ❖ If there are two men walking the street with a woman, she should walk in the middle.
- ❖ A man should hold the door open for a woman.
- ❖ In elevators and escalators let the accompanying woman enter first.
- ❖ Let a woman sit first by helping her to settle down in her chair.
- ❖ Avoid improper and vulgar humour since it is considered socially insensitive.
- ❖ While coming down the stairs the man should walk ahead of the woman.
- ❖ If a woman accidentally drops something, a gentleman would pick it up for her.
- ❖ Do not stare at a woman since it is considered interfering.
- ❖ A gentleman rises when a lady enters the room.
- ❖ Do not throw cigarette buds or small paper on the pavement. Find a trash can.
- ❖ Spiting is strictly forbidden.
- ❖ No need to mention but if you have an umbrella with you, you should not swing with it. You never know who you might hit and hurt.
- ❖ Never call out loudly in public unless it is an absolute emergency.
- ❖ While entering a taxi, open the door for the woman. Let her in. Close the door. Walk over to the other side and enter inside the taxi.
- ❖ While entering some unknown premises men should enter first. While leaving, open the door for the woman and let her out first.

## 11-06: TABOO TOPICS

There are some topics you should avoid discussing at work since they can make your colleagues uncomfortable or awkward. The following topics should be avoided for discussion at workplace since either they are very personal things or they are very controversial things and many people may be sensitive about them.

- ❖ Religion or faith
- ❖ Salary or wages
- ❖ Any person’s age
- ❖ Sex life
- ❖ Household Problems
- ❖ Health problems
- ❖ Financial Problems
- ❖ Political inclination
- ❖ Marital issues
- ❖ Extra marital involvements

## 11-07: PROPOSING THE TOAST

There are occasions when you want to say a few words to celebrate an event or an achievement of a person. Parties are organised in workplaces to celebrate a success, retirement, a major change, a merger or to acknowledge someone's contribution. At such times rather than giving a formal speech people prefer to propose a toast.



How to propose a toast?

- ❖ Make sure that everyone has a full glass. (Everyone need not drink alcohol.)
- ❖ Stand in some prominent place and get everybody's attention by gently tap your glass.
- ❖ Other guests can remain seated and raise their glasses.
- ❖ Hold your own glass in front of you a little above waist level.
- ❖ Introduce yourself briefly, if there are people who already do not know you.
- ❖ Say something about the occasion of celebration.
- ❖ Conclude your speech in just 1 or 2 minutes.
- ❖ Raise your glass to eye level.
- ❖ State a wish for the future of the person being honoured or for the business firm, in just a couple of sentences.
- ❖ Raise your glass over the head level.
- ❖ In 3/4 words name the person, or occasion being honoured.
- ❖ Take a sip from the glass.

Important tips:

- ❖ The host proposes the first toast.
- ❖ Raising a toast of water is considered rude.
- ❖ A toast should be short and simple.

## 11-08: MANNERS: INTRODUCTION

Manners are the protocols of polite behaviour that you use in your everyday life to make a good impression on others and to feel good about yourself. You need to practice good manners everywhere; even at your home, your workplace, when you are with friends and with relatives, neighbours or acquaintances. Every culture may have different code of behaviour or practices as per its norms of what is considered courteous and respectful in terms of behaviour of different genders, ages and relations.

Having good manners also mean being considerate about others and respecting others. There are some basic set of rules which are mostly common in all societies, such as respecting elders, being kind towards women and young children, etc.

Take a simple test to know what and how much you know about good manners:

Sr. No.	Statement	Mark your answer	
1	Good manners are just a way of showing other people that we have respect for them.	TRUE	
		FALSE	
2	It is alright to listen to other people's conversations.	TRUE	
		FALSE	
3	It is considered rude to argue with your superiors even if you disagree with them.	TRUE	
		FALSE	
4	It is okay to if you laugh if someone burps or spills something on his clothes.	TRUE	
		FALSE	
5	When you talk to someone, you should look into the eyes of that person.	TRUE	
		FALSE	
6	It is not well-mannered to whisper in somebody's ears in front of other people.	TRUE	
		FALSE	
7	Some people are born with good manners.	TRUE	
		FALSE	
8	The way you look at someone or move your body can send messages.	TRUE	
		FALSE	
9	Never tell someone's secrets to others.	TRUE	
		FALSE	
10	You can talk about whatever you want over the dinner table.	TRUE	
		FALSE	

## 11-09: POOR MANNERS NOTICED IN YOUTH

- ❖ Chewing gum all the time and popping bubble gums in public.
- ❖ Yawning, dozing or sleeping in a meeting.
- ❖ Wearing inappropriate clothing.
- ❖ Unable to keep time given time. Reaching late for office or appointments.
- ❖ Digging nose in public.
- ❖ Use slang language in formal work set up. Use of slang words on official emails.
- ❖ Use inappropriate table manners.

- ❖ Smoking in prohibited areas.
- ❖ Messing up the work-desk with eatables and papers.
- ❖ Talking loudly on cellphone in office or public.
- ❖ Being always in hurry so jumping the queue instead of standing back till your turn.
- ❖ Biting nails in public or at workplace.
- ❖ Sitting on the office table.
- ❖ Picking teeth in public.
- ❖ Making sound while eating and eating with mouth open.
- ❖ Spitting in public places or roads.

## 11-10: WHY SHOULD YOU PRACTICE GOOD MANNERS?

Good manners tend to lead to good habits which can cause your own development as a responsible citizen. Individual growth can make overall development of the society possible.

There are other reasons why you should practice Good Manners:

- ❖ Good Manners helps to cast a good impression on others and hence get more respect from them in return.
- ❖ Good Manners make your day Pleasant since they helps you to reduce unnecessary friction with others and makes co-existence peaceful.
- ❖ Good manners help you to develop friendship and relations quickly as people find courteous persons attractive and pleasant to be with.
- ❖ Good Manners makes people around you feel more comfortable and at ease. It also makes you appear more approachable and trustworthy. Well-mannered people get easy support from others.
- ❖ Well-mannered people appear more caring, respectable, admirable and compassionate and hence get opportunities of leading the group.
- ❖ Good Manners can help you build Self Esteem as they are appreciated by others. Such persons with self-esteem are more likely to get what they want in life
- ❖ Use of Good Manners does not cost anything. You can have the best ones displayed for free.
- ❖ Being polite sets the stage for better behavior. Such people can become role-models for others in family and at workplace.
- ❖ Professional manners can get you positive attention of colleagues and superiors. Skills of the job are important but following manners and rules at workplace can help you to earn respect and sometimes it also contributes to promotions, pay-raises and positions.
- ❖ Professional manners and politeness can please your customers and therefore can help you to increase your sales, expand your market and spread positive mouth publicity.



Knowing and using proper etiquette regularly can help to raise your confidence level. When you are practice good manners all the time, you need not worry about whether you are doing or saying the right thing or not. Good behaviour becomes a habit. It will come naturally to you and others will respect you more for it.

## 11-11: PRACTICING GOOD MANNERS

- ❖ Smile and greet when you meet people.
- ❖ Hold doors open for others.
- ❖ Introduce people the right way.
- ❖ Congratulate and praise others for their achievements.
- ❖ Say ‘Please’ and ‘Thank You’ whenever needed.
- ❖ Do not gossip in workplace.
- ❖ Speak politely with co-workers using appropriate titles such as Mr., Mrs., Miss, etc.
- ❖ Cover your coughs and sneezes.
- ❖ Avoid any kind of sarcasm and insult.
- ❖ Avoid staring at people.
- ❖ Avoid asking too many and too personal questions.
- ❖ Do not talk with your mouth full.
- ❖ Don’t take food off someone else’s plate.
- ❖ Avoid invading personal space.
- ❖ Do not interrupt people when they talk.
- ❖ Practice good listening.
- ❖ Avoid sharing dirty jokes with colleagues.
- ❖ Apologize for your mistake.
- ❖ Avoid touching people like patting them on their shoulder or touching their hair.
- ❖ Avoid drinking liquor too much and getting high in business meetings or gatherings.

## 11-12: MANNERS AT THE WHEEL: DRIVING

- ❖ Do not drink and drive.
- ❖ Do not drive without license.
- ❖ Do not honk unnecessarily.
- ❖ Say thank you by gestures when a car gives you way.
- ❖ Do indicate when changing lanes by giving proper signal.
- ❖ Do obey speed limits because excessive speeding is a risk to you and other motorists.
- ❖ Do not jump the signal.
- ❖ Do not use Cell phone while driving as it creates distraction and pose danger.
- ❖ Wear a seat belt and make sure your passengers also wear theirs.
- ❖ Keep a safe distance between your car and the car in front of you.
- ❖ Do not eat while driving.
- ❖ If you have a problem, use your hazard lights.
- ❖ Avoid texting while driving.
- ❖ Give way to an ambulance.



## 11-13: MANNERS IN THE FLIGHT

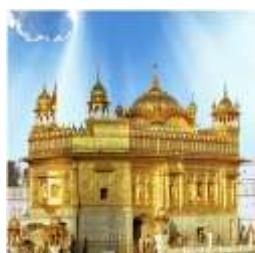
You can make your airplane journey more enjoyable for you and your co-passengers by obeying some rules and using some manners.

- ❖ **Respect the space of your co-passenger:** Do not overload the overhead luggage space or use the space under the neighbouring chair too. Do not takes over both armrests and recline as far back as the chair allows. Show some respect for the people on either side of you and stay out of their personal space.
- ❖ **Do not talk continuously:** Many people enjoy flying in silence. So before you start chatting try to judge the person in the neighbouring seat and feel his mood. If he does not show much interest just plug your headphones and watch your screen or read your book.
- ❖ **Restrain from moving around:** Use rest room before boarding the flight. If you constantly get up and get down, it can annoy your fellow passengers. Another way is to choose an aisle seat and let someone else have the window, if you need to get up more times during the flight. Do not take leisurely walk to peep in the service area of the flight.
- ❖ **About alcohol:** It is not a very good idea to drink alcohol during a flight if you are travelling by an economy class. If the person gets a little high due to a couple of pegs of liquor, he can become annoying for the people sitting next to him. In such a situation, it is better not to get into any kind of discussion with that person.

- ❖ **Seat discipline:** There are some norms of sitting to show respect towards co-passengers. While standing or sitting back in your seat try not to hold the front seat or give it a jerk. If you are traveling with a baby or small child, make sure that the child does not kick the front seat or make noise continuously. If it happens by mistake, apologize to the affected co-passenger immediately. Keep the child occupied in paper pencil or card games. Encourage the child for good behaviour by giving him incentives.
- ❖ **Treatment to airline crew:** Try to be courteous while communicating with the airline crew. Do not try to be over friendly with them or take too much of their time. When they ask you a question, give them a direct and polite answer. Say thank you for their help.
- ❖ **Sounds and Smells:** If you need to listen to audios or videos from your tab, cell phone or laptop, etc. keep the volume down so that you do not impose it on the co-passenger. Contain chatting on phone while going through the process of security check ups and boarding in loud voice. Similarly, be aware of the odours that you create by spraying perfumes or eating food that you have with you, having strong aroma. Some people are allergic to strong fragrance. Someone, who is finicky and not easy going, may feel offended by the strong smell of eatables.
- ❖ **Infections:** It is not at all a good idea to fly, if you are sick. Your cough or sneeze will surely spread the infection. The closed and tight sitting arrangement in the plane, does not allow the required space between people to accommodate a sick person. However, as a precaution from germs, you can carry a odorless hand sanitizer and use it whenever you touch a common area to prevent the spread of germs.

## 11-14: RESPECTING THE SACRED - VISITING HOLY PLACES

It is important to take note of several reminders as part of practicing proper etiquette and showing respect at the sacred places of worship, when you visit them in your own country or foreign land:



Temples



Churches



Mosques



Synagogue

- ❖ **Dress Code:** Dress code is an important aspect of paying respect to the holy places. There may not specific instructions outside the actual venue, but always try to wear a modest and decent attire. In temples and mosques you need to cover your head while in church you should not wear any headgear.
- ❖ **Photography:** Although many sacred worship places allow tourists to take photos, you should ask an official or personnel just to be sure. While taking snaps, try to turn off the flash, as this can be very rude and distracting. Also beware that in many such places photography is prohibited in the sanctum or the innermost sacred chamber.

- ❖ **Behaviour:** In holy places, noise is another major concern. Remember to keep your mobile on silent mode, be aware of the noise made by your conversations, steps and other actions. Avoid smoking, loud laughter, overexcited conversation, display of affection or revealing cloths.
- ❖ **Permissions:** Many sacred places need permissions or formal consent to visit them. However, some popular holy sites are open to the public and will welcome many visitors by giving tickets.
- ❖ **Sensitivity:** Many sacred places have assigned areas for quiet contemplation or meditation. In such places you can try to take a few minutes alone, out of your visit with your thoughts and feelings so you can connect with the site. You should always respect others who are doing the same thing. Do not interrupt or disturb anyone who is praying, meditating or simply quietly contemplating.
- ❖ **Maintaining Sanctity:** You should take care to avoid altering or disturbing the site in any way. Do not pick up or move any item like holy earth or stones, no matter how insignificant it might seem to you. If you want a memento of your visit, purchase an item from the gift shop.
- ❖ **Offerings:** Many people like to leave offerings at sacred sites. This can be perfectly acceptable at certain sites, but you cannot assume that it is permitted everywhere. Hence, do not leave anything at the holy site without permission.

## 11-15: DEALING WITH CHALLENGED

You should interact with people having disabilities with courtesy. You should also show your respect for them through your body language. It is necessary to remember that they are human beings first and their disability is just one part of their life. The most important need that they have is being treated with dignity. When you happen to work with such people, try to always focus on their abilities rather than disabilities. Automatically, you will be able to see the wisdom, knowledge, talents, creativity, thoughtfulness, and many other unique skills that they have in spite of their physical limitations.

### Some important tips:

- ❖ Treat physically challenged people with the same respect that you would like everybody to treat you with.
- ❖ Never help a disabled person assuming that he would need your help. First ask him whether he needs any assistance. Please remember that many disable persons are self-sufficient.
- ❖ Do not use offensive language and avoid using any kind of labels when you speak.
- ❖ Do not be patronizing or show pity to a person with disabilities.
- ❖ Do not call them with pet names such as ‘baby’, ‘honey’ or ‘beta’ or pat them to show sympathy. It appears very rude and disrespectful.
- ❖ When you interact with blind or visually impaired persons, always introduce yourself and also let them know when you are leaving.

- ❖ When you interact with people with disabilities, talk directly to them, not to their companions, aides, or interpreters.
- ❖ While interacting with people having a cognitive disability (such as autism, Down Syndrome, TBI-traumatic brain injury, dementia, ADD- attention deficit disorder, dyslexia - difficulty reading, dyscalculia -difficulty with math, etc.), speak to the person in clear, simple sentences. Be patient with them and give them time to communicate with you.
- ❖ When you interact with a person on a wheelchair, do not push, lean on or hold the person's wheelchair. Try to put yourself at eye level with the person in a wheelchair.
- ❖ When you interact with someone with speech impairment, avoid trying to finish their sentences. Show respect and patience. Give them as much time they need to communicate.

## 11-16: ATTENDING FUNERALS

People attend funerals for several reasons. Main reasons are to share the loss of the family of the deceased, to pay homage to the departed soul, to express concern and involvement with the family of the deceased and for expressing camaraderie. In today's times, funerals range from the rigidly ritualistic ceremonies to the extremely informal funeral services. Some people have unknown fear of attending funerals. However, your presence at the funeral is always appreciated by the mourners and they will remember it for a long time.



There are some rules of attending funerals:

- ❖ Arrive for the funeral service early. Services often are delayed because of the late comers.
- ❖ Don't try to meet the family before the service. Keep your interaction brief.
- ❖ Show respect. Do not chat with other people loudly or eat or drink.
- ❖ Keep your mobile phone on silent mode or turned off. Do not check text messages during funeral service.
- ❖ Unless it is an emergency, stay for the funeral service till the end.
- ❖ Register with your first and last names and sign in the guest book, also mention your relationship to the deceased such as co-worker, friend, colleague, college roommate, etc.
- ❖ Sit toward the front only if you are a member of the family. Close friends generally sit behind the family, while those who are co-workers or acquaintances sit further back or in the rear.

- ❖ Do not bring small children for funerals.
- ❖ Crying can be a part of this gathering. However, restrict from crying uncontrollably, so that you do not take undue attention or disturb others.
- ❖ While talking to the relatives of the deceased keep your remarks respectful and brief.

## 11-17: PROFESSIONAL MANNERS

Fundamental elements of professional behavior are courtesy, respect for others, maintaining proper conduct and cooperating with co-workers. You behave unprofessionally in a workplace when you finish tasks or projects late, attend meetings when you are unprepared, spend time in gossiping, do not keep promises, keep people waiting unnecessarily, use some one's idea without giving him credit, etc. Behaving professionally means doing what it takes to make others think of you as a reliable, respectful and competent person. In addition to the professional behavior you should also focus on some professional manners and etiquette. Although some basic business etiquette may vary from country to country, some principles are universally observed by the world business community.

SOME PROFESSIONAL MANNERS	
<b>ARRIVE ON TIME:</b> In the business world, arriving at a meeting exactly at the appointed time is considered professional. Time is a commodity. By being punctual, you show respect for others.	<b>DRESS APPROPRIATELY:</b> 'Dress for the job you want, not the job you have!' Wear clean, pressed clothing without any loose threads or stains and polished shoes.
<b>MIND YOUR WORDS:</b> Greet your co-workers and remembering to say 'please', 'excuse me' and 'thank you'. Your manners show that you acknowledge those around you and are considerate of their presence. Use appropriate language.	<b>AVOID GOSSIP OR EAVESDROPPING:</b> Gossip and eavesdropping are childish behaviours. If you hear a rumour about someone in the workplace, do not pass it on. People don't always know or remember who starts a rumour, but they always remember who spreads it.
<b>SHOW INTEREST:</b> When speaking with someone, show interest by listening to him. Maintain friendly eye contact. Make people feel that you are not ignoring them.	<b>WATCH YOUR BODY LANGUAGE:</b> Say 'Hello' with a firm but quick handshake or 'Namaste' by joining hands. Be alert and confident. Your body movements and words should be associated.
<b>INTRODUCE:</b> Introduce yourself and others. If you are with a co-worker who is new, introduce yourself and make efforts to introduce him to others whenever needed.	<b>DO NOT INTERRUPT:</b> Interrupting the person who is speaking sends the message that whatever or she is saying is not important and that you are manner less.

## 11-18: SOCIAL SKILLS AND MANNERS

Social skills are the skills we use to communicate and interact with each other, both verbally and non-verbally. We communicate through gestures, body language and our personal appearance. Human beings are sociable creatures and we have developed many ways to communicate our messages, thoughts and feelings with others.

### Conversational Skills:



Speech is an important form of communication. To make you heard without shouting, interrupting or talking over others; speak clearly and sincerely. Say what you think and how you feel but say it without hurting others' feelings.

#### Conversation DO'S:

- ❖ Look at the person you are talking to.
- ❖ Introduce yourself to new people and ask their names.
- ❖ Use name of people while talking to them.
- ❖ Ask questions to understand something better than just nodding.
- ❖ Stick to the subject.
- ❖ Say nice things about people and praise those who deserve it.
- ❖ It is fine to disagree, but disagree politely.
- ❖ Use magic words such as 'Thank You', 'Please', 'Excuse Me', 'I am Sorry', 'May I', etc.

#### Conversation DONT'S:

- ❖ Do not point or stare at someone.
- ❖ Do not fidget while someone else is talking.
- ❖ Do not listen to somebody else's conversations by eavesdropping.
- ❖ Do not interrupt when someone else is talking.
- ❖ Do not whisper or do not talk in somebody's ears in presence of another person.
- ❖ Do not complain, gossip, brag or say disrespectful things about others.
- ❖ Do not ask personal questions to others.
- ❖ Do not argue about things that are not important.

**Appearance Skills:** Personal appearance is an essential part of your communication and presentation skills.



When you are speaking in public you may be representing your organization. When people see you, consciously and subconsciously, they make certain assumptions about you by looking at your appearance. And the first impressions are very important. Your facial expressions, the clothes you wear, how well groomed you are and your body language, etc. are capable of making these first impressions.

AVOID:

- ❖ Tapping a foot, fingers etc.
- ❖ Scratching body.
- ❖ Rocking backwards and forwards.
- ❖ Not looking at a person when speaking.
- ❖ Continually clearing your throat.
- ❖ Fiddling with hair, ear lobes, jewellery, jacket, glasses, etc.
- ❖ Picking at fingers or fingernails.
- ❖ Yawning.
- ❖ Repeatedly looking at your watch or a clock in the room.
- ❖ Standing too close to others.
- ❖ Not paying attention to the person who is speaking.

## 11-19: GETTING ALONG WITH PEOPLE

It is important to get along with others because you will be working and dealing with other people every day in your life. Humans are social beings, and we all get pleasure from being treated nicely. Getting along with someone is about treating people with respect and care. There are a lot of different people in the world, but despite our differences, we all want to get along as that comforts us. If you can get along with others, you are more likely to be successful in whatever you do. So try the following things:

- ❖ To start a conversation, it is important to listen first, especially when you are in a group. So be a good listener.
- ❖ Do not try to change people by dominating them.
- ❖ Keep your sense of humor alive all the time.
- ❖ Radiate positivity hope and cheer.
- ❖ Give genuine compliments generously.
- ❖ Do help others. Helping others generate friendships.

## 11-20: MANNERS TO GET RESPECT FROM OTHERS:

If you want to be respected, you should start thinking about others and start focusing on your own behaviour and habits. There are certain accepted behavioural norms in all social situations that you need to learn.

Here are some tips to earn respect from others:

- ❖ Never show undue interest in the personal matters of others.
- ❖ Never open or read letters of your closest family members also without their consent.
- ❖ Never read the personal notes or diaries of other people.
- ❖ Never take the cell phone of friends and colleagues and see the photos or read the messages.
- ❖ Always be punctual whenever you visit someone with a prior appointment. Carry some sweets, fruits or chocolates as a social norm.
- ❖ Use your mobile phone sparingly in public. Pay attention to what you are doing in that social moment.
- ❖ Face book, Twitter, Instagram and other social media are part of your lives today. However, remember that whatever you post is open to all and not only to your friends. So post things on social media carefully.
- ❖ If someone asks you a direct or rude question, you need not give a rude reply. More mature response would be to choose not to say anything. Just smile and change the subject.
- ❖ Follow the basics that apply to almost every dining situation. Wait for others to get their food served. Don't talk with your mouth full. Do not waste food taken in the plate.
- ❖ In restaurants, be polite to your server. Keep your voice at a conversational level and be a generous tipper.
- ❖ It is always nice to give someone a gift to celebrate a special occasion such as a promotion, a birthday or a job well done. Make sure your gift is appropriate to the setting and occasion.

### Exercise I

Name the bad manners.	
	



## Exercise II

<b>GUESS THE PROFESSIONAL SKILL!</b> (Answers: Watch your body language, Do not interrupt, Introduce, Mind your words)			
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## Exercise III

In order to be considered a good employee by your managers and bosses you should display certain qualities. Below listed are the basic characteristics you should have to become a good employee that meets the expectations of professional behaviour.

GOOD EMPLOYEE CHECKLIST			
Sr. No.	Quality of a Good Employee	Whether you possess it	
		YES	NO
1	I reach to the work on time. If I am going to be late, I call and let my boss know.		
2	I work as hard as I can.		
3	I try to solve problems that come up.		
4	I rarely miss work. If I am going to miss work, I let my boss know ahead of time (or call if I am sick.)		
5	I do my work as I am told. If I am unable to do something or have questions, I ask my supervisor or coworkers.		
6	I use materials properly.		
7	I pay attention to my work.		
8	I am friendly on the job.		
9	I behave professionally.		
10	I follow safety and company rules.		

## SUMMARY

The noun 'etiquette' describes the requirements of behaviours according to conventions of society. Modern Etiquettes are the formal manners and rules that are followed in social or professional settings. They are the customary code of polite behaviour in society or among members of a particular profession or group. Etiquette is a code of behaviour that delineates expectations for social behaviour according to contemporary conventional norms within a society, social class or group. There are four types of Business Etiquette- Workplace Etiquette, Table Manners and Meal Etiquette, Professional Behaviour and Communication Etiquette. If person knows them and observe them carefully, they help you to build and maintain a great professional reputation. Using proper etiquette makes you a respectful person who is considerate of other cultures, traditions, religions, races and sexes. In today's workplace you will be working with male and female colleagues and as a gentleman a man should show courtesy while dealing with women in the workplace. There are topics which should be avoided discussing at work such as religion, income, age, sex, health, marriage, etc. Manners are the protocols of polite behaviour that you use in your everyday life to make a good impression on others and to feel good about yourself. There are some manners which are mostly common in all societies, such as respecting elders, being kind towards women and young children, etc. Knowing and using proper etiquette regularly can help to raise your confidence level. When you are practice good manners all the time, you need not worry about

whether you are doing or saying the right thing or not. Good behaviour becomes a habit. The chapter discusses etiquettes and manners related to proposing a toast, to accompanying women, driving manners, manners in the flight, poor manners noticed in youth, respecting the holy places, dealing with challenged, attending funerals, etc. Fundamental elements of professional behavior are courtesy, respect for others, maintaining proper conduct and cooperating with co-workers. Social skills are the skills we use to communicate and interact with each other, both verbally and non-verbally. If you want to be respected, you should start thinking about others and start focusing on your own behaviour and habits.

## **KEY WORDS**

- ❖ Etiquettes,
- ❖ Manners,
- ❖ Professional Manners,
- ❖ Dealing with Challenged,
- ❖ Attending Funerals,
- ❖ Respecting holy places,
- ❖ Manners in the flight,
- ❖ Driving Manners,
- ❖ practicing good manners,
- ❖ Proposing the Toast,
- ❖ Classification of Etiquette,
- ❖ Benefits of etiquettes

## UNIT 04-01: PREPARING RESUME

### LEARNING OBJECTIVES

After successful completion of this unit, you will be able to

- ❖ Understand the concept of a resume
- ❖ Comprehend the purpose of resume
- ❖ Find out the types of resume
- ❖ Design your own resume and write covering letter

### 12-01: INTRODUCTION



A resume is a brief written summary of a job applicant's employment history, educational qualifications, biographic details and other pertinent information. The term 'resume' is used primarily in America. The Latin expression 'Curriculum Vitae' which is also known as CV is a synonym used for 'resume'. Resumes are used to make a favorable impression on the prospective employer and get the opportunity of being called for job interview. Your resume is often the first impression a potential employer has of you. For this reason, it is often referred to as one of the most crucial first steps taken during a job search.

### 12-02: MEANING

The term 'Resume' is French word that means 'to sum up.' Therefore, a resume is a document that summarizes your work experience, educational qualifications, skill set and achievements for a prospective employer. A resume is a one or two page document that sums up a job seeker's credentials for the jobs they are interested in. More than just a formal job application, a resume is a marketing tool that communicates the value of job-seekers to the employers. Resume usually earns you the first round of interview.

### 12-03: THE TERMS

There are three major differences between CVs, Resumes and Bio-Data:

- ❖ the length,
- ❖ the purpose, and
- ❖ the layout.



## RESUME

Resume means ‘summary’ and therefore it is a shorter version of your profile regarding education, skills and employment status. A resume is usually written in the third person to give it an objective and formal tone. A resume is perfectly suited when experience people apply for specific positions where certain specific skills are more important than educational qualification.

## C.V.– CURRICULUM VITAE

Curriculum Vitae (C.V.) is a Latin word meaning ‘course of life’. It is a more detailed version than a resume, generally up to 2 to 3 pages, or even longer as per the requirement. A C.V. list out every skill, all the jobs and positions held, degrees, professional affiliations the applicant has acquired, in a chronological order. A C.V. is used to highlight the general talent of the candidate rather than specific skills for a specific position. A C.V. is preferred by fresh graduates or people looking for a career change. It could also be used by people applying for academic positions.

## BIO-DATA

Bio Data is the short form for ‘Biographical Data’ and is an old and outdated terminology for ‘Resume’ or ‘C.V.’ In a bio data, the focus is on personal particulars like date of birth, gender, religion, race, nationality, residence, marital status, etc. After the biographic details a chronological listing of education and experience is given. The term ‘Bio-Data’ is mostly used in India. It is used for applying for government jobs or for research grants, where you need to submit descriptive essays.

## 12-04: THE PURPOSE OF RESUME WRITING

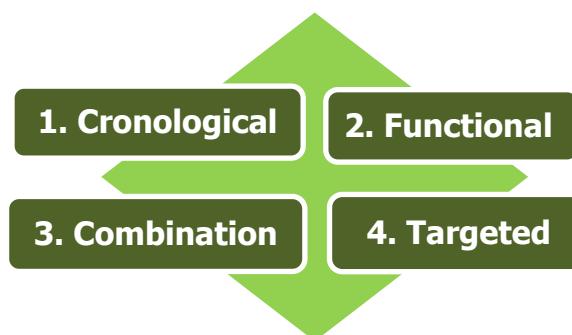
The resume acts as a bridge between you and the prospective recruiter. To be able to make the first impression, it is necessary for your resume to stand out in a crowd of other resume and get the attention of your employer. Normally, big firms, companies or institutes do not have time to interview each and every candidate. Hence, they select the best resume and send them call letters for interview. Therefore, a resume should be well-structured, clean and precise. The purpose of resume is given below:

- ❖ **Resume creates a first and lasting impression:** After reading the resume the recruiter forms an impression about you. Do not make it so fancy or full of jargons to make it cumbersome for a recruiter to read. In the crowd of the resumes, if your resume stands out and succeeds in winning the heart of your employer, then working hard on your resume is worth it. Remember, your first impression is the last impression!
- ❖ **Resume is your representative:** Resume reaches your recruiter’s office before you do. Every employer asks for your resume first. They study your educational and experience details and if your profile matches their requirement, they call you for interview. Thus, a well-written resume does half of the work.

- ❖ **Resume is your imprint:** A resume speaks a great deal about you as a qualified professional. It tells them about your past experiences, your current occupations and your future plans. However, your story needs to be conveyed crisply without making it dull and monotonous. Do not include or attach a letter of recommendations, copies of your education mark sheets, reference letter or anything else unless this is asked for.
- ❖ **Resume convinces your employer:** By creating a suitable impression about you, your resume tries to convince the recruiter that you are the most suitable candidate for the advertised position. It therefore succeeds in earning you an interview. Resume plays the vital role in convincing your employer about your abilities and skills.
- ❖ **Resume sell your skills:** A well-written resume is capable of selling your talents, capabilities and skills which you have gathered over the past years by training and practice. Resume puts on paper how your knowledge and skills can be utilized for the betterment of the prospective organization. Resume actually sells your skills to the recruiter and make him think positively about your job application.
- ❖ **Resume displays your strengths:** A resume can present your knowledge, your skills, your experience, your expertise and your accomplishments. A perfectly written resume can portray you as a budding professional who is ready to face this challenging world. It focuses on showcasing your core values and special strengths to set you apart.
- ❖ **Resume articulates your career aspirations:** For a fresher, resume talks about his projects, internships, industrial visits, trainings and additional value-added courses to make the recruiter understand his worth as a candidate. For an experienced person, resume recapitulates his career by giving a good glimpse of his whole career profile. However, the recruiters normally ignore the resume which is text heavy and difficult to read. Try to keep it simple, easy to read and easy to understand.
- ❖ **Resume shows your achievements:** The resume should convey about career history as well as accomplishments. Your employer needs to know about your successes, as that makes you different from others and special. Hence, it is important to write a good resume to showcase your achievements to tell about your success story.

## 12-05: TYPES OF RESUME

There are four standard types of resume formats:



Depending on the type of job you are applying to, different resume formats maybe selected.

- ❖ **Chronological Resume:** Chronological resumes are the most commonly used format. In the chronological resume you need to arrange your work history in chronological order, according to dates. You should start with your most current employment and work backwards ending with the initial job. Many recruiters prefer this type of resume as it gives them an outline of your experience. This type of resume is best for people who have a strong employment background having no time gaps. You can include your part-time positions, internship work, or anything else that will emphasize the skills you have to offer. This basic resume type is preferable if you have continuity in the employment.
- ❖ **Functional Resume:** A functional resume concentrates more on your skills and experience and reduces importance of your work history. It primarily focuses on the abilities you can offer to the employer. This basic resume type is preferable if you have lapses in employment. The gaps could occur for any number of reasons such as raising a family, illness, or job loss. If you are in the middle of a career transition or a recent college graduate or having limited work experience or have a diverse background with no clear career path, this is the most effective type of resume for you.
- ❖ **Combination Resume:** This type of resume is flexible in nature. It helps you to tailor your profile as per the requirements of the prospective job vacancy. Combination resume can highlight your skills and traits as well as your work experience. It gives you flexibility to exhibit your workplace resources and experience plus show your knowledge and skills as an employee. List down the most recent important degrees and work history first and go in reverse order. Do mention your academic honours and achievements.
- ❖ **Targeted Resume:** The final format is a Targeted resume. This type of resume is tailored to suit a specific job position. Your work history, capabilities and skills as well as your educational qualifications are mentioned keeping in view your job description. It is quite time consuming to prepare such resume. However, they give you the best results for your qualifications and experience.

## 12-06: INTERESTING FACTS ABOUT RESUME

There are some interesting facts about resume revealed by some foreign and Indian studies are given below:

- ❖ The automated ‘Applicant Tracking Software’ read resumes and can eliminate over 75% of the applicants for poor resume writing, unsuitable details and duplication.
- ❖ Unprofessional email addresses are the reason for rejection of 76% of resumes.
- ❖ 88% resume are rejected for putting photos on the resumes.
- ❖ On an average the recruitment managers spend about 5 to 7 seconds to analyzing a resume.
- ❖ During the year 2014, over 90% of resumes were made available online or sent via email.
- ❖ It is worthy to note that only 35% of the candidates are eligible for the jobs they apply to.

## 12-07: RESUME WRITING TIPS

Here are some tips for writing effective resume to attract more interview offers and to ensure your resume does not eliminate you from consideration.



	Write a customized resume for every job.
	Before you start writing your resume, view some examples, choose a particular style and format your data.
	Grab a hiring manager's attention right from the beginning, remembering you have only a few seconds to make a good impression.
	Use a logical format and wide margins, clean type and clear headings.
	Selectively apply bold and italic typeface that help guide the reader's eye.
	Use bullets to call attention to important points (i.e. accomplishments).
	Do not exceed more than two pages.
	Avoid Making too many general claims and using too many industry jargons.
	Include and highlight specific achievements that present a comprehensive picture of your marketability.
	Spend time developing a summary that immediately gets employer's attention and accurately and powerfully describes you as a solution to their problems.
	Add numbers that quantify accomplishments.
	Put the most important and relevant accomplishments first. Your accomplishments should be unique.
	Your accomplishments, grammatically-correct error-free writing, suitable font and clean and crisp paper will make the impression for you.
	Mention focusing on what you did in the job, NOT what your job was about.
	When formatting your resume, use a basic font that is easy to read.
	Include your contact information in detail having your full name, address, phone number and email address so that employers can easily contact you.
	Send resume properly with all required attachments.

## 12-08: RESUME PREPARATIONS –THE DO'S

Writing a good resume is more than just putting together a list of courses you have completed, positions you have held, skills you possess and companies you have worked for. In fact, it is the most valuable marketing document that introduces you to a company's hiring manager. Hence, there are some 'Do's of Resume Writing' as given below:



- ❖ Adapt your resume every time to match the specific job requirements by highlighting your qualifications and skills.
- ❖ List down your technological skills mentioning the software you know, stating your proficiency level and how long you have been using them.
- ❖ Highlight your achievements by giving tangible examples of how you could increase sales, broaden the customer base or reach target markets, etc.
- ❖ State your accomplishments giving a brief list that includes any special recognition, awards, participation in relevant professional events, conferences, workshops, etc.
- ❖ Proofread minutely to rectify any typing, spelling or other errors. Show it to experienced friends or trusted colleagues to get their feedback.
- ❖ Talk to the persons and obtain their permission before giving their names as your references. Since they can be contacted by your employers.
- ❖ Keep your resume updated.

## 12-09: RESUME PREPARATIONS –THE DONT’S

An elegant resume is the foundation of your job search. However, there are a few things that you need to avoid.



- ❖ Do not misrepresent your education or job experience. Give honest information in your job application.
- ❖ Do not include the reasons for leaving each job in the resume; but you should be ready with valid justification if employers want to know the reasons.
- ❖ Do not give personal biographical information, such as your photo, height, weight, Aadhar number, Pan No., marital status, religion, caste, etc. in your resume. That might create an unconscious bias in the mind of the recruiter.
- ❖ Do not experiment with a new or totally different resume format that has weird fonts, colors or designs.
- ❖ Do not use your current employer’s phone number or company email address; even if your current boss is aware of your intent of leaving the job.
- ❖ Do not add in your high school education if you are a college graduate.
- ❖ Do not include your college GPA, unless you are still in college or have just graduated.
- ❖ Do not include past salary information or salary expectation in the resume.
- ❖ Do not worry about using exact dates of joining the job, leaving it, visiting a foreign country, attending a conference, etc. Using the month and year format is sufficient.

## 12-10: RESUME CHECKUP

Try to make your resume a zero error document. In order to achieve that get the checkup done at three levels.

**1. Computer: Check resume by computer software for spellings, grammar, etc.**

**2. Friend: Proof reading for overall impression, inclusion of information, etc.**

**3. Career Counsellor: Format, correctness of information, language usage, etc.**

## 12-11: DESIGN OF A RESUME

- ❖ Make use of whitepaper or faint background and dark font colours for letters. Do not use too many colours.
- ❖ Divide your information into columns.
- ❖ Use 10-12 point font size. Avoid italics, script or underlining.
- ❖ Keep the fonts non-decorative, simple, readable, clean and professional.
- ❖ Give it a nice, consistent color scheme
- ❖ Create a clear visual hierarchy of information.
- ❖ Make sure that your skills section is prominent.
- ❖ Insert the logo of any prominent companies you have worked with for a quick and impressive visual read.
- ❖ Hand written resume are outdated.



## 12-12: THE CONTENT OF THE RESUME

Designing resume is a thorough job. Many factors like country, company, job type, role type, type of industry, technical keywords, etc. highly influence resume content and design. A properly tailor-made resume can save recruiter's time. If you do proper research before applying to a particular company, it can increase your chances of clearing the resume short listing stage.

The essential content of the resume:

- ❖ **Contact Information:** This information is a must in all types of resume formats. It includes your name, address, telephone or cell phone numbers, email id, website, etc.
- ❖ **Introduction:** Your career objective statement may be given as an introductory announcement for the resume.
- ❖ **Work Experience:** In the middle section you should reveal your positive development as a young professional.
- ❖ **Additional Skills:** This section highlights your relevant professional skills and abilities.
- ❖ **Education:** Mention educational qualification in reverse chronological order stating the latest degree first.
- ❖ **Awards and Honors:** In the end mention your special achievements to give finishing touches to your resume.



Information to be added to a Resume:

- ❖ Identification with personal and contact details
- ❖ Objectives
- ❖ Profile- brief summary of resume
- ❖ Education with institution, location, dates, GPA, publications, projects.
- ❖ Work Experience with company, positions and dates
- ❖ Skills with proficiency (Optional)
- ❖ Languages Known with proficiency
- ❖ Volunteer Work (Optional)
- ❖ Hobbies and Interests (Optional)
- ❖ References

Below given are four examples of the sequence of resume information, Depending on 'Who you are?' and 'Where you are going?'

General Format	For Recent Graduates	For Career Changers	For Senior-Level Candidates
Summary Statement (optional) Experience Professional Organizations / Community	Education Experience Leadership Awards and Activities (optional) Skills	Objective (optional) Relevant Experience Additional Experience Professional Organizations / Community	Summary Statement Experience Professional Organizations / Community Involvement (optional)

General Format	For Recent Graduates	For Career Changers	For Senior-Level Candidates
Involvement (optional) Education Skills and Certifications		Involvement (optional) Education Skills and Certifications (option to move up)	Education Skills and Certifications

## 12-13: ELECTRONIC RESUME TIPS

An electronic resume is a plain text (ASCII), PDF or HTML document. It is meant to be read by a computer program instead of by a human being. It provides the employer with information regarding a job candidate's professional experience, education and job qualifications.

Some Important Tips for Electronic Resume:

- ❖ Never use PDF. Never use APPLE PAGES. Your resume should be in Microsoft™ Word format.
- ❖ Do not use document Headers or Footers. Do not put anything into Headers or Footers.
- ❖ Do not use graphics to represent data; such as clip art, photos, logos, anything that is a .bmp or .gif or .jpg or .png, etc. since it will be ignored.
- ❖ Do not use 'tables' or multi-column formats.
- ❖ Do not use any resume template, since they have many flaws such as table, graphics, symbols, etc.
- ❖ Never mix different font types or font sizes for data.
- ❖ Change the font size to 8 point or less and see if it still reads correctly. Now, save your resume as plain text ('.txt'), and see if it still reads correctly.
- ❖ Do not use all caps unless there is a good reason to do so.
- ❖ Exclude use of page numbers. Page numbers can show up as garbage text in your resume, right in the middle of important data.
- ❖ Use common header terms to start resume sections, and put them on separate lines.
- ❖ Do not use strange, unusual, or overly long headers.
- ❖ Do not use 'columns' or 'tables' for formatting anything.
- ❖ Keep similar data in similar order. Each job that you list should be described in the same order.
- ❖ Use blank lines between sections/paragraphs, but do not use blank lines within paragraphs.
- ❖ Always mention dates on your work history, in order to get hired.
- ❖ Do not include any descriptive text until you finish setting all the basic facts.
- ❖ Put the city and state after the employer's name, but never give detailed address of any other employer in your resume.
- ❖ Do not put references on your electronic resume. Computers cannot use them. You may simply state in the end that 'References available on request'.

## 12-14: REFERENCES

When you apply for jobs, the employers expect you to provide a list of your professional references. If your resume gets short listed, you are called for an interview. After a good interview, your references come in the picture. They can play a key role in getting you the job from the company. As a norm, you should give least three professional references in the resume.

### Whom to pick as your references?



You need to select people who will emphasize your strengths to potential employers and keep the list of such references ready for employers. Ask yourself the following four questions:

- ❖ How is your relationship with these persons?
- ❖ How closely did you work with them?
- ❖ How recently did you work together?
- ❖ How will they explain your qualities to the recruiter?

Think of the following five people to include on your list of professional references as they can be the most impressive references:



**FORMER EMPLOYER:** A previous employer can provide the best insight into your work ethics. They know what your responsibilities were at your job and how you handled them. It also shows that you had good relations with your former employer.



**COLLEAGUE:** Someone you worked alongside at a previous job can be an excellent reference. They will be able to speak about things you worked on together and what you achieved as a team. Having someone to guarantee your teamwork skills is very important from employer's perspective.



**TEACHER:** A teacher or professor can provide a really strong reference, especially if they taught a course pertinent to your specialization. They will be able to talk about the skills you picked up during their course, as well as your personal character.



**ADVISOR:** An academic advisor or a project guide is yet another great option for a reference. Your advisor knows you really well and has observed you during your college days. He can talk about your qualities, strengths and how you grown into the professional you are today.



**SUPERVISOR OR BOSS:** Your supervisor or your boss could be another excellent reference to include. Since these people spent enough time working with you closely enough to get a sense of your character, your temperament and probably your passions and thus make for great references.

The format of mentioning references of resume is as follows:

- ❖ First name and last name of the person
- ❖ Professional position / title
- ❖ Name of organization/ company
- ❖ Postal address of organization/ company
- ❖ Phone number of reference person
- ❖ Email address of reference

## 12-15: POWER WORDS

Most the bullet points in a resume start with some words. If you use the same old words to write about your accomplishments you cannot make a mark since those words have become routine and boring. However, if you use more creative, strong and compelling action verbs, they can the recruiters' eyes. Below are listed some type of duties or accomplishments and the corresponding action verbs. Explore the list below and get ready to make your resume much more exciting.

Type of Duties or Accomplishments					
Bringing a Project to Life	Changing or Improving Something	Working in research and development	Increasing Efficiency, Sales, Revenue, or Customer Satisfaction	Written or Oral Communication	Managing a Team

<b>Administered</b> <b>Built</b> <b>Charted</b> <b>Created</b> <b>Designed</b> <b>Developed</b> <b>Devised</b> <b>Founded</b> <b>Engineered</b> <b>Established</b> <b>Formalized</b> <b>Formed</b> <b>Formulated</b> <b>Implemented</b> <b>Incorporated</b> <b>Initiated</b> <b>Instituted</b> <b>Introduced</b> <b>Launched</b> <b>Pioneered</b> <b>Spearheaded</b>	Centralized	Clarified	Analyzed	Accelerated	Authored	Aligned
	Converted	Customized	Assembled	Achieved	Briefed	Cultivated
	Influenced	Integrated	Assessed	Advanced	Campaigned	Directed
	Merged	Merged	Audited	Amplified	Co-authored	Enabled
	Modified	Modified	Calculated	Boosted	Composed	Facilitated
	Overhauled	Redesigned	Discovered	Capitalized	Conveyed	Fostered
	Refocused	Refined	Evaluated	Delivered	Convinced	Guided
	Rehabilitated	Reorganized	Examined	Explored	Corresponded	Hired
	Remodeled	Replaced	Forecasted	Expanded	Counseled	Inspired
	Restructured	Mapped	Identified	Expedited	Critiqued	Mentored
	Revamped	Measured	Interpreted	Furthered	Defined	Mobilized
	Revitalized	Qualified	Investigated	Gained	Documented	Motivated
	Simplified	Quantified	Mapped	Generated	Edited	Recruited
	Standardized	Surveyed	Measured	Improved	Illustrated	Regulated
	Streamlined	Tested	Qualified	Lifted	Lobbied	Shaped
	Strengthened	Tracked	Quantified	Maximized	Persuaded	Supervised
	Updated		Surveyed	Outpaced	Promoted	Taught
	Upgraded		Tested	Stimulated	Publicized	Trained
	Transformed		Tracked	Sustained	Reviewed	Unified
						United
<b>Saving the Company Time or Money</b>		Bringing in Partners, Funding, or Resources	Supporting Customers	Leading a Project	supervising or Regulating	Achieving Something
<b>Conserved</b> <b>Consolidated</b> <b>Decreased</b> <b>Deducted</b> <b>Diagnosed</b> <b>Lessened</b> <b>Reconciled</b> <b>Reduced</b> <b>Yielded</b>	<b>Acquired</b> <b>Forged</b> <b>Navigated</b> <b>Negotiated</b> <b>Partnered</b> <b>Secured</b>	<b>Advised</b> <b>Advocated</b> <b>Arbitrated</b> <b>Coached</b> <b>Consulted</b> <b>Educated</b> <b>Fielded</b> <b>Informed</b> <b>Resolved</b>	Chaired	Authorized	Attained	
			Controlled	Blocked	Awarded	
			Coordinated	Delegated	Completed	
			Executed	Dispatched	Demonstrated	
			Headed	Enforced	Earned	
			Operated	Ensured	Exceeded	
			Orchestrated	Inspected	Outperformed	
			Organized	Itemized	Reached	
			Oversaw	Monitored	Showcased	
			Planned	Screened	Succeeded	
			Produced	Scrutinized	Surpassed	
			Programmed	Verified	Targeted	

## 12-16: COMMON RESUME BLUNDERS



Make sure that your resume avoids these blunders:

- ❖ Making resume a boring list of job duties and responsibilities.
- ❖ Using a flowery language or too general statements.
- ❖ Making the resume too short or too long.
- ❖ Using personal pronouns and articles such as 'I' or 'me'.
- ❖ Including irrelevant and non pertinent information.
- ❖ Using a functional resume in place of chronological resume, when you have a good career history.
- ❖ Not including a summary section that demonstrates the skill level and experiences.
- ❖ Writing resume without including keywords.
- ❖ Mentioning references in the beginning.
- ❖ Not rectifying typo mistakes.

## 12-17: KEY SKILLS THAT CAN BE MENTIONED IN THE RESUME

In addition to experience and education, you should consider mentioning your achievements, resume summary and key skills on your resume to make it stand out. Key skills are the skills that employers normally pay attention to. You need to mention your hard skills as well as your soft skills in your resume to make comprehensive.

### List of SOFT Skills:

- ❖ Interpersonal Skills
- ❖ Ability to Work Under Pressure
- ❖ Decision Making
- ❖ Time Management
- ❖ Self-motivation
- ❖ Conflict Resolution
- ❖ Leadership
- ❖ Adaptability
- ❖ Teamwork
- ❖ Creativity
- ❖ flexibility
- ❖ Patience



TEAMWORK



COOPERATION



ASSERTIVENESS



RELATIONSHIP

## List of HARD Skills:

- ❖ Data Analysis
- ❖ Copywriting
- ❖ Foreign Languages
- ❖ Accounting
- ❖ Computer Languages
- ❖ Mathematics
- ❖ Graphic Design
- ❖ Planning /Event Planning
- ❖ SEO / SEM Marketing
- ❖ Bookkeeping



## 12-18: COVER LETTERS

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. An effective covering letter explains the reasons for your interest in the specific organization and spots your most relevant skills. It encourages the reader to read your resume. A covering letter also gives you an opportunity to include details that your resume does not contain, such as your reasons to relocate yourself in the new town.

A covering 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.

A well written cover letter should essentially have the following 5 parts:

1. **The Greeting:** Salutations are a must for a covering letter to show respect and start the letter on positive note. Try to find out the name of the hiring manager or else start by saying, 'Dear Hiring Manager' or 'To whom so ever it may concern'.
2. **The Opening paragraph:** Your opening paragraph gives introduction. It gives some immediate and focused information regarding the position you are applying for and a few of your core strengths.
3. **The Second Paragraph:** This paragraph should be connected to your resume. It should mention some of your good performances at work that define your success. This is the perfect place to cover information is not included in the resume and some of your key competencies.

4. **The Third Paragraph:** This is called the paragraph of knowledge. Show the recruiter that you did some preliminary homework and understand the company's goals. You have the knowledge of how well you can fit into the prospective job.
5. **The Fourth Paragraph:** This is the closing paragraph. You need to quickly summarize what you offer and close in the proper way by giving proper regards and listing enclosures.

## 12-19: COVER LETTER TIPS

- ❖ Write a customized cover letter for each position.
- ❖ Include the Hiring Manager's Name using the person's first and last name, including proper title such as 'Mr.' or 'Ms.'
- ❖ Draft an impressive opening line. E.g. I am excited to apply for the position of a Computer Programmer at Aftech International, a leading Indian software developing company.
- ❖ Do not simply repeat yourself. Go beyond the resume to give your experiences and accomplishments which are not mentioned in resume.
- ❖ Have a different approach. Try to identify the company's pitfalls and for that they need to hire a person like you to solve it.
- ❖ Highlight your Right Experiences.
- ❖ Showcase Your Skills and not your education alone.
- ❖ Recruiters like to see measurable impact. So give numbers and statistics about your achievements in previous jobs.
- ❖ Consider quoting feed-back from former co-workers, managers, or clients
- ❖ Be professional but avoid being excessively formal.
- ❖ Keep the resume and covering letter short and sweet.
- ❖ Get the resume and covering letter checked by your friend or family member.
- ❖ Finish well. In the closing paragraph emphasize your enthusiasm for the company.

## SUMMARY

A resume is a brief written summary of a job applicant's employment history, educational qualifications, biographic details and other pertinent information. The term 'resume' is used primarily in America. The Latin expression 'Curriculum Vitae' which is also known as CV is a synonym used for 'resume'. The term 'Resume' is French word that means 'to sum up.' Therefore, a resume a one- or two-page document that sums up a job seeker's credentials for the jobs they are interested in. The purpose of resume is to create a bridge between you and the prospective recruiter. To be able to make the first impression, it is necessary for your resume to stand out in a crowd of other resume and get the attention of your employer. There are four standard types of resume formats: chronological resume, functional resume, combination resume and targeted resume. Writing a good resume is more than just putting together a list of courses you have completed, positions you have held, skills you possess and companies you have worked for. Try to

make your resume a zero-error document. In order to achieve that get the checkup done at three levels- from computer software, a friend and career counselor. Designing resume is a thorough job. Many factors like country, company, job type, role type, type of industry, technical keywords, etc. highly influence resume content and design. A properly tailor-made resume can save recruiter's time. If you do proper research before applying to a particular company, it can increase your chances of clearing the resume short listing stage. An electronic resume is a plain text (ASCII), PDF or HTML document. It is meant to be read by a computer program instead of by a human being. When you apply for jobs, the employers expect you to provide a list of your professional references. After a good interview, your references can play a key role in getting you the job from the company. As a norm, you should give least three professional references in the resume. Use more creative, strong and compelling action verbs, they can easily catch the recruiters' eyes. You need to mention your hard skills as well as your soft skills in your resume to make it comprehensive. A letter of application, also known as a cover letter, is a document sent with your resume to explain the reasons for your interest in the specific organization and spots your most relevant skills.

## KEY WORDS

- ❖ Resume,
- ❖ Purpose of resume writing,
- ❖ Types of resume,
- ❖ facts about resume,
- ❖ Resume writing tips,
- ❖ Design of a Resume,
- ❖ Electronic resume tips,
- ❖ Resume References,
- ❖ Cover letters,
- ❖ Common Resume Blunders

## UNIT 04-02: INTERVIEW SKILLS

### LEARNING OBJECTIVES

After successful completion of this unit, you will be able to

- ❖ Know the importance of Interviews
- ❖ Comprehend the types of Interviews
- ❖ Gauge the variety of interview questions
- ❖ Learn about the common interview mistakes
- ❖ Reflect on interview etiquettes and follow-up techniques

### 13.01: INTRODUCTION



According to the 2018 survey of 2,000 hiring managers by ‘Twin Employment and Training Organization’ (<https://www.twinemployment.com>) reveal the following...

- ❖ 36% of employers look for multitasking skills; 31% look for initiative; 21% look for creative thinking.
- ❖ 47% of interviewers said that they wouldn't offer the job to a candidate if they had little knowledge of the company.
- ❖ 33% recruiters say that they would hire someone in the first 90 seconds. So it goes without saying that first impressions are very important.
- ❖ 40% of interviewers thought that a lack of a smile is a good enough reason not to consider a candidate.
- ❖ Over 50% of interviewers think that a candidate can be eliminated for the position due to the way they dressed, acted or walked through the door.
- ❖ Around 20% of interviewers said that candidates who sat with their arms crossed during their meetings were not considered for the role, because of their body language that reflected their lack of confidence.
- ❖ Around 65% of interviewers said that candidates who failed to make eye contact didn't get the role that they were applying for.
- ❖ Nearly 40% of interviewers stated that the quality of a candidate's voice and their overall confidence was a reason for not taking their candidacy further.

## 13-02: WHY AN INTERVIEW?

There are two purposes of an interview.

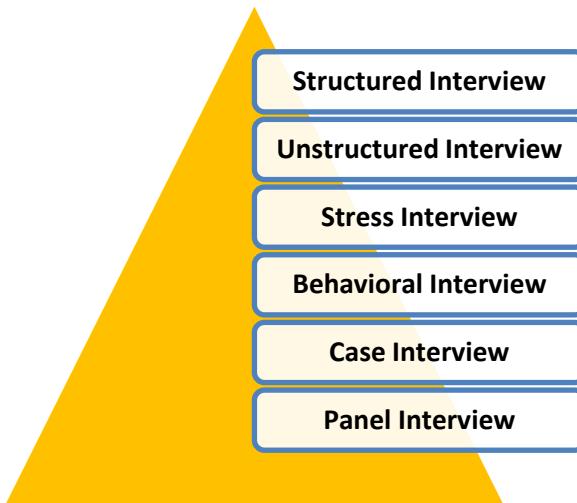
- ❖ It allows you as the interviewee to show the employer what you can do for the company.
- ❖ It gives an opportunity to the employer to assess whether your qualifications and career ambitions align with the position you have applied for.



The interviews are useful since they help to obtain detailed information about the candidate's personal feelings, his perceptions and his opinions. The interviewer can ask more detailed questions. Since the interviewer and the candidate are face to face, the response rate is also very high.

## 13-03: TYPES OF INTERVIEW

Every employer has a special style of obtaining the information they need for making a hiring decision. There are basic 6 types of interviews. Employers may choose to use a combination of different styles also. However, if as a candidate you are well prepared for interview you can handle any situation.



- ❖ **Structured Interview:** A structured interview is a formal and organized type of interview. It has a panel of interviewers. This interview begins with an 'icebreaker' question to comfort the candidate before they move to more serious questions. The 'icebreaker' question could be about 'whether you find any difficulty reaching here?' After that the interviewers may give information about the company and the position for which you have applied, describing the day-to-day work responsibilities and the general philosophy of the company. This will be followed by a series of questions regarding your experiences related to education, co-curricular activities, interests and work. Then the interviewers may ask if you

have any questions to ask. Remember always to prepare a few questions from your side for the recruiters.

- ❖ **Unstructured Interview:** The unstructured interview is not pre-designed. This interview is more conversational and less formal. In this type, the interviewer is more interested in hearing from you, so you may be asked a variety of different open ended questions. You may be asked questions about your hobbies, interests, etc. These relaxed questions are designed to put you at ease. Although you may like this comfortable style of interviewing, but should be alert since employers may adopt this informal style to keep you off-guard and get the real truth about you. Therefore, in this type of interview, try to be friendly but do not forget to showcase your best assets and to convince the employer that you are the most qualified candidate for the job.
- ❖ **Stress Interview:** This style is used mainly by interviewers who are hiring for the positions where there is a high level of daily stress in the work environment, such as marketing, sales, customer service, etc. Questions asked during a structured or an unstructured interview may be asked for a stress interview. The behavior of the interviewer during this interview may appear distracted, opposing or indifferent to you. The idea behind this type of interview is to assess your reaction to the pressure of indifference, rejection and overall stress. To be successful in the stress interview, you should focus on the questions that are asked and not the manner in which they are asked. Another characteristic of a stress interview is the ‘strange questions.’ The interviewer is less concerned about the ‘right’ answer and more focused on your ability to think logically and solve problems. Sometimes in a stress interview, the interviewer will put you in an uncomfortable situation by giving you a test of 2 hours and ask you to complete in thirty minutes. Remember the employer is testing your ability to remain cool, calm and collected.
- ❖ **Behavioral Interview:** Behavioral interviewing is a widely used method of job interviews. It is believed that your past performance is the best indicator of your future behaviour. Therefore, in this interview, questions are asked about your previous experiences in order to determine how you might behave in similar situations in the future. In this interview, you are asked hypothetical questions about how you would handle a particular situation. The employer in fact wants to know what you actually did in the past in a similar situation. On the basis of the stories you tell from your past, they evaluate your intellectual competence, leadership skills, teamwork qualities, personal skills, adjustment and flexibility, motivation, communication skills, administrative skills, technical abilities, etc. you should narrate your stories giving information about STAR (Situation description, Tasks involved, Action taken, Result achieved) to showcase your strengths.
- ❖ **Problem Solving:** Problem solving interviews are also called ‘Case Interviews’. Employers use this style of questioning to test your analytical ability and communication skills. In a problem solving interview, you will be presented with a real or simulated problem to consider and solve. You are not essentially expected to arrive at the ‘correct answer’ but the interviewer is more concerned about your thought process. So, try to ‘think aloud’ when responding to this type of question. An effective answer is one which demonstrates your ability to break a problem down into manageable pieces and to think clearly under pressure.

- ❖ **Panel Interview:** Employers like to get the opinions of many members of their staff before hiring a candidate. Hence, panel interviews are often used where one candidate may be interviewed by several people sitting in the panel. In this interview, try to get each interviewer's name, and refer to them by their names. When giving your answers, focus on the person who asked you the question, but make eye contact with the other members in the group from time to time. Panel interviews are more formal in tone and include behaviour based questions.

### 13-04: INTERVIEW PANEL

A selection panel is a team of members who interview and select a person for a position. The selection panel becoming composed of several people having varied expertise proves beneficial to provide diverse perspectives and eliminate biases from the hiring decision.

It generally has three types of members:

- ❖ **Subject Knowledge Expert:** Who tests the subject domain knowledge.
- ❖ **Management Representative:** Who tests the ability of being a team player.
- ❖ **Human Resources Manager:** Who tests the attitude, interests and values.

Traits Tested During an Interview	
<b>TECHNICAL</b>	<ul style="list-style-type: none"> <li>❖ Domain Knowledge</li> <li>❖ Work Skills</li> <li>❖ Finer Skills</li> <li>❖ Communication Skills</li> <li>❖ Decision Making</li> <li>❖ Value base</li> </ul>
<b>NON-TECHNICAL</b>	<ul style="list-style-type: none"> <li>❖ Body Language</li> <li>❖ Gestures</li> <li>❖ Dressing</li> <li>❖ Manners</li> <li>❖ Etiquettes</li> <li>❖ Attitudes</li> </ul>

### 13-05: TYPES OF QUESTIONS ASKED

There are eight basic types of questions you may face during the course of your interview:

### **Resume verification questions:**

This type of question includes 'What is your GPA?' Or 'How long were you at \_\_\_\_\_?' Also known as resume verification questions. The purpose is to objectively verify the credentials presented in your resume or C.V.



### **Experience verification questions:**

This type of question includes 'What did you learn in that Course or Training?' Or 'What were your responsibilities in that position?' The purpose is to subjectively evaluate the experiences in your past employments and trainings.



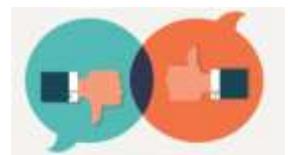
### **Opinion questions:**

This type of question includes 'What would you do in this situation?' Or 'What is your greatest weakness?' The purpose is to subjectively analyze how you would respond in different situations.



### **Behavioral questions:**

This type of question includes 'Can you give me a specific example of how you did that?' Or 'What were the steps you followed to deliver that result?' The purpose is to objectively measure past actions as a potential predictor of future responses.



### **Competency questions:**

This type of question includes 'Can you give me a specific example of your leadership skills?' Or 'Explain a way in which you sought a creative solution to a recent problem you needed to solve.' The purpose is to find out how your past behaviour is aligned with specific competencies that are required for the position.



### **Brainteaser questions:**

This type of question includes 'What is 1000 divided by 73?' to 'How many ping pong balls could fit in a Volkswagen?' to complex algorithms. The purpose is to evaluate not only your mental math calculation skills, but also your creative ability in formulating the mathematical formula for providing an answer or at least estimate the answer.



### Case questions:

This type of question includes problem-solving questions ranging from, 'How many gas stations are there in Gujarat?' to 'What is your estimate for the global online retail market for books?' The purpose is to evaluate your problem-solving abilities and how you would analyze and work through potential case situations.



### Senseless questions:

This type of question includes 'What kind of animal would you like to be?' and 'What color best describes you?' The purpose is to bypass your pre-programmed answers to find out if you are capable of an original thought. There is not necessarily a right or wrong answer to these questions, since it is used primarily to test your ability to think on your own and attach logic to it.



## 13-06: REASONS FOR SELECTING A CANDIDATE



In a 2009 survey by 'CareerBuilder and Robert Half International', employers said that aside from having the basic job qualifications, multitasking (36 %), initiative (31 %) and creative thinking (21%) are the most important characteristics in a job applicant.

Since the competition in Job market today, is very high among job seekers; it is important for a job seeker to know what employers want in an employee before he goes for an interview. In this way, the candidates can prove how they would be an asset for the company.

Reasons for selecting a candidate:

- ❖ **Long-term potential:** a candidate who is multidimensional and can grow with the company.
- ❖ **Ability to work well with others:** A candidate, who is helpful, understands the unwritten rules, being respectful, reliable and competent.
- ❖ **Ability to make money:** Hiring manager wants someone who can prove that he will increase the organization's revenues or decrease its costs.
- ❖ **Impressive resume:** First impressions are lasting ones and a resume is often the vehicle to either make a good impression or a poor one.
- ❖ **Relevant work experience:** Today, managers are very busy. They do not have time to mentor and train people and so prefer experienced candidates.
- ❖ **Creative problem-solving skills:** A candidate who does not find it difficult to adjust and knows how to tackle challenges and opportunities in a different and novel way is always preferred.

- ❖ **Multi-tasking:** Business today moves at supersonic speed, and effectively managing a variety of different projects simultaneously is essential and so the chosen candidate needs to thrive on variety of project.
- ❖ **Enthusiasm and initiative:** someone who shows consistent enthusiasm and take initiative on the job gets selected as every business looks to put their most enthusiastic people forward with important clients and customers.

### 13-07: ON THE DAY OF INTERVIEW

- ❖ Be positive and be yourself
- ❖ Dress well but be conservative.
- ❖ Take an extra copy of your resume.
- ❖ Reach early.
- ❖ Put your documents in sequence.
- ❖ Do not miss your breakfast or food.
- ❖ Show politeness and confidence.
- ❖ Ask questions when appropriate.
- ❖ Don't initiate discussion about salary or benefits.



### 13-08: ON THE INTERVIEW TABLE

On the day of interview, you should aim to arrive about 10 minutes before the interview time. If you are delayed, contact the employer as soon as possible to explain, apologize and arrange another appointment. Remember that the interviewer can be as nervous as you. If you are nervous your voice may sound shaky and squeaky. Practice deep, slow breathing. This will slow down your heart rate and avoid taking shallow breaths. Try to relax and keep calm, chat to the receptionist or whoever greets you before going into the interview; this will help to calm you. Accept that it is natural to be nervous and that you may have 'butterflies' in your stomach.

#### BODY LANGUAGE:

Do's	Don'ts
<b>MAKE EYE CONTACT:</b> This is the best way to show that you are engaging with the situation and listening carefully. Keep the focus on the conversation.	<b>DO NOT SLOUCH:</b> Sitting hunched forward or recline with arms and legs everywhere has the effect of looking a little too relaxed and dull.
<b>USE YOUR HANDS:</b> Touching your fingertips together suggests authority. However, use it in moderation.	<b>DO NOT TOUCH YOUR FACE:</b> People who play with their hair or excessively touch or rub their noses can seem dishonest and untrustworthy.

<b>SMILE:</b> Smile and nod where appropriate and laugh when the interviewer does. This shows your involvement and confidence.	<b>DO NOT MOVE ABOUT:</b> This includes tapping your fingertips in the arm rest or jiggling your leg up or down. It is a sign of boredom and impatience.
<b>MIRROR:</b> You can quickly develop rapport with your interviewer by matching his positive body language. Keep interested expressions on your face.	<b>DO NOT BE DISTRACTED:</b> Drooping shoulders, head looking down and eyes watching things in the room shows that you are preoccupied.

**VOICE QUALITY:** Interviewers pay attention to body language (eye contact, smiling, etc.) as also to what your voice says about you. Your tone of voice may tell your job interviewer more than you imagine. Take notice of what your voice is doing. Pay attention to the following things:

**The pitch:** There is not much you can do about how high or low your voice is. For men, lower voices are seen as more authoritative and people with voices like this are seen as more appropriate for managerial jobs. For women, interestingly, a low voice or a very high voice is rated poorly. Low voice is considered less feminine and high voice is considered not enough mature.

**The rhythm:** Do not speak in a monotone voice since it could be boring. Put some life into your voice during an interview. Show your personality through your voice.

**The speed:** Do not come across as a fast-talking person, as it creates confusion. Do not talk slowly either. A good pace is essential for a good impression.

**The pause:** It is good to pause to think for an answer. But long or frequent pauses do not create a good impression.

**The volume:** Watch out for sudden changes in your volume while talking. Too much unexpected or surprising change in how loud you are can lead to a sense that you are not a stable person or responsible person. You may appear dramatic also.

## 13-09: ATTENDING JOB FAIR



A job fair also referred commonly as a 'Career Fair' or 'Career Expo', is an event in which employers, recruiters and training schools give information to potential employees. 'Job Fairs' assemble multiple employers under one roof. If you are a fresh graduate or an executive with one to two years of experience, these can be great events to help you evaluate your career options. A job fair is organized by a recruitment consultant or agency at a neutral venue like a school or college auditorium or community centre. Companies save their time, efforts and money and yet get the opportunity



to meet multiple candidates on a single day. Job Fairs are popular with companies in the BPO (Business Process Outsourcing), retail, hospitality and banking sectors.

### **Tips for attending Job Fairs:**

- ❖ Come to the job fair with 20-25 copies of your resume, which effectively represent your educational background, skills and abilities.
- ❖ Carry two resumes with different career objectives for companies from different sectors.
- ❖ Carry all your documents in a professional manner in a neat folder. Do not carry them in a polythene bag or in your hands.
- ❖ Make sure along with resume you have copies of your mark- sheets, certificates and reference letters in your file.
- ❖ Stick to conservative professional attire and be neatly groomed.
- ❖ Avoid jeans and T-shirts. Wear business casuals.
- ❖ Do not carry your heavy backpack or large purses.
- ❖ Do research. A list of employers scheduled to attend is usually available in the advertisement or Web site sponsoring the event. So check out your potential target employers.
- ❖ Arrive early. You can interact with the recruiters when they are fresh and attentive.
- ❖ First Visit the stalls of employers you are most interested in working with.
- ❖ Do not visit multiple stalls with a group of friends. This is not a group activity.
- ❖ Interact with recruiters on your own. Make your own positive impression.
- ❖ Prepare your three lines sales script to share basic information about yourself and your career interests.
- ❖ Smile, provide a firm handshake and greet.
- ❖ Be sure to bring a pen and rough paper. You may be asked to fill out an application form after you submit your resume.
- ❖ Be prepared for an interview. Some companies may have booked exclusive space to conduct interviews with candidates they like.
- ❖ Make a list of companies you apply to and submit your resumes.
- ❖ Some companies may make their final offer on the spot. So find out the salary range for positions you are interested in beforehand. Companies usually do not negotiate with fresh candidates.
- ❖ Collect business cards from recruiters you speak to. Make small notes about the company and job profile offered on the back of the card. Use this information later to follow up if their offer sounds worthwhile.
- ❖ Most companies distribute brochures, CDs, pamphlets, etc. Pick them up for future reference.
- ❖ Send a thank-you mail to every employer you speak to at the career fair.

## 13-10: COMMON MISTAKES TO AVOID

Candidates make some mistakes in the job interview, without even realizing them. Many of these blunders are very common and can cost you the job. Hence, take enough time to prepare before your interview and avoid these mistakes.

**DRESSING INAPPROPRIATELY:** For the job interview you must look professional and polished. It is important to look well-dressed and wear professional attire.



**BRINGING A DRINK WITH YOU:** It is unprofessional to enter with a drink. Having a drink in front of you creates the opportunity for distraction—fiddling with the cup, or missing a question while taking a sip.



**NOT KNOWING ANYTHING ABOUT THE COMPANY:** Background information including company history, locations, divisions and a mission statement are available on most company websites. Review it ahead of time. Take print out and read it just before your interview to refresh your memory.



**ARRIVING LATE:** Being late shows that you have lack of respect for your interview. Take special efforts to arrive on time or even ten minutes early. This gives you cushion time for unforeseen things that may come your way.



**USING YOUR PHONE DURING THE INTERVIEW:** Before you get to your interview, silence your phone. Texting during your interview is rude and disruptive. Do not answer calls. In fact, turn off and put your phone in your bag before the interview.

**FUZZY RESUME FACTS:** It is acceptable that some of your older experiences may be hard to recall. However, you should never twist any facts on your resume. The more truthful you are on your resume, the better you will be able to discuss your past experience during your interview.

**NOT PAYING ATTENTION:** Do not let yourself zone out during an interview. Make sure you are well-rested, alert, and prepared for your interview. Getting distracted and missing a question looks bad on your part.



**NOT BEING PREPARED TO ANSWER QUESTIONS:** To know your aptitude for a job, the interviewer is going to take out everything he or she needs to know about you as an employee. So, be ready with expected difficult questions and their answers than being silent.



**TALKING TOO MUCH:** The interviewer really doesn't need to know your whole life story. Keep your answers concise, to-the-point and focused. Don't get sidetracked, simply answer the question.



**BADMOUTHING PAST EMPLOYERS:** When interviewing for a job, you want your employer to know that you can work well with other people and handle conflicts in a mature and effective way, rather than badmouthing your boss or coworkers talking about their incompetence.

### 13-11: POST INTERVIEW ETIQUETTES

A lot has changed in the job interview process over time. You can be asked to participate in a video interview, you can be asked to share the links of your social media pages or to do some sample work sharing your computer screen with them to test whether you are qualified for the job. However, amidst these new ways one thing has not changed and that is, the need to send a 'thank you' to your interviewers to express your appreciation for the opportunity to meet them. And this 'thank you' can be sent via email. By sending a thoughtfully expressed 'thank-you' email immediately after your interview, you'll affirm the positive impressions you made during your talk and demonstrate that you have the good manners and proactive communications skills employers desire in their personnel.

You should send the email message or letter within 24 hours of your interview. This email reaches him before making a hiring decision and when the interviewer's impression about you is still sharp in his or her mind. Ask for a business card at the conclusion of the interview and that way you will have the contact information for each thank-you email.

In the ‘Thank you’ email,

- ❖ restate why you want the job, what your qualifications are, how you might make significant contributions, etc.
- ❖ discuss anything of importance that your interviewer neglected to ask during interview.
- ❖ address any issues and concerns that came up during the interview, including topics you neglected to answer as thoroughly as you might have wished.

The thank-you note should be brief and to-the-point. A couple of brief paragraphs are sufficient.

Here are some tips for writing a strong thank-you email:

- ❖ Use a Professional Subject Line with just enough information about why you are sending the email.
- ❖ Keep your message concise. The interviewer will not want to read a very long thank-you email.
- ❖ Remember to proofread. Be sure to check spelling and grammar.
- ❖ Include all your interviewers in the email or send separate emails to each person who spoke with you.
- ❖ Include the name of the position in the subject line and the words ‘thank you.’
- ❖ Provide links to your online portfolios and other professional sites and networks.

## 13-12: HOW DOES ONE FOLLOW-UP?

When a couple of weeks pass, without any email from the employer, after you have given a good job interview; you probably start getting nervous with a sinking feeling, losing the hope rapidly. However, remember that the job interview is only the beginning of the conversation. You need to follow it up in the right way and stay on the employer’s mind rather than lose hope and feel frustrated.

There are three simple ways.

1. **Write a ‘Thank You’ note:** You should always send a note to every person you interviewed with; no later than 24 hours after the interview.
2. **Check-In again:** Sending a thank you note after an interview is the easy part of following up. Making contact again after a few weeks of silence can be more difficult. This follow-up is normal and professional part of the process and if you follow-up carefully, you can be seen as a hard-working, sincere and interested individual by the employer.
3. **Stay in Touch:** Even if you do not get the job, it might be useful to keep the employer in your network. Keeps the conversation going by periodically sending information that might be relevant to them or congratulating them on their accomplishments or thanking them for their reply mails. This can make them valuable new contacts from your field.

### 13-13: TELEPHONIC INTERVIEW

Today job search is not restricted by boundaries of cities and nations. Hence, many companies conduct telephonic interviews to short-list candidates before calling them for a face-to-face interaction. A phone interview has several advantages both for the employer and the candidate. It being shorter than a face-to-face interview, it saves time of the interviewer. While it gives the candidate advantages of remaining unseen as well as saving time and money required for travelling.



You could be spending a lot of time talking on the cell phone, but that does not equip you to do well in a phone interview. Here are some phone interview tips to do well in your phone interview:

- ❖ Companies generally tell you in advance when they will be calling. Choose a room where you can speak without disruption.
- ❖ Keep your important documents such as resume, references as well as a laptop with internet in front of you. Keep pen and paper also handy to take down notes.
- ❖ Since the great advantage of a phone interview is invisibility, prepare for expected questions and their answers ready in advance with you. You can refer to it when you are under pressure.
- ❖ Try to be in a positive frame of mind. If you feel happy and enthusiastic, it will reflect in your voice. Though the interviewer cannot see you, he can still sense your mood over the phone.
- ❖ Be prepared doing your homework about the organization, its ethos, the position you have applied for, brush up on your subject knowledge, etc.
- ❖ Take the telephone interview seriously since it can lead you for a face-to-face interaction.
- ❖ Ask intelligent questions when your interviewer asks if you have any questions. This is a chance for you to showcase your intelligence.
- ❖ At this stage do not talk about salary and perks. The company is still assessing your suitability for the job. Salary discussions generally take place in the final stages of the hiring process.
- ❖ Remember to say thank you, even if the interview was not very good as per your expectations. Some experts recommend even sending a short 'thank you' note to the interviewer after the interview.

## 13-14: DRESS CODE AT INTERVIEW



### MEN'S INTERVIEW ATTIRE

- ❖ Men should always wear formal clothes.
- ❖ All clothes should fit well and be free of stains.
- ❖ Suit in a solid color such as navy, black or dark grey.
- ❖ Long sleeved shirt that is white or color coordinated with the suit.
- ❖ Dark colour leather belt.
- ❖ Wear a sober tie.
- ❖ Dark socks and conservative leather shoes.
- ❖ Preferably no jewellery.
- ❖ Neat, professional haircut.
- ❖ Limited amount of aftershave or perfume.
- ❖ Neatly trimmed nails.
- ❖ Laptop bag or briefcase.

### WOMEN'S INTERVIEW ATTIRE

The interview attire for women is more complicated and more challenging than it is for men. Women need to consider and choose accessories appropriate for an interview.



- ❖ In clothes, try to keep bright, flashy colors to a minimum.
- ❖ The bags should be professional looking. Large enough to fit in resume and other papers but not very showy or gaudy.
- ❖ Go light on perfume and cologne.
- ❖ Be careful about casual clothes and foot-wear.
- ❖ Do not overdo your makeup.
- ❖ Keep jewellery to a minimum.

## 13-15: TYPICAL QUESTIONS ASKED



1. Can you tell me a little about yourself?
2. How did you hear about the position?
3. What do you know about the company?
4. Why do you want this job?
5. Why should we hire you?
6. What are your greatest professional strengths?
7. What do you consider to be your weaknesses?
8. What is your greatest professional achievement?
9. Tell us about a challenge you've faced at work, and how you dealt with it.
10. Where do you see yourself in five years?
11. What's your dream job?
12. What other companies are you interviewing with?
13. Why are you leaving your current job?
14. Why were you fired?
15. What are you looking for in a new position?
16. What type of work environment do you prefer?
17. What's your management style?
18. What's a time you exercised leadership?
19. What's a time you disagreed with a decision that was made at work?
20. How would your boss and co-workers describe you?
21. Why was there a gap in your employment?
22. Can you explain why you changed career paths?
23. How do you deal with pressure or stressful situations?
24. What would your first 30, 60, or 90 days look like in this role?
25. What are your salary requirements?
26. What do you like to do outside of work?
27. If you were an animal, which one would you want to be?
28. How many tennis balls can you fit into a limousine?
29. Are you planning on having children?
30. What do you think we could do better or differently?
31. Do you have any questions for us?

## 13-16: INTERVIEW MISTAKES



- ❖ Dressing too casually or look untidy.
- ❖ Making derogatory remarks about past or present employers.
- ❖ Fidget or twitch, or doing other nervous mannerisms.
- ❖ Sitting there like a statue. Instead use your hand gestures for emphasis but try not to make excessive gestures.
- ❖ Interrupt the interviewer before they have finished asking you a question.
- ❖ Finishing the interviewers' sentences for them.
- ❖ Telling lies. If you have to lie about your abilities in order to get the job, you will land up in a difficult position to successfully fulfill expectations.
- ❖ Talking about salary, holidays or bonuses without the recruiter bringing it up.
- ❖ Answering questions with a simple 'yes' or 'no' without giving your justification fully.
- ❖ Wearing too much perfume or aftershave.

## 13-17: QUICK TIPS

- ❖ Keep your resume short and succinct.
- ❖ Create a portfolio of job-search documents.
- ❖ Consider hiring a coach to perfect your video interview skills.
- ❖ Maximize the use of LinkedIn, engage more frequently with your LinkedIn networks.
- ❖ Use Twitter and other forms of social media to attract the attention of employers who are hiring.
- ❖ Start your search sooner rather than later.
- ❖ Do not get frustrated by Computerized Applicant Tracking System.

## 13-18: HOW TO PRESENT WELL IN INTERVIEW



- ❖ Listen well.
- ❖ Carefully understand the question.
- ❖ Do not give a reaction, try to respond.
- ❖ Make an eye contact.
- ❖ Use appropriate volume of voice.
- ❖ Avoid monotonous speech.
- ❖ Slow down to the point.
- ❖ Do not murmur. Speak clearly.
- ❖ Pronounce words clearly and correctly.
- ❖ Be polite and sincere.

## 13-19: JOB INTERVIEW- BASIC TIPS



- ❖ Even the smartest and the most qualified job seekers need to prepare for their job interviews. Here are some tips:
- ❖ Practice good non-verbal communication skills.
- ❖ Dress for the job or company.
- ❖ Carry your resume and certificates.
- ❖ Do not talk too much.
- ❖ Do not be too familiar.
- ❖ Use appropriate language.
- ❖ Take care to answer the questions.
- ❖ Ask appropriate questions.
- ❖ Don't appear desperate.
- ❖ Thought of your answers beforehand.

## 13-20: QUOTES TO REMEMBER ABOUT INTERVIEW

- ❖ Choose a job you love, and you will never have to work a day in your life. (Confucius)
- ❖ It is not important whether you get knocked down; it is important whether you get back up. (Vince Lombardi)
- ❖ All our dreams can come true, if we have the courage to pursue them. (Walt Disney)
- ❖ In the middle of difficulty lies opportunity. (Albert Einstein)
- ❖ Only those who dare to fail greatly can ever achieve greatly. (Robert F. Kennedy)
- ❖ It is never too late to be what you might have been. (George Eliot)
- ❖ Keep your face to the sunshine and you cannot see the shadows. (Helen Keller)

- ❖ Excellence is to do a common thing in an uncommon way. (Booker T. Washington)
- ❖ Only those who risk going too far can possibly find out how far one can go. (T.S. Eliot)
- ❖ The average person puts only 25% of his energy into his work... The world takes off its hat to those who put in more than 50% of their capacity and stands on its head for those few and far between souls who devote 100%. (Andrew Carnegie)

### 13-21: HOW TO SEARCH FOR JOB EFFECTIVELY

- ❖ Study the job description and any available information you have on the position.
- ❖ Mirror the words and phrases in the job description.
- ❖ Showcase your strengths in the areas that seem to be of paramount importance to the role.
- ❖ Consider crafting, original, genuine thank you notes (one for each interviewer) the moment you get back to a computer, following the interview. The speed, with which you send the notes and the quality, will make an impact.



### SUMMARY

Interview gives an opportunity to the employer to assess whether your qualifications and career ambitions align with the position you have applied for. The interviews are useful since they help to obtain detailed information about the candidate's personal feelings, his perceptions and his opinions. There are basic six types of interviews- Structured, unstructured, stress, behaviour, case and panel interview. Employers may choose to use a combination of different styles also. A selection panel is a team of members who interview and select a person for a position. The selection panel mainly comprises of Subject Knowledge Experts, Management Representatives and Human Resources Managers. There are eight basic types of questions asked in the interview, such as resume verification, experience verification, opinion, behaviour, competency, case related, senseless questions and brainteasers. The main reasons for selecting a candidate are long-term potential, ability to work well with others, ability to make money, impressive resume, relevant work experience, creative problem-solving skills, multi-tasking skills and enthusiasm and initiative. On the day of interview, candidate should be aware of his body language as well as voice quality. A formal dress code needs to be observed by the interviewee. Some common mistakes to be avoided in the job interview are: dressing inappropriately, arriving late, not knowing anything

about the company, bringing a drink with you, using your phone during the interview, vague about resume facts, not paying attention, talking too much, not being prepared to answer questions and badmouthing past employers. To demonstrate your post interview good manners and proactive communications skills the candidate should send the thank you email within 24 hours after the interview. The job interview is only the beginning of the conversation and you should follow it up in the right way and stay on the employer's mind. Many companies conduct telephonic interviews to short-list candidates before calling them for a face-to-face interaction. A phone interview being shorter than a face-to-face interview, it saves time of the interviewer and the candidate remains unseen and saving time and money required for travelling.

## **KEY WORDS**

- ❖ Interview Types,
- ❖ Interview Panel,
- ❖ Interview Questions,
- ❖ Job Fair, Common
- ❖ Interview Mistakes,
- ❖ Post Interview Etiquettes,
- ❖ Telephone Interviews,
- ❖ Dress Code For Interview,
- ❖ Basic Interview Tips.

## UNIT 04-03: TIME MANAGEMENT

### LEARNING OBJECTIVES

After successful completion of this unit, you will be able to

- ❖ Understand the concept of time management
- ❖ Observe people and examine your work
- ❖ Develop sense of time management
- ❖ Recognize the time wasters and boosters
- ❖ Learn to utilize time efficiently

### INTRODUCTION



The ability to use your time effectively or productively, especially at work is called ‘Time management’. It is the process of organizing and planning how to allot your time for specific activities.

Good time management permit you to do smart work so that you get more work done in less time, even when pressure of work is high and time available is comparatively less. If you fail to manage your time, it harms your effectiveness and causes undue stress.

### 14-01: THE 80-20 RULE

The 80-20 rule is the most helpful of all concepts of time and life management. The Italian Economist Vilfredo Pareto wrote about it in 1895, and so it is also called as ‘Pareto Principle’.



Pareto noticed that people in his society seemed to divide naturally into what he called the ‘Vital Few’, the top 20% in terms of money, influence and authority, and the ‘Insignificant Many,’ the bottom 80%, who are the followers. Vilfredo Pareto also discovered that practically all economic activities work on ‘Pareto Principle’. This rule says that 20% of your activities will account for 80% of your results. Similarly,

- ❖ 20% of your customers will account for 80% of your sales,
- ❖ 20% of your products or services will account for 80% of your profits,
- ❖ 20% of your tasks will account for 80% of the value of your work, etc.

Hence, before you begin work, always ask yourself, ‘Is this task is in the top 20% of my activities or in the bottom 80%?’ This means that if you have a list of ten items to do, two of those items will turn out to be worth as much or more than the other eight items put together.

## 14-02: TAKE A GOOD LOOK AT THE PEOPLE AROUND YOU

Twenty per cent of your colleagues, staff and friends probably give you 80 per cent of the support and satisfaction you need. They are your true advocates. Take good care of them.

Wherever you work you see two types of people:

People who can manage time effectively (20% people)	People who fail to manage time effectively (80% people)
 <ul style="list-style-type: none"><li>❖ Show greater productivity and efficiency.</li><li>❖ Have a better professional reputation.</li><li>❖ Have less stress.</li><li>❖ Have greater opportunities for advancement.</li><li>❖ Greater opportunities to achieve important life and career goals.</li></ul>	 <ul style="list-style-type: none"><li>❖ Missed deadlines.</li><li>❖ Inefficient work flow.</li><li>❖ Poor work quality.</li><li>❖ A poor professional reputation and a stalled career.</li><li>❖ Higher stress levels.</li></ul>

## 14-03: EXAMINE YOUR WORK

You should ask yourself these questions:

- ❖ What do I really want to do with my life and my time?
- ❖ Which 20 % of my work should I be focusing on?

Here are some indicators that tell you whether you are spending your time as you should be:

You are investing your time in doing 20 % of the important things, if:

- ❖ You are hiring people to do the tasks you are not good at or do not like doing.
- ❖ You are engaged in activities that support you overall goal in life.
- ❖ You are doing things that you have always wanted to do or that make you feel good about yourself.
- ❖ You are working on tasks you do not like but you are doing them knowing they have some advantages for you.
- ❖ You are happy about your work all the time.

You are wasting your time in doing 80 % of the not so important things, if:

- ❖ You are frequently working on task labeled urgent.
- ❖ Your spending time on tasks you are not usually good at doing.
- ❖ You are working on task other people want you to do but you have no investment in them.

- ❖ Activities are taking a lot longer than you expected.
- ❖ You find yourself complaining all the time.

#### 14-04: SENSE OF TIME MANAGEMENT



For ages Indians are known for their bad time sense. The IST meaning 'Indian Standard Time' is jokingly called 'Indian Stretchable Time' as many Indians do not realise the importance of time commitment. We use the following terms but with different meaning in our mind than the actual one.

Actual Term	The Indian Meaning
Just 2 minutes	I'll do it as fast as I can.
It will be done tomorrow	Don't expect it today Or You will have it in 2 days
Just a second	Wait for a few minutes

In India, time is not about countable or fragmented portions of time divided into hours, minutes and seconds. Time is actually measured by events, priorities, emergencies, etc. Time is expressed by objective or intention, rather than mathematical calculation. The rural origin of Indians might be responsible for that.

#### 14-05: TIME IS MONEY



Man, machine, method and material are considered to be an investment. But today in the contest of globalization, time is also considered as one of the prime investment factor. In terms of day-to-day economic life, time is simply money. Every delay in time eventually causes loss of money.

Time is like an arrow, once it leaves the bow, it does not come back.

#### 14-06: FEATURES OF TIME

- ❖ Time is an asset. It is an asset of pretended nature and not a real or tangible one.
- ❖ Time is an opportunity. It is a chance given to a person to create something useful utilizing it.
- ❖ Time supply is fixed and limited. Every person will get only 24 hours in a day to his credit.

## 14-07: THREE SECRETS OF TIME MANAGEMENT

### SECRET 1: Humans are not powerful enough to manage time.

Rather than ‘managing time’, try and ‘manage work’. If the focus is on time, we get pressurized and pay less attention to doing work efficiently. Hence, more than meeting some imposed deadlines, one should try to divide work in parts, delegate work, get work done or do work with concentration and skills.

### SECRET 2: Being more realistic, we can actually have more time than we need.

During a busy day many events occur and as a human being, have the habit of engaging in them. But if you look at these events more rationally, you realize that you need not respond to most of them. That would save you a lot of wasted time. And if you choose to spend your time in your way, that would enhance your satisfaction levels too.

### SECRET 3: Be your own master.

If you recognize your time wasters, your time savers and your obstacles in being focused, you can develop a good work strategy of your own. And this properly worked out policy would create more space and more time needed in order to be successful.

## 14-08: TIME MANAGEMENT MATRIX

The below given four quadrant matrix depicted in a two way table is given by ‘Stephen Covey’. It is based on the idea that all the tasks available to you are fitted in these four quadrants.

	URGENT	NOT URGENT
IMPORTANT	<b>Necessity – Urgent and important</b> (Tasks that need immediate attention. Example: Fire Fighting, looming deadlines, etc.)	<b>Quality – Important but not Urgent</b> (Habitual and proactive actions that improve the quality of your work and life. Example: Eating Healthy, Building Relationships, Regular Exercise, etc.)
NOT IMPORTANT	<b>Deception - Urgent but Not Important</b> (Things that appear to be worth doing Example: many meetings, popular activities, routine tasks, etc.)	<b>Waste - Not Important and Not Urgent</b> (Time wasting activities Example: Wasting time online, Watching TV, excessively long conversations, etc.)

## 14-09: ANALYSIS OF TIME MATRIX



To spend time on high-value activities, you should develop a more conscious approach to your commitments. Break the pattern and take control over your reactive brain.

The time management matrix is a useful tool if you know how to prioritize work, personal roles, goals and commitments.

QUADRANT One: Necessities ('Do now' Things)	
<p>This quadrant covers unforeseen events and pressing problems. To avoid serious consequences, we have to deal with them immediately. Although some of these issues are unexpected, we can reduce the number of them by proper planning. Sometimes it's just enough to work on them proactively, before they have become urgent.</p>	<ul style="list-style-type: none"> <li>❖ Emergencies</li> <li>❖ Crisis</li> <li>❖ Demands from the boss</li> <li>❖ Planned tasks due now</li> <li>❖ Seeing a doctor when sick</li> <li>❖ Seeing the day's news</li> <li>❖ Meetings and appointments</li> <li>❖ Paying phone bills</li> </ul>
QUADRANT Two: Extraordinary Productivity ('Plan to do' Things)	
<p>As tasks in this quadrant are not urgent, we might put them off for ages. Yet this is the worst mistake we could make. Ideally, this is the quadrant where you should spend most of your time: working on strategic, high-impact tasks. They will bring more value to your business, but also help you grow personally and professionally.</p>	<p>Studying Planning Relationship building Developing changes Replying important letters Eating regularly healthy food Attending classes Taking up revision tests</p>
QUADRANT Three: Distraction ('Need to reject' Things)	
<p>This quadrant deals with minor, yet urgent tasks. They just distract you from your key goals. Although it's impossible to avoid these issues entirely, you should try to reduce their occurrence.</p>	<p>Attending some phone calls Attending parties Seeing a movie Taking account of attractive discount sales Trivial request from others Apparent emergencies Pointless routine activities</p>

QUADRANT Four: Waste ('Resist and Avoid' Things)	
These tasks are neither important nor urgent. Small amounts of trivial activities help us relax. Yet, we tend to waste a lot of time in this quadrant, so be careful. You are losing the present moment. Cut activities from this list to a minimum.	Watching movies Watching TV Chatting with friends Internet chatting Sight seeing Shopping\computer games Day dreaming

## 14-10: FIVE STEPS TO SUCCESSFUL TIME MANAGEMENT



- ❖ **STEP 1:** Set specific goals (be it academic, work related or personal).
- ❖ **STEP 2:** Create a term calendar recording major events.
- ❖ **STEP 3:** Create a weekly schedule of your classes, meeting etc.
- ❖ **STEP 4:** Decide on specific times to work on each course.
- ❖ **STEP 5:** Prepare a 'Things to do list' for each day on the previous night.

## 14-11: DIFFICULTIES IN TIME MANAGEMENT

There are a few reasons that hinder time management. People cannot manage their time efficiently because of the following reasons:



- ❖ Interruptions – such as telephone calls, visitors
- ❖ Unexpected or urgent Meetings
- ❖ Indecision- delay in decisions
- ❖ Miscommunication or Unclear communication
- ❖ Lack of planning and poor implementation of plan
- ❖ Disposal of work- Delay in starting the work, no quick disposal hence work piles
- ❖ Inability to say 'No'- creating diversions and hindrances
- ❖ performing with incomplete information
- ❖ Procrastination- postponing work

## 14-12: EVILS OF NOT PLANNING

Planning in advance is an important aspect of goal achieving process. If you plan ahead of time, you become proactive. You can foresee issues or roadblocks that may come your way. Therefore, you can plan the actions to avoid the roadblocks or face them confidently.

The following things keep us from planning in advance:

- ❖ When you are reactive rather than proactive,
- ❖ When you are not organized,
- ❖ When you are not self-disciplined,
- ❖ When you procrastinate,
- ❖ When you don't know how to plan effectively,
- ❖ When you are not patient, and
- ❖ When you think planning is a waste of time!



### 14-13: INTERESTING FACTS ABOUT TIME

Have you ever wondered about how much time you spend on various activities in a lifetime? When our day-to-day activities are summed up into a lifetime, it can be scary to see how much of our lives are consumed by these everyday jobs.

Sleeping: Enough and Sound sleep is vital for every human being to survive. An average person sleeps for 8 hours in a day of 24 hours that amounts for 229,961 hours in his lifetime. An average person sleeps for one third of his life.	
Eating: Eating is a necessary part of life in order to survive. An American study reveals that an average American spends 67 minutes per day eating and drinking beverages. That means the average person spends a surprising 32,098 hours eating and drinking beverages in their lifetime.	
Watching Television: Most of us love watching Television as a spare time activity. BARC's latest Broadcast India 2018 survey states that in urban areas, average time spent per viewer is about 4 hour 06 minutes, while in rural India, it is about 3 hours and 27 minutes. That means an average Indian watches about 12 years' worth of TV in his life time.	
Surfing the internet: Today, there is an Internet explosion. We gather information, work, shop, play games, educate, read news, socialize, etc. online. A research study by Airtel - 2017 reveals that an average Indian spends 75 hours per month online. This may increase in the future with smart devices and easier access to the Internet.	

Travelling: Every working person needs to travel for workplace. In Metropolitan cities like Mumbai, long-distance commuting is still the norm with as much as 26% public in India still travelling over 90 minutes every day. A 2010 survey points out that the average commuting length in India is 29 minutes, but a minority 12% of commuters travel more than an hour, up and down.



#### 14-14: IDEAL WAY OF SPENDING A DAY

You have 24 hours' time in a day. One efficient way of using this time is to spend it as given below:

- ❖ 7.0 hours of sleep
- ❖ 5.5 hours for bodily needs such as food, clothing, bathing, grooming, exercise, etc.
- ❖ 9.5 hours of action (travelling) and work (planning, preparation, execution)
- ❖ 2.5 hours of relaxation and recreation. (Exercise can fit in here.)

#### 14-15: TIME WASTERS

- ❖ Internet Surfing
- ❖ Window Shopping
- ❖ Reading junky books
- ❖ Watching YouTube or other online videos
- ❖ Playing Online or Mobile Games
- ❖ Watching TV
- ❖ Excessive Personal Grooming
- ❖ Photo mania-taking, organizing, uploading, a
- ❖ Facebook accounts
- ❖ Chatting on cell phone
- ❖ Gluing to digital devices
- ❖ Excessive meetings at workplace
- ❖ Email overload and never-ending communication
- ❖ Indecision
- ❖ Failure to delegate or delegating without authority.
- ❖ Lack of priorities, standards, policies or procedures.



## 14-16: TIME SAVERS



- ❖ Setting priorities
- ❖ Throwing unneeded things away.
- ❖ Making thoughtful yet quick decisions.
- ❖ Doing only one task at a time and finishing it.
- ❖ Working on short-term goals and eyeing long term goals.
- ❖ Handling correspondence quickly with short letters.
- ❖ Attaining personal deadlines.
- ❖ Organizing short meetings including only essential people.
- ❖ Delegating work and empowering subordinates.
- ❖ Keep things simple.
- ❖ Putting high priority tasks first.
- ❖ Using checklists and to-do-list
- ❖ Put Off Procrastinating

## 14-17: REALIZING THE VALUE OF TIME



To realize the value of ...

- ❖ ONE YEAR- Ask a student who failed a grade
- ❖ ONE MONTH- Ask a mother who gave birth to a premature boy
- ❖ ONE WEEK -Ask the editor of a weekly newspaper
- ❖ ONE HOUR -Ask the lovers who are waiting to meet.
- ❖ ONE MINUTE -Ask a person who missed the train.
- ❖ ONE SECOND -ask a person who just avoided an accident.
- ❖ ONE MILLISECOND -Ask the person who attained second position in the Olympics.

## 14-18: TIME CIRCLE PLANNER

Using different colours or symbols for each type of activity, you can fill up the time circle planner given below. By doing this exercise you can find out which activities take up too much time and the one left out or don't receive sufficient time.

## 14-19: TIME MANAGEMENT QUIZ:

Sr. No .	Statement (SOURCE: <a href="https://www.mindtools.com/pages/article/newHTE_88.htm">https://www.mindtools.com/pages/article/newHTE_88.htm</a> )	Not at all	Rarely	Sometimes	Often	Very Often
1	I work on the highest priority tasks first.					
2	I find myself completing tasks at the last minute, or asking for extensions.					
3	I set aside time for planning and scheduling.					
4	I know how much time I spend on each of the various tasks I do.					
5	I find myself dealing with interruptions.					
6	I use goal setting to decide what tasks and activities I should work on.					
7	I keep contingency time to deal with the unexpected.					
8	I know whether the tasks I am working on are high, medium, or low value.					
9	When I am given a new assignment, I analyze it for importance and prioritize it accordingly.					
10	I am stressed about deadlines and commitments.					
11	Distractions keep me from working on critical tasks.					
12	I have to take work home in order to get it done.					
13	I prioritize my To Do list or Action Program.					
14	I confirm my priorities with my boss.					
15	Before I take on a task, I check that the results will be worth the time put in.					

## SUMMARY

The ability to use your time effectively or productively, especially at work is called ‘Time management’. The Italian Economist Vilfredo Pareto in 1895, voiced the useful concept of the ‘80-20 rule’, which is also called as ‘Pareto Principle’. It also says that 20 per cent of your colleagues, staff and friends probably give you 80 per cent of the support and satisfaction you need. People tend to invest 20 % of the time for important things and 80% in doing non-important things. For ages Indians are known for their bad time sense. In India, Time is actually measured by events, priorities, emergencies, etc. The rural origin of Indians might be responsible for that. However, today in the contest of globalization, time is also considered as one of the prime investment factor.

‘Stephen Covey’ has given four quadrant matrix depicted in a two way table which is called the ‘time management matrix’. It is a useful tool that tells you how to prioritize work, personal roles, goals and commitments. The difficulties posed in managing time are Interruptions, Indecision, Miscommunication, Unexpected or urgent Meetings, Lack of planning, Delay in Disposal of work, Inability to say ‘No’, performing with incomplete information and Procrastination. When our day-to-day activities are summed up into a lifetime, it can be scary to see how much of our lives are consumed by these everyday jobs. There are some time wasters such as internet surfing, window shopping, watching television or online videos, playing mobile games, facebook accounts, email overload, etc. There are some time savers as well, such as, setting priorities, making quick decisions, working on short-term goals, attaining personal deadlines, keeping things simple, using checklists, etc. Using different colours or symbols for each type of activity in the ‘Time Circle Planner’, you can find out which activities take up too much time and which one do not receive sufficient time.

## KEY WORDS

- ❖ Time Management,
- ❖ The 80-20 Rule,
- ❖ Features Of Time,
- ❖ Time Management Matrix,
- ❖ Successful Time Management,
- ❖ Difficulties In Time Management,
- ❖ Facts About Time,
- ❖ Time Westers,
- ❖ Time Savers,
- ❖ Time Circle Planner.

## UNIT 04-04: STRESS MANAGEMENT

### LEARNING OBJECTIVES

After successful completion of this unit, you will be able to

- ❖ Know the meaning of stress management
- ❖ Compare negative and positive side of stress
- ❖ Understand kinds and sources of stress
- ❖ Recognize the signs of stress
- ❖ Learn to manage stress

### INTRODUCTION



Stress is an unavoidable consequence of life. As per 'Hans Selye', who is called the Father of Stress, who coined the word 'stress' has noted that without stress, there would be no life. However, according to the survey conducted by Cigna TTK Health Insurance in 2018, stress levels seem to be high in India compared to other developed and developing countries. About 89% of the population in India says they are suffering from stress compared to the global average of 86%. Nearly 75% of respondents do not feel comfortable talking to a medical professional about their stress and mention that cost is one of the barriers.

### 15-01: MEANING:

Stress is the reaction of body to harmful situations, whether real or imaginary. When you feel threatened, a chemical reaction occurs in your body that allows you to act to prevent injury. This reaction is known as 'fight-or-flight' stress response. During stress response, your heart rate increases, breathing gets faster, muscles tighten and blood pressure rises. You become ready to act and protect yourself.



Today, our lives have become increasingly busy, which cause a lot of stress to our minds. Stress is the mental tension caused by demanding, challenging or burdensome conditions. Stress doesn't just affect our mental state and mood; it affects our physical health as well. According to medical science, when we are much stressed, a hormone called 'Cortisol' is released into our bloodstream, suppressing the functioning of our immune, digestive and reproductive systems. That is why it is so important to practice stress management in order to keep our minds and bodies healthy.

### **15-02: AT ONE LEVEL STRESS MAY BE A POSITIVE AID TO PERFORMANCE**

Stress is not always necessarily harmful. Like the way bad stress can cause diseases, it seems probable that the good stresses can promote wellness. Stress can be positive or negative, depending upon the situation. Positive stressors are called Eustress. The 'positive' stress you feel before a performance in a game or in a meeting or interview helps you to deliver your best performance. Positive stress can be experienced when you are well focused on a specific task, feel motivated and confident and are excited about the result you are hoping to achieve. Examples of positive personal stressors:

- ❖ Starting a new job,
- ❖ Receiving a promotion or increment at work,
- ❖ Going for a marital commitment,
- ❖ Expecting a baby, etc.



The right amount of acute stress, however, tunes up the brain and improves performance and health.

### **15-03: AT ONE LEVEL STRESS MAY BE A NEGATIVE AID TO PERFORMANCE**

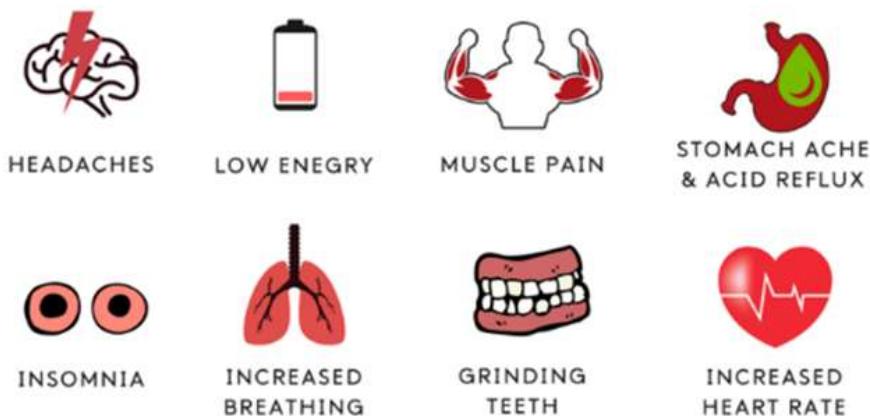
The negative stress is called Distress. The causes called stressors for the negative feelings of stress do not always lie with external situations. This stress results in the full-blown stress response that may affect your body, your thoughts, your feelings and your behavior. While too little stress can lead to boredom and depression, too much can cause anxiety and poor health. Uncontrolled bad stress can contribute to many health problems such as, high blood pressure, heart disease, obesity, diabetes, etc. Distress or the negative stress, has the following characteristics:

- ❖ It causes anxiety or concern.
- ❖ It can be short- or long-term.
- ❖ It exceeds our coping abilities.
- ❖ It feels unpleasant.
- ❖ It decreases performance.
- ❖ It can lead to mental and physical problems.



## 15-04: EFFECTS OF STRESS

Some common stress effects are:



- ❖ Low energy,
- ❖ Headaches,
- ❖ Upset stomach, including diarrhea, constipation, and nausea,
- ❖ Aches, pains, and tense muscles,
- ❖ Chest pain and rapid heartbeat,
- ❖ Insomnia (lack of Sleep),
- ❖ Frequent colds and infections,
- ❖ Loss of sexual desire and/or ability,
- ❖ Skin irritations, etc.

A stressed person can become anxious, restless, less motivated, irritable, sad, depressed, etc. He shows typical behavioural changes such as eating disorders (overeating or very less eating), angry outbursts, drug or alcohol misuse, tobacco use, social withdrawal, problems in relationship, blaming others, reduced efficiency, etc.

## 15-05: KINDS OF STRESS

Stress produces numerous physical and mental symptoms which vary from individual to individual. These can include physical health decline as well as mental depression. Dr. Karl Albrecht, the management consultant from California, is a pioneer in the development of stress-reduction training for business people. In 1979 he categorized stress in four common types.

**TIME STRESS:** You experience this stress when you worry about lack of availability of time. You are anxious about the number of things that you have to do in the given time and fear that you might fail to achieve something important. You feel trapped, unhappy, hopeless and miserable. For Example: worrying about deadlines, rushing to avoid being late for meeting, staying up till late to complete work, etc.



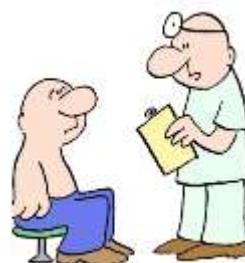
**ANTICIPATORY STRESS:** Stress that you experience relating to the future is called anticipatory stress. This stress can be vague and undefined, such as an anxiety about the future or a threat that 'something will go wrong'. Sometimes this stress is focused on a specific event. For Example: an upcoming interview, presentation, examination, confrontation, etc.



**SITUATIONAL STRESS:** Situational stress is experienced when you are in a scary situation over which you have no control. Many a times, in such a situation there is a conflict. There is a fear of losing status, position or acceptance of people. This could be an emergency situation. For Example: meeting with an accident, losing your purse, making a huge mistake in front of colleagues, unhappy marriage, death in family, etc.



**ENCOUNTER STRESS:** Encounter stress is about facing people you do not like or who you think are unpredictable. You experience encounter stress when you are not comfortable about interacting with a certain person or a group. This type of stress also occurs from 'unpleasant meetings', when you are sure of disagreements and 'contact overload', when you feel drained from interacting with too many people. For Example: Physicians and social workers, because they deal with people who are unwell, deeply upset or emotionally negative, have high rates of encounter stress.



## 15-06: SOURCES OF STRESS



We all have different stress triggers. According to surveys the most common are 'Work' and 'Life' stresses. They have a big impact on our lives. However, stress level will differ from person to person based on personality type. Some people can handle stress better. Others literally fall sick due to stress.

CAUSES OF WORK STRESS	CAUSES OF LIFE STRESS
Being unhappy in your job	The death of a loved one
Having a heavy workload or too much responsibility	Increase in financial obligations, debt
Long working hours	Divorce, Unhappy marriage
unclear job profile and expectations	Loss of a job
Working under dangerous conditions	Moving to a new home
Having to give speeches in front of colleagues	Taking care of an elderly or sick family member
Risk of termination	Emotional problems such as anxiety, guilt, low self-esteem, sorrow, etc.
Facing discrimination or harassment at work, especially if your employers are not supportive	Traumatic event, such as a natural disaster, theft, rape, or violence against you or a loved one
Unrealistic expectations from boss	Getting married forcefully
Uncertainty of job retention	Chronic illness or injury

## 15-07: FEW OTHER COMMON SOURCES OF STRESS

Many different things around us can cause stress. A list of work and life related stressor is given above. However, some common sources of stress can be divided as follows:

- ❖ **Environmental Stress:** This is a response to things around you that causes stress, such as noise, crowding, physical discomfort, pressure from work or family, etc. Even routine chores such as getting the food prepared in the morning, catching a particular crowded train, dealing with a difficult boss, etc. can contribute to this stress. Long-term stressors such as dealing with a chronic disease, or caring for a child or sick family member also come under this category.
- ❖ **Social Stress:** Every one of us plays multiple social roles of a parent, spouse, caregiver, employee, etc. Each of these roles has its own set of demands. Social stressors include financial problems, disagreements, role conflicts, time demand, attention required, etc. The aspirations and desires of family, spouse, friends, relatives, bosses, children, etc. continuously rise. Hence, one needs to sharpen the skill of dealing with social stressors.
- ❖ **Physical Stress:** This kind of stress builds up over a long time and can take a hard toll on your health. It can also be called fatigue which is caused by working relentlessly at your job or home for a long time. It can be caused by bad time management. You can tackle it by taking time out for rest and relaxation.

- ❖ **Cognitive or Emotional Stress:** This stress is caused by worrying about things which are outside your control, showing anxious thoughts, fearful anticipation, poor concentration, etc. This causes internal emotional burden. It is built by thinking unnecessarily about the outcome. Some people make their lifestyle speedy and tense in order to be perfectionists. They not only build stress for themselves but make their presence stressful for others. Their imaginary fear about something going to go wrong develops internal stress that causes physical disorders.

## 15-08: BEHAVIOUR IDENTIFIED WITH STRESS

SIGNS OF STRESSFUL MOMENTS		
Nail Biting	Juggling of keys	Talking to oneself, blabbering
Twitching of eyebrows	flicking pen	Slamming door
Biting Lips	Sighing or Exhaling loudly	Increased irritability
Excessive blinking of eyes	Sweating Excessively	Frequent anger
Rubbing hands	Dryness of mouth	Frequent urination
Restless movements	Emotional outburst	Increased heartbeats

## 15-09: ASSESSING THE EXISTENCE OF STRESS

If you tend to get stressed out frequently, your body may remain in a heightened state of stress most of the time. This can lead to serious health problems. Chronic stress disrupts nearly every system in your body. It can suppress your immune system, upset your digestive and reproductive systems, increase the risk of heart attack and stroke, and speed up the aging process. It can even affect the brain, making you more vulnerable to anxiety, depression and other mental health problems.

Ask yourself the following questions that indicate presence of stress:

- ❖ Do you have a general feeling of being burdened by everything you're dealing with right now? Yes\_\_\_\_ No\_\_\_\_
- ❖ Do you find yourself getting less joy from your work and feeling a sense of burnout? Yes\_\_\_\_ No\_\_\_\_
- ❖ Do you find yourself drinking alcohol more to relax, smoking to deal with stress, or using other 'vices'? Yes\_\_\_\_ No\_\_\_\_
- ❖ Do you often feel anxious about things you cannot control? Yes\_\_\_\_ No\_\_\_\_
- ❖ Do you find yourself getting sick more often than usual? Yes\_\_\_\_ No\_\_\_\_
- ❖ Do you have difficulty with decision-making and concentration due to stress? Yes\_\_\_\_ No\_\_\_\_
- ❖ Do you experience tension headaches? Yes\_\_\_\_ No\_\_\_\_

- ❖ Do you have trouble falling asleep or sleeping enough because your mind is battling?  
Yes \_\_\_\_\_ No \_\_\_\_\_
- ❖ Do you find that you are avoiding your partner/ spouse? Yes \_\_\_\_\_ No \_\_\_\_\_
- ❖ Do you find yourself eating more sweets and unhealthy food when stressed? Yes \_\_\_\_\_  
No \_\_\_\_\_

## 15-10: WHAT ARE THE SIGNS OF STRESS

ACNE	Acne is one of the most visible ways that stress often manifests itself. When some people are feeling stressed out, they tend to touch their faces more often. This can spread bacteria and contribute to the development of acne.
HEADACHES	Headache is a condition characterized by pain in the head or neck region. Many studies have found that increased stress levels are associated with increased headache frequency.
CHRONIC PAIN	Increased levels of stress can commonly cause aches and pains. Studies show that increased levels of the stress hormone 'Cortisol', may be responsible for chronic pain.
FREQUENT SICKNESS	Stress may take a toll on your immune system and can cause increased susceptibility to infections.
DIGESTIVE ISSUES	Digestive problems like diarrhea and constipation can also be caused by high levels of stress. People may suffer from stomach pain, bloating, diarrhea and constipation.
INSOMNIA	Stress may also disturb sleep and cause insomnia, which can lead to low energy. Studies have found that higher levels of work-related stress were associated with restlessness at bedtime.
APPETITE CHANGES	Changes in appetite are common during times of stress. When you feel stressed out, you may find yourself either with no appetite at all or excessive hunger. These changes in appetite may also cause fluctuations in weight during stressful periods. Some may gain weight and some may lose weight.
CHANGES IN LIBIDO	Many people experience changes in their sex drives during stressful periods. Some studies have found that higher levels of stress are associated with less sexual desire and satisfaction.
DEPRESSION	Some studies suggest that chronic stress may contribute to the development of depression and depressive episodes.
RAPID HEART-BEAT	Stressful events or tasks may also increase heart rate. A fast heartbeat can also be the symptom of high stress levels.
SWEATING	Stress may also cause excessive sweating. Studies show that stress may cause increased sweating, for both people with sweating conditions like 'palmar hyperhidrosis' and the general population.

## 15-11: SPOTTING STRESS IN YOU

Factors that influence your stress tolerance level include:

- ❖ **Support system:** A strong network of supportive friends and family members is a big shock absorber against stress. With close and concerned family, friends and colleagues, you can manage pressures of work and life. However, the lonely people, the risk of succumbing to stress is much more.
- ❖ **Self-control:** If you have confidence in yourself and your abilities, you can sail better through challenges and pressures. But, if you have little self-control and a tendency to succumb to your environment and circumstances, stress will trouble you more.
- ❖ **Attitude:** Your positive outlook towards challenges of life makes a huge difference in your ability to handle stress. If you are hopeful and optimistic, you will be less susceptible to stress. Stress resilient people tend to embrace challenges, have a stronger sense of humor, believe in a higher purpose, and accept change as an inevitable part of life.
- ❖ **Handling emotions:** You are more likely to become stressed and agitated, if you do not know how to calm or pacify yourself when you are feeling sad, angry or troubled. If you can identify and deal appropriately with your emotions, you can increase your tolerance to stress. It helps you to bounce back from adversity.
- ❖ **Pre-preparation:** It becomes easier to cope with a stressful situation, if you know how long it will last and what to expect. For example: if you go into surgery with a realistic picture of what to expect after the operation, a painful recovery can be less stressful. Pre-preparation of mind helps to handle stress in a better way.

## 15-12: STRESS MANAGEMENT TIPS



The process of stress management is named as one of the keys to a happy and successful life in modern society.

Stress management requires making changes to your life style, practicing self-care and relaxation and managing your response to stressful situations when they occur.

Before we move on to stress management techniques, it's important to note that not all stress is bad. Stress is actually a survival response. It gives us a burst of the energy hormone, adrenaline, so that we can deal with the situation. The problem is when we deal with constant stress and worry or when we do not know how to properly manage a stressful situation. Stress management is extremely important for our health, quality of life and relationships. Here are some tips of managing stress to lead a happier, healthier life.

## STRESS MANAGEMENT TIPS:

- ❖ Keep a positive attitude.
- ❖ Accept that there are some events that you cannot control.
- ❖ Assert your feelings, opinions or beliefs instead of becoming angry, defensive or submissive.
- ❖ Exercise regularly. Your body can fight stress better when it is fit.
- ❖ Learn and practice relaxation techniques; such as meditation or yoga for stress management.
- ❖ Learn to manage your time more effectively.
- ❖ Eat healthy, well-balanced meals.
- ❖ Set limits appropriately and learn to say 'No' to requests that would create excessive stress in your life.
- ❖ Make time for hobbies, interests and relaxation.
- ❖ Get enough rest and sleep. Your body needs time to recover from stressful events.
- ❖ Do not rely on alcohol or drugs to reduce stress.
- ❖ Seek out social support. Spend enough time with friends and enjoy.
- ❖ Keep alive your sense of humor and laughter.
- ❖ Reading books or listening to music can help to refresh mind.
- ❖ Avoid watching television, surfing the internet, playing video games, etc. to go away from stressful thoughts. These things make you dull.

## EXERCISE:

Do you experience any of the following symptoms?

Headaches, chest pain, muscle tension, nausea, or changes in sex drive?

- Never
- Rarely
- Sometimes
- Often
- Very Often

Do you experience fatigue and/or struggle to fall or stay asleep?

- Never
- Rarely
- Sometimes

- Often
- Very Often

Do you worry excessively and feel overwhelmed with responsibilities?

- Never
- Rarely
- Sometimes
- Often
- Very Often

Do you struggle to focus on tasks or stay motivated?

- Never
- Rarely
- Sometimes
- Often
- Very Often

Do you experience irritability, sadness, or anger?

- Never
- Rarely
- Sometimes
- Often
- Very Often

Do you have little appetite or find that you are overeating?

- Never
- Rarely
- Sometimes
- Often
- Very Often

Do you struggle to regulate how much caffeine, alcohol, or tobacco you use?

- Never
- Rarely
- Sometimes
- Often
- Very Often

Do you withdraw from others or feel overwhelmed in groups of people?

- Never
- Rarely
- Sometimes
- Often
- Very Often

## SUMMARY

Stress is an unavoidable consequence of life. Stress is the reaction of body to harmful situations, whether real or imaginary. Stress is not always necessarily harmful. Like the way bad stress can cause diseases, it seems probable that the good stresses can promote wellness. Stress can be positive or negative, depending upon the situation. Positive stressors are called Eustress. The negative stress is called Distress. The causes called stressors for the negative feelings of stress do not always lie with external situations. This stress results in the full-blown stress response that may affect your body, your thoughts, your feelings and your behaviour. A stressed person can become anxious, restless, less motivated, irritable, sad, depressed, etc. He shows typical behavioural changes such as eating disorders (overeating or very less eating), angry outbursts, drug or alcohol misuse, tobacco use, social withdrawal, problems in relationship, blaming others, reduced efficiency, etc. The various kinds of stress are time stress, anticipatory stress, situational stress and encounter stress. We all have different stress triggers. According to surveys the most common are 'Work' and 'Life' stresses. If you tend to get stressed out frequently, your body may remain in a heightened state of stress most of the time. This can lead to serious health problems. Chronic stress disrupts nearly every system in your body. It can suppress your immune system, upset your digestive and reproductive systems, increase the risk of heart attack and stroke, and speed up the aging process. It can even affect the brain, making you more vulnerable to anxiety, depression and other mental health problems. Stress management requires making changes to your

life style, practicing self-care and relaxation and managing your response to stressful situations when they occur. Stress management is extremely important for our health, quality of life and relationships. Here are some tips of managing stress to lead a happier, healthier life.

## **KEY WORDS**

- ❖ Stress, Eustress,
- ❖ Distress,
- ❖ Effects of Stress,
- ❖ Kinds of Stress,
- ❖ Sources of Stress,
- ❖ Behaviour Identified with Stress,
- ❖ Signs of Stress,
- ❖ Stress Management