

UNIT IV

COMMUNICATION SKILLS

Objectives:

This chapter will help the students to understand

- a. What communication is.
- b. The features of good communication.
- c. The importance of communication in the professional world.
- d. The different flows of communication in an organization.
- e. The barriers in communication and ways to overcome the barriers.

INTRODUCTION

We are the part of a society and the society moves on the wheels of communication. In the professional world, communication and its related skills decide a person's career curve. People with better communication skills get ample chances to touch the zenith of success.

Nothing happens in the professional world without communication. It propels the management process and serves as a lubricant for its smooth operation. Communication helps the professionals in their managerial tasks like planning, organizing, executing, staffing and controlling. Interaction among people is essential in every organization and proper communication helps the organizations to achieve their goals. Communication is vital to the survival, sustenance and proper growth of any organization.

The origin of the word 'communication' is from the Latin word "Communico" or "Communicare" which means "to share". Communication can be defined as "the transfer of ideas, feelings, plans, messages or information from one person to another". Communication will be effective only when it gets the desired action or response.

PROCESS OF COMMUNICATION

Communication is a process whereby information is encoded, channelled and sent by a sender to a receiver via a medium. The receiver decodes the messages and gives the sender a feedback. All forms of communication require a sender, a channel, a message, a receiver and a feedback that effectively winds up the process. Noise is a hindrance in the communication process. It causes interference and hindrance to the transmission of message 'by disturbing the channels, and medium. Differences between general and professional communication are given below:

	General communication	Professional communication
Contents	Informal in style and approach	Formal and objective
Structure	No set patterns of communication	A set of patterns and sequence follows
Method	Mostly oral	Both oral and written
Audience	Not for a specific audience	For a specific audience like customers, banks etc.
Language	May be ordinary language without technical words, graphics etc.	Frequently involves Jargon, graphics etc for professional purposes.

FEATURES OF SUCCESSFUL PROFESSIONAL COMMUNICATION

1. Communication is a two-way process by which information is transmitted between individuals or organizations. It helps to develop an understanding among them.
2. Communication is a continuous process of meaningful interactions among persons in an organization that results in meanings being perceived and understood in a desired way.
3. The role of the receiver and the sender keeps changing in the entire communication activity.
4. Communication broadly includes both verbal and non-verbal forms. It includes lip-reading, finger-spelling, sign language, and body language in face to face communication.
5. It is a process which transmits and disseminates important ideas, thoughts, feelings, plans etc.

IMPORTANCE OF COMMUNICATION

The following factors make communication indispensable in the world of business.

1. **Growth:** - Due to the emergence of multi-national companies, large business firms and organizations, there is the need to operate them both within and outside the country. The head office of such companies always keep in touch with the branches through communication and this helps for the growth and smooth running of the entire business.
2. **Complexity:** This is an age of specialization and therefore, even in a single organization there are different activities like planning, production, sales, stores, advertising, financing, accounts, welfare etc. They are handled by different departments. Communication helps for the coordination among these various departments and sections in an organization.
3. **Competitiveness:** Today there is competition in the business world. We get goods in various brands from the markets. Companies which communicate better sell better. The better the communication skills of a salesman, the larger the number of customers he can attract. Communication is the tool of a salesman for better salesmanship.
4. **Harmony:** It is the duty of the managements to protect the rights and dignity of the workers. There should be a delicate relationship between the management and the workers. Better communication help to bring such a harmony between them.
5. **Understanding and cooperation:** Good communication between the management and employees helps to bring mutual trust and confidence between the management and the employees. Through effective communication employees get job satisfaction and develop a sense of belongingness. This helps the organization to grow well.

PURPOSE OF PROFESSIONAL COMMUNICATION

The objectives of professional communication are given below.

1. **Advising:** Even the competing professionals lack specialized knowledge in various branches like licensing, publicity, taxation, engineering etc. They need frequent advice from the superiors and from the management. Proper and timely interaction with experts in the related areas helps the management and the other members to take wise steps. For this good communication is essential.
2. **Counseling:** Sometimes an employee may become slow and indifferent in his /her jobs due to personal or family problems. Such persons need counseling. Through effective communication they can share their problems and suitable solutions can be expected.
3. **Giving orders:** - Order is an authoritative communication from the superior authority to the subordinates. Effective communication is essential for the right impact of the order.
4. **Providing instruction:** Instruction is different from order since it guides an individual what to do and not to do. Effective communication is essential for this.
5. **Marketing:** Marketing is crucial to all business. The entire success and function of marketing rests on effective communication.
6. **Persuading:** Persuasion is an effort to influence the attitudes, feelings or beliefs of others or to induce action based on that. Buyers have to be persuaded to buy products. Effective communication is essential to persuade and inspire uninterested and lazy workers in the organization and factories.
7. **Giving warnings:** if the employees do not abide the norms of an organization or violate the rules, warnings may become necessary. Effective communication is essential for the expected impact of warning.
8. **Raising morale:-** Morale stands for the mental health of all individuals and hence is important for the growth of an organization. It is like a lubricant among people, connects them with a sense of togetherness and motivates them to work in cooperation with one another. Effective communication is essential for raising morale.
9. **Staffing:** The growth of an organization is under the control of the competent employees. Potential employees of merit should be recruited at the time of interviews. The recruiters should get the details of company's organization structure, policies and practices. For exchanging such ideas effective communication is essential.
10. **Projecting image:** Effective communication is essential in projecting the image of an organization. The notice, advertisement and announcement are tools that help a company to get popularity in the society. All the documents in the office should be edited and kept to get a positive image.
11. **Preparing advertisement:** Effective advertisement is essential to make a new product popular. Advertising is done through newspapers, magazines, televisions, internets etc. The success of an advertisement depends on effective communication.
12. **Making decisions:** Effective communication helps in solving both simple and complex problems. It also helps in making accurate decisions positively.

13. Getting feedback:- The receiver's reaction to the message is also a form of communication back to the sender. The sender gets feedbacks from the receiver. This helps them to take necessary steps later.

Thus communication is like a two-way street that helps for a good relationship between the sender and the receiver. It is an inevitable factor for the growth of a business.

DIFFERENT FORMS OF COMMUNICATION

Communication is generally classified into the following types.

1. Verbal communication: it includes:
 - a. Oral communication
 - b. Written communication
2. Non verbal communication
3. Intra personal communication
4. Inter personal communication
5. Extra personal communication
6. Mass communication
7. Media communication

Verbal communication

Professionals are spending a lot of their time in speaking and listening to others. During this time they use language as a medium of communication. This type of communication is known as verbal communication. During verbal communication an individual uses spoken and written words. Communication through spoken words is oral communication and communication through written words is written communication. During oral communication, there is face to face interaction between the sender and the receiver. In this type of communication there could be two or more than two persons who use spoken language as a medium of communication. When we make presentations, deliver speeches, participate in group discussions, appear for interviews, or simply interact with some body, we are involved in oral communication.

In written communication the sender uses written mode to transmit the message. Reports, proposals, letters, books, e-mails etc are the examples in this category. This type of communication is used for documentation in organizations.

Non-Verbal Communication

A message that is communicated without words is an example of non-verbal communication. This process requires non-verbal cues to be transmitted and received. It can be further categorized into two parts 1) Body language and 2) paralinguistic features.

- 1) Body language eg: Personal appearance, walk, gestures, facial appearances, posture hand movements, eye contacts etc.
- 2) Paralinguistic features eg: person's voice, volume, pitch, rate, pauses, articulation, modulation etc.

Interpersonal Communication

It is the communication that takes place within one's own self. Individual reflection, contemplation, meditation etc are some of the examples of this. This type of communication encompasses communicating with the divine and with spirit in the form of prayers, rites and rituals.

Interpersonal Communication

This is a direct, written or oral type of communication between two or more persons. Through conversation between individuals there occurs maximum interaction through words and gestures.

Extra personal Communication

Sometimes we communicate with non human entities like birds, animals etc. we speak to parrots, or cow and our pet dogs, cats etc to follow our instruction. They respond with happiness by moving around us or by wagging their tails. This type of communication is extra personal communication.

Mass Communication

The books, press, cinema, T.V, radio, internet etc are the tools of mass media. The communication through these media to the public is an example of mass communication. The speeches delivered by political leaders or by prophet to the public is also an example of mass communication.

Media Communication

It is the communication that takes place through electronic media like computer, mobile phones, LCD, Video etc. Among these, the computer is one of the most influential media in every official and business world. Today communication has become an inevitable factor in our daily life like breathing, eating and sleeping.

Communication Network

Communication is like a tool to measure the success and growth of an organization. The success of a business depends on the quantity and quality of information flowing through its personals. Therefore the information should flow as early as possible to the customer and this will help for the smooth operation of the various departments in an organization or business.

Different Types of Communication Flow

Communication in a professional organization flows at different layers and levels. The different types of communication flows in an organization are given below.

- 1) Horizontal,
- 2) Vertical (upward or downward),
- 3) Cross wise,
- 4) Spiral

There may be various directions within an organization (eg: among the people of same rank in an organization). This will create a better co-ordination between the department and helps the effective decision making. If there is a discussion between a production manager and the supply

manager about the production in a particular month, it will be an example of horizontal communication. When the production manager instructs the workers, it will be an example of downward communication. Here the information moves from the higher authority to its subordinates. If the superior reports to the production manager regarding the state of production it will be an example of upward communication. Sometimes the managements circulate reports or information to all the workers in an organization (eg: announcing bonus, incentives etc). It is an example of spiral communication. Sometimes communication flows between persons who belong to different levels of hierarchy and who have no direct reporting relationships. Such a type of information helps to bring cooperation among the members and for the expansion of the organization .This is an example of diagonal communication. In organizations, sometimes there will be informal communication between the personal and professional groups. Such a type of communication flow is known as grapevine. (eg: rumours about the expansion of a business, promotion of an employee etc). This type of communication may create both negative and positive impact on the environment within an organization.

Barriers to Communication

During communication, mistakes and errors happens occasionally due to various reasons. If there are such problems the communication should follow the following steps to rectify the mistakes.

1. Identify the problem
2. Find out its cause
3. Select and apply the best solution

Types of Barriers to Communication

1.Verbal Barriers: Some communicators believe that they can communicate fluently and clearly. But there are some verbal barriers like verbal attack, speaking loudly, unnecessarily, and using complex words and phrases etc. When an individual blames, criticizes or questions the other, verbal barriers are created. The following reasons may also create verbal barriers in the communication environment.

a)Lack of proper planning

Some communicators speak without proper planning and preparation. They fail to communicate the purpose of communication. This may result in miscommunication in the communication process.

b) Selection of Wrong Variety of Language

Language is a tool of communication and so it should be used appropriately. It should become suitable to the context and situation. Imagine a lawyer using his argumentative language to convince his wife to get a cup of tea from the kitchen. A situation like this will create negative result and will become boring and improper.

c) Wrongly Decoded and Badly Encoded Messages.

The sender may have clarity with proper expression, choice of correct words and correct punctuations etc. while transmitting a message. Bombastic language with improper sentences may cause confusions to the listeners. Badly or wrongly decoded messages may lead to hilarious situations for the people involved.

d) Semantic Gap

Semantic gap or distortions may happen deliberately or accidentally. Ambiguous sentences may create confusing situations. As an example look at the following adverbial statement.

We sell for less

When we read this, raises the question, “less than what?”. Is the product sold to less number of people or offered at a less price?”. Message like this may put the people in confusion and so such ambiguous sentences should be avoided during communication.

e) Difference in Perception of a Message

During conversation, we use various types of words that can be interpreted in many ways. Different people perceive a particular situation in different ways. As an example suppose there occurs a dispute between a worker and his superior in a company. A third person is appointed to inquire into the matter. During the investigation, he may get different types of opinion and narrations from different groups. In such a situation, one needs to communicate from various perspectives. He should verify the matter from different points of view and then come to a conclusion.

f) Variation in Language

Language has regional varieties (dialects) and individual varieties (idiolects) . Certain words and expressions are culture specific. The meaning of a word or usage may change from country to country. (as an example the word “Side walk” in America changes as ‘pavement’ in Britain. ‘Apartment’ in America, changes as ‘flat’ in Britain and ‘house’ in India.) So while using the words the communicator should be very conscious about the meaning and situation.

Non-Verbal Barriers

When there is a clash between verbal and non verbal messages, sometimes the receiver may tend to trust the non-verbal messages. Some examples of non-verbal barriers to effective communication are given below:

1. Flashing eyes
2. Quick or very slow movements
3. Avoiding eye contact
4. Raising eye brows constantly indicates the speaker is not convinced about the information that he is sharing.

5. Bulging eyes suggest the speaker is arrogant.
6. The presenter keeping his hands or thumbs constantly in the pocket of his trousers indicates that he is snobbish, scared or deceptive to his audience.
7. Continuous awkward gestures indicate problems in the smooth flow of communication.

Listening Barriers

The result of poor listening is incomplete, incorrect and inconsistent responses. Listening is the mother of all speaking. Some people do not listen to others properly, patiently and attentively. They are waiting to articulate their own views by preventing the speaker. Such people fail in proper communication and in presenting appropriate responses. Listening is a compulsion, so there are more speakers than listeners. Some people pretend to listen while sitting in a meeting but they may be occupied in some other engagements like playing on the mobile phone, scribbling something or day dreaming etc. Some listeners interrupt the speaker by avoiding the eye contact with them. These also may become barriers to effective speaking and listening. Some other examples of listening barriers are given below:

1. Making the speaker feel that he is wasting the listener's time.
2. Interruption creating some problems for distraction.
3. Getting ahead of the speaker and completing his thoughts
4. Topping the speaker's story with some stories.
5. Forgetting what is being discussed.
6. Asking too many questions for the sake of probing.

Miscellaneous Barriers:-

1. An individual's subjective view points towards issues/people.
2. An emotional block or base that is based on a third party's view point or on what one has read/heard.
3. Jumping into hasty conclusions without proper thinking or planning or premature evaluation of messages due to miscalculated guessing. Agree or disagree before convincing ideas.
4. Information overload. In some organizations, employees in key positions get unrestricted flow of information. Due to such struggling with information overload, they often tend to ignore the important information unconsciously while processing the information.
5. Distrust, Fear and Threat

Inconsistent and unpredictable behaviour of the superior may cause distress and fear among the subordinates. In such a situation there is no chance of effective communication.

6. Less time for Orientation and for Adjustment to Change

While implementing any changes, there is the need of enough time for further training, career adjustment, and status identification. Sometimes the shortage of time hampers effective communication.

(7) Emotional reactions:-

Emotions such as fear, suspicion, anger, joy, and sorrow may act as hurdles during communication. As an example, in retirement meetings, some retiring people fail to communicate effectively due to uncontrollable emotions.

(8) Rigid attitudes

During communication both the speakers and the listeners are sharing and conveying emotions, ideas and attitudes. If there is a stubborn attitude on the part of the listener or speaker it may lead to the failure of communication.

Some Remedies:-

Some remedies to overcome different types of barriers are given below:

- (1) Send the data only to the people who require that
- (2) Emphasize the major ideas.
- (3) Delete unwanted details
- (4) Maintain transparency in policy matters.
- (5) Ensure clarity in message and wait for a genuine feed back
- (6) Understand other's emotions
- (7) Understand other cultures and language variations and use the appropriate variety of language in the context
- (8) Make sure that the information overload does not affect the communication
- (9) Be frank and open. Acknowledge that people have different perceptions and views regarding things.
- (10) Encourage innovative ideas and views to avoid unnecessary fears.
- (11) Be patient and attentive while listening
- (12) Speak with clarity and conviction.
- (13) Readiness to share feelings with others and build empathy with others.
- (14) Understand the listener's educational back ground, and language proficiency

Non-verbal Communication

Non verbal communication plays a very important role in all professional situations. It includes aspects such as body language and Para linguistic features. The study of body language is known as kinesics. While attending an interview the candidate should be very conscious of his body language like (1) personal appearance (2) neat dress, make-up, shoes, hairstyle etc (3) gestures, (4) posture (5) body movements (6) walk, (7) facial expressions (8) eye contact, (9) hand movements etc.

While attending an interview (1) walk confidently . (2) enter in a well-groomed manner . (3) come in neat and handsome appearance . (4) use graceful gestures . (5) maintain elegant sitting and standing postures . (6) use hand movements to emphasize ideas. (7) display conviction and friendliness through facial expressions. (8) maintain eye contact with the listeners. (9) bear in mind the importance of the paralinguistic features of communication like:

- (1) audible volume
- (2) voice modulation
- (3) pronunciation
- (4) crisp articulation
- (5) well-timed pauses

Posture

It refers to the way we sit, stand and carry ourselves. Our posture communicates the way we visualize the world around us. Some tips to maintain an impressive posture during professional meetings, interviews, group discussions, presentations and other formal occasions are given below:-

- (1) maintain elegance, in sitting, standing and walking posture.
- (2) look straight while walking. (Don't look down, out or up. It indicates lack of confidence and fear)
- (3) Don't let your shoulders droop.
- (4) Lift your feet clearly from the floor while walking. Avoid dragging legs.
- (5) While walking don't be too slow or aggressive
- (6) Don't move in tired or lazy manner while walking or sprawl while sitting
- (7) Don't sit on the edge of the chair. It communicates discomfort
- (8) Avoid crossing legs while sitting or standing before the audience
- (9) Feel and communicate ease through your sitting and standing posture.
- (10) Avoid keeping feet at attention or parallel
- (11) keep one foot ahead of the other. This helps to feel and appear at ease.

Gestures and Hand movements:-

A picture can silently speak a thousand words. Like this a gesture can communicate all that a speaker feels consciously or unconsciously. Action speaks louder than the words. Examples of some common gestures and their understood meanings are given below:

waving indicates saying 'hello' or 'good bye.'

making fist → anger

Thumbs up → agreement or appreciation

pointing → showing something

crossed arms → submissiveness | defence | negativity

rubbing palms / face → lack of confidence

Hands on knees → readiness

locking hands behind → arrogance

Rubbing the eye → doubt and disbelief

Some tips connected with gestures

- (1) keep hands in control
- (2) Don't allow arms to wave
- (3) Use graceful and socially acceptable gestures
- (4) Omit aggressive and provoking gestures
- (5) Don't keep hands folded against chest (indicates fear and evasion)
- (6) Avoid rubbing nose and eyes
- (7) Don't scratch on forehead, eyebrows, or head ; (indicates fear / lack of confidence)
- (8) Don't lean to a support (indicates lack of confidence)
- (9) Don't keep hands in pocket (indicates hiding something from others)
- (10) Don't play with key rings etc. It may distract the listeners
- (11) Don't wring hands or play with rings
- (12) Don't tag on shirt – sleeves / shirt collars (shows discomfiture)
- (13) Don't scratch / crane neck (shows doubt)

Eye contact

Eyes are the windows to the soul. They convey the emotions and feelings of an individual. We can tell a lie with words but the eyes will reveal the truth. The eyes will help to understand the reaction and attitudes of both the speakers and listeners. So eye contact is essential in non-verbal communication skills. While attending an interview or participating in conversation look straight in to the eyes of the persons who sit in front. If there is no eye contact it indicates edgy, nervous, lacking confidence, fear, doubt, and confusion. so

- (1) keep in touch with others through eye contact
- (2) observe others to understand the non verbal cues of the listeners
- (3) Be confident through eye contact
- (4) feel and express willingness through eye contact

Facial expressions

Face is an index of a person's mind. If face is unpleasant, sad, and gloomy it creates negative impact. The face may express dejection, irritation, fear, confusion, inhibition or doubt. Some tips to maintain proper facial expression are given below:

- (1) Start with a smile (Don't smile always)
- (2) No frowning (indicates arrogance)
- (3) Avoid raising eye brows.
- (4) Don't purse lips while speaking (indicating lack of confidence)
- (5) Don't narrow eye brows (indicates lack of trust)
- (6) No dull appearance on the face (shows lack of confidence)
- (7) No dejection, indifference and sadness on face / no strong emotional feeling
- (8) Express integrity and conviction in what you say
- (9) Don't smirk (shows arrogance)
- (10) Don't express disrespect / contempt for the listeners
- (11) Express willingness or readiness on face to associate with others

Para linguistic features

Just like we communicate through gestures, postures, expressions, body movement, eyes and hands, we can express our emotions and feelings with the help of different aspects of voice. The important paralinguistic features connected with voice are given below:

(1) Rate:-

It is the number of words that utter per minute. Don't speak too fast or too slow while speaking, keep average speed, A rate between 125 and 150 words per minute is ideal in professional situation. Listen and understand your listeners and make sure that they are comprehending and digesting the ideas.

(2) Pauses:-

Speech with out pauses appears unnatural and hasty. Pauses display sense of security and feeling of assurance. Pauses help the listeners to comprehend ideas. Speech in a hurry creates confusion. Rightly timed pauses add values to what we say. Avoid wrongly placed pauses. Omit vocalized pauses (sounds) like hmm----- err----- aa----- oh oh, oh-----etc. omit over use of expressions like "you know" ---- " I mean"-----"actually", 'basically'—infact , ---okay, ---well, --right – etc---

(3) Volume:

A person's volume has an important role in deciding his personality. People with low voice lacks confidence . People who maintain an inadequate volume while speaking to others reflect their lack of conviction of ideas. Such people can never appear or emerge to the master of the situation. Some people speak very loudly and this indicates their arrogance. Listeners never like such people. While speaking, observe the expressions on the faces of the audience or the back benchers to know whether they are confused, if so, it indicates that the speaker is not audible enough. We should try to maintain enough volume while speaking to other people.

(4) Pitch / Intonation / Cadence and Voice Modulation:-

Voice has many aspects. Pitch is the rise and fall in human voice. It can express all the emotions that a speaker wishes to be conveyed. We should try to use variety of pitch patterns as per the requirement of the situation. The variations in the pitch provide colour and lustre to a speaker's voice

(5) Pronunciation and Articulation:-

Pronunciation and articulation play a very important role in expressing our ideas. Since English is not our native language, our pronunciation is different from that of the native speakers. We should try our best to practice native speaker's accent. During articulation we should try to make each sound distinct, appropriate and impressive. If we mix or mumble words, it will become sloppy and inelegant. Some people try to imitate stylish and trendy language to get the attraction of the listeners. Such people are likely to be ignored by educated people .

(6) Proxemics / Space distance

Physically , human beings are free and we love freedom and space. We never feel relaxed in a crowd or in a long queue. During communication it is important to understand and respect the territories of other people. Don't stand too close to people while speaking and don't interfere in the personal matters of others. Like this don't sit or stand too far away from the listeners or speakers. Try to understand the different zones in to which the psychological territories of human beings can be divided. They are given below:

(a) Intimate Zone:

Never try to enter in to the intimate zone that is shared only by spouses, lovers,

Children, parents and very close friends and relatives. Those who try to enter in to the intimate zones of people are intruders.

(b) Social Zone: While interacting with strangers try to maintain a little distance. In professional gatherings people keep a little distance. Professionals should maintain a social distance during their communication with other people.

(c) Public zone:-

A public zone should be maintained between the speaker and the listener. This distance depends on the culture and environment in which communication between them takes place. After understanding the cultural variations and requirements the distance between the two parties should be adjusted.

Haptics

Hand shakes are common in professional situations. It is a sign of warmth. We have a cosmopolitan up bringing and so there is no need of hesitation in shaking hands with others. Ignore distinction of colour, creed, caste and gender while we shake hands with others. There are some other haptics like hugging and patting on shoulders. When we follow these haptics observe and adopt the patterns followed by other seniors around us.

GROUP DISCUSSIONS

Objectives

This chapter will help the students understand

- (1) what group discussion is
- (2) The importance of group discussion in the selection process
- (3) Personality traits like awareness, initiation, body language, paralinguistic features, confidence etc that are assessed during group discussion
- (4) Different type of group discussions and the steps in group discussion
- (5) Role of a team player and leadership qualities.

Introduction

Group discussion (GD) is an important step in the selection of candidates. It is an effective tool in the recruitment process besides interviews. It helps to study the behavioural and attitudinal responses of the participants and later to select the best and appropriate candidates for a particular post. A GD is a formal discussion which involves 6 to 15 participants who sit in a group to discuss a topic or a case given for this purpose. It helps to understand whether a candidate possesses the expected personality traits or skills. In G D' S the group members have to interpret , analyse and argue to discuss the topic allotted to them..

A G D is different from a debate. In debates, we speak either for or against something. But in G D S all the members of the group are expected to deliberate up on the issue extensively. G D demands flexibility on the part of the participants. In a formal G D there are 6 to 15 members in a group and they are asked to sit in a circular, semi-circular or U –shaped seating style (senate room sitting). They may be familiar or unfamiliar to each other. They are given 15 to 45 minutes to discuss a topic or a case study depending on its nature.

Personality traits

The most important personality traits a candidate should possess to do well in G D S are given below:

- | | | | |
|-----------------------|----------------|-------------------------|-------------------|
| (1) Reasoning ability | (2) openness | (3) leadership | (4) assertiveness |
| (5) initiative | (6) motivation | (7) attentive listening | (8) awareness. |

People who possess good reasoning skill can express their ideas and opinions in a convincing and rational manner. During presentation he should include enough facts, figures, statistics etc for supporting arguments

Leadership

There are 3 types of leaders:

(a) Amiable leader:-

He tries to avoid confrontations and build a peaceful environment during the group discussion

(b) Democratic leader:-

He tries to incorporate other's opinions and respect others feelings, and solve the turbulent issues with a problem solving approach

(c) Authoritative or despotic leader:-

Imposes his values and views on others and dominate the discussions.

An effective leader discusses the topics assertively by touching all sides and trying to help the group in a G D to reach the objective. Such a leader displays leadership qualities like clarity, objectivity, perception, poison and communication skills. He coordinates and directs the G D by contributing valuable insights. He motivates and inspires the team members.

(3) Openness

In GD, permit others to open their ideas and evaluate your own ideas. Some persons change occasionally from their stand points and opinions. Such people are fickle-minded or whimsical. Some people are not flexible but stubborn and obstinate. They never adjust and never change from their stand points. It is better to maintain a middle stand that is open and acceptable to all. If you deny the possibility of change, it will be an indication of dogmatism.

(4) Assertiveness:-

While presenting ideas try to become emphatic, positive and confident. Don't be aggressive. An aggressive person uses negative body language while presenting his views. Assertive persons display positive body language, while speaking and listening to others.

(5) Initiative:-

Some people have a tendency to start a GD to get initial benefit of the points. Before starting , you should be well prepared, and confident. Don't fumble or stammer. A choppy , cluttered and prejudiced beginning will be an indication of total failure in the presentation.

(6) Motivation and attentive listening

A person with a leadership skill will always encourage the participants in the G D.

Some participants are more keen to speak rather than listening to others. This is a negative trait. Members who participate and at the same time encourage others to speak will become good participants or leaders. Listen carefully while others presenting their views. This will help to get new ideas and later to analyse and compare those with your own ideas. Only a good listener can become a good speaker.

(7) Awareness:-

You must be aware of the things that are happening around you. Awareness will help to learn issues and incidents and later to collect facts for proper analysis in GDS.

Dynamics of group behaviour and mannerism

The behaviour of the group has a very important place in group tasks. The members may have different opinions and sometimes go off the track now and then. If there is digression, remember the purpose, goal, or task in mind and bring the discussion back to the stated focus. Discussion should take place in smooth and proper manner. The ingredients of a successful G D are given below

- (1) logical ideas
- (2) poised demeanour
- (3) supportive attitude
- (4) balanced views
- (5) team spirit
- (6) participants should be well behaved
- (7) there should be a group leader
- (8) Some additional necessary points for dynamics of group behaviour are given

Below:

- (1) Be friendly and approachable so that your co-participants can easily talk to you.
- (2) Don't be grumpy, haughty or impassive.
- (3) Create co operative and conducive environment to encourage healthy participation from the group members in the G D.
- (4) Don't hurt the feeling of others. Be simple and humble. Humility is a virtue that is always appreciated. Never rebuke and belittle other persons.
- (5) Presence of mind, humility, tranquillity , tolerance and ability to adapt and respond to situations are some essential qualities of a participant.
- (6) Don't become dominative or dismissive and never dismiss the points of others to score more points.
- (7) Support your ideas with facts, figures, data, and experiences.
- (8) Present the ideas in a calm and collected manner. Try to convince others with enough arguments.
- (9) Don't be provoked and be calm and pleasant. Don't be emotional because it makes a person irrational.
- (10) A GD is meant to test your team skills. When you present your facts you should address the entire group and not one or two members of the group. Don't start with talking or arguing with others. Try to avoid heated debates.
- (11) Group members should respect each other and maintain friendship.

(12) The qualities of a good leader are given below:

Clarity	erudition
Objectivity	maturity
Discernment	amiability
Expression	patience
Composure	motivation

Types of group discussion

(1) Topic Based

(2) Case Based

Topic based GDS are three types

- (a) factual topics
- (b) abstract topics
- (c) controversial topics

(a) Factual topics are related to day-to-day life like , soci-economic facts or environmental issues. Eg. Tourism in India, Higher education in India.

(b) Abstract topics

These are given at the higher level and intangible in nature.

Approach the topic with innovative and lateral thinking.

Eg. Topics like “ Money makes you poor ”,

“Blue is better than green” etc

(c) Controversial topics

During the presentation of these topics participants may have divided opinions. These topics are given to observe the maturity level of the

Participants on such issues. During discussion you should not lose your temper and don't present narrow interpretations.

Eg. Topics like , Abolish reservation in India, or Women are unfit for teaching.

Case study based discussion:-

These are real-life stimulated situations. These involve some kind of problems which are to be solved. There is no right or wrong answer but your approach to the solution is more important.

Opening of a G D

- (1) Don't open the GD in a hurry
- (2) Start the discussion when you have enough points to set in motion
- (3) Avoid poor beginning and hasty ending
- (4) summarise the important points in conclusion

(5) The language used for presentation should be understandable, appropriate and suitable for a formal occasion.

Tips for Group Discussions

- Sit comfortably. Don't be in a hurry
- Keep a track of time. Don't be silent
- Share time fairly. Don't dominate others
- Encourage all for participation and don't behave like a chair person, listen the topic, organize ideas, don't appear to be restless/ impatient or dismissive.
- Steer the discussion smoothly, Provide vital points, reveal opinions, be curious.
- Maintain eye contact, look relaxed and comfortable.
- Allow supporters to be to the track.
- Be friendly and approachable
- Don't feel scared or emotional
- Don't speak fast / digress or deviate
- Don't use slang and behave like an evaluator

JOB INTERVIEWS

Objectives:-

This chapter will help the learners to understand

- (1) what is an interview- Job interview- its importance in selection procedure
- (2) various personality traits that are assessed during job interview
- (3) Different stages of job interviews that are held before recruiting candidates
- (4) Different types of job interviews

Introduction:-

The word interview is derived from the words "Inter" and "view". 'inter' means between and 'view' means 'to see'. It gives an opportunity to the employer to see the candidate and later to test him whether he is suitable for the post. The employer will check the desired skills like qualification and knowledge of the candidate.

Process of Job Interview

Aim is to examine whether a candidate is suitable for a post.

There will be a panel of 3 to 4 members in the interview board who sit on one side and the candidate sits on the other side. The interviewers ask questions about his job history, personality, work style, and other factors relevant to the post

e.g. (a) Tell us about yourself

(b) what are your strength and weaknesses?

(c) How will you contribute to our company?

(d) The candidate will get time in the end to ask his clarifications and to clear his doubts from the members of the interview board.

The duration of the interview may vary according to the level of the post. The interview process may involve analysis, tasks like group activities, presentation exercises, psychometric tests and the interaction between the candidate and the members of the board.

To excel in an interview

- (1) Gather information
- (2) establish a rapport
- (3) make clear that you want the job
- (4) set the stage for the next step
- (5) create a final good impression
- (6) get an actual offer

Stages in Job Interviews:-

- | | |
|---|--|
| (1) screening of application | (2) Appraisal of curriculum vitae (CV) |
| (3) competency tests technical knowledge test | (4) psychological test aptitude test |
| (5) group discussion (GD) | (6) negotiations (7) medical test |

Types of Interviews

(1) Telephonic / phone interview:-

This is the interview conducted over the phone. It is used as a tool for the first round screening. It is easier than face to face interview but requires thorough preparation on the part of the candidate. Candidate's voice plays a key role. It helps to test candidate's suitability for the job from various perspectives

(2) Technical Interview:-

Here the experts on the panel try to assess the candidate's knowledge in the subject. Questions will be related to the subject and the candidate is expected to give accurate answers for these subject oriented questions

(3) Behavioural Interview:-

This interview is based on the notion that a candidate's past behaviour is the best indicator of his future performance. The interviewer asks the candidate to recall specific problems that he has faced. Some of the model questions will be like these:

- (1) Tell me about a project you worked on, where the requirements needed to be changed. What did you do?
- (2) Tell me about a time, when you took the lead on a project. What did you do?
- (3) Describe the worst project you worked on?

Stress or Skeet Shoot Interview:-

Here the candidate is asked a series of questions by the panels in rapid succession to test his ability to handle stress filled situation. The candidate need to be mentally alert since there are more than one question at a time. This interview helps to test applicant's behaviour in a busy environment. Question about handling work overload, dealing with multiple projects and handling conflict are typical questions.

There is another type of interview to assess how the candidate handles pressure or to purposely evoke emotional responses. Here the interviewer pretends very busy and behaves in a hostile manner asking questions in a challenging style.

Psychometric / Aptitude test:-

This is to judge a candidate's personality. Asking 50 to 60 questions to test the Candidate's aptitude and knowledge. If the candidate clears this round, he is asked to appear for a GD round and finally an HR (human resource) round.

Desirable qualities:-

While appearing for job interviews, the candidate is expected to reflect the following traits:

- Clarity of thought
- Balanced point of view
- Logical thinking
- Sincerity
- Capacity to conceptualize
- Presence of mind
- Cool composure
- Maturity
- Openness
- Good understanding of fundamentals

Preparation for a successful interview

Before attending the interview the candidate should do the following

(1) **know the company:-**

know the details of the company from individuals or from website.

(2) **projects under taken:-**

understand the expected projects of the company in advance

(3) **Growth:-**

The starting and development of the company.

Appearing for the interview without proper understanding of the company may reflect the candidate's lack of preparation for the interview.

Know yourself:

Before appearing for the interview a candidate should think about himself.

His abilities, positive and negative qualities, his strength and uniqueness etc.

He should prove that he is competent and qualified for the job.

Some common interview questions are given below.

- (1) Tell me about yourself
- (2) What is your greatest strength?
- (3) What is your great weakness?
- (4) Are you a team player?
- (5) Explain how you would be an asset to this organization?
- (6) Why should we hire you?
- (7) Why do you want this position?
- (8) Where do you see yourself five years down the line?
- (9) Why have you applied for this job?
- (10) What are your major strengths?
- (11) What are your views about this post?
- (12) What type of work do you like to do best?
- (13) What are your interests outside of work?
- (14) How does your education or experience relate to this job?
- (15) How do you handle stressful situations?
- (16) Describe your management style
- (17) How do you define success?
- (18) Why are you here?
- (19) What motivates you to work?
- (20) What kind of person are you?
- (21) Who is your role model other than your family members?
- (22) What salary do you expect?

(23) What can you do for us?

(24) What are your hobbies?

(25) Who is an effective leader according to you?

Some employers are interested in candidate's questions. So before attending the

Interview a candidate should prepare some intelligent questions to put before the employer. The questions should be connected with the company matters and the job.

Tips for success

- (1) Effectively communicate your professionalism, both verbally and non- verbally
- (2) Dress professionally and neatly groomed. Be smart
- (3) Face others with your head up to show your confidence
- (4) During shaking hands , hands should be strong and firm. A weak , limp handshake signifies nervousness and lack of enthusiasm
- (5) Sit up straight your hands relaxing completely and lean slightly forward in the chair to exhibit confidence and interest
- (6) Maintain eye contact while answering questions
- (7) Don't sit on the edge of the chair. It indicates tension
- (8) Smile occasionally to show enthusiasm and interest. Stay positively.
- (9) Don't move legs a lot. It is distracting and shows uncomfortable nature
- (10) Don't put one leg on the other while sitting. It shows arrogance
- (11) Thank with words of leave taking in the end of the interview
- (12) Don't speak in a monotone. Express ideas in variation of tone and pitch
- (13) Don't make sounds too loud, apologetic or nervous. Be mentally alert
- (14) Exhibit confidence, walk confidently and briskly
- (15) Appear assertive, and keep eyes and mind focused with an attractive facial expression
- (16) Don't tell lies and never blame others
- (17) Don't find fault with your earlier employer or company
- (18) Don't make tall claims about your skills. Don't be proud
- (19) Don't bluff about issues you are not aware of
- (20) Don't use vocalized pauses while answering

Telephone skills:-

Telephone or cell phone has conquered the contemporary world of communication. Life

Without cell phone is unthinkable and now it has conquered the present generation. Most of the interaction connected with business take place through telephones. Some tips to remember during telephonic conversations are given below:

- (1) While starting conversation introduce yourself after “Hello”
- (2) After identification of the speaker use appropriate language and style suitable to the situation.
- (3) Speak in a polite and pleasant manner by using style like “Hello, may I know who is calling? How can I help you ?, Good morning etc.
- (4) Give up the habit of putting people on hold while one talk to others. This is annoying to those who have made the call
- (5) If the persons are busy on both sides it is better to stop and promise to call later.
- (6) Use only essential words and points. Don’t speak like in a face to face conversation
- (7) End the call on a pleasant note like “thanks for calling” – you are welcome.
- (8) Try to create a positive picture about you in the mind of other person.
- (9) Speak in a clear and controlled voice