LIFE SKILLS AND BUSINESS ETIQUTTES
UNIT I

Definition of Personality

Personality can be defined in different ways, depending on whether we focus on the individual or on people in general. If we focus on people in general, then we can define personality as noticable psychological differences between individuals. It is this general predictability in individuals' thought patterns, behaviour patterns and emotional patterns which defines personality. Or to put it another way: "Your personality style is your organizing principle. It propels you on your life path. It represents the orderly arrangement of all your attributes, thoughts, feelings, attitudes, behaviours, and coping mechanisms. It is the distinctive pattern of your psychological functioning—the way you think, feel, and behave—that makes you definitely you."

Personality has to do with individual differences among people in behaviour patterns, cognition and emotion. Different personality theorists present their own definitions of the word based on their theoretical positions. Individual differences in personality have many real life consequences. The term "personality trait" refers to enduring personal characteristics that are revealed in a particular pattern of behaviour in a variety of situations.

As per modern management concepts, "Personality is the BRAND IMAGE of an individual." Personality development is the improvement of behavioural traits such as communication skills, interpersonal relationships, attitude towards life and restoring our ethics.

It is made up of three broad aspects, namely:

1. Character
2. Behavioural traits
3. Attitude

Character Traits	Behavioural Traits	Attitudinal Change
Integrity	Inter-personal Skills	Positive Attitude
Acceptance	Communication Skills	Win-Win Situation
Discipline	Leadership Qualities	Keep the End in Mind
Dedication	Stress and Time Management	Synergise

Types of Personality

According to well-known behavioural scientists and psychologists, there are main nine types of personalities: **Perfectionists, Helpers, Romantics, Achievers, Asserters, Questioners, Adventurers, Observers and Peacemakers.**

Theories of Personality Development

Erikson, the famous psychologist, has suggested that we can divide the personality of a man into nine different stages. The development and growth of an infant to a full-grown has these nine stages as per his theory.

The goals of the first four stages—trust, autonomy, initiative, and industry—create the foundation for the successful negotiation of the fifth stage, in which the adolescent must form a stable identity and achieve a sense of self. While social issues such as "fitting in with the group" are important at this point,

Freud has identified Psychosexual Stages of Development. According to Sigmund Freud, what we do and why we do it, who we are and how we become this way are related to our sexual drive. Differences in personalities originate from differences in childhood sexual experiences. Many of the behavioural scientists may not agree with his views.

Alfred Adler studied personality around the time of Sigmund Freud and Carl Jung, but developed very different ideas. Although he changed his theory many times during his lifetime, he always believed that people had control over their lives and made choices concerning themselves. He named his theory 'Individual Psychology' because he felt each person was unique and no previous theory applied to all people. *Adler's theory is comprised primarily of four aspects: striving towards superiority, the unity of personality and psychological health which includes intervention.*

Personality Tests

There are several tests to judge the mental aptitude, motivational level, attitude, inter personal skills and communication skills of a person. The personality tests can identify an individual's:

- Value system
- Emotional reaction to a critical situation,
- Moods and characteristic behaviour traits,
- Maturity in handling a crisis,
- Ability to adjust himself to the stress of day-to-day executive lifestyle,
- Self-confidence, personal ambition, emotional control and sociability etc.

There are three types of personality types of personality tests,

Objective tests: These tests are conducted to assess the level of irrational tendencies in a person that arise in a not so conducive working environment

Projective tests: These are some of the tests in which a person is required to interpret the situation or react to a stimulus. The response of the person to these stimuli will indicate the person's motives, values and his personality in total.

Situational tests: These assess a person's capability of handling stress.

Self-Image

A person's **self-image** is the mental picture, generally of a kind that is quite resistant to change, that depicts not only details that are potentially available to objective investigation by others (height, weight, hair color, gender, I.Q. score, etc.), but also items that have been learned by that

person about himself or herself, either from personal experiences or by internalizing the judgments of others. A simple definition of a person's self-image is their answer to the question "What do you believe people think about you?".

Self-image may consist of three types:

1. Self-image resulting from how the individual sees himself or herself.
2. Self-image resulting from how others see the individual.
3. Self-image resulting from how the individual perceives others see him or her.

These three types may or may not be an accurate representation of the person. All, some or none of them may be true.

A more technical term for self-image that is commonly used by social and cognitive psychologists is **self-schema**. Self-schemas are also considered the traits people use to define themselves, they draw information about the self into a coherent scheme.[

Poor self-image

Negative self-images can arise from a variety of factors. A prominent factor, however, is personality type. Perfectionists, high achievers, and those with "type A" personalities seem to be prone to having negative self-images. This is because such people constantly set the standard for success high above a reasonable, attainable level. Thus, they are constantly disappointed in this "failure."

Building a strong self-image

"I imagine your mind, and especially what your mind thinks about my mind, and what your mind thinks about what my mind thinks about your mind." Charles Horton Cooley.

A person's construction of an "imagined self-image" is done unintentionally. We are not consciously aware that we often try to conform to the image that we imagine other people expect from us. If a person develops a negative self-image the self-esteem will tend to be low. Low self esteem and poor self-image has long been associated with a whole range of psychological problems, and it is necessary to counter the passive individual that depends heavily on the social world for building self-image. Hence, we should develop a self-image that is more based on our own evaluations rather than how we believe others look at us.

The concept of the looking glass self offers insight not only into our own thinking, but also to how we form our identity based on how others see us. As long as we are interacting with others we are vulnerable for changing our own self-image, a process that will continue throughout our lives.

What Shapes Our Self Image?

We do not develop our self image all on our own. The people around us and our culture strongly influence it. We get both positive and negative messages from family and friends all the time —

starting from when we're very young. For example, we may develop a love of exercise and a sense of being strong and capable if our parents share their own enjoyment of physical activity with us. On the other hand, we may develop a negative body image if our parents criticize the way we look.
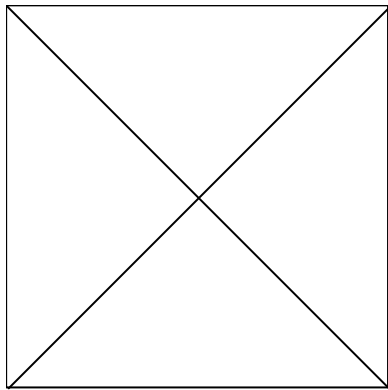
 Goal setting

Goal setting involves the development of an action <u>plan</u> designed to <u>motivate</u> and <u>guide</u> a person or group toward a <u>goal</u>. Goal setting can be guided by goal-setting criteria (or rules) such as <u>SMART criteria</u>. Goal setting is a major component of <u>personal-development</u> and <u>management</u> literature.

Here are our five golden rules of goal setting:

The Five Golden Rules

1. Set Goals that Motivate You

2. Set SMART Goals

3. Set Goals in Writing

4. Make an Action Plan

5. Stick With It!

Personal Statement

Your 'personal statement' is the short summary of your key skills and experience that you should put at the top of your CV. It's vital to spend time getting this right, as many employers will use this statement to decide whether or not to read the rest of your CV.

 "This is your banner heading summarising your main selling points"

So what should this heading or opening paragraph include?

- A brief overview of who you are and what personal qualities you have to offer.
- Reference to your skills ensuring they are specifically tailored to that of the position
- Outline your areas of expertise and experience

In addition it should entice the reader to want to know more and go on to read the rest of your curriculum vitae or application form.

**A step-by-step guide to writing your personal statement:**

1. Keep it short! Your personal statement should just be a few lines or bullet points, from 50–100 words.

2. The first sentence is the most important part of all – some employers won't even go beyond this, if it isn't what they're looking for. The first few words should state your profession in a positive way, eg 'Experienced web designer with...' or 'CIPD qualified HR Manager, experienced in...'

3. The statement should then describe your key skills and experience. Wherever you can (provided it's true!) use skills keywords that are mentioned in the job ad you're applying for. It's also good to use figures to add credibility, eg 'Successfully managed budgets of over Rs.1million' or '…with over 12 years' experience at blue chip PR agencies'.

4. When giving your key skills, use one or two adjectives to describe who you are as a person, so employers can get a sense of your personality and your strengths. Use words such as 'creative', 'motivated', 'energetic', 'rigorous'. Make sure the adjectives are relevant to the job - and always truthful, of course.

5. Give employers an indication of your ideal next step, provided it's relevant to the vacancy. eg 'Now looking to develop my career in accountancy as an internal auditor'.

6. Read it and re-read it, editing ruthlessly. It's OK to clip out words rather than write in complete sentences. For example 'I have experience of editing content for a website that won several awards' can be shortened to: 'Website content editor for an award-winning site.'

7. Avoid using 'I' repeatedly, avoid cliches, and avoid vague descriptions of your strengths (always tie them in with a specific achievement or area of expertise).

8. Read your statement out loud to ensure it flows naturally.

9. Show it to a few trusted friends or colleagues for a second opinion.

10. Remember to check over your personal statement every time you submit your CV for a new vacancy. You should always tailor it to emphasise those areas of your skills that most closely match the job advert.

A GOOD EXAMPLE OF A PERSONAL STATEMENT:

'A highly driven merchandiser with over 8 years' experience at leading fashion chain retailers. Helped deliver increased team sales in excess of 10% per year over the last 3 years, despite challenging market. Particular expertise in new product development, contributing to packaging design of 3 new lines in current role. Valuable experience in developing ecommerce business alongside high street retail.'

A POOR EXAMPLE, BECAUSE IT'S TOO VAGUE:

'I am hard working, a good communicator and well-organised. I am a Project Manager, able to work well in a team and individually. My experience working under pressure means I can meet deadlines every time. Also, I am a good problem-solver, have a creative mind & think laterally.'
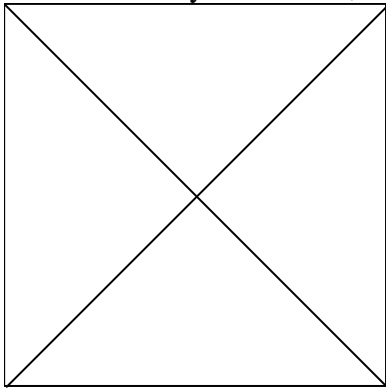
UNIT II

What is interpersonal communication?
Communication evokes a shared or common meaning in another person. Interpersonal communication is that communication which takes place between two or more people in an organization. It is a process when a sender communicates thoughts, views and ideas to another person/s. Reading, listening, managing and interpreting information, and serving clients are among the interpersonal communication skills necessary for successful functioning in the workplace. Interpersonal communication is the key to social support for preventive stress management and it is central to health and well-being. Interpersonal communication is also important in building and sustaining human relationships at work. Advances in information technology and data management that have taken place during the past several decades cannot replace interpersonal communication. Interpersonal communications play a vital role in the following:
- Familial, social and professional relationships
- Effective management
- Better productivity
- Counselling
- Coaching/Mentoring
- Teaching-learning

Team Building
 Difference between Groups and Teams
A group is two or more people having common interests, objectives, and continuing interaction. A team is a group of people with complementary skills who are committed to a common mission, performance goals, and approach for which they hold themselves mutually accountable. All work teams are groups, but not all groups are work teams. Groups emphasize individual leadership, individual accountability, and individual work products. Work teams emphasize shared leadership, mutual accountability, and collective work products. Teams are task-oriented groups and make important and valuable contributions to the organizations and are important to the member need satisfaction.

What is a team?
A team can be defined as a group of individuals working in face-to-face relationship for a common goal, having collective accountability for the outcome of its effort. The team functions almost like an individual. In other words, the team is accountable for results; collective responsibility is taken, there is mutuality and complementarities of the members of the team. The most important characteristics of a team is that it creates synergy, i.e., the performance of the team is more than the collective performance of the individual members. Thus, team members
(1) operate with a high degree of interdependence,
(2) share authority and responsibility for self-management,
(3) are accountable for the collective performance, and
(4) work toward a common goal and shared rewards(s).

Why Teams?
Teams are very useful in performing work that is complicated, complex, interrelated and/or more voluminous than one person can handle. Obviously, people working in organizations cannot do

everything because of the limitations of time, expertise, knowledge and other resources. Individual limitations are overcome and problems are solved through teamwork and collaborations. Most of the works in organisations is done in teams. Even though individuals are important, their effectiveness depends, to a large extent, on the teams of which they are members. In modern organisations individuals are required to work in different types of teams. In fact, new organisations can be described as composed of teams.

What is Team Building?
Teams take time to develop. A team is not formed merely by declaring some individuals as team. A lot of research has been done on group formation and development, and different theories of groups development have been suggested. Tuckman(1977) summarising the various theories suggested five stages of group development. Tuckman's model has been widely accepted: forming, storming, norming, performing, and adjourning. Kormanski & Mozenter integrated the various theories and suggested the following stages of team development. They are

Awareness: At this stage individuals get to know each other. By knowing the goals of the team they commit themselves to the goals. The members get to know and accept to work together for a goal about which they have enough knowledge.
Conflict: At the first stage(awareness) the members know the team goals and accept to work together, but this is at the surface level. At the second stage they search and begin to ask questions. As a result several matters are clarified. They also fight with each other and in this process of interaction resolve any hostilities they may have, resulting in the feeling of belonging to the group.
Cooperation: In the third stage the members own the team goals and get involved in those goals. Having resolved feelings, they also support each other.
Productivity: This is the stage of real achievement of the goals/outcomes, and the team members achieving these objectives feel proud of their achievement.
Separation: Having accomplished the goals or the outcomes, some task-specific teams may decide to get dissolved, or a time-bound team comes to a close. The excellent work done by the members is recognised, and the team members have a high sense of satisfaction of working with each other. This is the stage of closure of the team, or closure of one task on which the team was working.

Steps suggested for Team Building
Combining the various approaches the following steps are suggested for team building:
Projection into future:
The team may prepare a common vision of its desirable future. Members, individually or in small groups, may prepare a picture of their team as they see it in the next five or seven years. A specific future scenario will help to inspire individuals to move towards it. The future is a better diagnostic device than an analysis of the past.
Linkages with individual goals: The visions of the team's future should be linked with the individuals' aspirations and goals. Individuals in small groups may discuss how their own aspirations and goals of life can be achieved through the ideal future of the team being developed by the group.
Force field analysis:

The team may identify the forces which are positive and helping the team to move towards the desirable future, and the forces which are likely to hinder its progress towards the future. Such analysis is helpful to move to the next step.

Strengthening positive forces: The team may go into details reinforcing the positive aspects which may help the team to achieve its desirable future. They can take each positive force and work out plans to strengthen it further.

Reducing negative forces: The team can take up all the restraining or inhibit forces and can plan specific action steps to reduce, if not eliminate them.

Monitoring: After decisions are taken to work on strengthening positive forces and reducing negative forces, a plan can be prepared to monitor the action being taken. The responsibility of monitoring can be taken up by one or two persons, and the team may meet from time to time to review the progress of action being taken.

Whatever approaches are adopted for team building, emphasis should be given on understanding team effectiveness and taking steps to increase its level. Similar steps can be taken for building inter-team collaboration.

Benefits of team building activity

A good team building event can tackle many of the challenges facing your team. There are real payoffs and advantages to being part of a well-functioning team. The real benefits include:

- A feeling of identity
- On-going support
- Creative pooling of ideas
- Increased confidence
- Things tend to work better as a result of team effort
- You aren't alone
- Goals that make sense
- You don't have to keep reinventing the wheel
- If you do have to reinvent the wheel for some reason, so is everyone else in the team.

Team synergy

Team synergy focuses on creating successful teams. It is completely customizable, based on your goals for your team. Team synergy focuses on all three of the critical team building components-relationships, teamwork and leadership. It facilitates group learning through team problem-solving activities. It challenges the individuals to break through their preconceived notions of what they can do, while receiving team support.

Four Ways of Communication that Can Build Synergy in Work Teams

Daryl Conner has devised four ways to enhance team synergy. The four phases outlined are Interacting, Appreciative Understanding, Integrating, and Implementing.

Phase I: Interacting

A basic condition for synergy is that the key players must effectively interact with each other. If iron and nickel are never brought into contact with each other, the process of making steel is impossible. The same is true for people. For sponsors, agents, and targets; or practitioners and their clients to work synergistically, they must be able to communicate effectively.

People who attempt to work together, but who have little or no opportunity to interact, often generate a cyclically degenerating climate. In such a relationship, people tend to respond in one of four ways:

- They become confused or angry due to normal misunderstandings that go unresolved.
- They begin to blame others. Each party sees only positive characteristics in himself or herself, while seeing only negative characteristics in others.
- They generate feelings of suspicion and alienation that lead to further isolation.
- They feel increasingly hostile and reduce their interaction with the other party. This lowers the possibility of seeing things in a different way, which generates more misunderstanding.

To avoid this destructive cycle, people working together to implement change must communicate effectively. There are four conditions necessary in the Interacting Phase:

Phase	Necessary Conditions
I. Interacting	Ability of team members to: A. Commit the required time and energy to the work of the team B. Communicate to each other directly, clearly, and consistently C. Actively listen to both the facts and feelings expressed in communication D. Communicate in a way that generates trust and credibility

Phase II Appreciative Understanding

Synergy demands something beyond adequate communication; it requires "appreciative understanding"—the capacity to value and utilize the diversity that exists in the relationship. The difficulty in appreciating views that are different from our own stems, in part, from the importance many organizations place on the rational, linear, left-hemispheric thinking processes that encourage critical analysis. The use of critical thinking is an important aspect of human consciousness, but overuse of anything, even a strength such as logical processing, causes it to become a weakness. For sponsors, agents, and targets to operate synergistically, a balance is required of both the rational, critical process and the inventive, merging process. There are four basic conditions necessary for the Appreciative Understanding Phase.

Phase	Necessary Conditions
II. Appreciative Understanding	Ability of team members to: A. Create and maintain an open climate where differences can be surfaced appropriately B. Delay initial negative judgments about others' ideas, beliefs, feelings, attitudes, behavior, or concerns C. Actively empathize with others and view their perspectives as legitimate D. Value diversity and identify positive characteristics about others' viewpoints

Phase III Integrating

Effective communication (Phase I) and valuing others' perspectives (Phase II) are important elements of developing synergistic outcomes, but they're not enough. Synergy is the result of communicating, valuing, and merging diverse viewpoints. As with the other two phases, accomplishing this integration is extremely difficult because many organizational cultures don't teach and reward the skills needed to do so.

There are four basic conditions necessary for the Integrating Phase.

Phase	Necessary Conditions
III. Integrating	Ability of team members to: A. Tolerate ambiguity and be persistent in the struggle for new possibilities B. Modify their own views, beliefs, and behavior in order to support the team C. Generate creative ways of merging diverse perspectives into new, mutually supported alternatives D. Identify issues, concepts, etc. that cannot or should not be integrated

Phase IV: Implementing
Finally, all the hard work of communicating, and appreciating and merging divergent views begins to pay off. The synergy process I've been describing has many benefits:

➢ Enhancing communication among sponsors, agents, and targets
➢ Developing work climates where different options about a change can be dealt with in an open, positive manner where diversity is valued
➢ Establishing a change environment that promotes creative problem solving and a willingness of individuals to modify their positions in order to merge various perspectives (although this also occurs)
➢ Providing a relationship framework between practitioner and client that fosters productive application and learning

As important as these advantages are, they are not enough. The bottom line for the synergy I'm describing is the successful execution of important organizational changes. All the previous synergistic activities must combine to produce a powerful force for implementing change-oriented action plans. There are four basic conditions necessary for the Implementing Phase.

Phase	Necessary Conditions
IV. Implementing	Ability of team members to: A. Establish specific, measurable goals/objectives/action plans regarding change implementation B. Monitor implementation progress and supply the necessary reinforcement to ensure success C. Implement the change at a speed and in a manner that respects the needs of all parties D. Modify the implementation plan (throughout the change process) to ensure its relevancy to current realities

Interpersonal Risk taking

Psychological safety is a shared belief that the team is safe for interpersonal risk taking. In psychologically safe teams, team members feel accepted and respected. It is also the most studied enabling condition in group dynamics and team learning research.

When team members are motivated at work and want to share an idea for improving performance, they frequently do not speak up because they fear that they will be harshly judged. When psychological safety is present, team members think less about the potential negative consequences of expressing a new or different idea than they would otherwise. As a result, they speak up more when they feel psychologically safe and are motivated to improve their team or company.

Psychological safety is often confused with other concepts such as trust and psychological mindfulness. The primary differences between psychological safety and trust are that psychological safety focuses on a belief about a group norm, but trust focuses on a belief that one person has about another. Also, psychological safety is defined by how group members think they are viewed by others in the group, but trust is defined by how one views another.

Mindfulness is also different from psychological safety in that mindfulness is about being aware of one's surroundings but psychological safety is focused on being respected in a group. Moreover, the most studied result of psychological safety, team learning, is defined as a group adjusting to its surrounding through outwardly sharing observations about their environment. However, mindfulness is an individual becoming internally enlightened about his/ her environment.

MANAGING TEAM CONFLICTS
What is conflict?
Conflict is a natural disagreement resulting from individuals or groups that differ in attitudes, beliefs, values or needs. It can also originate from past rivalries and personality differences. Other causes of conflict include trying to negotiate before the timing is right or before needed information is available.

Types of Conflict that a Team Can Face
Positive conflict vs Negative conflict

Conflicts are inevitable part of organizations. There are various types of conflicts that result from various sources or underlying issues. Conflict can arise between two or more individuals(interpersonal), between teams or groups(inter-group), or between organizations(inter-organizational). Subgroups, or factions, can develop within a team. Each group has their own opinions and will stick together and oppose other factions within the team. Organizations can be greatly divided by such factions. Team members can disagree with the team leader. This can lead to refusal to follow the direction of the team leader. There may be conflict with management because management has not given clear goals to the team or may not be supporting the team. The organization could have a culture that does not allow teams to work effectively. Conflict can form between the different teams or departments in the organization. Most of the issues giving rise to conflict in organizations can be put under the following six headings- conflicting goals, overlapping authority, task interdependencies, incompatible evaluation or reward system, scarce resources, and status inconsistencies. Conflicting goals are some of the main causes of discord in organizations, as different members and different groups have differing goals and focuses. Similarly, overlapping authority, when two or more managers claims power over the same activities, it can lead to a conflict between the managers and the workers. Conflicts can also arise when different groups and group members are interdependent. If several groups are working together on a task, then the failure of one person or one group to finish their part of the task will affect the completion of the entire task causing conflict among the parties involved. For example, no marketing team can complete its targets until the production unit brings out finished goods. Many conflicts are also caused due to incompatible evaluation or reward systems, because people in organizations feel that they deserve more than what they get. Status inconsistencies mean that some individuals and groups have a higher organizational status than others, leading to conflict with lower status groups. For example, a marketing group is considered more important because it generates revenues for the organization, whereas some other group, such as a human resource(HR) or a research and development(R&D) group doing equally important work, but work that is not directly linked to profits, is not recognized or appreciated as much, causing conflict.

Conflict resolution
Conflict resolution is one of the most essential responsibilities of managers. When conflicts go unaddressed, they can have a negative impact on productivity and teamwork.

Conflict Resolution Techniques
The best way to resolve a conflict is by confronting it, and by both parties acting in a fair manner. Effective resolution skills of managers can make the difference between positive and negative outcomes, and by resolving a conflict successfully, they can solve many problems that are brought to the surface as a result of the conflict. A few steps of conflict resolution are as follows:

- **Mutual respect**

When there is a conflict between two individuals, they dislike each other and everything that the other does. Make the persons involved in the conflict understand that good relationships are a priority, and that they must learn to accept each other. Ask them to be courteous to one another and remain constructive under pressure. This will help develop mutual respect between them.

- **Deal with the problem, not the person**

In most conflicting situations people start blaming each other without first considering the problem. By separating the problem from the person, real issues can be debated without damaging working relationships.

- **Mutual empathy**

The next step is to develop mutual empathy among the persons involved in the conflict. To solve a problem effectively, make them understand each other's positions before they start defending their own position. Individuals in a conflict must listen with empathy and see the conflict from the other person's point of view, and establish the objective observable elements, which will have an impact on the decision.

- **Brainstorming and explore options together**

Individuals involved in a conflict must be open to the idea that a third position could exist, and that they can find this position together. If everyone has to be satisfied with the resolutions, it will help if everyone has a fair input in generating solutions. Ask the persons involved to brainstorm possible solutions, and be open to all ideas, including the ones they never considered before.

- **Promote Teamwork**

Encouragement and motivation are powerful. Remind your staff of successful projects that required teamwork to complete. This is one of the most effective conflict resolution techniques and will really make the employees think about the importance of working in a team.

- **Final Negotiation**

Negotiation is the last step of conflict resolution. By this stage, the conflict might have been resolved and the parties involved might understand each other better, and a mutually satisfactory solution has probably been found. However, it is important for both persons involved in the conflict to jointly accept a solution, and to make a public commitment to implement it. They may share with the top management their plan of action to implement the commitments made.

UNIT III

EFFECTIVE PRESENTATION:

WHAT IS A PRESENTATION? A presentation usually means presenting your point of views on a subject orally, formally and with preparation. A presentation may be to inform, argue out your case, persuade. The method of making presentation may be

1. By preparing a talk, making notes, memorizing only the ideas and illustrations and speaking without reference to any written material

2. By memorizing an entire speech and delivering it

3. By reading out a speech (for example a company report) so that every word is spoken exactly as you planned it.

Nowadays, illustrations, charts, slides or flip clips are used along with an oral presentation to involve the visual sense in receiving the communication and present the information summarily and graphically.

ELEMENTS OF A PRESENTATION: The essential elements of a presentation are:

1. Confidence 2. Sincerity 3. Mastery of the subject   4. A friendly feeling for the audience

DESIGNING YOUR PRESENTATION: Structurally a good presentation has an introduction, a body and a conclusion.

1. Introduction: This is to prepare the listeners to receive your message and to arouse their interest. It can be done in any manner. Speakers use a story, a humorous piece of joke, a shocking fact, a noble quotation, a question, by quoting some surprising statistics etc. to kick start their speech.

2. Body: The body of your speech is the main course of the meal, wherein you should arrange the facts in a logical order. If you go into the minor and finer aspects of your subject and if you have a solid back-up of examples, the body of your talk is strong. During the part of talk, it is necessary to keep the audience on its toes with change of tone and pace, exhibits and other devices that keep the interest and receptivity high.

3. Conclusion: Your conclusion aims that the audience should act in the way you want. You may want them to buy your product or service, or to speak well of your company or acquire a new habit. You may restate your main arguments, give a summary of the talk or produce a resounding conclusion line.

TIPS FOR AN EFFECTIVE PRESENTATION: From the moment a presentation is proposed, these are the steps to make it effective:

1) Know your audience and the place and occasion of your talk.2) Get ready your text and visual aids, models etc. 3) Keep your dress and appearance appropriate. 4) Practice your talk.

1. Knowing the audience and the occasion:

(a) A good speaker's first question after being asked to speak on a topic is, who am I going to talk to. And what is the occasion?

(b) The speaker finds out about the organization which is organizing the talk and the background of the audience. This decides the tone and level of language to be used. The speaker finds out what arrangements are there for speaking and using demos. Some speakers carry a battery & microphone on their person if they anticipate a large gathering and absence of a mike. He has

some say in the seating arrangement, lighting and ventilation of the place. The speaker may have to instruct that no food and drinks should be served during the talk.

(c)The speaker should know the occasion & the background of the organization i.e. what happenings have taken place lately, and what the organization's motto is.

(d) He should check out the time allotted to him and plan his message for the given number of minutes. Overshooting the time limit is in bad taste and he loses the audience support.

(e) He should find out who the other speakers are and what aspects of the topic are they likely to cover.

(f) He should visualize his relationship to the audience. He should take care to be properly introduced to the audience. He may ask that some background material may be circulated among the listeners or he may ask them to do some background reading.

(g) He should find out whether he will be presented as an expert to the audience or as a colleague.

2. Getting ready the text and the Visual aids, models etc.:

(a) While organizing the material for his presentation, the speaker should make his notes, arrange them and if possible write out the entire talk. Writing out the speech is advisable for beginners and when the occasion is so important that every word counts.

(b) The style of presentation should be formal, with occasional use of short forms like couldn't, isn't etc. But usages like for free, guy, fellow etc. are inopportune. The speech should sound easy on the ears- you need to avoid tongue-twisters.

(c) A speech can be spiced up with humour. But one has to take care that the jokes are not worn out. They should be decent, too. Difficult moments are made bearable by humour.

(d) As for addressing the dignitaries and the audience, one may simply address the chairperson, the audience and begin. Or one may take care to address all the dignitaries on the dais.

(e) The text of your speech has to have three parts: Introduction, body and conclusion.

(f) The speaker gains audience support by saying how happy or privileged he feels to be there. He may express his gratitude or react to the introduction given to him.

(g) The main body of the talk has to use facts and figures to suit your purpose. If it is to inform, the information must be well classified and made memorable by converting figures into visuals.

(h) Devices like visuals; cinema clips etc. give relief to the speaker & whet the curiosity of the audience. Moreover, the variation in the mode of presentation makes it interesting. Besides, the visuals leave a deeper impression on the viewer's mind. There has to be, though, a judicious mix of script and visuals.

3. Suit your dress and appearance to the occasion:

(a) A formal speech is an occasion for looking smart and well-tailored. Sometimes there is no speaker's desk or table where half of the speaker's body may be hidden. Hence the speaker needs to take care of himself from top to toes.

(b) Moreover, the body language is read by the spectators even before the speaker begins his talk. So your way of getting up from the chair, making your way to the speaker's post,the way you carry your hands about your body, etc. to be rehearsed and managed. Impressive body language requires:

(i)**A comfortable posture:** You should stand at ease, your weight equally balanced on your feet. You should not tie your hands behind your body but rather keep them by the side or at the belt level.

(ii) **Eye Contact:** You should look the audience in the eye. You should try to locate a friendly face and use it to your advantage. You should run your eyes over all sections of the audience.

(iii) **Graceful movements:** If you walk about during the course of your talk, you should do so as unnoticeably as possible. You may have to move to get close to a chart and then come back to the front part of the stage. Do this smartly.

(iv) **A pleasant expression**: You need to smile, and even if you do not, the effect should be pleasant and cheerful. Serious news can be delivered with a sober, calm expression.

(v) **Mastery over the voice:** A good voice for presentations is cultivated like a singing voice. Indeed, the two have much in common: increased breathing capacity, breath control, cheerful overtones, clear pronunciation, absence of harshness, and variation of the pace of delivery.

(vi) **Pauses also speak:** From time to time, the speaker has to pause even while keeping control over the audience's attention. How much to pause and when, is an art.

(vii) **Energetic appearance**: The speaker should radiate energy. He should better speak on an empty stomach or with only a light snack. Then the stomach muscles throw the air out forcefully and the blood circulation is more in the brain and not in the digestive system.

(viii) **React to the audience mood:** The audience may get dull or highly responsive during the speaker's talk. If it gets dull, the voice has to become vigorous or a story has to be used. If the audience gets very responsive, a remark may be added about its enthusiasm.

4. Practicing your talk: There may be four stages in practicing a presentation:

(a) Reading your text either word for word or from the points written down. This is in the mind.

(b) Talking to a wall, a mirror or alone in your room in a slightly audible voice.

(c) Rehearsing your speech before a trial audience, friends or relatives.

(d) Speaking on the occasion

A speaker who goes through these four stages finds himself at ease on an occasion which tends to make the best of us a little bit nervous.

Practice makes one perfect. Indeed, practice also enables you to adjust the length of your talk and find out if any tongue-twisters have crept into your speech. Preparation and practice are the all important tools for generating confidence, which is the foundation of a presentation.

Group Discussion

Group Discussion is an interview process or a group activity. It is used as one of the best tools to select the prospective candidates. GD may be used by an interviewer at an organization, colleges or even at different types of management competitions. It is a methodology used by an organization to gauge whether the candidate has certain personality traits and/or skills that it desires in its members. The test is a psychological technique to adjudge the behavioural pattern of a candidate as he reacts to varying situations in a group. We know that man is a social being and has to live in society. Similarly, a member of any organization has to live with other members of the organization - they may be his equals, superiors and subordinates. He has to deal with other fellow members, react to certain situations-favourable and unfavourable and respond to certain affairs and circumstances. It is, therefore essential to find out whether the candidate is sociable, socially useful, and is endowed with the qualities of leader ship and spirit of positive cooperation and team-work. In addition, it is possible that an individual is a genius : but his skills

is of no importance to the organization if the individual is unable to fit in socially and involve himself in cooperative efforts. Similarly, certain individuals may show great ability and skill while they perform alone. Such persons need be tested if they possess social adaptability. In view of the above reasons, the group discussion test is essential for assessing the suitability of a candidate for a job. Social adaptability apart, the group discussion brings out several other important traits of personality of the candidate. The most important trait is candidate's ability to provide leadership to a group. Most of the group tasks are not only team work but also require leadership to provide direction to group. Although no one is officially designated or nominated as leader, but the vacuum is filled by one who demonstrates natural qualities of leadership. This then becomes a much valued quality. At the same time another important quality is to adjust oneself in the group and to strive hard for the attainment of the objectives of the group. Another essential criteria of study is the candidate's ability to cope with the mental and physical stresses. He should be strong-willed, withstand pressure and maintain his composure in the face of difficult situations. A positive and constructive approach to the group-effort is another trait of the personality. Such an approach involves best efforts in achieving group-objective. Whether his views are accepted or rejected and whether he is allotted a major important role or not, he should always extend willing and earnest cooperation to the other members of the group. And last but not the least is candidate's ability to persuade and motivate others and to carry the group with him. It can be done by logical and sound and convincing arguments and also by personal performance. The candidate's persuasive ability is amply revealed during such group discussions. In this methodology, the group of candidates is given a topic or a situation, given a few minutes to think about the same, and then asked to discuss the topic among themselves for 15-20 minutes. It is a very useful tool to screen the candidate's potential as well as their skills. To summarize, **the reason why institutes put you through a Group discussion and an interview, after testing your technical and conceptual skills in an exam, is to get to know you as a person and gauge how well you will fit in their institute.** GD evaluates how you can function as a part of a team. As a manager or as a member of an organization you will always be working in teams. Therefore how you interact in a team becomes an important criterion for your selection. Managers have to work in a team and get best results out of teamwork. That is the reason why management institutes include GD as a component of the selection procedure.

Personality traits the GD is trying to gauge: In addition to above mentioned traits, following are the Personality Traits the GD is trying to gauge :

(1)Communication skills (2) Interpersonal Skills(3) Leadership Skills (4) Motivational Skills (5) Team Building Skills (6) Analytical/Logical Skills (7) Reasoning Ability(8) Initiative (9) Assertiveness (10) Flexibility (11) Creativity (12) Ability to think on ones feet

Myths regarding Group Discussion:

1) You should be Aggressive 2)You Should Speak More 3)You Should Speak in Favour
4) You Should Cut Down Your Opponents 5)You Should Make Others Agree to Your Point
6) You should be an Individual Speaker   7)You should project yourself in Style

Prerequisites of a Group Discussion

Following are some of the essential requirements for success in a group discussion that need to be inculcated: a) Knowledge b) Listening c) Presentation d) Initiation e)Body Language

f)Communication Skills g)Cooperation

Tips and Suggestions

1. Train yourself to be a good listener. Develop the patience to listen attentively.
2. Acknowledge that everyone has something valuable to say.
3. When speaking in a GD, your job is to articulate your point of view in a way that is easy for others to comprehend.
4. Inculcate the good habit of structuring your thoughts and presenting them logically.
5. Writing essays on a variety of topics is good practice developing thought structure.
6. The only way to prepare is to read more, develop a keen interest in current affairs.
7. Seek opportunities to discuss these in groups.
8. Learn to respect others for what they are.
9. Learn to be open-minded and recognize the fact that people think differently about issues.
10. Train your mind to think analytically.
11. Your GD arguments should have 'met' Do's and Don'ts of a Group Discussion.

A) DO'S OF A GROUP DISCUSSION

1. Listen to others. It is not necessary to initiate a Group Discussion.
2. Initiate the discussion if you are familiar with the topic.
3. Intervene if the discussion is turning out to be hostile. It reflects your leadership.
4. Speak to the point without Repeating.
5. Back your points with Facts and Figures.
6. Be gentle with your presentation.
7. Be Natural, Calm and Maintain your Composure.
8. Be Participative.
9. Say 'Thank You' before ending your presentation.
10. Think before you speak.
11. Say what you feel, without going in "Favour" or "Against" it.

B) DON'Ts OF A GROUP DISCUSSION

1. Do not be loud or aggressive.
2. Do not go overboard with enthusiasm if you are familiar with the topic.
3. Do not interrupt other speakers.
4. Do not deprecate other speakers.
5. Do not speak first if you are unfamiliar with the topic.
6. Do not change your opinions.
7. Do not ask irrelevant questions.
8. Do not stop abruptly.
9. Do not get nervous if the previous speakers have presented their points in a better way.
10. Do not exhibit your emotions.

PERSONAL INTERVIEW:

An interview is a formal meeting between the candidate and his prospective employers wherein the employer seeks to find out the candidate's suitability for a post through questions and answers. For the best performance at a job interview, the candidate has to know how to conduct himself at three stages:

    i)   Before interview(psychological, intellectual and physical preparation)
    ii)   Actual interview(how to face various situations and various types of questions)
    iii)   After interview

[I] Before Interview:

The pre-interview buildup has to start not after receiving the interview call but from the time you decide to apply for a certain job. Well prepared is half won.

1. Build a positive mindset: As you prepare for the questions that may be asked, put yourself in a positive mental frame about the interview and, even more, for accepting and excelling in the job. Manage your mood.

2. Meet successful candidates: This helps you to know what qualities successful candidates have. You may consciously try to imbibe them.

3. Confidence through mock interviews: Appear for mock interviews and go through the interview experience as many times as you can. Then the actual interview would appear a familiar experience.

4. Study your resume: Be prepared to face questions on your background and to explain gaps, if any, in your educational career and employment. Revise your subject knowledge, especially when this knowledge is relevant to the post applied for.

5. Find out about the company: Try to learn about the company where you are appearing for an interview-its products, reputation, working conditions, policies, recent advances, main position-holders, etc.

6. Details about your existing organization: Study afresh the organization where you are working. If you are appearing for a promotion interview, this is all the more necessary. For some reason, you are expected to know about departments other than your own.

7. **Brush up your general knowledge:** General Knowledge is a common subject during an interview. Revise it. Study the news headlines and editorial regularly as the interview gets nearer, especially of the day or afternoon of the interview.

8. Find out the interview location: If you are in a new town for the interview, it is good to know the place of interview, the means for reaching there, etc. You should take care to reach the place well in time and be without any time pressure on you at the time of interview.

9. Prepare your dress etc.: You have to plan what dress you will wear for your interview. Your appearance may be judged from top to toes- your haircut, shaving, make-up down to shoes or sandals.

10. Keep your testimonials ready: Carry your originals (if required) in a presentable file. If you have developed any new credential since the application, e.g. a publication, you may take it with you. Your interview letter and other necessary documents should be with you for the meet with prospective employers.

[II] During Interview:

The interview day is the acid test, or the Day of Judgment. All your build-up should be for making yourself as presentable as possible for the interview. During the interview, keep this in mind:

1. You are judged first by your non-verbal communication: As you enter the interview room, your standing personality, your dress, the way you walk, carry your file, your smile –all these make the first impression. Walk in half-way like a job-holder. Smile as you smile to helpful friends.

2. Greeting cheerfully: In most cases, even the interviewers are a little bit nervous when facing a new candidate. You can seize the lead by greeting in a cheerful, confident manner, looking the interviewers in the eye.

3. Await permission to sit down: In most cases, the interviewers offer a chair within a few seconds of your entry. Wait for the offer. Otherwise you may ask, "May I take a seat please?"

4. Sit at ease but be alert: Keep your sitting posture smart. Be ready to listen and take in the non-verbal communications coming from the interview board.

5. Answer briefly and to the point: Use few words to answer questions. Stick to what is necessary. Take a reasonable time to think up answers.

6. Get the question clarified: If you have not been able to get the question right, request the interviewer to repeat it. Get the precise clarification you need.

7. Avoid nervous movements: Keep your hands in your lap and don't lean on the table. Don't joggle your toes, fiddle with your tie or cover your face with your hands. Don't shift in your seat.

8. Be truthful: Avoid bluffing to your interview board. Tell what you know for sure. Sometimes you may be encouraged to guess, but guess on the safe side. If you do not know the answer, don't beat about the bush. If your memory doesn't help you, you can say, "At the moment I can't recall."

9. Keep your temper in check: Avoid over anxiety and getting upset with the interviewer. In case an opinion contrary to your views is expressed, do not show a vehement opposition.

10. Stay positive in all conditions: Whether the interview is a long one or a short one, you have to hold your positive mental frame throughout. An interview can be a psychologically draining experience. Your mental stamina is tested. Keep your hope alive and go on.

11. Use pen and paper where necessary: To explain certain things, you may need pen and paper. Use them with skill and steady hands. This is where you are teacher and the interviewers are learners.

12. Take up a You attitude for the company: Your answers should reflect that you wish to grow with the organization and not use the organization for your profit, experience and growth. Take on the role of an employee who is devoted to duty and assured when duty is done.

13. Make a graceful exit: Whatever the kind of interview you have had, your exit is one more chance to impress the board. Thank the board members from your heart and exit as you came, measuring every step of the way with dignity.

[III] After Interview:
In some cases, there may be a follow-up after the interview. In case you have promised to send something to the interview board, send it in the due course, e.g. a copy of your project report, your summing-up of the interview, etc. Till the time it is received and read, a decision on your selection may be held in suspension. Reconstruct the interview mentally or with a well-wisher and evaluate yourself. This can help you in future interviews and, in fact, in life in general. A job interview can be a major learning experience.

Some Useful Questions for Job Interviews: Here is a list of some questions for job interviews:
1. Tell us about yourself.
2. What are your strengths and weaknesses?

3. What subject do you like best?
4. What are your interests/hobbies?
5. Why is there a break in your education/employment here?
6. What were your extra-curricular activities and achievements? Tell us in details.
7. Why have you chosen to apply for this job?
8. Do you like to work in a team or alone?
9. Tell us about some circumstance where you took initiative?
10. What qualities are required to succeed in the job you have applied for?
11. What was the main news today morning? What do you think of it?
12. Who is your role model and why?
13. Tell us about your present job and boss.
14. Are you willing to accept a posting out of town?
15. Are you willing to work late hours?
16. Would you like to acquire any more professional skills? What are they?
17. Why did you leave your last job?
18. What is parents' contribution towards making you what you are?
19. Which school/college has contributed most to your growth? How?
20. What do you do to keep healthy?
21. How do you spend your holidays and Sundays?
22. What do you do to keep yourself up-to-date in your specialization?
23. Do you think you have been rewarded well for your talents? Explain.
24. How would your best friend describe you?
25. How would your enemy describe you? Your comment on it.
26. What have you enjoyed the most in life?
27. What is your most important achievement in life?
28. Have you ever been seriously ill?
29. What are the major problems facing this industry?
30. How can you make the word a better place to live in?

UNIT IV
BUSINESS ETIQUETTE

"Etiquette means behaving yourself a little better than is absolutely essential." – Willy Cuppy

Introduction

Etiquette means the customary code of polite behavior in society or among members of a particular profession or group. Successful professionals know how to conduct themselves at company meetings, parties and dinner. They are aware of their company's culture and etiquette. Further the rules off business etiquette mean more than the rules of just being nice. They mean the fundamental rules that get business done. If we ignore these norms of group attitude and behavior, we run the risk of being singled out as 'loners'or 'headstrong' persons.

Basic Rules of Etiquette

Each business setting has its own business protocols which an employee learns by working in that environment and by observing others. These are general rules of business etiquette, based on the fundamental principles of organizational behaviour.

Introducing yourself

A confident self-introduction always makes a positive first impression. If you are going to meet a person for the first time, the other person is bound to feel comfortable to know who you are and why you are there. Or, if you are meeting the same person the second or third time after a gap of some weeks/ months, there is no harm in simply re-introducing yourself.

How to introduce yourself correctly

As a norm of business etiquette people greet each other by stating their full name and positions in office at the very outset.

Notice that first name and surname are stated like "Viral Doshi, CEO, Euro Informatics." Not just "Doshi" or "Viral". Americans prefer to introduce themselves by their surnames only. Like "Dickenson" But Britishers introduce by using first name and surname: "David Cameron".

Repeat your name when necessary

During a conversation, the other party may forget your name or may have missed hearing it. At such moments you should help the host/ the other party immediately by politely repeating your name "I am Viral Shah, I am sorry, I should have told you".

Some rues for making Introductions correctly

In the case of prior fixed meeting, if you are an expected visitor, first you should introduce yourself by telling your name and purpose: "I am Viral Sal and I have come to meet Ms. Meera Solanki in the marketing department." Only after introducing yourself, should you ask for the name and position of the other party.

1. Do not use honorific words, such as Sri, Mrs., Mr., while referring to yourself. Other persons can call you Mr. Seth.
   If it is a degree earned by you, such as Ph.D., you may use Dr. before your name as "I am Dr. Atul Varma"
2. Speak your name slowly and clearly. As Personal names sounds unfamiliar, they should be articulated as distinctly as possible. If required help others by spelling your name.

Handshake

In modern business a handshake is a non-verbal clue of friendly dealings. It is immediately done after introduction by extending your right hand and firmly holding the other person's right hand very briefly.

As a winning form of non-verbal communication, handshakes must be accompanied by eye-contact and a gentle smile.

In some situations, you may express your feelings by saying- "Pleased to meet you" and the other generally responds- "My pleasure" or "So am I".

On failing to recall someone's name

In business, we may have been visiting a person so often. It is possible that we recognize a person but fail to recall the exact name. Before the other person detects your failure, you should ask for his/her card:"Could I have your latest business card for your telephone number/and address?" or "Could I know your full name? I have your initials."

How to introduce other persons

A clear and complete introduction of each person, members of visiting party, and host party, makeseveryone feel relaxed and creates a pleasant atmosphere for the meeting.

Normally, the senior most person introduces the other members of his/her group. First visitors are introduced to the host. Then members of the host group are introduced. First introduce junior to the senior.

Always introduce the lowest ranked person to the highest ranked person. Never say: Mr. Khanna (Chairman of L&T) may I introduce you to Priya Patel?" Priya is our first year's university first positionholder, working in our placement department.

TELEPHONE ETIQUETTE

Telephone etiquette is an important aspect of managing a successful business. Telephone etiquette allows you to communicate effectively, reduces the possibility of misunderstandings and shows professionalism. Telephone etiquette is important when you are making calls as well as when you are answering calls.

Making a call- Be brief and concise

How to Begin or Receive a call

The first few words spoken by you as a caller or receiver are important for establishing your identity and purpose. They create the context for further conversation.

Begin with self-introduction- your name, company and purpose. You should receive/answer the phone with a greeting: "Good Morning. This is Smita Doshi of Patel and Patels Company. Could I speak to Mr. SureshPatel, H.R. Manager , please?

When the telephone rings in your business, you should aim to answer it on the second ring whenever possible.

If you are busy and unable to attend to the callers needs at the time, determine what the caller wants and then depending on the circumstances, either ask them if they are able to hold for a moment or take their details and offer to call them back

When you are talking on the phone, speak clearly and loudly enough for people to understand you. You might also need to speak slowly if the other person is taking down notes or prices based on what you are saying.

Remember that the person you have called may be busy, so be prepared to wait on hold, leave a message or call back later. Use interrogative form for making a request: "could I…" or "May I…."

Businesspeople are generally busy so you should make your phone calls informative but to the point. Don't waste theirs or your time by explaining things they don't need or want to know about.

Make frequent use of courteous phrase like- 'please', 'thank you', 'you're welcome'. Make your voice sound pleasant- Put a smile in your voice.

Clearly explain the purpose for your call and provide them with any necessary information. Always give the person you have called an opportunity to ask questions and make sure that you actually listen to what they are saying so that you can respond appropriately.

If the call cut off
If the telephone line suddenly gets disconnected, the person who originally initiated the call should redial immediately and say: "Sorry, the call got disconnected".
In case the receiver has to suspend your call, it is the duty of the receiver to resume the call and use some pleasant explanation to see that you do not feel offended.
Common Telephone Courtesies
Make business calls polite by using words like "please" and "thank you", when you make a request or get something done or completed.
- Use interrogative form for making a request: "Could I…" or "May I…". "May I talk to…" is more polite request than "I want to talk to…."
- "I request you connect me to so and so number/ person" is not quite appropriate for requesting an unknown person to do something for you. Rather say: "May I request you to…."

How to take down telephone messages
1. Use official telephone message form if it is available

2. Take down the name and the telephone number of the caller
3. Note down the time of the call and at which time the caller can be contacted
4. List down any special instructions given by the caller
5. Do not forget to convey the message to the person it is meant for. If you do not hope to meet him, place it where he can find it promptly when he returns.

Voice mail

Voice mail is a sophisticated version of an answering machine. It has two main modes of operation:
1. Telephone answering
2. Voice messaging

DINNING ETIQUETTE

It is a common practice to negotiate business at lunch or dinner. We should keep in mind that such business occasions are actually business activities. Therefore act with a sense of responsibility. These business occasions of meals with colleagues, clients or consultants have their own protocol and they must be followed for cracking business deals. Following are the established norms of business meals:

BEINGAHOST

Invite the guest personally and confirm the date, time and place in writing. If the venue is new for the guest, help him/her by giving directions to the venue. Apprise the invitee of your guest list. Mention this fact in the letter and give their names and positions.Eg, My colleague, Anil who is looking after management trainees, will be with us. It is a good practice to confirm once again the scheduled meeting a day prior to the event.

Arriving

Don't be late.

Dress appropriately

TABLE MANNERS

Table manners are visible sign that you are a polished and knowledgeable professional. They are set of rules that govern the expectations of social and dining behavior in a workplace, group or society

Paying the Bill

Table Conversation

Food Preferences

As a guest stick to your own dietary preferences. If you do not or cannot, as laid down by your caste, creed or religion or your personal choice, take something, refuse it. If you are teetotaler, decline the offer to drink politely. Do not discuss the harms of drinking. Simply say: "Thank

you, I would like to have some lime juice (or whatever be your choice). If you receive your dinner plate with too much food do not worry. Just at whatever you want and indicate that you have finished by placing your knife and fork together in either" four o' clock" or "sic o' clock" position on your plate.

MEAL ETIQUETTE
Business dinners are formal occasions in the manner of using forks, knives and spoons is an indicator of your culture. Indians prefer to eat food with their hands. Eating with the hand is fine, but if you are using knife, and fork follow the general rules of using them.

Minding manners

- After you have served yourself, always pass on the main plate to your right.
- If food falls off your plate while eating, put it back in your plate and get the plate changed. Don't leave it on the table.
- Stay off your mobile phone and pods while the food is being served around. Avoid it entirely if possible.
- After you have finished the meal, place your cutlery in the middle of your plate. It signifies a closed plate.
- Wait for your host/hostess to pick up his/her fork to eat first.
- Wait until everyone at the table has been served before beginning to eat.
- Never reach across the table for something, always ask for it to be passed.

Napkin placement
The general rule is that while having foods that are gravy-based, the napkin should be tucked in your shirt or dress. This will include all Indian subjis, pasta, pizza and sizzlers. On the other hand, while eating non-messy foods such as grill, pie, and finger food, the napkin can be placed on the lap.

Cutlery Set for a Formal European Style Serving
Placed from left to right away from you:
- A blunt butter knife placed on bread and butter plate
- Dessert spoon together with dessert fork
- Water glass, red-wine glass, white-wine glass
- Coffee cup and saucer

Placed from right to left near you
- Cocktail fork
- Soup spoon
- Tea spoon
- Dinner knife
- Dinner plate
- Dinner fork
- Salad fork
- Dinner napkin

Use of knife and fork

The knife is used to cut the food and fork places it into the mouth. Remember knife should never be placed into the mouth. It is held in the right hand.

The fork if first held in the left hand with knife in the right hand, to cut food. Then knife is kept on the plate and in its place the fork is held in the right hand to place the food in the mouth. When not in use, both knife and fork rest on a side plate, never on the table.

American style - *I'm resting* position   American style - *I'm finished* position   Continental style - *I'm finished* position

Sometimes people hold the knife in the right hand to cut the food and fork in the left hand to eat.

Thebasic difference between Asian and European style of eating is that in Asia, specifically in India and Pakistan, people often pick up a large piece of food and directly bite from it.This is never done by an American or a European.

The best rule for anyone to follow is to eat the way you are accustomed to. Use whatever cutlery you have been regularly using with elegance at formal business meals.

BUSINESS TO BUSINESS ETIQUETTE

You are the image builder of the company. Therefore, you should know how to conduct yourself.

Be Loyal to Your Organization
Confidential Matters

MANAGING CUSTOMER CARE

A company's image and reputation is based on the way employees deal with their buyers and suppliers. Observe the following rules to maintain customers and clients-
- Handle the poorest customers well. You cannot afford to ignore the rich customer but your company's reputation is built on how you treat your ordinary customers and clients
- Be prompt in your service/supply to the customer

- Observe the following for gaining competitive advantage-
  i.   Number of complaints received and responded to
  ii.   Number of clients revisiting your company
  iii.   Number of step-ins everyday
  iv.   Commitment of your suppliers to help you in emergency conditions

- **Respect Hierarchies**
  Respect your colleagues and recognize their positions. While dealing with other persons from other companies,inform them of your position through your business card. Similarly know the host's position in his/her company.

Remember, Good manners breed good understanding and mutual respect necessary for good business relations.

CAREER MANAGEMENT

"Career Management Leads to Job Satisfaction."

The Concept of Career
A career is not something that can be left to chance. It must be planned and managed to avoid employment crises. Career management is the combination of structured planning and the active management choice of one's own professional career.The outcome of successful career management should include personal fulfilment, work/life balance, goal achievement and financial security.

"Arriving at one goal is the starting point to another." – John Dewey

Career management involves a conscious approach to choosing jobs that lead to progress in the chosen path of development of individual life. The major steps involved in career management are:
- **Career Planning-** It involves becoming aware of opportunities, identification of suitable career and developing career motivations and goals, and charting a career path.
- **Career Development-** It involves developing appropriate skills, knowledge and attitudes for sustained growth in chosen career or changing career.

Followings are the benefits of career management:
Right choices- The process of career planning helps the individual to have the knowledge of various career opportunities and take up jobs suitable to his lifestyles, preferences, family environment, scope of self-development etc.
Job satisfaction- Individuals will be able to take informed decisions in choosing jobs that will give them satisfaction. Organisations also can offer jobs that employee likes and secure better performance and results.
Development- One can take steps to develop his or her talents to take greater personal responsibility and career progression. He or she will take opportunities for training and career advancement provided by the organisation.

Free from stress- As goals and expectations are very much clear, career pathing can be done by individuals and organisations. As a result one will have to emotionally stable and determined approach to progress.

Advancement- Individuals can advance within the organisation if career planning is effective. Since career management is flexible, they can know about the opportunities in other companies and make a decision.

CARRER PLANNING

It is a deliberate attempt by an individual to become more aware of his/her own skills, interest, values, opportunities, choices and consequences. It involves identifying career-related goals and establishing plans for achieving those goals.

Career Awareness

Career awareness comes to individuals from family, friends, teachers, and mass media. Today, even the newspapers are carrying out a weekly supplement on education, careers and opportunities. Career-oriented magazines and websites are also many to help the students. Career counselling and employment guidance agencies are also offering major help.

Make career choices based on aptitude

Different people make different career choices. The differences are explained by the differences in self-interest and aptitudes. Holland's theory and Vroom's theory established a similar view.

The Holland theory is the best known and most widely used by professionals.Holland's theory can be summarized in six statements:

There are six basic types of work environments: Realistic, Investigative, Artistic, Social, Enterprising, and Conventional.

People of the same personality type working together in a job create a work environment that fits their type. For example, when Artistic persons are together on a job, they create a work environment that rewards creative thinking and behaviour -- an Artistic environment.

People search for environments where they can use their skills and abilities and express their values and attitudes. For example, Investigative types search for Investigative environments; Artistic types look for Artistic environments, and so forth.

People who choose to work in an environment similar to their personality type are more likely to be successful and satisfied.

For example, Artistic persons are more likely to be successful and satisfied if they choose a job that has an Artistic environment, like choosing to be a dance teacher in a dancing school -- an environment "dominated" by Artistic type people where creative abilities and expression are highly valued.

Vroom's Decision Making Theory

According to this model individuals choose jobs which help realise the most desirable outcomes. The model is called 'compensatory model'. The process of decision making is described below:

- **Job options**

  Individuals lists the job options and understands the benefits of each job.

- **Outcomes**

  Individuals identifies a number of 'outcomes' which are important.

- **Valance (V)**

  Valance is the value that the individual associates with the outcome (reward). A positive valance indicates that the individual has a preference for getting the reward as opposed to, vice-versa, a negative valance that is indicative that the individual, based on his perception evaluated that the reward doesn't fill a need or personal goal, thus he or she doesn't place any value towards its attainment.

- **Instrumentality (I)**

  Instrumentality refers to the "performance-reward" relation. The individual evaluates the likelihood or probability that achieving the performance level will actually result in the attainment of the reward.

- **Desirability**

  Multiplies valance with instrumentality and gets desirability score. D=V*I

- **Expectancy (E)**

  Expectancy refers to the "effort-performance" relation. Thus, the perception of the individual is that the effort that he or she will put forward will actually result in the attainment of the "performance". This cognitive evaluation is heavily weighted by an individual's past experiences, personality, self-confidence and emotional state.

- **Force**

  This refers to the pressure to choose an option. This can be obtained by multiplying desirability with expectancy(D*E).

Design career goals and career path

Once a thorough self-assessment is made, it is time to do some research of career options to make a final job decision.

- **Informative interviews-** Professionals enjoy sharing their expertise with people interested in the field. Talking to alumni from college, meeting the managers currently working in the field will be a great help when one is just entering the field.

- **Work experience-** Gain experience through internships for one to several days to see what a typical work day entails and to gain perspective of what the

environment is like and the typical job responsibilities of someone working in the field.

Career acceptance and advancement

Prepare resumes with career goals, bio-data and skill inventory and mail them to prospective employers. Also begin networking with people in the field. Make sure your cover letter and resume highlight your skills and strengths based on employer's needs and that you are fully prepared to face the interview. Take time to research the employer's website prior to the interview and be prepared to ask thoughtful questions based on your research.

According to the Bureau of Labor Statistics, 64.1% of people change jobs between 5 and 14 times in their life time. Consequently, learning the skills above will increase your chances of gaining meaningful and satisfactory work as well as help you to avoid many of the stresses that occur with changing jobs. By recognising that change is good (even advantageous), changing jobs can be viewed as a positive experience and need not be as anxiety provoking as it may initially seem.

Foster career motivations

Career motivation involves the following three aspects:

- **Career Insight**

  It is the extent to which employees are aware of their interests, skills and knowledge and able to relate them to career goals.

- **Career Identity**

  Career Identity is your professional persona. It is how you present yourself in the workplace and it has a major impact on your ability to achieve your career goals. These days employers expect candidates to have a strong understanding of their strengths and how they can leverage them for greater success.

- **Career resilience**

  It is the degree to which employees can cope with problems affecting their work. The characteristics of those who are career resilient reflect the characteristics of identified with employability. Teamwork, effective communication, adaptability to change, flexible and positive attitudes, continuous learning, self-confidence are all characteristics identified with employability.

Conclusion:

An effective career management requires a harmonious combination of the needs and aspirations of the end potential employees with the requirements of the organization. Achieving this goal is impossible without the contribution of all those involved in this process namely the employee, the organization and the management.