



Digital Notes

Personal Effectiveness

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UNIT-1

Introduction to PE:

Personal effectiveness is a branch of the self-help movement dealing with success, goals, and related concepts. Personal effectiveness integrates some ideas from “the power of positive thinking” and positive psychology but in general it is distinct from the New Thought Movement. A primary differentiating factor is that Personal Effectiveness proponents generally take a more systematic approach including a number of factors beside simple positive thinking. Some proponents take an approach with similarities to business process management techniques. Others may take a holistic spiritual and physical wellness approach.

Every day we spend our time and energy on achieving goals. But even the same goal can be reached with different costs by different people. It happens because we all have different personal effectiveness.

Our effectiveness depends on our innate characteristics – talent and experience accumulated in the process of personal development

Talents first are needed to be identified and then developed to be used in a particular subject area (science, literature, sports, politics, etc.).

Experience includes knowledge and skills that we acquire in the process of cognitive and practical activities. Knowledge is required for setting goals, defining an action plan to achieve them and risk assessment. Skills also determine whether real actions are performed in accordance with the plan. If the same ability is used many times in the same situation, then it becomes a habit that runs automatically, subconsciously.

Here are some skills that will greatly increase the efficiency of any person who owns them:

1. Determination

It allows you to focus only on achieving a specific goal without being distracted by less important things or spontaneous desires. It may be developed with the help of self-discipline exercise.

2. Self-confidence

It appears in the process of personal development, as a result of getting aware of yourself, your actions and their consequences. Self-confidence is manifested in speech, appearance, dressing, gait, and physical condition. To develop it, you need to learn yourself and your capabilities, gain positive attitude and believe that by performing right actions and achieving right goals you will certainly reach success. Check out these practical tips on how to increase self-confidence.

3. Persistence

It makes you keep moving forward regardless of emerging obstacles – problems, laziness, bad emotional state, etc. It reduces the costs of overcoming obstacles. It can also be developed with the help of self-discipline exercise.

4. Managing stress

It helps combat stress that arises in daily life from the environment and other people. Stress arises from the uncertainty in an unknown situation when a lack of information creates the risk of negative consequences of your actions. It increases efficiency in the actively changing environment. It requires problem-solving skills.

5. Problem-solving skills

They help cope with the problems encountered with a lack of experience. It increases efficiency by adopting new ways of achieving goals when obtaining a new experience.

6. Creativity

It allows you to find extraordinary ways to carry out a specific action that no one has tried to use. It can lead to a decrease or an increase of costs, but usually the speed of action is greatly increased when using creative tools. It requires the ability to generate ideas.

7. Generating ideas

It helps you achieve goals using new, original, unconventional ideas. Idea is a mental image of an object formed by the human mind, which can be changed before being implemented in the real world. For generating ideas you can use a method of mental maps, which allows you to

Materialize, visualize and scrutinize all your ideas, which in turn contribute to the emergence of 30 new ideas.

These are just some, but the most important personal effectiveness skills which make the achievement of any goal easier and less costly.

Required Skills

- Ability to lead others to achieve agreed outputs/goals
- Ability to manage a team or group to achieve individual and group goals
- Ability to effectively delegate tasks where appropriate
- Ability to use appropriate mentoring and coaching skills
- Ability to use influencing skills; E.g. The ability to bring about a change in someone or a situation whilst maintaining or strengthening the relationship

Scope

What is personal effectiveness? It can't just be achieving our goals because we could do so in a very wasteful, time consuming or sloppy way. How about making best use of our time and all other personal resources at our disposal? This means achieving our goals efficiently, like investment, getting the best possible return.

Personally effective people are thus more than just people who get what they want. They really have two qualities: They make good use of their resources and they are skilled at achieving their goals. Whether you want to be a successful sales person or good in sports, being effective means a combination of efficiency and skilled execution.

People are personally effective in different ways because everyone has different goals, values and priorities. Skilled communicators, for example, can be effective in numerous ways depending on what they want to achieve. Those who want to entertain people have a good sense of humor. If they want to wow large audiences, they must have excellent presentation skills. Similarly, a coach needs to communicate sensitively and be a good listener.

What Does Personal Effectiveness Mean to You?

Which of these goals mean something to you?

- Getting my work done to high quality standards
- Taking care of my family and making them happy
- Career advancement

- Influencing people
- Making and keeping new friends
- Earning a lot of money
- Earning the respect of my colleagues
- Becoming an expert in my field
- Or something else

Personal Effectiveness Need:

People who are personally effective make good use of their skills. They don't squander them. They use them to achieve their goals and do so in a way that is efficient and cost effective.

How can you become more personally effective? Start by clarifying your goals, values and priorities. What is it that you want to achieve, in the short term at least, if you aren't sure about the longer term? What skills do you need to acquire in order to achieve your goals? Then: what is the most efficient, easiest way you can get what you want? That is, how can you apply your skills? How can you invest your time and effort to get the best return on all your efforts and talents?

Personal Effectiveness and Confidence

It is hard to be effective if we aren't confident. Our confidence grows when we play to our strengths and have a confident attitude. Confidence isn't based on the way we are or what happens to us as much as you would think. It's just that we tend to blame circumstances for our failings so we don't see that it's all between the ears. That is, it's not how we are but how we see ourselves that counts.

To build and maintain strong self-confidence, it's important to say positive things to yourself. Whenever you catch yourself strongly criticizing yourself, stop and say some positive things, like recalling your good qualities, things you have achieved or things you have done for others. Also, watch who you compare yourself to. It's good to have role models but there's no use beating yourself if you can't be like your favorite rock star or movie star. Pick realistic role models and don't forget to compare yourself with people who aren't doing as well as you. Even if you haven't achieved much in your life, try to do nice things for others. That makes you a better person and is something to be proud of.

Some people defeat themselves. They feel so bad about themselves that they lash out at everyone around them, which just ensures that they will stay in the hole they're in. The easiest way to raise yourself up is to start doing nice things for other people. In a while, you will start feeling better about yourself and then you can start taking on bigger challenges. You will fail at some things. Everyone does, but use a diary to keep track of everything you achieve, even little things.

Review it regularly to celebrate your success. Building self-confidence and personal effectiveness is a gradual process of building on past successes, taking stock of where you are and moving onto bigger things.

Don't worry if you don't have a long term goal. Very few people do. The key is to create a foundation of success on which to build. As you achieve more and try new things, continually push yourself outside your comfort zone. Take stock regularly, at least once a month, and ask yourself what you have learned about your abilities and what activities give you the most satisfaction. This stock-taking will then help you to decide what avenues to pursue next.

Being effective at work is more likely if you know how to work with and through people. This means learning how to get the balance right between self-reliance and interdependence. On this topic, see *How to Be More Effective at Work*.

Building Effective Relationships

Positive relationships at work are a critical key to success. People need to trust and like you to work with you productively. It is essential that people are not saying nasty things about you if you want to get ahead and be successful. See *Relationships at Work* for more on this topic.

For more on personal effectiveness, see *Goals at Work and Career Management*. In what areas of your life would you like to enhance your personal effectiveness? Would you like to improve your self esteem, your assertiveness, influencing skills, communication skills?

SWOT analysis (or SWOT matrix)

It is an acronym for strengths, weaknesses, opportunities, and threats and is a structured planning method that evaluates those four elements of an organization, project or business venture.

A SWOT analysis can be carried out for a company, product, place, industry, or person. It involves specifying the objectives of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective. Some authors credit SWOT to Albert Humphrey, who led a convention at the Stanford Research Institute (now SRI International) in the 1960s and 1970s using data from Fortune 500 companies. However, Humphrey himself did not claim the creation of SWOT, and the origins remain obscure. The degree to which the internal environment of the firm matches with the external environment is expressed by the concept of strategic fit.

- **Strengths:** characteristics of the business or project that give it an advantage over others

- **Weaknesses:** characteristics of the business that place the business or project at a disadvantage relative to others
- **Opportunities:** elements in the environment that the business or project could exploit to its advantage
- **Threats:** elements in the environment that could cause trouble for the business or project

Identification of SWOTs is important because they can inform later steps in planning to achieve the objective. First, decision-makers should consider whether the objective is attainable, given the SWOTs. If the objective is not attainable, they must select a different objective and repeat the process.

Users of SWOT analysis must ask and answer questions that generate meaningful information for each category (strengths, weaknesses, opportunities, and threats) to make the analysis useful and find their competitive advantage.

Internal and External Factors

SWOT analysis aims to identify the key internal and external factors seen as important to achieving an objective. SWOT analysis groups key pieces of information into two main categories:

1. Internal factors – the strengths and weaknesses internal to the organization
2. External factors – the opportunities and threats presented by the environment external to the organization

Analysis may view the internal factors as strengths or as weaknesses depending upon their effect on the organization's objectives. What may represent strengths with respect to one objective may be weaknesses (distractions, competition) for another objective. The factors may include all of the 4Ps as well as personnel, finance, manufacturing capabilities, and so on.

The external factors may include macroeconomic matters, technological change, legislation, and socio cultural changes, as well as changes in the marketplace or in competitive position. The results are often presented in the form of a matrix.

SWOT analysis is just one method of categorization and has its own weaknesses. For example, it may tend to persuade its users to compile lists rather than to think about actual important factors in achieving objectives. It also presents the resulting lists

uncritically and without clear prioritization so that, for example, weak opportunities may appear to balance strong threats.

It is prudent not to eliminate any candidate SWOT entry too quickly. The importance of individual SWOTs will be revealed by the value of the strategies they generate. A SWOT item that produces valuable strategies is important. A SWOT item that generates no strategies is not important.

The usefulness of SWOT analysis is not limited to profit-seeking organizations. SWOT analysis may be used in any decision-making situation when a desired end-state (objective) is defined. Examples include non-profit organizations, governmental units, and individuals. SWOT analysis may also be used in pre-crisis planning and preventive crisis management. SWOT analysis may also be used in creating a recommendation during a viability study/survey.

- **Strategy building**

SWOT analysis can be used effectively to build organizational or personal strategy. Steps necessary to execute strategy-oriented analysis involve identification of internal and external factors (using the popular 2x2 matrix), selection and evaluation of the most important factors, and identification of relations existing between internal and external features.

For instance, strong relations between strengths and opportunities can suggest good conditions in the company and allow using an aggressive strategy. On the other hand, strong interactions between weaknesses and threats could be analyzed as a potential warning and advice for using a defensive strategy.

- **Matching and converting**

One way of using SWOT is matching and converting. Matching is used to find competitive advantage by matching the strengths to opportunities. Another tactic is to convert weaknesses or threats into strengths or opportunities. An example of a conversion strategy is to find new markets. If the threats or weaknesses cannot be converted, a company should try to minimize or avoid them.

- **Corporate Building**

As part of the development of strategies and plans to enable the organization to achieve its objectives, that organization will use a systematic/rigorous process known

as corporate planning. SWOT alongside PEST/PESTLE can be used as a basis for the analysis of business and environmental factors

- Set objectives – defining what the organization is going to do
 - Environmental scanning
 - Internal appraisals of the organization's SWOT, this needs to include an assessment of the present situation as well as a portfolio of products/services and an analysis of the product/service life cycle
 - **Analysis of existing strategies**, this should determine relevance from the results of an internal/external appraisal. This may include gap analysis of environmental factors
 - **Strategic Issues** defined – key factors in the development of a corporate plan that the organization must address
 - **Develop** new/revised strategies – revised analysis of strategic issues may mean the objectives need to change
 - **Establish** critical success factors – the achievement of objectives and strategy implementation
 - **Preparation** of operational, resource, projects plans for strategy implementation
 - Monitoring results – mapping against plans, taking corrective action, which may mean amending objectives/strategies
- **Marketing**

In many competitor analyses, marketers build detailed profiles of each competitor in the market, focusing especially on their relative competitive strengths and weaknesses using SWOT analysis. Marketing managers will examine each competitor's cost structure, sources of profits, resources and competencies, competitive positioning and product differentiation, degree of vertical integration, historical responses to industry developments, and other factors.

Marketing management often finds it necessary to invest in research to collect the data required to perform accurate marketing analysis. Accordingly, management often conducts market research (alternately marketing research) to obtain this information. Marketers employ a variety of techniques to conduct market research, but some of the more common include:

- Qualitative marketing research such as focus groups
- Quantitative marketing research such as statistical surveys
- Experimental techniques such as test markets

- Observational techniques such as ethnographic (on-site) observation
- Marketing managers may also design and oversee various environmental scanning and competitive intelligence processes to help identify trends and inform the company's marketing analysis.

Below is an example SWOT analysis of a market position of a small management consultancy with specialism in HRM.

Strengths	Weaknesses	Opportunities	Threats
Reputation in marketplace	Shortage of consultants at operating level rather than partner level	Well established position with a well-defined market niche	Large consultancies operating at a minor level
Expertise at partner level in HRM consultancy	Unable to deal with multidisciplinary assignments because of size or lack of ability	Identified market for consultancy in areas other than HRM	Other small consultancies looking to invade the marketplace

Community Organization:

The SWOT analysis has been used in community work as a tool to identify positive and negative factors within organizations, communities, and the broader society that promote or inhibit successful implementation of social services and social change efforts. It is used as a preliminary resource, assessing strengths, weaknesses, opportunities, and threats in a community served by a nonprofit or community organization. This organizing tool is best used in collaboration with community workers and/or community members before developing goals and objectives for a program design or implementing an organizing strategy. The SWOT analysis is a part of the planning for social change process and will not provide a strategic plan if used by itself. After a SWOT analysis is completed, a social change organization can turn the SWOT list into a series of recommendations to consider before developing a strategic plan

Strengths and weaknesses: These are the internal factors within an organization.

- Human resources - staff, volunteers, board members, target population

- Physical resources - your location, building, equipment
- Financial - grants, funding agencies, other sources of income
- Activities and processes - programs you run, systems you employ
- Past experiences - building blocks for learning and success, your reputation in the community

Opportunities and threats: These are external factors stemming from community or societal forces.

- Future trends in your field or the culture
- The economy - local, national, or international
- Funding sources - foundations, donors, legislatures
- Demographics - changes in the age, race, gender, culture of those you serve or in your area
- The physical environment (Is your building in a growing part of town? Is the bus company cutting routes?)
- Legislation (Do new federal requirements make your job harder...or easier?)
- Local, national, or international events

Although the SWOT analysis was originally designed as an organizational method for business and industries, it has been replicated in various community work as a tool for identifying external and internal support to combat internal and external opposition. The SWOT analysis is necessary to provide direction to the next stages of the change process. It has been used by community organizers and community members to further social justice in the context of Social Work practice.

Application in community organization

Elements to consider

Elements to consider in a SWOT analysis include understanding the community that a particular organization is working with. This can be done via public forums, listening campaigns, and informational interviews. Data collection will help inform the community members and workers when developing the SWOT analysis. A needs and assets assessment are tooling that can be used to identify the needs and existing resources of the community. When these assessments are done and data has been collected, an analysis of the community can be made that informs the SWOT analysis.

Steps for implementation

A SWOT analysis is best developed in a group setting such as a work or community meeting. A facilitator can conduct the meeting by first explaining what a SWOT analysis is as well as identifying the meaning of each term.

One way of facilitating the development of a SWOT analysis includes developing an example SWOT with the larger group then separating each group into smaller teams to present to the larger group after set amount of time. This allows for individuals, who may be silenced in a larger group setting, to contribute. Once the allotted time is up, the facilitator may record all the factors of each group onto a large document such as a poster board, and then the large group, as a collective, can go work through each of the threats and weaknesses to explore options that may be used to combat negative forces with the strengths and opportunities present within the organization and community. SWOT meeting allows participants to creatively brainstorm, identify obstacles, and possibly strategize solutions/way forward to these limitations.

When to use SWOT analysis

The uses of a SWOT analysis by a community organization are as follows: to organize information, provide insight into barriers that may be present while engaging in social change processes, and identify strengths available that can be activated to counteract these barriers.

A SWOT analysis can be used to:

- Explore new solutions to problems
- Identify barriers that will limit goals/objectives
- Decide on direction that will be most effective
- Reveal possibilities and limitations for change
- To revise plans to best navigate systems, communities, and organizations
- As a brainstorming and recording device as a means of communication
- To enhance "credibility of interpretation" to be used in presentation to leaders or key supporters.

Benefits and advantages

The SWOT analysis in social work practice framework is beneficial because it helps organizations decide whether or not an objective is obtainable and therefore enables organizations to set achievable goals, objectives, and steps to further the social change or community development effort. It enables organizers to take visions and produce practical and efficient outcomes that effect long-lasting change, and it helps organizations gather meaningful

information to maximize their potential. Completing a SWOT analysis is a useful process regarding the consideration of key organizational priorities, such as gender and cultural diversity and fundraising objectives.

Methods to Improve Personal Effectiveness:

Three ways to improve your personal effectiveness

You may be thinking about how you might be able to improve your personal effectiveness. Your personal effectiveness is a measure of your ability to make rapid progress towards your own goals or the goals that have been assigned to you. If John is working hard, but he is not making rapid progress towards his stated goals then we can safely say that John does not have a high degree of personal effectiveness. On the other hand, if John is working steadily, and at the same time, is making rapid progress towards his stated goals, then we can say that John is personally effective.

Personal effectiveness is not one thing. It is made up of subsets.

Personal effectiveness includes the following subset elements:

1. Knowledge
2. Skill
3. Self-discipline

Let us say a few words on each one.

1. Personal effectiveness requires more knowledge

It is said that knowledge is power.

That is true, but only if that knowledge is specialised knowledge.

Specialised knowledge that is organised and then put to work towards the attainment of a valuable, long range goal, is power.

That is what the phrase really means.

Your personal power is enhanced by gaining additional specialised knowledge that you then organise and put to work towards the attainment of your valuable, long range goal.

So my first recommendation to you is this: In order to improve your personal effectiveness: study, read and learn more about the technical aspects of your profession.

Read. Study. And learn.

2. Personal effectiveness requires more skill

Skill may be defined, in our context as: the proper application of knowledge.

Knowledge is not enough!

You have to be able to DO, what you know.

Skill is the application of knowledge.

Skills development is based on the following three principles.

1. Practice
2. Perfect and
3. Repeat

For example, I am currently learning to play, "The heart will go on": (The theme to Titanic), on the guitar.

It is true that I do know that piece of music, meaning, I intellectually understand it.

But understanding the music score is NOT the same as being able to play it.

Developing the skill of being able to play the same piece of music, at the right speed, without too many errors or omissions, takes hour, upon hour of practice.

Skill development requires practice, practice, practice.

And not just mindless practice, but thoughtful practice, when you are trying to improve the quality, speed and spirit of the performance.

This is the act of taking knowledge and turning it into skill.

My second recommendation is this.

Practice, perfect and repeat:

- Practice your knowledge.
- Perfect your performance.
- Repeat it again and again until your knowledge becomes a semi-automatic response.

3. Personal effectiveness requires self-discipline

In order to engage in the act of studying and skills acquisition, you will almost certainly, need to practice on days that you don't really feel like practicing.

You will almost certainly need to study at times that you don't really feel like studying.

And at those times, you will be faced with the choice:

To be, or not to be.

That is the question.

To be studying and practicing when I don't feel like it, or not to be. That is the question.

- NON effective people don't work, when they are not in the mood.
- Effective people will work, even when they are not in the mood.

A gold medalist contender IS a gold medalist contender only because you can see her, out on the track practicing her skills, perfecting her skills, and repeating them over and over, and learning. And she is doing all this in the rain, on a day that she would rather be at home, watching T.V. A NON effective person thought about training today, but said, "I can't go training today. It's raining." And there is some good sport on TV today. I'll watch that instead and get inspired!"

Personal effectiveness requires that you develop self-discipline

Self discipline may be defined as the ability to make yourself do what you need to do, even when you don't feel like it. If you do only those things, for which you are in the mood, then, you will never actualise your full potential. If John only does those things, for which he is in the mood, then, he will never actualise his full potential. And if John never actualizes his full potential, then he will lose in the race to the person who did.

My third recommendation is:

Develop your capacity to make yourself do what you need to do, even at the times, when you don't feel like it.

Develop your self-discipline.

Summary

Your personal effectiveness is a measure of your ability to make rapid progress towards your own goals or the goals that have been assigned to you.

Three ways to develop your personal effectiveness:

1. Study, read and learn more about the technical aspects of your profession.
2. Practice, perfect and repeat.
3. Develop your capacity to make yourself do what you need to do, even at the times, when you don't feel like it.

Impact of PE towards Job Market

1. Effective Communication Skills

Communication is best judged by the effect it has on others, the impact it generates and the results it achieves. By the end of this course, delegates will have a more in-depth sense of how. They will also be more confident at communicating effectively across different levels of management and other communication works and have skills and awareness of the impact that they have on their environment personnel

2. Counseling

An Organizational Counseling Programme (OCP), is Nationally supported by OCP contracted and registered psychologists, registered psychotherapists, social workers and counselors.

3. . Enhance your Organization Skills

An introduction to a variety of tools to manage priorities. Interact with people, paper, email and systems in a time conscious way.

4. Balancing Life and Goal Setting

Exercises to understand priorities and values, Stress management techniques, Tools for being more productive in the workplace.

Managing your Money

This money management education workshop looks at balancing and planning for our financial responsibilities and needs from a number of perspectives including: Obstacles to achieving financial success.

1. The reality of short term debt.
2. .Money worries in personal relationships.
3. Effectively reducing your mortgage term.
4. Debt structuring
5. Protecting your wealth.
6. What you need to do to set yourself up for success.

Individual Outplacement Services

Group Support and/or Individual Face-to-Face Support, Nationwide.

WRITING AN EFFECTIVE CV

A OCP Career Specialist will extract all relevant information, prepare a up-to-date CV, including Cover Letters if required. This includes what to put in your CV and what not to! Your individual CV will be developed in hard copy and then placed on a CD for ongoing use.

JOB HUNTING

providing skills and up-to-date information about the current job market and finding a job.
Local career professionals providing information regarding current trends on employment.

JOB INTERVIEW SKILLS

How to be successful in a job interview. Includes essential tips and techniques to increase your ability to confidently sell your skills and master your interview.

FINANCIAL PLANNING

Providing insight into an individual's current financial position and help with the development of a money management/financial plan to assist the transition from their current employment.
Individual sessions can be attended by spouses/partners at no additional cost.

INDIVIDUAL NATIONAL COUNSELLING SUPPORT

Some affected employees may choose to attend counseling in order to improve their coping with the situation.

UNIT-II

Communication (from Latin *commūnicāre*, meaning "to share") is the act of conveying intended meanings from one entity or group to another through the use of mutually understood signs and semiotic rules.

The main steps inherent to all communication are:

1. The formation of communicative motivation or reason.
2. Message composition (further internal or technical elaboration on what exactly to express).
3. Message encoding (for example, into digital data, written text, speech, pictures, gestures and so on).
4. Transmission of the encoded message as a sequence of signals using a specific channel or medium.
5. Noise sources such as natural forces and in some cases human activity (both intentional and accidental) begin influencing the quality of signals propagating from the sender to one or more receivers.
6. Reception of signals and reassembling of the encoded message from a sequence of received signals.
7. Decoding of the reassembled encoded message.
8. Interpretation and making sense of the presumed original message.

The scientific study of communication can be divided into:

- Information theory which studies the quantification, storage, and communication of information in general;
- Communication studies which concerns human communication;
- Biosemiotics which examines communication in and between living organisms in general.

The channel of communication can be visual, auditory, tactile (such as in Braille) and haptic, olfactory, electromagnetic, or biochemical.

Human communication is unique for its extensive use of abstract language. Development of civilization has been closely linked with progress in telecommunication.

Non Verbal Communication

Nonverbal communication describes the processes of conveying a type of information in the form of non-linguistic representations. Examples of nonverbal communication include haptic communication, chronemic communication, gestures, body language, facial expressions, eye contact, and how one dresses. Nonverbal communication also relates to intent of a message. Examples of intent are voluntary, intentional movements like shaking a hand or winking, as well as involuntary, such as sweating. Speech also contains nonverbal elements known as paralanguage, e.g. rhythm, intonation, tempo, and stress. It affects communication most at the subconscious level and establishes trust. Likewise, written texts include nonverbal elements such as handwriting style, spatial arrangement of words and the use of emoticons to convey emotion.

There are several reasons as to why non-verbal communication plays a vital role in communication:

“Non-verbal communication is omnipresent.” They are included in every single communication act. To have total communication, all non-verbal channels such as the body, face, voice, appearance, touch, distance, timing, and other environmental forces must be engaged during face-to-face interaction. Written communication can also have non-verbal attributes. E-mails and web chats allow individual's the option to change text font colours, stationary, emoticons, and capitalization in order to capture non-verbal cues into a verbal medium.

“Non-verbal behaviours are multifunctional.” Many different non-verbal channels are engaged at the same time in communication acts, and allow the chance for simultaneous messages to be sent and received.

“Non-verbal behaviours may form a universal language system.” Smiling, crying, pointing, caressing, and glaring are non-verbal behaviours that are used and understood by people regardless of nationality. Such non-verbal signals allow the most basic form of communication when verbal communication is not effective due to language barriers.

Verbal Communication

Verbal communication is the spoken or written conveyance of a message. Human language can be defined as a system of symbols (sometimes known as lexemes) and the grammars (rules) by which the symbols are manipulated. The word "language" also refers to common properties of languages. Language learning normally occurs most intensively during human childhood. Most of the thousands of human languages use patterns of sound or gesture for symbols which enable

communication with others around them. Languages tend to share certain properties, although there are exceptions. There is no defined line between a language and a dialect. Constructed languages such as Esperanto, programming languages, and various mathematical formalism is not necessarily restricted to the properties shared by human languages.

Written Communication

Over time the forms of and ideas about communication have evolved through the continuing progression of technology. Advances include communications psychology and media psychology, an emerging field of study.

The progression of written communication can be divided into three "information communication revolutions":

Written communication first emerged through the use of pictographs. The pictograms were made in stone, hence written communication was not yet mobile. Pictograms began to develop standardized and simplified forms.

1. The next step occurred when writing began to appear on paper, papyrus, clay, wax, and other media with common shared writing systems, leading to adaptable alphabets. Communication became mobile.
2. The final stage is characterized by the transfer of information through controlled waves of electromagnetic radiation (i.e., radio, microwave, infrared) and other electronic signals.)

Communication is thus a process by which meaning is assigned and conveyed in an attempt to create shared understanding. Gregory Bateson called it "the replication of tautologies in the universe This process, which requires a vast repertoire of skills in interpersonal processing, listening, observing, speaking, questioning, analyzing, gestures, and evaluating enables collaboration and cooperation.

Business communication

Business communication is used for a wide variety of activities including, but not limited to: strategic communications planning, media relations, public relations (which can include social media, broadcast and written communications, and more), brand management, reputation management, speech-writing, customer-client relations, and internal/employee communications.

Companies with limited resources may choose to engage in only a few of these activities, while larger organizations may employ a full spectrum of communications. Since it is difficult to

develop such a broad range of skills, communications professionals often specialize in one or two of these areas but usually have at least a working knowledge of most of them. By far, the most important qualifications communications professionals can possess are excellent writing ability, good 'people' skills, and the capacity to think critically and strategically.

Political Communication

Communication is one of the most relevant tools in political strategies, including persuasion and propaganda. In mass media research and online media research, the effort of strategist is that of getting a precise decoding, avoiding "message reactance", that is, message refusal. The reaction to a message is referred also in terms of approach to a message, as follows:

- In "radical reading" the audience rejects the meanings, values, and viewpoints built into the text by its makers. Effect: message refusal.
- In "dominant reading", the audience accepts the meanings, values, and viewpoints built into the text by its makers. Effect: message acceptance.
- In "subordinate reading" the audience accepts, by and large, the meanings, values, and worldview built into the text by its makers. Effect: obey to the message.^[12]

Holistic approaches are used by communication campaign leaders and communication strategists in order to examine all the options, "actors" and channels that can generate change in the semiotic landscape, that is, change in perceptions, change in credibility, change in the "memetic background", change in the image of movements, of candidates, players and managers as perceived by key influencers that can have a role in generating the desired "end-state".

The modern political communication field is highly influenced by the framework and practices of "information operations" doctrines that derive their nature from strategic and military studies. According to this view, what is really relevant is the concept of acting on the Information Environment. The information environment is the aggregate of individuals, organizations, and systems that collect, process, disseminate, or act on information. This environment consists of three interrelated dimensions, which continuously interact with individuals, organizations, and systems. These dimensions are known as physical, informational, and cognitive.

Family Communication

Family communication is the study of the communication perspective in a broadly defined family, with intimacy and trusting relationship. The main goal of family communication is to understand the interactions of family and the pattern of behaviors of family members in different

circumstances. Open and honest communication creates an atmosphere that allows family members to express their differences as well as love and admiration for one another. It also helps to understand the feelings of one another.

Family communication study looks at topics such as family rules, family roles or family dialectics and how those factors could affect the communication between family members. Researchers develop theories to understand communication behaviors. Family communication study also digs deep into certain time periods of family life such as marriage, parenthood or divorce and how communication stands in those situations. It is important for family members to understand communication as a trusted way which leads to a well constructed family.

Inter Personal Communication

In simple terms, interpersonal communication is the communication between one person and another (or others). It is often referred to as face-to-face communication between two (or more) people. Both verbal and nonverbal communication, or body language, play a part in how one person understands another. In verbal interpersonal communication there are two types of messages being sent: a content message and a relational message. Content messages are messages about the topic at hand and relational messages are messages about the relationship itself

Basic English

Basic English is an English-based controlled language created by linguist and philosopher Charles Kay Ogden as an international auxiliary language, and as an aid for teaching English as a second language. Basic English is, in essence, a simplified subset of regular English.

Ogden's Basic, and the concept of simplified English, gained its greatest publicity just after the Allied victory in World War II as a means for world peace. Although Basic English was not built into a program, similar simplifications have been devised for various international uses. Ogden's associate I. A. Richards promoted its use in schools in China. More recently, it has influenced the creation of Voice of America's Special English for news broadcasting, and Simplified Technical English, another English-based controlled language designed to write technical manuals.

The word use of Basic English is similar to full English, but the rules are much simpler, and there are fewer exceptions. Not all meanings of each word are allowed.

Ogden's rules of grammar for Basic English help people use the 850 words to talk about things and events in a normal way.

- Form plurals by appending an "S" on the end of the word. Where special rules are normally necessary, such as using "ES" or "IES", use them.
- There are two word endings to change each of the 150 adjectives: "-ER" and "-EST".
- There are two word endings to change the verb word endings, "-ING" and "-ED".
- Form adverbs from qualifiers by adding "-LY".
- Talk about amounts with "MORE" and "MOST". Use and know "-ER" and "-EST".
- Give adjectives a negative meaning with "UN-"
- Form questions with the opposite word order, and with "DO".
- Operators and pronouns inflect as in normal English.
- Make combined words (compounds) from two nouns (for example "milkman") or a noun and a directive ("sundown").
- Measures, numbers, money, days, months, years, clock time, and international words are in English forms, e.g. Date/Time: 20 May 1972 at 21:00
- Where necessary, technical expressions or other terms required for the task at hand may be used and take on their local form.

Content development may refer to:

- Authoring, originating content for any medium
- Content designer, designing content for any medium
- Editing content for any medium
- Content development (web), developing content for the World Wide Web
- Technical content development (traditionally called Technical Writing), developing product-related content to help end-users, support, partners and clients to understand and master products
-

GROUP DISCUSSIONS

Group Discussion! Is a methodology or in a simple language you may call it an interview process or a group activity. It is used as one of the best tools to select the prospective candidates in a co imperative perspective. GD may be used by an interviewer at an organization, colleges or even at different types of management competitions.

A GD 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. 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. Freshersworld.com brings you an elaborate section for GD as you had ever seen anywhere else. It is a very useful tool to screen the candidates potential as well as their skills.

GD evaluation is done by the subject experts based on the discussions. A report will be prepared on analyzing the facts at the end of the discussion.

Some of the personality traits the GD is trying to gauge may include:

- Communication skills
- Interpersonal Skills
- Leadership Skills
- Motivational Skills
- Team Building Skills
- Analytical /Logical Skills
- Reasoning ability
- Different Thinking
- Initiative
- Assertiveness
- Flexibility
- Creativity
- Ability to think on ones feet

Why GDs are implemented commonly:

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.

Company's Perspective:

Companies conduct group discussion after the written test to know more about your:

- Interactive Skills (how good you are at communication with other people)
- Behavior (how open-minded are you in accepting views contrary to your own)
- Participation (how good an active speaker you are & your attention to the discussion)
- Contribution (how much importance do you)
- **JUST A MINUTE [JAM]:**

Just a minute is the program that one should speak about a topic in a minute without any preparation. This program is useful for all the languages to improve your speaking skills, smartness. The most important advantages in JAM is to know about yourself with in one minute, like command on language, smartness, managing skills, convincing skills, etc., The main and most important objective of JAM is to present or speak about a particular issue or topic in one minute of time.

Tips to be followed in JAM.:

1. grammar mistakes may be but only up to 5% of your presentation.
2. Use only the following structures.
 - * Simple present tense and V5 form (ex: comes).
 - * Present perfect tense
 - * Simple past and verb in V2 form.
 - * Simple future -will/shall can be used.
 - * Modal auxiliary verbs (can, should could, would)
3. Do not repeat your ideas.
4. Maximum cases avoid using "and" word.
5. Content should be simple and good.

6. Never use Negative Words or Sentences.
7. Avoid saying "but".
8. Use the following word
 - * However
 - * Defiantly
 - * Certainly
9. Avoid saying particular names and religion names
10. Conclusion can start with the following words.
 - * Hence
 - * Therefore
 - * Overall
 - * In short
 - * In brief
 - * In a bird eye view
 - * I conclude that
11. Fluency and Pronunciation plays an crucial role in your presentation.
12. No breaks and pauses in you sentence. It should be continue.
13. Suggestions must be at the end of the conclusion.

Tips For Planning Jam Session

In today's competitive and busy world, it is not easy to get a job in an MNC company. As there are many candidates who apply on a daily basis, it becomes difficult for the HR to conduct the interviews. Hence, they conduct various rounds and the one who clears reaches the final round. These rounds include group discussions, written tests, and a JAM session. While you might be aware of tests and group discussions, JAM can be described as a short form of just a minute session. In a JAM session, a candidate is given a topic or sometimes asked to choose a topic on their own and asked to speak on it for a minute.

This test helps the interviewer judge the candidate on various factors. One of them is your Spoken English skills. You, as a candidate are required to have a fluent and clear English speaking skill. The interviewer will check the below skills:

1. Self-confidence
2. Time management
3. Communication skills
4. Flow of thoughts
5. Flow of speech
6. Spontaneity & GK

In this blog, we will provide tips for planning a JAM session which will help you get the job. Your English knowledge is important to describe or express your views in an articulate manner. Remember to wear a smile and confidence in your face.

1. You can begin with a thank you note.
2. Describe the topic in simple language.
3. Avoid long sentences and complex vocabulary.
4. Speak with a clear voice.
5. Don't use negative words and sentences.
6. Prepare a few common JAM topics in advance as it will help you when the interviewer asks to choose a topic on your own.
7. Give brief details: past/present/future of the topic.
8. Use proper grammar.
9. Keep it straight and simple.
10. Conclude with a thanking note.

Some of the common topics you can prepare for are:

1. Your role Model.
2. How to prevent child labor?
3. What is the Internet?
4. Your favorite book?
5. Indian marriage system.
6. Traffic.
7. Love.
8. Friendship.
9. Education.
10. Your favorite city.
11. Time management.
12. Travel.
13. Recently watched movie.

14. Music.
15. Men and women equal.
16. Daily life.

These are some tips for planning a JAM session. The above mentioned points will help you get a clear picture of how to maintain an English fluency throughout. Also, while delivering the speech ensure you have your English communication skills at its very best to refrain from making unwanted errors. In addition, understand the fact that practice makes perfect and hence, developing and improving your spoken English skills will help you describe a JAM session with utmost ease and confidence.

Debate

Debate is contention in argument; strife, dissension, quarrelling, controversy; especially a formal discussion of subjects before a public assembly or legislature, in Parliament or in any deliberative assembly.

Logical consistency, factual accuracy and some degree of emotional appeal to the audience are elements in debating, where one side often prevails over the other party by presenting a superior "context" or framework of the issue. In a formal debating contest, there are rules for participants to discuss and decide on differences, within a framework defining how they will interact.

Debating is carried out in debating chambers and assemblies of various types to discuss matters and to make resolutions about action to be taken, often by voting. Deliberative bodies such as parliaments, legislative assemblies, and meetings of all sorts engage in debates. In particular, in parliamentary democracies a legislature debates and decides on new laws. Formal debates between candidates for elected office, such as the leaders debates, are sometimes held in democracies. Debating is also carried out for educational and recreational purposes, usually associated with educational establishments and debating societies.

Informal and forum debate is relatively common, shown by TV shows such as the Australian talk show, Q&A. The outcome of a contest may be decided by audience vote, by judges, or by some combination of the two.

Rules of Debate

- There are two teams, each consisting of two or three speakers.
- . Each team has two or three constructive speeches, and two to three rebuttal speeches. The affirmative gives the first constructive speech, and the rebuttals

alternate: negative, affirmative, negative, affirmative. The affirmative has both the first and last speeches of the debate..

- When worded as a proposition of policy, the topic requires the affirmative to support some specified action by some particular individual or group. The affirmative has the right to make any reasonable definition of each of the terms of the proposition. If the negative challenges the reasonableness of a definition by the affirmative, the judge must accept the definition of the team that shows better grounds for its interpretation of the term.
- The affirmative must advocate everything required by the topic itself. No revision of position of a team is permitted during the debate.
- He who asserts must prove. In order to establish an assertion, the team must support it with enough evidence and logic to convince an intelligent but previously uninformed person that it is more reasonable to believe the assertion than to disbelieve it. Facts must be accurate. Visual
- materials are permissible, and once introduced, they become available for the opponents' use if desired.
- In the questioning period, the questioner may ask any fair, clear question that has a direct bearing on the debate. The questioner may use the period to build up any part of his own case, to tear down any part of his opposition's case, or to ascertain facts, such as the opposition's position on a certain issue, that can be used later in the debate. The questioner must confine himself to questions and not make statements, comments, or ask rhetorical questions.\
- Each speaker is questioned as soon as he concludes his constructive speech. The witness must answer the questions without consulting his colleagues.
- 8. No new constructive arguments may be introduced in the rebuttal period. The affirmative must, if possible, reply to the major negative arguments before the last rebuttal.
- The judge must base his decision entirely on the material presented, without regard for other material which he may happen to possess.
- Any gains made outside of the established procedure are disallowed.

Debate Preparation:

- Develop the resolution to be debated.
- Organize the teams.
- Establish the rules of the debate, including timelines.
- Research the topic and prepare logical arguments.
- Gather supporting evidence and examples for position taken.
- Anticipate counter arguments and prepare rebuttals.
- Team members plan order and content of speaking in debate.
- Prepare room for debate. Establish expectations, if any, for assessment of debate.

UNIT-III

PRESENTATION

Topic -1

PRESENTATION

1. **Show your Passion and Connect with your Audience:** It's hard to be relaxed and be yourself when you're nervous.
2. **Focus on your Audience's Needs:** Your presentation needs to be built around what your audience is going to get out of the presentation.
3. **Keep it Simple:**

- a. Concentrate on your Core Message,
- b. When planning your presentation, you should always keep in mind the question:
- c. What is the key message (or three key points) for my audience to take away?
- d. You should be able to communicate that key message very briefly.

4. **Smile and Make Eye Contact with your Audience:**

This sounds very easy, but a surprisingly large number of presenters fail to do it.

5. **Start Strongly:** The beginning of your presentation is crucial. You need to grab your audience's attention and hold it.

6. **Remember the 10-20-30 Rule for Slideshows:**

- a) PPT should contain not more than 10 slides.
- b) It should not last for more than 20minutes.
- c) Use a font size of not less than 30 point.

7. **Tell Stories:** Human beings are programmed to respond to stories.

8. **Use your Voice Effectively:**

Varying the speed at which you talk, and emphasizing changes in pitch and tone all help to make your voice more interesting and hold your audience's attention.

9. **Use your Body Too:**

It has been estimated that more than three quarters of communication is non-verbal.

10. **Relax, Breathe and Enjoy:**

If you find presenting difficult, it can be hard to be calm and relaxed about doing it.

PPT Making:

PowerPoint Tips: Style

Step 1: Don't let PowerPoint decide how you use PowerPoint.

- Make sure that preset PPT themes complement your needs before you adopt them.
- Try to get away from using Microsoft Office's default fonts, Calibri and Cambria. Using these two type faces can make the presentation seem underwhelming.
- Professionals should never use PPT's action sounds. (Please consider your audience above personal preference).
- PowerPoint makes bulleting automatic, but asks yourself: Are bullets actually appropriate for what you need to do? Sometimes they are, but not always.
- Recent PPT defaults include a small shadow on all shapes. Remove this shadow if it's not actually needed. Also, don't leave shapes in their default blue.

Step 2: Create custom slide sizes.

While you usually can get away with the default slide size for most presentations, you may need to adjust it for larger presentations on weirdly sized displays. If you need to do that, here's how.

1. In the top-left corner, choose "File."
2. Select "Page Setup."
3. Type the height and width of the background you'd like, and click "OK."
4. A dialogue box will appear. Click "OK" again.
5. Your background is resized!

Tip: Resize your slides before you add any objects to them or the dimensions of your objects will become skewed.

Step 3: Edit your slide template design:

Often, it's much easier to edit your PowerPoint template before you start -- this way, you don't have design each slide by hand. Here's how you do that.

1. Select "Themes" in the top navigation.
2. Make any changes you like, and then click "Close Master." All current and future slides in that presentation will use that template.

Step 4: Make sure all of your objects are properly aligned.

Having properly aligned objects on your slide is the key to making it look polished and professional. You can manually try to line up your images ... but we all know how that typically works out. You're trying to make sure all of your objects hang out in the middle of your slide, but when you drag them there, it still doesn't look quite right. Get rid of your guessing game and let PowerPoint work its magic with this trick.

How to align multiple objects:

1. Select all objects by holding down "Shift" and clicking on all of them.
2. Select "Arrange" in the top options bar, then choose "Align or Distribute."
3. Choose the type of alignment you'd like.

How to align objects to the slide:

1. Select all objects by holding down "Shift" and clicking on all of them.
2. Select "Arrange" in the top options bar, then choose "Align or Distribute."
3. Select "Align to Slide."
4. Select "Arrange" in the top options bar again, then choose "Align or Distribute."
5. Choose the type of alignment you'd like.

PowerPoint Tips: Design

Step 5: Get more control over your objects' designs using "Format" menu.

Format menu allow you to do fine adjustments that otherwise seem impossible. To do this, right click on an object and select the "Format" option. Here, you can fine-tune shadows, adjust

shape measurements, create reflections, and much more. The menu that will pop up looks like this:

Although the main options can be found on PowerPoint's format toolbars, look for complete control in the format window menu. Other examples of options available include:

- Adjusting text inside a shape.
- Creating a natural perspective shadow behind an object.
- Re coloring photos manually and with automatic options.

Step 6: Take advantage of PowerPoint's shapes.

Many users don't realize how flexible PowerPoint's shape tools have become. In combination with the expanded format options released by Microsoft in 2010, the potential for good design with shapes is readily available. PowerPoint provides the user with a bunch of great shape options beyond the traditional rectangle, oval and rounded rectangle patterns, unlike even professional design programs like Adobe Creative Suite or Quark.

Today's shapes include a highly functional Smart Shapes function, which enables you to create diagrams and flow charts in no time. These tools are especially valuable when you consider that PowerPoint is a visual medium. Paragraphing and bullet lists are boring -- you can use shapes to help express your message more clearly.

Step 7: Create custom shapes.

When you create a shape, right click and press "Edit Points." By editing points, you can create custom shapes that fit your specific need. For instance, you can reshape arrows to fit the dimensions you like.

Another option is to combine two shapes together. When selecting two shapes, right-click and go to the "Grouping" sub-menu to see a variety of options.

- **Combine** creates a custom shape that has overlapping portions of the two previous shapes cut out.
- **Union** makes one completely merged shape.
- **Intersect** builds a shape of only the overlapping sections of the two previous shapes.
- **Subtract** cuts out the overlapping portion of one shape from the other.

By using these tools rather than trying to edit points precisely, you can create accurately measured custom shapes.

Step 8: Crop images into custom shapes.

Besides creating custom shapes in your presentation, you can also use PowerPoint to crop existing images into new shapes. Here's how you do that:

1. Click on the image and select "Format" in the options bar.
2. Choose "Crop," then "Mask to Shape," and then choose your desired shape and Custom-shaped photos.

Step 9: Present websites within PowerPoint.

- Tradition says that if you want to show a website in a PowerPoint, you should just create link to the page and prompt a browser to open. For PC users, there's a better option.
- Third party software that integrates fully into PowerPoint's developer tab can be used to embed a website directly into your PowerPoint using a normal HTML frame. One of the best tools is Live Web, third-party software developed independently.
- By using Live Web, you don't have to interrupt your PowerPoint, and your presentation will remain fluid and natural. Whether you embed a whole webpage or just a YouTube video, this can be a high-quality third party improvement.
- Unfortunately, Mac users don't have a similar option. A good second choice is to take screen shots of the website, link in through a browser, or embed media (such as a YouTube video) by downloading it directly to your computer.

Step 10: Embed your font files.

- One constant problem presenters have with PowerPoint is that fonts seem to change when presenters move from one computer to another. In reality, the fonts are not changing -- the presentation computer just doesn't have the same font files installed. If you're using a PC and presenting on a PC, then there is a smooth work around for this issue. (When you involve Mac systems, the solution is a bit rougher. See Tip #11.)
- Here's the trick: When you save your PowerPoint file (only on a PC), you should click Save Options in the "Save As ..." dialog window. Then, select the "Embed TrueType fonts" check box and press "OK." Now, your presentation will keep the font file and your fonts will not change when you move computers (unless you give your presentation on a Mac).

Step 11: Save your slides as JPEGs.

- In PowerPoint for Mac 2011, there is no option to embed fonts within the presentation. So unless you use ubiquitous typefaces like Arial or Tahoma, your PPT is likely going to encounter font change's on different computers.
- The most certain way of avoiding this is by saving your final presentation as JPEGs, and then inserting these JPEGs onto your slides. On a Mac, users can easily drag and drop the JPEGs into PPT with fast load time. If you do not use actions in your presentation, then this option works especially well.
- If you want your presentation to appear "animated," you'll need to do a little tinkering. All you need to do is save JPEGs of each "frame" of the animation. Then, in your final presentation, you'll just display those JPEGs in the order you'd like the animation to appear. While you'll technically have several new slides in place of one original one, your audience won't know the difference.
- An important consideration: If your PPT includes a lot of JPEGs, then the file size will increase.

Step 12: Embed multimedia.

- PowerPoint allows you to either link to video/audio files externally or to embed the media directly in your presentation. You should embed these files if you can, but if you use a Mac, you cannot actually embed the video (see note below). For PCs, two great reasons for embedding are:
 1. Embedding allows you to play media directly in your presentation. It will look much more professional than switching between windows.
 2. Embedding also means that the file stays within the PowerPoint presentation, so it should play normally without extra work (except on a Mac).

Step 13: Bring your own hardware.

Between operating systems, PowerPoint is still a bit jumpy. Even between differing PPT versions, things can change. One way to fix these problems is to make sure that you have the right hardware -- so just bring along your own laptop when you're presenting.

Step 14: Use "Presenter View."

- In most presentation situations, there will be both a presenter's screen and the main projected display for your presentation. PowerPoint has a great tool called Presenter View, which can be found in the "Slide Show" tab of PowerPoint 2010 (or 2011 for

Mac). Included in the Presenter View is an area for notes, a timer/clock, and a presentation display.

- For many presenters, this tool can help unify their spoken presentation and their visual aid. You never want to make the PowerPoint seem like a stack of notes that you use a crutch. Use the Presenter View option to help create a more natural presentation.

Pro Tip: At the start of the presentation, you should also hit CTRL + H to make the cursor disappear. Hitting the "A" key will bring it back if you need it!

Conclusion: With style, design, and presentation processes under your belt, you can do a lot more with PowerPoint than just presentations for your clients. PowerPoint and similar slide applications are flexible tools that should not be forgotten.

ANALYTICAL SKILLS:

Definition: Must be able to identify and define problems, extract key information from data and develop workable solutions for the problems identified in order to test and verify the cause of the problem and develop solutions to resolve the problems identified.

Key Words: Problem Analysis; Data Analysis; Judgment.

Behavioral Indicators:

1. Collects information and data.
2. Extracts relevant data in order to identify possible causes for the problem.
3. Critically examines issues by breaking them down into manageable parts.
4. Analyses information to determine and ascertain the most likely cause of the problem.
5. Identifies the logical, factual outcomes based on the data, information and analyses conducted.
6. Identifies action to prevent the problem from occurring partially or totally

PROFICIENCY LEVELS: Analytical Thinking LEVEL I

- Undertakes a process of information and data collection and analysis for integration purposes.
- Identifies and makes sets of information and determines their relationships.
- Codifies this data to detect trends and issues in the data and information in a logical and factual manner.
- Makes logical deductions from data.

- Identifies a solution for resolving the problem.

LEVEL II

- Collects all the relevant information and data needed to address the problem.
- Organizes, classifies and synthesizes the data into fundamental issues.
- From the information, identifies the most probable causes of the problem.
- Reduces the information down into manageable components.
- Identifies the logical outcomes from the analyses of the data collected.
- Identifies the options and solutions for addressing the problems analyzed.

LEVEL III

- Collects, integrates and analyses all relevant data and information and reduces that information down to manageable components and/or charts, diagrams or graphs.
- Identifies a number of solutions to complex problems integrating findings from several different disciplines, identifies and evaluates the various options developed and selects the most effective solution.
- Draws logical and objective conclusions from the data and validates them as the prime cause and contributing causes.
- Identifies a number of solutions to the problem by identifying and evaluating the various options developed and selects the most effective solution.

DEMONSTRATION SKILLS:

Demonstration:

- A Demonstration is showing someone else how to do something.
- It is a show and tell method.
- Demonstration means showing examples or proofs about a particular product or service which will benefit the buyer or customer.

Forms of Demonstration:

- Demo in Use
- Demo of a Specific Feature

Techniques of Demo:

- Exhibits
- Methods of Samples
- Films and Slides
- Testimonials
- Miscellaneous

Facts

- Over 85% of our learning takes place through our sense of sight.
- The best way we can pass on to others what we know is by showing them.
- Experts agree that the most successful sales people listen 70% of the time, and talk only 30%.
- 95% of Salespeople Talk Too Much and Listen Too Little

Advantages from Demonstration

- Proper grooming
- Use of proper grammar to express one's self.
- Development of poise and self confidence.
- Proper introduction of self and subject.
- Researching the subject to be certain the facts are accurate.
- Ability to organize thoughts and to go about doing things in a logical sequence.
- Improvement of hand-finger dexterity.
- Selection of the best tools or equipment for a given task.
- How to make and use visual aids.

A Good Demonstration:

- The one which explains the features well
- The one which doesn't overdo
- The one which explains all the FAQ's to the customer
- Lets the customer feel the product
- Makes the customer comfortable
- Distance from the customer
- Allowing the customer to take his own time
- Good enough to understand customer needs

A Good Demonstrator:

1. Introduce yourself
2. Say title and use it in why you are giving demonstration.
3. Use eye contact with "audience".
4. Don't let demonstration drag. Keep talking at all times.
5. Speak loud and clear. Do not go too fast.
6. Change posters as you go.
7. Summarize demonstration and go to "Closing".

Do's of a Demo:

- Prepare WELL and get the FACTS in place
- Should reinforce the sales message and "prove" that the sales claims are true
- Focus the demo on an appropriate goal

- Talk slowly and naturally
- Be open to Questioning
- Explain the benefits properly
- Clarify doubts if any

Don'ts of a Demo:

- Don't be hasty
- Don't speak fast
- Don't interrupt
- Do not refuse to answer any queries

WRITING SKILLS:

BUSINESS LETTER:

- It is a letter written in formal language, used when writing from one business organization to another, or for correspondence between such organizations and their customers, clients and other external parties.
- They are used for different purposes; like placing orders, making inquiries, making credit request, requesting claims and adjustment, to apologize for a wrong or simply to convey goodwill. etc.
- Even today, they are very useful because it produces a permanent record; they are confidential, formal and deliver persuasive, well-considered messages.
- Style of letter depends on the relationship between the parties concerned.

Parts of a Business Letter:

- The Letter Head / The Sender's Address
- Reference
- Date
- The Inside Address
- subject and receivers reference number/ Attention Line
- Salutation
- Body of the letter
- Complimentary Close
- Signature Section
- Enclosures
- Copy Notations

Format

- Full-Block Format (flush left)
- Semi-Block Format (writer's address, date & signature at the right hand side)
- Simplified Format (similar to the full block format but omits salutations & closing)
- Indented Paragraph Format (Para begin 5 spaces from left)



TYPES OF BUSINESS LETTERS

- Inquiry
- Order
- Refusal
- Acceptance
- Quotation
- Follow up or Cancellation
- Compliance
- Complaints, Claims, Adjustments
- Settlement
- Collection
- Agency
- Sales letters

Seven C's of Good Business Writing

Clarity: Choose precise, concrete and familiar words. Construct effective sentences and paragraphs. Reader should understand the matter in first reading.

Conciseness: Be to the point, Avoid Unnecessary repetition and include only relevant material.

Courtesy: Whether writing a complaint or a concern, be sincere, thoughtful, appreciative, and courteous and respectful. Offer to do whatever you can, within reason, to be accommodating and helpful.

Completeness: Letter should not lack its purpose. Provide all necessary information. E.g. Order should not only mention quantity but also size, price, packaging, delivery, transportation charges, discount rates, payment item and condition etc

Correctness: Use right level of language. Double check the facts, figures, dates, price, and spelling and grammar. Maintain acceptable writing mechanics.

Consideration: Focus on “you” instead on “I” or “We”, Show reader benefits and emphasize positive pleasant facts.

Concreteness: Use specific facts and figures, put action in verbs and choose image building words

Starting	<ul style="list-style-type: none">• We are / I am writing• to inform you that ...• to confirm ...• to request...• to enquire about
Referring to previous contact	<ul style="list-style-type: none">• Thank you for your letter of March 15.• Thank you for contacting us.• Thank you for your letter regarding ...• With reference to our telephone conversation yesterday...• It was a pleasure meeting you in London last month.
Making a request	<ul style="list-style-type: none">• We would appreciate it if you would ...• In addition, I would like to receive ...• It would be helpful if you could send us ...• I am interested in (obtaining / receiving) ...• Please let me know what action you propose to take.

Offering help	<ul style="list-style-type: none"> • Would you like us to...? • We would be happy to ... • We are quite willing to • Our company would be pleased to ...
Giving good news	<ul style="list-style-type: none"> • We are pleased to announce that ... • I am delighted to inform you that.. • You will be pleased to learn that ...
Giving bad news	<ul style="list-style-type: none"> • We regret to inform you that ... • I'm afraid it would not be possible to ... • After careful consideration we have decided (not) to ...
Complaining	<ul style="list-style-type: none"> • I am writing to express my dissatisfaction with ... • Please note that the goods we ordered on (date) have not yet arrived. • We regret to inform you that our order n ----- is now considerably overdue. • I would like to query the transport charges which seem unusually high.

TIPS:

- Draft your message, Revise, Edit, Rearrange and Proof read.
- Maintain proper margins.
- Use the right font size, style and color.
- Strike the right tone: be brief and professional, don't be too blunt or flattery.
- Use a quality pen to sign the letter and thoroughly read before you send it
- Neatly fold the letter into thirds and post it in a clean envelope (with company logo).
- Neatly print/write your return address and the recipient's address on the envelope

UNIT-IV

BEHAVIOURAL TECHNIQUES

BODY LANGUAGE:

- Body language is nonverbal communication that involves body movement. “Gesturing” can also be termed as body language which is absolutely non-verbal means of communication.
- People in the workplace can convey a great deal of information without even speaking; through nonverbal communication.
- Not all of our values, beliefs, thoughts and intentions are communicated verbally. In an ongoing communication, most of those are communicated non-verbally.
- In Non-verbal communication, our human body expresses our feelings and intentions through conscious and unconscious movements and postures, accompanied by gestures, facial expressions, eye contacts and touch.
- This collectively forms a separate language of the body within the ongoing communication. This is called Body Language.

HOW THE BODY DOES SPEAKS?

- Our human body speaks through the conscious and unconscious movements and postures, hand gestures, facial expressions, eye movements and touch. Each of these physical movements of the body parts could be seen as separate words and can be interpreted differently by other human beings within a given context of communication.

WHY IS BODY LANGUAGE IMPORTANT?

- Since interpretations of body language differ from people to people and cultures to countries it is important to learn about them. Body language alone comprises of 55% of total communication whereas spoken words comprise of 7% and tone of voice comprise 38%.

TYPES OF BODY LANGUAGE:

- **The Head** - Movement and placement of the head, back to front, left to right, side to side, including the shaking of hair.
- **Facial Expressions** - The face has many muscles (anywhere between 54 and 98, depending on who you ask) that move several areas of the face. Each combination of movements of the following face elements communicates a state of mind:
- **Eyebrows** - Up, down, frowning.
- **Eyes** - Left, right, up, down, blinking, eye dilation
- **Nose** - Wrinkle (at the top), flaring of the nostrils
- **Lips** - Smiling, snarling, puckered, kissing, opened, closed, and tight.

- **Tongue** - In, out, rolled, tip up or down, licking of lips.
- **Jaw** - Open, closed, clinched, lower jaw left or right.
- **Body Posture** - The way you place your body and arms and legs, in relation to each other, and in relation to other people:
- **Body proximity** - How far or close to other people.
- **Shoulder movements** - Up, down, hanging, hunched.
- **Arm placement** - up, down, crossed, straight.
- **Leg and feet placement** - straight, crossed, weight placement, feet towards speaking partner or pointing elsewhere, dangling of shoes.
- **Hand and finger gestures** - How you hold and move your hands and fingers are particularly insightful in reading people.
- **Handling and placement of objects (e.g. pens, papers, etc).** - The odd one out... technically not a body part, but objects do play a big role in reading body language.

INTENT

Another way to group types of body language is along Intent:

- **Voluntary/Intentional movements** - Usually called "Gestures". These are movements you intended to make, like shaking a hand, giving the finger, blinking with one eye...
- **Involuntary movements** - Usually called "tells", but "ticks" also fall into this category. Any body movement you have no control over falls in this category. While technically not a body movement, sweating also applies.

SO WHERE IS TONE OF VOICE?

While usually seen as body language, tone of voice and intonation are a separate group from body language. For completeness sake, these are the groups that are found in tone of voice:

- **Pitch of voice** - high voice, low voice, intonation.
- **Loudness** - Everything from shouting to whispering.
- **Breathing** - Slow, fast breathing, shaky voice.

THE BODY LANGUAGE OF GESTURES:

“It is an expressive movements of a part of a body especially hands or heads”.

- It has vital effect or part in oral communication.
- Gesture of a person conveys much more than what he speaks.

EXAMPLES OF GESTURE:

- **Waving of hand:** to indicate good bye or draw the attention of a person.
- **Shaking Hands** :display the friendship
- **Shrugging of shoulders:** indicates indifference & unconcern
- **Pointing index finger** : indicates allegation or charge
- **Thumbs up sign:** indicates wishing “Good Luck”

THE BODY LANGUAGE OF POSTURE:

- Means “an attitude or position of body”
- Each movement of body has expressive & defensive functions.
- The way, in which we sit or stand, walk in walk out tells a lot about us.
- A good posture indicates confident attitude.

THE BODY LANGUAGE OF MOVEMENT:

Facial Expression:

- All facial organs on human face indicates facially expressive message.
- These are hair, forehead, eyebrows, eyes, mouth, chin, nose, lips, and ears, teeth, tongue etc.
- Facial expressions comes naturally hence it is beyond the control of speaker.

Examples of Facial Expression:

- A Smile expresses friendliness & affection.
- Raised eyebrows convey surprise
- Furrowed forehead expresses worries & anxiety
- Frown shows dislike or suspicion
-

DRESS & APPEARANCE

- The kind of dress we use & the way in which we groom ourselves shows our status & attitude.
- We influenced how others look & clothes they wear
- Physical attractiveness plays an important role in our assessment of people.
- Persons dress & physical appearance conveys great deal of information about him.

EYE CONTACT:

- Eye contact has very much in face-to-face communication.
- Absence of eye contact shows lack of interest & understanding.
- We look faster than listen or talk.
- Eyes are human windows except them there is no life.
- The speaker must look in to the eyes of the audience from right to left & left to right this will built up the confidence & eliminate the nervousness.
- It builds the rapport between the speaker & the listener.

SILENCE:

- “Speech is silver but silence is golden”.
- It establishes the relationship between the communicators.
- Moments of silence – do not know how to continue

VOICE MODULATION

- The speaker must use his voice effectively.
- Someone wants to become an effective speaker, a good is must.
- A good voice is natural gift.
- One can take the training of phonetics to improve his own voice.

MORE BODY LANGUAGE EXAMPLES AND THEIR MEANING

Arms Crossed in front of the Chest:

This is one of the body language examples that indicate that one is being defensive. The body language meaning of crossed arms may also show disagreement with opinions and actions of other people with whom you are communicating

Biting of nails Nail:

Biting demonstrates nervousness, stress, or insecurity. Many people bite nails without realizing they have the habit.

Hand on cheek:

This body language example indicates that one is lost in thought, maybe considering something. When your hand is on your cheek and your brows are furrowed you may be in deep concentration.

Finger tapping or drumming: This action demonstrates that one is growing tired or impatient while waiting.

Touching the Nose: Touching or rubbing the nose signifies disbelief, rejection, or lying about something.

Prick rubbing of the hands: This may show that the hands are cold, which may mean that one is excited about something or waiting eagerly.

Placing Finger tips together: This is called “steep ling,” or placing fingertips together to demonstrate control or authority.

Open palms, facing upward: This gesture is a sign of honesty, submission, and innocence. This is how some people show submission and respect.

Head in hands: The body language meaning of this gesture may be that of boredom, being upset, or being ashamed, so one does not want to show their face.

Locking of ankles: Whether you are sitting or standing, when your ankles are locked, you are communicating apprehension or nervousness.

Stroking the chin or beard: This communicates that one is in deep thought. This action is often done unintentionally when one is trying to come up with some decision.

TO IMPROVE YOUR BODY LANGUAGE

- SMILE! :::::::::::
- Keep an open space before your upper torso. E.g. don't fold your arms, hug your bag, or put things on your lap.
- Have eye contact. Important to establish connection.
- Be comfortable in your space. Don't fidget, don't squirm, or don't lose yourself in your body. 5- (For ladies) When resting on your hand, keep the insides of your hand faced outwards. This makes you appear more open.
- Minimize movement that distracts. Don't finger drums, nail bite, skin peel, or scab pick
- Slow down your pace. (For fast talkers). Move slowly if you have to adjust your position.

- Be inclusive in your actions. E.g. reduce the physical distance between you and the other person, smile, maintain eye contact, and make occasional gestures towards the other person.
- Be open with your emotions. If you are sad, happy, or surprised, show that on your face.
- Pace yourself to much the other person. At the end of the day, everyone is different. Assess each person individually and adopt the body language that will help you best connect with him/her.

BUSINESS ATTIRE:

IMPORTANCE OF APPROPRIATE ATTIRE:

- First impressions can be lasting impressions, so it is essential to always dress appropriately for interviews, recruiting events or any situation where you may be formally or informally evaluated. In interviews or networking situations, most individuals want to be judged based on their skills, accomplishments, and their ability to respond intelligently to interview questions, not their attire. Although important, your attire and grooming should only take a supporting role in an interview. Dressing appropriately for an interview signals to the recruiter that you care about the interview and that you understand the employer and their industry. It is safest to adhere to the Business Professional dress guidelines, detailed in this guide, for any interview unless you have been given other instructions from the employer.

TYPES OF BUSINESS ATTIRE

Business Professional: In situations where you will be formally evaluated, such as in interviews, dressing in business professional is the best option. For students, business professional dress is a conservative suit with the jacket and bottom pieces matching in both fabric and color. See the detailed descriptions later in this guide.

Business Casual: For less formal events, like information sessions, students may choose to wear business casual. However, do not be fooled; business casual is a safe, less-structured, middle-of-the-road interpretation of day-to-day business dress. At this level, jackets and blazers are optional, but preferred. Be sure that arms are covered with a cardigan, pullover sweater, or long sleeve shirt. See the detailed descriptions later in this guide.

Casual: You may be lucky enough to attend some type of casual extracurricular activity with an employer company, such as a baseball game. This event may seal the deal for you, so making the right impression is extremely important. Dress appropriately for the weather and activity, but as always, remember modesty. This look has only two pieces (top with a skirt or slacks), yet must still look good in the office. Asking the recruiter is always a good safeguard against dressing too formally or too casually.

Examples of common business attire situations	
Business Professional	Business Casual
Interviews	Networking Receptions (usually)
Office Visits	Information Sessions
Career Fairs	Etiquette Dinners

Note: No matter what the recruiter wears for your interview, the appropriate attire for you as a student is business professional. Remember, the recruiter already works for the company; YOU are the one being evaluated.

WOMEN'S ATTIRE

Jackets, Skirts, Pants	BUSINESS PROFESSIONAL	BUSINESS CASUAL
Fabric	Wool, light weight wool blend skirt/pant suits, skirt length should not go above knee	Linen, high sheen silk, cotton
Colors	Black, dark gray, navy blue	Earth-tones, charcoal gray, navy blue, medium blue, black
Buttons	Matching fabric-covered or dark resin	Metal gilt (e.g., silver), white, or clear plastic
Tops, Blouses, Shirts		
Fabric	Silk, silk blends, cotton/poly blends	Cashmere, knit twin sweater sets, jersey, heavy-weight sweaters, 100% cotton
Collars	High, standup, with notches, sharp points	Mock turtleneck, soft rounded points
Sleeves	Long sleeve dress shirt	Long or short sleeve
Colors	White, cream, or other conservative colors	Pastels, earth-tones, cream, black, darker shades of any color; avoid neon's and garish prints

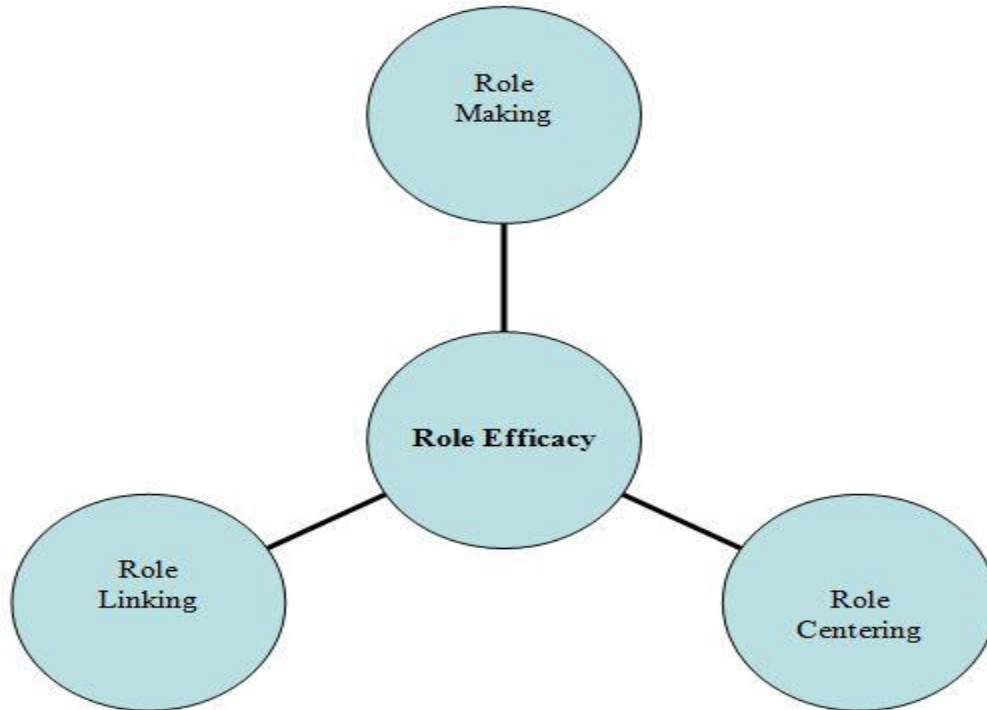
MEN'S ATTIRE

Jackets, Trousers	BUSINESS PROFESSIONAL	BUSINESS CASUAL
Fabric	Wool, light weight wool blend two-piece matching suit (no vests)	Cotton blend, heavy-weight wools
Colors	Black, dark gray, navy blue	Black, dark gray, navy blue, tan
Buttons	Dark resin	White plastic
Tops, Blouses, Shirts		
Fabric	Silk, silk blends, cotton/poly blends	Cashmere, knit twin sweater sets, jersey, heavy-weight sweaters, 100% cotton

Collars	High, standup, with notches, sharp points	Mock turtleneck, soft rounded points
Sleeves	Long sleeve dress shirt	Long or short sleeve
Colors	White, cream, or other conservative colors	Pastels, earth-tones, cream, black, darker shades of any color; avoid neon's and garish prints

UNIT-V

ROLE EFFICACY



The Concept of Role Efficacy

- The performance of a person working in an organization depends on his own potential effectiveness, technical competence, managerial experience, etc. as well as on the design of the role that he performs in an organization. It is the integration of the two (the person and the role) that ensures a persons' effectiveness.
- Unless a person has the requisite knowledge, technical competence and skills required for the role, he cannot be effective. Equally important is how the role, which he occupies in the organization, is designed. If the role does not allow the person to use his competence, and if he constantly feels frustrated in the role, his effectiveness is likely to be low.

- The integration of a person and a role comes about when the latter is able to fulfill the needs of the individual, and when the individual in turn is able to contribute to the evolution of the role.
- The more we move from role making, the greater is the likelihood of the role being effective. Role taking is responding to the expectations of others, while role making is taking the initiative to creatively design the role so that the expectations of both others and the role occupant are integrated – the effectiveness, the potential effectiveness of the role, and the organizational climate. The potential effectiveness can be termed as efficacy.
- Personal efficacy is the potential effectiveness of a person in personal and interpersonal situations. Role efficacy is the potential effectiveness of an individual occupying a particular role in an organization. Role efficacy can be seen as the psychological factor underlying role effectiveness.

Aspects of role Efficacy

Role efficacy has several aspects. The more aspects there are, the higher is the efficacy. These aspects can be classified into three groups or dimensions. One dimension is role making (as opposed to role taking). The former is an active attitude towards defining and making one's role as one likes, whereas the latter is a passive attitude that mainly responds to others' expectations.

Dimension 1: Role Making, Dimension 2: Role Centering, Dimension 3: Role Linking

Dimension 1: Role Making

1. Self-role integration:

Every person has strength, experience, technical training, special skills, and some unique contribution to make. When his role provides him with greater opportunity for using such special strength, his role efficacy is likely to be higher. This is called self-role integration. The self, or the person, and the role get integrated through the possibility of a person's use of his special

strength in the role. All of us want our special strengths to be used in a role so that we can demonstrate our effectiveness. Integration, therefore, contributes to high role efficacy. On the other hand, if there is a distance between the self and the role, role efficacy is likely to be low.

2. Pro-activity:

A person who occupies a role responds to the various expectations that people in the organization have from that role. While this certainly gives him satisfaction, it also satisfies others in the organization. However, if he is also expected to take the initiative in starting some activity, the efficacy will be higher. Reactive behavior (responding to the expectations of others) helps a person to be effective to some extent, but pro activity (taking the initiative rather than only responding to others' expectations) contributes much more to efficacy. If a person likes to take the initiative but has no opportunity to do so in his present role in the organization, his efficacy will be low.

3. Creativity:

It is not only the initiative that is important for efficacy. An opportunity to be creative and trying new and unconventional ways of solving problems is equally important. If a person perceives that he has to perform only routine tasks, it becomes detrimental for high role efficacy. If he feels that the role does not allow any time or opportunity to be creative, efficacy is bound to be low.

4. Confrontation:

In general, if people in an organization avoid problems or shift them on to others, their role efficacy will be low. The tendency to confront problems and to find relevant solutions contributes to efficacy. When people facing interpersonal problems sit down, talk about them and search out solutions, their efficacy is likely to be higher compared to situations where they either deny having such problems or refer them to their higher officers.

Dimension2: Role Centering

1. Centrality: If a person feels that the role he occupies is central to the organization, his role efficacy is likely to be high. If people feel that their roles are peripheral i.e. not very important, their potential effectiveness will be low. This is true for all persons and not only for those at the lowest level.

2. Influence:

A relative concept is that of influence or power. The more influence a person is able to exercise in his role, the higher its efficacy is likely to be. One factor that makes roles in the public-sector or in civil services more efficacious is the opportunity to influence a larger section of the society. One obvious factor underlying the higher motivation of the workers was the discretion given to the roles.

3. Personal growth:

Another factor which contributes to role efficacy is the perception that the role provides the individual with an opportunity to grow and develop. There are several instances of people leaving one role and becoming very effective in another. This happens primarily because they have greater opportunity to grow in the second role. The main reason is the lack of opportunity for them to grow systematically in their roles.

Dimension 3: Role Linking

1. Inter-role linkage: Linking ones' role with others" in the organization increases efficacy. If there is a joint effort to understand problems, find solutions, etc, efficacy of the various roles involved is likely to be high. Of course, the presumption is that people know how to work effectively. Similarly, if a person is a member of a task group that is set up for a specific purpose, his efficacy reduces role efficacy.

2. Helping relationship: If a person performing a particular role feels that he can get help from some source in the organization whenever the need arises, he is likely to have higher role efficacy. On the other hand, if there is a feeling that no help is forthcoming when asked for, or that the respondents are hostile, role efficacy will be low. A helping relationship is of two kinds – feeling free to ask for help and expecting that help would be available when it is needed, as well as the willingness to give help and respond to the needs of others.

3. Super-ordination:

A role may have linkages with systems, groups and entities beyond the organization. When a person performing a particular role feels that what he does is likely to be of value to a larger group, his efficacy is likely to be high. The roles that give opportunities to role occupants to work for super ordinate goals have the highest efficacy. Super ordinate goals are those that serve large groups, and those which cannot be achieved without some collaborative effort. Roles in which people feel that what they are doing is helpful to the organization, in which they work, have higher efficacy.

Role Efficacy and Effectiveness:

- Research shows that persons with high role efficacy seem to experience less role stress, anxiety and work-related tension. They rely on their own strengths to cope with problems, use more purposeful behavior, are active and interactive with people and the environment, persist in solving problems (mostly by themselves), show growth orientation, attitudinal commitment and positive approach behavior. Such persons feel satisfied with life and with their jobs and roles in the organization. This is a profile of effective managers.
- Role efficacy is found to be related to the quality of work life (measured by influence, amenities at the work place, nature of job, and supervisory behavior). Step-wise multiple regressions yielded supervisory behavior as an important dimension in role efficacy. Role

efficacy has also been found to be related to age, the type of role, and the location of the work place and the length of employment.

- Regarding organizational aspects, a participative climate, in which the employees get higher job satisfaction, contributes to role efficacy. It seems that a climate promoting concern for excellence, use of expertise, and concern for the large issues also contributes to role efficacy. On the other hand, a climate characterized by control and affiliation seems to lower employees' role efficacy. An innovation fostering climate was found to be a strong predictor of role efficacy.
- Role efficacy has also been reported as a strong moderator or mediating variable, having a dramatic influence in predicting or enhancing organizational climate.

CORPORATE ROLES AND RESPONSIBILITY

ROLES AND RESPONSIBILITIES OF CHIEF EXECUTIVE OFFICER OF A CORPORATION

- A chief executive officer (**CEO**) is the highest-ranking executive in a company, and their primary responsibilities include making major corporate decisions, managing the overall operations and resources of a company, and acting as the main point of communication between the board of directors and corporate operations.
- The Chief Executive Officer ("CEO") is responsible for leading the development and execution of the Company's long term strategy with a view to creating shareholder value. The CEO's leadership role also entails being ultimately responsible for all day-to-day management decisions and for implementing the Company's long and short term plans. The CEO acts as a direct liaison between the Board and management of the Company and communicates to the Board on behalf of management. The CEO also communicates on behalf of the Company to shareholders, employees, Government authorities, other stakeholders and the public.

How do you become a CEO of a company?

- Step 1: Earn a Bachelor's Degree. According to the BLS, the minimum education for most chief executive officer positions is a bachelor's degree. ...
- Step 2: Complete a Master's Degree Program. ...
- Step 3: Gain Experience. ...
- Step 4: Consider Voluntary Certification.

ROLE AND RESPONSIBILITIES PRESIDENT AND CHIEF EXECUTIVE OFFICER

- The President and Chief Executive Officer reports to the Board (the “Board”), of which he is a member.
- He is ultimately responsible for managing the Corporation in order to maximize shareholders’ return on used capital and for ensuring the profitability of the Corporation, the proper functioning of its operations and its sustained growth.
- He is responsible for developing and implementing the mission, the vision and the strategy of the Corporation approved by the Board of Directors, in accordance with the values of the Corporation: innovation, teamwork, respect and performance. In so developing and implementing, he shall take into account that the Corporation is operating in maturing industries and shall elaborate a diversification strategy.
- He must determine the short-term, mid-term and long-term objectives of the Corporation and ensure that action plans or policies are in place to meet those objectives. More precisely but without limiting the generality of the foregoing, he is responsible for the implementation of, and compliance with, policies relating to operations, finance, growth and human resources management.
- He is accountable for developing and maintaining sound business practices, relations with the internal and external clients of the Corporation, the financial sector, the community and governments.

His principal responsibilities are:

Definition and implementation of the mission, the vision and the strategy of the Corporation:

- Ensuring that the mission, the vision and the values of the Corporation are communicated throughout the organization and that the communication channels work at all levels and in both directions in order to favor productivity, morale and the attainment of the objectives of the Corporation;
- Inspiring and leading strategic planning, presenting it to the Chair of the Board , the Lead Director and the Board and ensuring its implementation;
- Positioning the performance of his responsibilities within the social, economic, political, environmental and competitive environments in which the Corporation operates;
- Planning and leading external development initiatives, including business approaches, and supervising the execution of business acquisitions and dispositions projects approved by the Board;
- Ensuring an efficient communication with the Chair of the Board, the Lead Director and the directors such that they are informed of all relevant information which may have a material effect on the Corporation, its resources, its capital, its employees and its shareholders;
- Assisting and cooperating with the Chair of the Board, the Lead Director and the Corporate Secretary in connection with the preparation of meetings of the Board;
- He may from time to time, as may be needed, delegate to the Chair of the Board certain specific responsibilities relating to corporate projects or strategic orientations. However, he maintains the ultimate responsibility for these files and is responsible for presenting them to the Board.

CONSTITUTING A PERFORMING TEAM:

- Recruiting, developing and maintaining competent and productive management teams, ensuring they achieve the highest levels of excellence, including through training, and maintaining constructive and transparent relations with such teams;
- Ensuring the development and the recruitment of employees of the Corporation to sustain its growth, the global service offering and the positioning of the Corporation by favoring initiatives both in terms of marketing and the development of new products;
- Establishing criteria to evaluate the achievement of objectives by members of senior management and their respective business units and evaluate their performance;

- Establishing the organizational structure of the Corporation and presenting specific limits of delegated authority as they relate to policies, contracts, expenses and personal actions;
- Reviewing and approving hires, promotions and compensation conditions for his direct reports and other key managers identified; obtaining the approval of the Board or the Human Resources and Compensation Committee with regards to some of his actions, if appropriate.

MANAGING THE OPERATIONS OF THE CORPORATION:

- Managing all of the operations of the Corporation and ensuring that excellencies components, such as operational efficiency, continuous improvement, global service offering, positioning of the Corporation arising out of initiatives both in terms of marketing and development of new products and services are maintained and developed;
- Presenting to the Board the annual business plan for each operational sector, including related budgets;
- Analyzing the operational results of the Corporation and of its principal components as they relate to established objectives and ensuring that appropriate measures are taken to resolve problematic situations;
- Ensuring that a solid and adequate financial structure is maintained within the parameters approved and supervising external financing activities of the Corporation;
- Ensuring that all actions that are necessary are taken to develop and protect the assets of the Corporation in order to maximize long-term shareholders' return on utilized capital;
- Reviewing and approving specific initiatives of the business units which require material capital expenditures while respecting the global annual capital budget;
- Representing the Corporation in its relations with important customers, suppliers, competitors, investors, the financial community, governmental agencies, professional associations and similar groups;
- Coordinating the activities of members of senior management through various committees and regular meetings and working with them in the establishment and execution of business plans and objectives of their respective business units;
- Supervising the legal affairs of the Corporation, including those where the Corporation and its directors may be held liable.