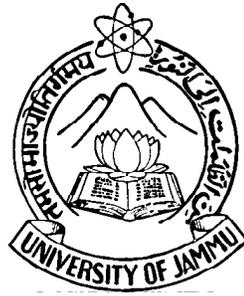


Directorate of Distance Education

**UNIVERSITY OF JAMMU
JAMMU**



**SELF LEARNING MATERIAL
B.COM SEMESTER - II**

**COMMUNICATION SKILL
COURSE : BCG-205**

**UNIT : I-IV
LESSON NO. : 1-12**

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COMMUNICATION SKILL

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Syllabus

Unit -1

Listening Skills :

Nature of listening, significance of listening, types of listening, barriers to active listening, guidelines to develop listening skills, techniques of listening.

Unit -2

Conversational Skills and Control

Meaning of conversational control, importance, rules governing conversational control, benefits of conversational control, problems and solution centred skills, cause and consequences of conversational failure, effect of conversation on relationship.

Unit -3

Feedback and Counselling Skills

Definition, function of feedback , effectiveness in feedback , characteristics of ineffective feedback, guidelines to improve feedback, nature of counselling and types of counselling

Unit 4

Resume and Negotiation

Nature and importance of resume, components of resume, meaning of negotiation, types and process of negotiation, guidelines for developing negotiation skills, role of communication in negotiation.

Books Recommended

1. Rao, Nageshwar & Dass, : Communication Skills,
Rajendra P Himalaya Publishing House, New Delhi
2. Ray, Reuben : Communication Today- Understanding
Creative Skill, Himalaya Publishing House,
New Delhi.

3. Raydu, C.S. : Business Communication, Himalaya Publishing House, New Delhi.
4. Kumar, Varinder and Raj, Bodh : Business Communication, Kalyani Publishers, New Delhi.
5. Chabra, T.N. & Bhanu, Rajan : Business Communication, Sun India, New Delhi.
6. Chaturvedi, P.D : Business Communication, Pearson Education, New Delhi
7. Meenakshi, Raman : Technical Communication, Oxford University Press
8. Pal, Rajinder & Korlakalli, J.S : Essentials of Business Communication, Sultan Chand Publishers, New Delhi.
9. Ramesh, M.S. & Pattanshetti, C.C : Business Communication, S. Chand and Co, New Delhi.
10. Aggarwal, Rohini : Business Communication, Organisation and Management, Taxmann's Publisher, New Delhi.
11. Lesikar, R.V & Pettet Jr. J.D : Business Communication: Theory and Application, Tata McGraw Hill

Note For Paper Setter

Equal weightage shall be given to all the units of the syllabus. The external paper shall be of the two sections viz, A & B.

Section-A: This section will contain four short answer questions selecting one from each unit. Each question carries 5 marks. A candidate is required to attempt all the four questions. Total weightage to this section shall be 20 marks.

Section-B : This section will contain eight long answer questions of 15 marks. Two questions with internal choice will be set from each unit. A candidate has to attempt any four questions selecting one from each unit. Total weightage to this section shall be 60 marks.

Model Question Paper
COMMUNICATION SKILLS
Section - A (20 Marks)

Attempt all the questions. Each question carries five marks.

1. Explain the concept of effective listening?
2. Briefly explain any three advantages of conversational control?
3. Discuss why feedback is essential in communication?
4. Show the difference between a CV and a covering letter?

Section - B (60 Marks)

Attempt any four questions selecting one question from each unit. Each question carries 15 marks.

1. Write an essay on improving listening skills?
OR
Discuss various types of listening?
2. Define conversational control. Enumerate its importance?
OR
Explain the rules governing conversational control?
3. Explain the considerations which are to be kept in mind while giving feedback?
OR
Discuss the various types of counseling?
4. Narrate the emerging trends in preparation of resume?
OR
What is resume. Explain the main functions of resume?

COMMUNICATION SKILLS

- 1.1. Introduction
- 1.2 Importance of Communication Skills
- 1.3 Communication Skills
- 2.1 Significance of Learning
- 2.2 Cognitive process of Listening
- 2.3 Environment of Listening
- 2.4 Steps in cognitive process of listening
- 3.1 Types of Listening
- 3.2 Barriers to Listening
- 3.3 How to make Listening Effective
- 4.1 Introduction of Goods Listening
- 4.2 Qualities of a Goods Listening
- 4.3 Qualities of a Bad Listener
- 5.1 Listening for eliciting Response
- 5.2 Role of Mindfulness and Equanimity in listening
- 5.3 Role of Epathy in Listening
- 5.4 Humble Enquiry

5.5 Role of Humble Enquiry

5.6 Observation

5.7 Role of Biases

5.8 Role of Emotions

5.9 Summary

5.10 Important Questions

5.11 Practice Questions

1.1 INTRODUCTION OF COMMUNICATION SKILLS

Communication skills play a vital role in the personal and professional success of an individual. These skills help an individual to excel in the workplace and become excellent communicator and effective leader as well as team player. In the present era of competitive, complex and challenging environment-the importance of these skills have assumed added significance. In the present new business paradigm, different skills are needed to achieve personal growth and professional success. Good communication skills-which are in fact scare-will help an individual to perform his or her job in better and effective way. For organisations that have to interact with their customers frequently, these communication skills play greater role in enhancement of quality of service to the customer.

1.2 IMPORTANCE OF COMMUNICATION SKILLS

Communication skills are very important because these help to perform the following functions in effective way:

- To handle interpersonal relations
- To take appropriate decisions under stressful and challenging circumstances.
- To communicate effectively and to build relations with other persons.
- To have good impression and impact on others.

- To attain personal and professional excellence

COMMUNICATION SKILLS

The shifting economy and ever changing economic environment have expended job roles and responsibilities. As a result, it is essential for future employees to wear many different hats at the same time. One's selection, sustenance and success at the workplace depend on two major skills-one's hard skills or technical knowledge and one's ability to apply that knowledge in a real time work situation i.e. soft skills. Communication skills are soft skills.

Hard skills are skills that one acquires through formal learning and training in different fields like finance, computers, engineering, etc. On the other hand, soft skills are skills that one learn and hone over a period of time through interaction with environment and day to day life experiences. Communication skills are soft skills.

Presently there is competition among different persons for securing jobs. There is also competition among enterprises regarding attraction and retention of skilled employees. For various jobs, it is necessary that a person should have both effective communication skills. An individual needs to polish his or her communication skills to be more effective and to have positive impact and influence upon others. These communication skills include the following skills:

1. Oral communication skills

Oral communication is important part of communication. No individual or organisation can exist and function without oral communication. People usually judge others by the way they speak. From the quality of one's voice and the manner of saying things, people deduce a great deal about one's personality in general and feelings at the particular moment of time. Whether a person is feeling confident or shy, it is clearly judged from the way one speaks. Therefore one should master the oral communication skills. These oral communication skills are usually used in face to face communication with others, group communication, speeches and presentations, etc.

Speeches and presentations indispensable function for every business executive and employee. For a professional, eloquence of speech and ability to speak fluently using the right words in the right order are must. People judge others by the way they speak. To cultivate speaking and presentation skills, an individual should know

- To plan the speech or presentation by developing a theme, analyzing the audience and their level of understanding, searching the relevant facts and figures and selecting appropriate words
- To deliver the message by attracting and retaining the attention of the audience, focusing on the relevant key points and presenting them in clear and precise language
- To close the speech or presentation in effective way by summarizing the main points, appealing for action, quoting a fitting verse of poetry, building up a climax, etc.

2. Listening skills

Listening skills is one of the most important communication skill that plays dominant role in understanding customer needs, others' opinions, and building the team spirit. Listening is not a passive activity. In fact, listening is a dialogue, not a monologue where the speaker speaks and the listener merely listens. Listening requires the use of our eyes, mouth, brain, body and ears. We need our eyes to notice the expressions and body language of other persons, our mouth to acknowledge and clarify, our brain to assimilate the message, our body to indicate openness and understanding and our ears to hear the words and how they are spoken.

In addition to activation of all these organs of the body, one should learn

- To free one's mind from presumptions and preconceived ideas by being aware of them.

- To avoid all external distractions if any like noise in the nearby place, attending somebody else, etc.
- To put the talker at ease with smiling face and sweet words.
- To be patient and allow the talker sufficient time to clarify his or her point of view.
- To suspend the judgement for the time being to avoid premature evaluation and judgement.
- To silent the mind and be in the present as listening involves stoppage of both talks and thoughts.

3. Writing skills

Writing skills affect a person's effectiveness in influencing people, winning friends and gaining business. One may be highly intelligent and wise, but his or her inability to express the intellect and wisdom takes away much of his or her credit as an intelligent and wise person. Errors committed while writing circulars, reports, agenda or memo considerably spoil the image of the writer. To make the written message effective, the writer should pay adequate attention to certain principles like unity, emphasis, completeness, conciseness, clarity, sequencing, accuracy, readability, etc. While writing any piece of information one should learn

- To decide the purpose o written message, person to whom it is written, the scope of the subject, and desired response expected from the reader.
- To collect the relevant from the library, internet and files.
- To concentrate and gather mental strength and put the thoughts on the paper in free and easy way.

- To review and revise the written message for ensuring that it is free from grammatical and spelling errors, clear, concise and understandable

4. Body language skills

Researcher have shown that total impact of a message is about 7% verbal (words only),38% is vocal and 55% is non verbal i.e. communication without use of written or spoken like body moments, voice pattern, time , touch , etc. Actions speak louder than words. When the audience does not understand the verbal content of the message, they rely on the body language of the communication. Therefore of the body language of the communication should be positive.

Body language skills include:

- Maintaining eye contact with the audience as it conveys good impression and build up the interest in them.
- Varying the pitch of the voice that conveys the emotional contents of the message.
- Keeping the face smiling as it indicates positive image and impression among the audience.
- Being carefully the body language signals of various cultures and countries and applying them in practice.

5. Reading skills

Reading skills plays dominant role in one's success as it enhances an individual's learning. There are certain things one cannot learn through personal experience or observation, but can have insight into them by looking into the experiences of others. Business executives and employees have to read various messages, e-mails, newspapers, magazines, and journals to grasp the information. They must develop their reading skill by which they can grasp the message and retain the relevant information.

6. Electronic communication skills

With phenomenal expansion of internet, e-mail has become the most popular medium of communication. E mail is becoming popular because of its cost effectiveness and the speed of transmission of message. Now because of present social shift to e-culture, e mails are becoming more frequent than letters and other forms of written communication.

There are some electronic communication skills that one should try to master

- Ability to handle emails in effective way.
- Ability to keep the message concise, correct and clear with focus on single theme.
- Ability to use attachment files when additional files like files of power point slides, spread sheets or long text documents, or text documents with extensive formatting are to be sent.
- Ability to give appropriate and quick reply to various emails.

7. Handling telephone calls

In the present business environment, most of the routine business is usually handled on telephones. The business executives and employees should have the ability to handle telephone calls in effective manner.

One should have following skills to handle telephone calls:

- (a) Ability to develop professional approach in handling telephone conversation like preparing oneself mentally and thinking about the objectives of conversation , sitting upright to avoid laziness, being polite and making good impression and image upon others, being warm and friendly, and being assertive.

- (b) Listening on telephone by remaining cool and calm, suspending the judgement of time being, noting down the important contents of the conversation and summarizing the conversation at the end.
- (c) Accepting responsibility for dealing with the call and carry it through.
- (d) Ability to convey the message concisely and clearly.
- (e) Ability to handle the challenging calls by showing them empathy and ensuring the problem will be solved.

8. Interpersonal skills

Presently managers no longer rely on their power position and work on command and control style. They have to get along with other people in tactful manner. For this they need interpersonal skills that are related with human relations, team building and social networking.

9. Negotiation and conflict resolution skills

Conflict over goals is inevitable among employees in the organisations as they work in team. They should have sufficient negotiation and conflict resolution skill that can pay them. The first rule in negotiation and conflict resolution is to think in win/win situation, not win/loose or loose/win situation. Next is the willingness to seek first to understand the position of the other party. For negotiation and conflict resolution, one should be able to describe the other person's position as well as his or her own. With this, he or she can draw the other party to come to win/win situation. For negotiation and conflict resolution, the person should be flexible enough to mold the decision accordingly.

10. Event management skills

Business organisations have to arrange and organise various events like conferences, meetings, press meets, seminars, etc. Communication skills play its important role in organizing these events. Professional event management service entails optimum communication skills as well as ability to look into the

minutes details of things in order to ensure proper execution of events. Event management needs one's ability to work under pressure without losing the temper, working in team and serving others with smile.

These event management skills include the following:

- (a) Analytical thinking and problem solving skills i.e. knowing the various logical steps of the event or problem, instead of brooding over the problem that result in wastage of time and energy.
- (b) Ability to plan the events meticulously, coordinating the various functions and persons and organising them in systematic way.
- (c) Good networking skills i.e. ability to generate greater number of contacts that can pay in long run
- (d) Client service orientation attitude to enable the customer to feel at ease while interacting.
- (e) Ability to work under stress without losing temper or feeling tired.
- (f) Ability to work as team members.

11. Telephone courtesy

In practical life, business executives have to handle many calls for doing business and to build rapport with external parties. In the modern era of increasing contacts and limited time, it is possible to visit each and every organisation. Therefore telephones are used to convey messages and to receive other party's message. Now with increasing load on telephone calls, it has become essential to handle them with professional touch. When you speak to a stranger on telephone, your perception of that person is determined solely by what you listen through earpiece and similarly, perception about you is also determined by what they hear. As a result, the efficiency and effectiveness of an individual and that of organisation is judged by their skill in handling telephone.

Have you ever noticed that if someone answers the telephone calls with inappropriate tone like little abrupt or annoyed, or joking and sarcastic it conveys and creates wrong impression in the mind of the listener? Similarly quality of questions asked on telephone show what sort of person or personality you are. On the other hand, if someone talks courteously and pleasantly on phone, it attracts other person's attention and makes him ready to sacrifice his time for listening to your voice even without feeling board or tired.

The common barriers to effective telephone use may be physical or psychological.

Physical barriers include the following:

- Noise in transmission.
- Disconnection of telephone calls.
- Telephone tags due to busy calls.
- Non-connectivity due to problem with telephone exchange.

Psychological barriers related with users

- Attitude
- Ability and
- Approach

Physical barriers may be controllable or uncontrollable. For example, problem with exchange is uncontrollable. But with computerizations of exchanges, telephone services have improved. One should also check one's telephone system to ensure flawless communication at phone.

Psychological barriers need special attention and training. These psychological barriers are:

- (a) Wrong attitude

The attitude of the communicator affects the effectiveness of the telephonic conversation. Please compare these negative and positive attitudes.

Negative	Positive
Irritable	Cheerful
Rude	Polite
Sarcastic	Compassionate
Indifferent	Friendly
Arrogant	Flexible
Harsh	Warm
Hostile	Calm
Insensitive	Empathic
Boring	Interesting

The person with negative attitude fails to communicate the message in effective way as his wrong attitude provokes the negative reaction of the receiver. Similarly the person with negative fails to comprehend the message conveyed by other person.

(b) Lack of ability to communicate

Another affecting barrier in the telephonic conversation is communicator's lack of ability to convey the message or listen to the other person empathically. Ill-planned and ill-thought out messages are not likely to leave any good impression and impact on the listener. On the other hand, well-planned and properly thought out messages are likely to have good impact upon the listener. Similarly inability to listen to the message also affects the flow of communication.

(c) Wrong approach

How one approach while talking at on phone also affects the transmission of the message. While talking to close friends, one can become casual and take time to be familiar about personal health and other matters. But in business affairs, one should not waste time in talking personal matters. But in business affairs, one should not waste time in talking personal matters and should approach the message in straight forward manner.

Professional way to handle telephone calls

While handling telephonic conversation in professional manner, one should:

- Prepare oneself mentally and think about objectives of conversations.
- Sit upright to avoid being lazy or constricting the voice.
- Keep the tone neutral and speak clearly.
- Be polite and make sure to leave good impression upon the listener
- Choose appropriate words which do not sound ambiguous and ambivalent.
- Be warm friendly while talking.
- Be assertive, not aggressive or submissive.
- Listening on telephone.

To ensure empathic listening on telephone, one should:

- Remain cool and calm, and avoid indulging in argumentation.
- Ask questions for clarification and encourage other in talk in the focused area.

- Suspend the judgement for the time being and try to grasp the message by being attentive to the tone and voice of other person.
- Note down the important contents of the message so that they are not forgotten in the busy schedule.
- Empty the mind preoccupied with preconceived ideas and wrong perceptions.
- Summarize the conversation at the end to ensure that the message is understood in right sense and spirit.
- How to make effective use of telephone?

General guidelines

- Answer telephone calls promptly as it helps the call to a good start. Delayed call replies increase the negative emotions of the caller.
- Smile when you pick up the phone. This will help you to cultivate positive attitude of mind while talking on the phone.
- Be aware of the pace of your speech.
- Use courteous words and phrases which sounds better.
- Avoiding using jargons.
- Accept responsibility for dealing with the call and carry it through.

Receiving the call

- Pause before you pick up the receiver and give yourself time to cultivate positive attitude towards the caller.
- Use the right words like “good morning” or “hello” before introducing yourself.
- Introduce yourself briefly before conveying or receiving the call.

- Identify the caller's needs using questioning skills-open questions to speed up the flow and closed questions (whose answer is in yes or no) to slow it down.
- Listen to the message actively and give "verbal nods" (e.g. 'I see') and repeating information back to the caller to test your understanding and gain his agreement.
- Keep pen and paper ready and note down the important information or points.
- Ask the other person to repeat the message, if it is not clear.
- Do your best to ignore colleagues who try to attract your attention or to interrupt while you are in conversation with a caller. If you still feel disturbed, excuse yourself to the caller and put him hold while you deal very quickly with the interruption and try not to interrupt your colleagues during their calls.

Handling outgoing call

- Outgoing calls involve time and cost, therefore great care should be taken to ensure that these calls are useful and are not waste of time. For outgoing calls, following steps should be taken:
- Plan the message to be delivered by anticipating the receiver's expected response.
- Note down the important points of conversation.
- Leave a complete message to the answering machine or voice mail if the receiver is not available and clearly state the reason for your calling.
- Schedule your telephone calls and make them all together in a single block of time, if possible.
- Program the numbers for those you call regularly into your telephone.

Transferring calls and putting the caller on hold

- Explain why you need to do this.
- Ask permission for transferring the calls.
- Let the caller know what to expect.
- Thank the caller for waiting.

Closing the call

While closing the call.

- Summarize the action to be taken and the decision agreed at call.
- End the call signal and final offer to help e.g. 'so is that everything' Mr. Pathania'.
- Thank the other person for calling or attending the phone and say 'goodbye'.

Handling challenging calls

While dealing with different persons,

- Allow the caller to vent his emotions and avoid interrupting it.
- Listen to his or her message actively.
- Ensure that you know what the problem is.
- Show empathy and let the caller know that you understand his or her feelings.
- Keep yourself calm and cool.
- Ensure the caller that you will try your best to get the problem solved.

12. E-mail etiquette

With information technology revolution, e mails have become most frequent way of exchange messages. E-mail offers the advantages of instantaneous communication, speed, cost effectiveness, transfer of large data through electronic network, etc. For exchanging message through emails, one should be considerate to certain netiquette or net(internet) etiquette that would help to brush upon e-mail skills:

- Keep the message clear, concise and complete.
- Include subject line to clearly identify the subject and purpose of e-mail.
- Use proper English that is free from grammatical and spelling errors.
- Avoid SMS specific abbreviations such as BTW, ASAP, etc.
- Avoiding sending jokes and obscene matters through e-mails.
- Avoid sending personal e-mails through your workplace e-mails.
- Reply e-mail properly and promptly preferably within 24 hours.
- Review the contents of e-mail prior to sending e-mails.
- Keep the e-mail message single theme. Avoid two or more themes in one e-mail.
- Maintain professional tone without being too formal, but at the same time being emotional.
- Apply all the principles of good writing like you-attitude, positive emphasis, clarity of the message, considerate attitude, conciseness of the language, completeness of the message, etc.
- Do not write when you feel angry. First cool down and then draft the message.

- Use full caps only to emphasize a single word or two. Putting the whole message in caps is considered as rude as shouting.

2.1 SIGNIFICANCE OF LEARNING

Listening is an important and indispensable part of communication. Effective listening enables one to access to other's knowledge, beliefs, and attitudes. When a person listens others effectively, they become more open and disclose more. Listening also help to win heart of the other persons and consequently expand the influence power. Thus listening offers the benefits of informational and relational benefits.

How significant listening is for business executives as well as for professionals, one can understand by going through the words of famous management experts.

Listening and hearing should not be confused as one and the same, hearing takes place when sound waves strike the ears, but listening is more than hearing: getting meaningful understanding out of the message. Listening means receiving message in a thoughtful manner that leads to an understanding of the meaning in the messages.

Why is listening important in business communication? It is important because of the following reasons:

1. Most important activity

Listening is the most frequent activity of the human being as well as the communication process. About one-third of human communication is spent in speaking, writing and reading. As a man climbs the ladder of his career, his time spent on listening increases. It is not untrue to state that more than 50% of the working day of an executive is spent in listening to someone.

2. Vital role in career success

Listening skills plays very vital role in the career success, whether as a general manager etc. It helps a salesman to discover the needs of the people and market his products and services efficiently and effectively. The manager who can listen to his subordinate attentively and effectively can understand his needs and problems and can better motivate him for higher performance.

Therefore Stephen Covey states one of the 7 habits of highly effective people, habit 5: seek first to understand than to be understood.

3. Misunderstanding rule than exceptions because of poor listening

Misunderstandings are a rule rather than exception mostly because of poor listening. Neutral words, attempting to communicate positive message can convey negative and opposite message, if the listener possesses wrong perceptions and prejudices. Effective listening requires clear mind and heart free from negative emotions like hatred, jealousy, illusions, anger, etc.

4. Building trust

Proper listening assures the speaker that the listener is sincere and can be trusted. With this, the doors of free communication are opened and interpersonal influence is accelerated.

5. Listening and hearing

Learning is so intimately related to listening that one may almost say: No listening no learning. Our minds and hearts are more receptive for learning new ideas and opinions, if we pay little more attention to our listening habits. In present day 'learning organisations', where employees and executives are supposed not only to learn new things but also to learn how to learn at accelerating rate, listening plays dominating role in enhancing the learning of different level people.

Listening can be defined as the cognitive process of sensing, interpreting, evaluating and responding to the aural stimuli consisting of both verbal and non verbal message of the speaker.

By analysing above definitions, following distinct features of listening emerge:

- Listening is cognitive process as it is related to the faculty of brain.

- Listening process involves both attending and assigning meaning to aural stimuli. It involves paying attention not only to verbal but also non-verbal content of the message.
- Listening is not passive process in which the listener acts like a “sponge” soaking up auditory information from his/her environment. It is an active process in which the listener draws information out of the environment.
- Listening is not synonymous with hearing. Hearing is “the special sense by which noise and tones are received as stimulus”. In other words, hearing is confined to the process of sensing whereas listening is broader concept in which meaning is applied to sensory information both verbal and non-verbal.
- Effective listening takes place when there is a high degree of correspondence between sender’s original intended message and the listener’s re-creation of that message.

2.2 COGNITIVE PROCESS OF LISTENING

The cognitive process of listening consists of following four steps:

1. Sensing
2. Interpreting
3. Evaluating
4. Responding

2.3 ENVIRONMENT OF LISTENING

The steps of listening are influenced by following environment;

- (a) Exposure
- (b) Noise
- (c) Negative Motivation

(d) Positive Motivation

(a) Exposure

Listening begins when listener is exposed to verbal and nonverbal stimuli which are falling within the boundaries of sensory capabilities. We can't listen a person beyond the limit of our sensory range. effectively sense and decode verbal as well as nonverbal cues is more effective listener. Greater are the exposure in the environment, more are the opportunities to grasp the information.

(b) Noise

It usually happens that perfect listening does not take place because of physical as well as psychological factors, which termed as noise by scholars. Noise is any unpleasant sound or undesirable distraction that prevent easy and effective transmission of communication. Physical noise is because of external sounds and uncongenial communication environment. Psychological noise consists of forces within the sender or receiver that interfere with understanding i.e. egotism, hostility, prejudices etc. Greater is the noise in the environment, more distractions are likely to affect the process of listening.

(c) Negative Motivation

Negative motivation of listening may be general aversion, disliking, past, bitter experiences lying in the memory, reactive mindset, tiredness, boredom, etc. These negative motivations retard the process of listening. The person feeling bored or tired will not be in better position to listens the verbal message or catch the non verbal clues. Similarly a person having mindset is more likely to retaliate than to listens other person.

(d) Positive motivation

Positive motivation consists of the factors that enhance listener's willingness to listen other totally. These factors may be extrinsic factors such as training, job, pressures or potential monetary rewards to grab the business opportunities. There may be intrinsic factors that are usually more dominant in social conversations like empathy, love and

affection for the other person, mindfulness and inner equanimity. Greater powerful these positive motivation factors are, more effective listening will be.

2.4 STEPS IN COGNITIVE PROCESS OF LISTENING

The various steps in cognitive process of listening are:

1. SENSING

Sensing is an active process in which the listener attempts to elicit useful information from the speaker. The sensing process is dependent on exposure, and is moderated by noise and negative motivation, but enhanced by positive motivation. Listening cannot begin until the listener is exposed to stimuli-both verbal and non-verbal contents.

To enhance the sensing process, one should:

- (a) Avoid interrupting other.
- (b) Approach with non judgemental mind.
- (c) Show interest by nodding, smiling and responding through non-verbal message.
- (d) Maintain eye contact.
- (e) Removal physical distractions.

2. INTERPRETING

In the interpreting process, the listener attempts to recreate the sender's message and assign appropriate meaning from memory. To enhance the interpreting process, one should:

- (a) Be empathic.
- (b) Note down the verbal and non-verbal cues.
- (c) Avoid premature evaluation.

- (d) Hold emotions in check.

3. Evaluating

In the evaluating process of listening, the listener ascribes value to the message and decides what to agree and what to disagree with the message based on perceptions and memories. At this stage, biases and preconceived ideas play role in evaluating the message.

To make the evaluating process effective, one should:

- (a) Organise the speaker's message in mind and think over it.
- (b) Take notes of the contents of the message.
- (c) Be careful about one's biases and assumptions.
- (d) Focus on the message not on the style of communication.
- (e) Plan to report the message.

4. Responding

The final step in the decoding process is the response. The response may be of many kinds ranging from non-verbal clues such as smile or frown to verbal feedback such as questioning or summarizing or stating that the agreement and non-agreement of the message. Here memory works as the message that has been learnt is to be responded.

To make the response process effective, one should:

- (a) Use body language and facial expression to convey agreement or disagreement with the message being conveyed.
- (b) Use open-ended questions to provoke further discussion.
- (c) Summarize the message by stating what has been learnt from the message.
- (d) Indicate about the agreement and disagreement about the message.

As the listener has limited mental capability, listening process becomes selective. There are many opportunities in the exposure, but according to our positive or negative motivation, we select the limited out of them. At each progressive stage, this listening process is further narrowed down to selective message. The inverted pyramid depicts the selective nature of the listening process because of limitation of the cognitive capabilities.

3.1 TYPES OF LISTENING

Listening may be of following types :-

(a) Pretending listening

Pretending listening means pretending through facial expressions that communicated message is listened. Here, nothing like listening takes place, just hearing is there.

(b) Selective listening

Selective listening means not taking the message as it is, even adding or deducting according to one's own whims and wishes, selecting the 'desired' part and ignoring the 'undesired' part of the message. This type of listening leads to strengthen one's own beliefs and restrains further learning. It usually happens in selective listening that 'the listener' tries to identify himself with the situation either partially or totally and attempts to find his autobiography in the lives of others.

(c) Attentive listening

Attentive listening involves paying attention on the words that are being spoken rather than understanding the head and the heart of the person speaking.

(d). Empathic listening

Empathic listening involves listening not only through ears but also through eyes and heart. It is listening and intensively to understand the person fully, deeply, both emotionally as well as intellectually. Some people feel that

empathic listening is risky as it means becoming open and vulnerable to other person's influence but "it is a paradox," Stephen Covey remarks, "... because in order to have influence, you have to be influenced. That means you have to really understand [than to understood]".

(e). Listening for mutual creativity

This higher listening is synergistic listening. As already mentioned that synergy means that whole is greater than sum of its parts. Listening for creativity not only smoothes but accelerates the understanding process through communion of minds and hearts. This listening relieves the persons from stress and strain, soothes their hearts and helps them to bring the idea lying in the crust of their subconscious minds to the conscious surface. Thus it leads to mutual creativity.

(f). Intuitive listening

Intuitive listening like listening for mutual creativity is higher form of listening. It means listening through intuitive mind by silencing the other internal dialogues going simultaneously.

Usually it happens that in conversation or other listening situations, that, with external "monologue" i.e. speech of the speaker, internal dialogue in the mind of the listener goes on. This internal dialogue prevents the full impact of the message and retards the process of mutual influence. Intuitive listening requires to keep the listener's mind devoid and detached from their mental dialogue to have the full impact of the conversation.

In our ordinary experience, such listening happens rarely when, for example, we are listening to soothing and soul-touching music or to the whisperings of nature in calm and quiet moments. In these moments of intuitive listening, the listener's mind is silent and still. With little practice of spiritual exercises, one can extend this type of intuitive listening in other realms of human endeavour.

(g). Ethical listening

Ethical listening means paying full attention in order to know the ethical problem in what someone says and then actively encouraging the person to talk about it in depth by narrating one's live experiences. An ethical problem is a situation involving conflict about the right thing to do.

This type of listening involves following:

- Being compassionate by treating other person with gentle kindness regardless of how he or she behaves.
- Establishing rapport by moving closer to the person, looking at the person, even touching him or her as the appropriate the situation may be.
- Using open-ended communication and encouraging the person to focus on the conflicting problem requiring ethical dimension.
- Encouraging the person to examine the conflict at deeper level, like peeling away the layers of onion to uncover the hidden conflict.
- Listening quietly, without saying much to help the person to hear him or herself.
- Avoiding the temptation to lecture and criticize.
- Supporting the person to suggest measures to resolve the conflict according to one's values.

3.2 BARRIERS TO LISTENING

Listening consumes about half of all communication time, yet people typically listen with only about 25% of their attention. The research indicates that people hear only 25% of what is said, after two months, remember only one-half of that. This is not true at all stages of one's life-first graders listen to 90% of what is said, second graders 80%, seventh graders 43% and ninth graders only 25%. The result for these ineffective listing is very costly in families, businesses, government and international

affairs. Therefore it is imperative that people strive to improve their listening skills. Listening can be compared to exercising or wearing seat belts: everybody knows it is desirable, but everyone finds it difficult to do on a regular basis.

Despite the advantages of effective listening people do not listen. Still they claim themselves to be good listeners. Evaluate your listening through questionnaire no. 1 or questionnaire no. 2 you will find your problems with listening. Answering this questionnaire, you require being more honest and objective with yourself.

Some of the barriers with listening are as follows:

1. Hearing problems

Hearing deficiency interrupts in the way of listening. But such problem is physiological not international. Usually such type of persons is very few in the organisation. By knowing their problem, they can be medically treated.

2. Rapid thoughts

The speaker talks about 125 words per minutes whereas the listener can process information at a rate of 500 words per minute. This leaves ample idle time for the mind to wander to other matters than concentrating on the speaker's message. We usually feel bored to hear the persons talking slowly.

3. Overload of message

It is very difficult for the brain to digest the overload message. When the message is lengthy or illogical in sequencing, it becomes more painful to retain the concentration. As a result, listening becomes ineffective.

4. Egotism

One of the common barriers to listening is egotism or self centred attitude. Thinking that my own ideas are more important than those of other persons or "myself is always right and other is wrong", is the major stumbling block in the way of listening. Listening requires open mind and heart free from

negative emotions. If the mind is closed for the other person's message, there will be no listening.

5. Perceptions

Our perceptions are selective and limited. As a result, we indulge in selective listening-taking the 'desired' part and leaving the 'undesired part' of the message. We do not listen to what the other is saying but we want to listen we try to add, subtract, or colour the message according to our whims and wishes.

Sometimes because of our possession of negative emotions (like hatred, jealousy, illusion, anger etc.) neutral words attempting to communicate positive message can convey negative and opposite. Thus our pre-conceived ideas, prejudices and perceptions hinder the listening process.

6. Faulty assumptions

There are certain wrong assumptions regarding communication:

- (a) Assuming that it is only the sender's responsibility to communicate effectively.
- (b) Assuming that listening is basically a passive activity in which the receiver is a sponge quietly absorbing the speaker's thoughts.
- (c) Correlating listening with weakness and powerless and thinking that talking people can capture everyone's attention and can dominate. But life is paradoxical! The man trying to dominate is himself dominated by his lower self manifested in greed for power, possession or position. Similarly the man trying to influence others, has been already influenced by h=them in an invisible way. Such men have not realised the value of being powerful by remaining powerless.

7. Cultural differences

Present business organisations, with their operations transcending local or regional boundaries, employ people from different countries, creeds and

communities with different cultural backgrounds. If they speak common language, their accent is different. This creates problem for listening to the people of other culture.

In communication not only their cultural differences are limited to accent, but also their approach to listening. A Euro-American valuing time so high, likes to be quick in talking and listening to the business matters. When interacting with Asians, he finds it difficult to listen as much time is spent in small talks or having tea rather than talking straightway business matters. Similarly cultural differences influence the communicator's attitude about silence-major part of listening. Westerners often feel uncomfortable with long silences whereas Japanese, Chinese and Koreans regard silence as an important part of communication.

8. Lack of training

Listening seems natural like eating, breathing or sleeping. But effective listening requires great hard work, patience of sitting passively-alert (opposite being unconsciously aggressive) and absorbing other person's words with suspension of judgement for the time being. Listening is one of the greatest mindful activities which require conscious work and practice to learn and master it.

In our educational institutions teachers teach how to read, write and speak better. But as listening is concerned Lea Iacocca's observation is worth quoting. "I wish i could find an institute that teaches people how to listen".

3.3 How to make listening effective

Following are some of the guiding hints to make the listening effective:

1. Stop talking as you can not listen during talking.
2. Watch and witness your body and mind to ensure that you are free from negative emotions, which may interrupt the listening process, and you are feeling released and revitalized.

3. Free your mind from presumptions and preconceived ideas by being aware of them.
4. Avoid any external distraction if there is any like playing of T.V. or radio, noise in the nearby place, attending somebody else, etc.
5. Put the talks at ease with smiling face and sweet words, so that he can communicate frankly and fearlessly.
6. Demonstrate your interest in the talker's speech through facial expressions or active questioning, related with the topic
7. Be patient and allow the talker sufficient time to clarify his point. Do not interrupt him.
8. Suspend the judgment for the time being to avoid premature evaluation and judgment.
9. Be careful that your listening is not selective and partial, but total and deep
10. Sense how the speaker is feeling. It is important to shift out any feelings the speaker is trying to convey. Determine what the speaker is not saying.
11. Jot down important ideas as it allows one to review the message at a later time and reinforces the information being heard or learned.
12. Create the right environment. Speak where one can be easily heard or understood.
13. Be human to the listeners. Address people by name whenever possible as it helps to get their attention.
14. Be in the present, do not think of the past or future. Effective listening requires listening through heart, when you suspend the judgement for the time being, silence the mind, wander NO WHERE and be NOW HERE.

4.1 INTRODUCTION OF GOOD LISTENING

Good listening skills act as magnetic force that draw people and attract their attention. Being a good listener is one of the important skills that one should master to advance in one's career and to build meaningful relations with people. Being good listener means demonstrating interest in what is being said and paying genuine respect to people with humanity at heart. Being good listener has assumed importance in the present environment of partnership, teamwork, trust and mutual respect.

4.2 QUALITIES OF A GOOD LISTENER

Good listeners have following qualities:

1- Maintain eye contact

Good listeners maintain eye contact while talking. This habit of maintaining eye contact demonstrates their genuine and sincere interest in the person and the conversation. When interest in the conversation remains alive, persons in conversation can enter the situation of dialogues, learn from each other and transmit understanding in better and effective way.

2- Remains in reaction free consciousness.

It is the habit of mind that it usually reacts when it listen a word. The reaction may be in the form of identification with past experience, already known ideas or any person. As a result, one fails to have the full impact of the message that the sender intends to convey. To have the full image of the image, the listener should be in reaction free consciousness with suspended judgement and preconceived notions. This is state of being mindful, passively alert and open to new experiences.

3- Alert and attentive

Good listeners remain in the present moment and demonstrate great level of alertness and attention. This requires hard work to concentrate more on the message being transmitted. To remain alert and attentive means having greater level of energy and keeping one's level of curiosity alive.

4- Focused

Good listeners are focused on the topic being discussed. They do not let their mind slip into useless and irrelevant talks and thoughts. They focus on the topic being discussed. When they are engaged in a conversation, they do not change the subject unless the discussion is finished. They avoid physical as well as mental distractions during conversations and concentrate on the verbal sounds and visual clues of the speaker. They focus on words, ideas and feelings related with the subject even not letting examples or fringe comments detract them.

5- Calm, collected and connected

Good listeners remain calm, collected and connected during conversation. They remain calm as they more focus on the point to be discussed than attacking the person or reacting in unconscious way. They remain collected as they do not allow their mind to slip either in the past-full of memories or future-full of fantasies. Their state of being collected allows them to save wastage of energy through scattered mind. They are connected with other persons as they feel that other being is extension of their consciousness. This feeling helps them to peep into other person's heart to understand not only the intellectual but emotional content of the message.

6- Asks relevant questions

Good listeners ask relevant questions that provoke the speaker's interest in particular direction. They do not start a side conversation or ask irrelevant questions. That way unnecessary depletes the valuable resources of the speaker and sometimes because of asking of relevant questions reactions of the speaker is provoked.

7- Positive body language

Good listeners demonstrate positive body language, leaning forward and showing an enthusiastic and relaxed nature. They do not demonstrate

inappropriate gesture during conversation. Inappropriate gestures convey negative message that regard the process of communication.

8-Humble

Good listeners are humble in their approach and attitude. Because of their humble attitude and approach they encourage the other person to talk at greater length while keeping the interest alive in the conversation.

9-Avoid distraction

Good listeners avoid distractions like attending mobile calls, attending internet, or watching TV, reading papers, or talking with other person. Before engaging themselves in conversation, they keep these distractions at distance. They know that indulging in distraction means demonstrating lack of interest in the conversation.

10- Patient and open to new ideas

Good listeners exhibit their tolerance by patiently waiting for the speaker to finish their talk. They do not interrupt them during conversation. They are also open to conversation as they do not approach with preconceived ideas and preformed opinions but attempt to have an open mind to what is being communicated. They try to overcome their personal biases and do not let them interfere in the listening process

11-Empathic

Good listeners are empathic listeners as they can better understand others position with heart by putting themselves into another's shoes. With this, they can understand the intellectual and emotional content of the message, and have better insight into the situation without wasting further enquiries. This helps them to diagnose the communication situation in effective way.

4.3 QUALITIES OF BAD LISTENER

Bad listeners usually exhibit following qualities:

1- Hyper reactive and least effective behaviour

Bad listeners exhibit hyper reactive and least reactive behaviour. They do not listen but wait for the moments to shout their talks. Such types of persons are very bad listeners.

2- Megalomania personality

Megalomania, one of narcissistic personality disorder, is a psychopathological disorder of experiencing delusional imagination of greatness and superiority. Such types of persons behave in highly self-centred manner and consequently try to manipulate others, want to fear her or him and expect unquestionable respect and compliance of orders. Such persons do not listen others, but tell others what to do.

3- Bullying tendencies

Bullying tendencies are reflected in rudeness, use of foul language with harsh tone, veiled or clear threats, acts of violence, etc. Person having with bullying tendencies do not listen others as they think that their own idea are important and others are useless.

4- Distracts the talks to irrelevant matters

Usually there are persons who distract the talks to irrelevant matters either in unconscious or deliberate manner. Such types of attitude convey disrespect for the speaker

5- Absent minded persons

Absent minded persons are also bad listeners. They are usually not present in those moments but are present somewhere else. Their absent mind conveys lack of mindfulness that retard the process of listening.

6- Closed headed persons

Close headed persons include people with inflated egos and exaggerated expectations from others, people who have developed particular line of

thought and beyond which they are not ready to listen, etc. These closed headed persons do not listen others' point of view and fail to understand their perspective.

5.1 LISTENING FOR ELICITING RESPONSE

Listening is not complete with understanding the intellectual and emotional component of the other person. To understand other thoroughly, sometimes questions are asked to elicit responses. Therefore we should know and fine-tune the technique of asking questions. If you put the right question, you will get the right answer, if you put wrong question, you will probably get the wrong answer. Asking right question is at the heart of effective communication. By using right questions in a particular situation, you can improve the whole range of communication skills, gather better information, learn more, develop heart to heart relations with people and lead them in particular direction:

The questions asked are usually of following types:

Closed questions

A closed question receives a single word or very short, specific answer about factual information. For example, "will you have a cup of tea?", "Are you comfortable?" "Where do you reside?" ,etc are closed questions. These questions are good for testing one's understanding or concluding a discussion or making a decision.

Open questions

Open questions elicit longer answers. These are asked to get respondent's knowledge, opinion and feelings. For example- "how do you feel about the situation?", "what happened at the meeting?", "what is your opinion about the situation in Karnataka?", etc. These questions are good for developing an open conversation, finding more details and eliciting other person's opinion.

Funnel questions

Funnel questions start by asking general questions and then focusing more on details about a particular incidence or event or cause. This technique is used to get more

details about some event. Usually detectives use this technique to help the witness re-live the scene and gradually focus on a detail of the event.

Probing questions

Probing is asking follow up questions when you do not understand a response and want to obtain specific or in depth information out of vague and ambiguous reply.

5.2 ROLE OF MINDFULNESS AND EQUANIMITY IN LISTENING

Mindfulness is a special form of awareness or presence of mind. As one practices mindfulness, one's normal level of awareness becomes enriched with great realities. The moment one practice mindfulness, one comes to know one's imperfections. As one becomes conscious of one's imperfections, one can try to overcome those with focused attention. Mindfulness not only enable one to overcome one's imperfections, but also enables one's to explore numerous dimensions of learning out of life and its daily experiences. This mindfulness is regarded as spiritual process in various spiritual traditions like Buddhism, Zen, Vedanta, Sufism, etc.

Equanimity means maintaining inner cal, balance and stillness despite experiencing the dualities of the external world like: pains and pleasure of body and mind mechanism, victory and defeat, praise or criticism, etc. What so ever may be the external situations and circumstances, equanimity helps to draw one's attention to inner silence and stillness. It means remaining steadfast and avoiding indulgence into attachment and aversion, and cultivating detachment and dispassion towards the changing world. This detachment and dispassion towards the changing world help a person to self-evolve. This helps in understanding the world in objective manner.

Mindfulness is indicated as:

- Self-awareness
- General recollectedness, quite different from scattered mind.
- Self-observation and being aware of all the experiences inside the self-body, mind, heart, and spirit and to pay full attention to what is happening around us.

- Process of bringing certain quality of attention to moment to moment experiences.
- Presence of mind.
- Attending and addressing the problems of present.
- Being collected, calm and connected.
- Remembering to bring attention to present moment experiences in an open and non-judgemental manner.
- Keeping one's consciousness alive in the present reality.

Some of the works or activities that are being done without mindfulness include.

- Doing work in mechanical manner without paying attention or rushing through activities without being attentive to them.
- Breaking or spilling things because of carelessness, inattention, or thinking of something else.
- Not being in the present moment and being in the past to remember scars and sweet experiences, or future with useless and unrealistic imaginations.
- Failure to notice subtle feelings or discomfort or tensions.
- Forgetting a person's name almost as soon as it is heard.
- Dominating or possessing others aggressively without realising that one is himself or herself dominated or possessed by this desire of lower order.
- Trying to make other conflicting parties at peace, forgetting that one is not peace with oneself as he or she is more disturbed with desire to seek popularity or power out of arbitration process.

- Not attending person standing in front of you and talking uselessly at mobile phones or i-phones.
- Watching TVs, just to pass the time or not realising its evil effects upon the body and mind mechanism.

Effective listening requires mindfulness and equanimity. This requires openness, attentiveness and a non-judgemental attitude, but also an awareness of one's self. To listen, one must have an inward quietness, relaxed and receptive attention, and alert and attentive mind. We usually listen through the filters of our own agenda, aspirations and desires. Mindfulness and inner equanimity helps to overcome these filters.

Ozum Ucok recommends following direction for mindful listening.

1. Start by bringing your attention to your breath and to your body, following your breath as it enters the leaves your body. Notice how your breath moves in your body. Acknowledge any thoughts, labels, judgements or any other distractions and gently bring your attention back to your breath. Practice these for few minutes to make the mind quiet and relaxed
2. Acknowledge how your body feels whether tensed or relaxed, and breathe into the tensions you feel in your body. As you exhale, release the tension and relax the body. This will help you to be aware of your breathing.
3. As you feel relaxed and recollected, try to listen others. As you listen, keep connected of your breath as best you can. Whenever a thought comes, and acknowledge it and draw the attention towards breathing. If you feel certain strong emotions, acknowledge them and breathe to draw back the attention to listening process. If you notice that you were lost in thought for a while and were distracted, just notice it; gently come back to your breathe and to the listening process.
4. Provide minimal verbal feedback to maintain the conversation and focus mainly on the nonverbal feedback such as nodding, eye contact, smiling, etc what you find appropriate at that moment.

5. Practice this with your friends, relatives and other persons.
6. You may find practice of breathing and staying present to the experience of listening difficult. But with repeated practice, you will find that it becomes easier to stay present and attentive.

5.3 ROLE OF EMPATHY IN LISTENING

Empathy is the pillar of interpersonal communication as it bridges the gap between not only minds, but also hearts. One may understand other's position intellectually but it is through empathy that one may understand other's position intellectually but it is through empathy that one can understand other with heart by putting oneself in another's shoes. Empathy is not sympathy. Sympathy implies feeling shared with the sufferer as if the pain belonged to both persons. On the other hand, empathy is detached engagement with the person to understand his feelings totally. In empathy, we borrow other's feelings to observe, feel and understand them-but do not take them onto ourselves. By being a participant-observer, we come to understand how the other person feels. Empathy is the process of entering fully through imagination into another's feelings or motives. For understanding the meaning of empathy, following features are worth noting:

- Empathy is a balanced curiosity leading to a deeper understanding of another person's experience from within that person's frame of reference.
- Empathy is the ability to put oneself in another's shoes or even getting into his or her skin, so that one really understand and feel other's pain, fear or more positively joys.
- Empathy fulfils the gap between experience and thought.
- Empathy is a person's consideration of another person's feelings and readiness to respond to his or her needs without making his or her burden one's own.
- Empathy is the process of understanding a person's subjective experience by vicariously sharing that experience while maintaining an observant stance.

Empathy offers following advantages in listening:

- Gathering of more information as it helps the speaker to convey his or her position in better way.
- Better insight in the situation.
- Reduction in the time wasted in further enquires.
- Facilitation in early diagnosis and proper treatment of the communication situation.

However there are certain barriers in the way of empathy:

- Impulse behaviour or being concerned with one's short-end or short-sighted goals.
- Lack of enough time to listen others.
- Emotionally exhausting state of mind.
- Lack of sensitivity.

Empathy can be taught and learned with practice. To learn empathy, one should:

- Invest time in listening in the beginning.
- Elicit other person's perspective and responses.
- Engage with other person.
- Show respect and concern for other person's feelings and emotions.
- Invest time and attention to ensure other person that his or her perspective is understood.

5.4 HUMBLE INQUIRY

What are the causes that we are upset with the advice others give us, and we fail to improve matters and avoid pitfalls? Why we do not become better but bitter and turn

the discussion into arguments that end in statements and hurt feelings? If we deeply look into them, our reactive approach that present us to listen is the root cause of all this happens so.

This humble inquiry is the basis of building relations. Telling puts the other person down as it implies that the other person does not already know it and consequently belittles him. On the other hand asking temporarily empowers the other person in the conversation and makes him or her comfortable position to express. Telling approach prevents the process of building process of building positive relationship and makes the communication awkward. On the other hand, humble inquiry facilitates the process of building relations through trust.

What is humble inquiry?

As the word humble inquiry is made of two words: humble and inquiry, it is essential to know their meanings. Humility means granting someone else a higher status than one claims for oneself. This humility can be of three types: (a) basic humility (b) optional humility and (c) here and now humility. The basic humility is manifested in the form of respect we give to other person because of his or her status, age, etc. Optional humility refers to the respect we give to other because of their achievements or knowledge. Here and now humility refers to the process of temporary granting someone authority to express their opinions. This here and now humility creates psychological safety for other opinions. This here and now humility creates psychological safety for other person to express in better way without fear of being in awkward position. Inquiry refers to the process of asking questions. Humble inquiry carefully eliminates leading questions or embarrassing questions that put the speaker in awkward position and regards the process of communication.

5.5 ROLE OF HUMBLE INQUIRY

Humble inquiry plays vital role in the process of listening. With humble inquiry, one can become a good listener. With humble inquiry:

- One can put the speaker in authority to express him or her. As the other person feels psychological safety, he or she can express without fear.

- One remains in the present moment as it is here and now approach.
- One does not retard the process of communication through interruptions and distractions.
- One does not react in unconscious way.

5.6 OBSERVATION

Observation plays important role in communication. We observe the body language of other person that forms 60 to 65% of communication and interpret them. During listening process, we not only pay attention to vocal contents and the tone of the message, but also observe and draw meaning of subtle clues of the facial expressions and other bodily moments. By observing these non-verbal clues, we try to guess what possible thoughts are emerging in the mind of other person. During conversation, an intelligent observer not only observes others but also observe his feelings and emotions to judge the effects of other person's talks and thoughts upon him.

Observation is the active acquisition from primary source through human senses like sight, sound, touch, smell and taste. However because of our cognitive limitations, we cannot observe all the things surrounding our environment. Cognition refers to the set of all mental abilities and processes that come in the process of acquisition of information and knowledge. These include human attention, memory and association of memorized facts, judgement, evaluation and reasoning, ability to solve problems and make decisions, compression and creation of language. It also includes concept formation, pattern recognition, introspection-examining one's inner feelings and emotions.

As there are cognitive limitations to our observations, we can be selective in our approach and consequently discriminate and focus on the relevant things.

The art observation requires being immersed ourselves in looking and listening without passing judgement on the impressions we collect. But unfortunately, in the present world, full of so many distractions like television, mobile phones and other luxuries, we are more regressed with seeing things without observing and subtle

beauty of things of nature. Consequently, our art of observation is being adversely affected.

5.7 ROLE OF BIASES

Human senses do not function like objective and impartial video camera recording the things as they are. Human perceptions play their complex and unconscious role in the process of noticing things. As a result, we notice that we do not notice and record the things in objective and impartial way, but notice that things that we want to notice. Then due to partisan perception a psychological phenomenon that causes people to perceive the reality in their own favour rather than taking it in objective manner- we fail to take the things as they are. Human observations are also biased toward confirming the observer's conscious and unconscious expectations and view of the world and consequently, we see that world that we expect to see. This is called confirmation bias. To overcome this confirmation bias, better is to repeat the experiment, or consult other experts of the subjective mater (like other person without any incentive to bias or a friend without any motive or peer review in case of published information).

5.8 ROLE OF EMOTIONS

Most definitions and descriptions of emotions point to three features of emotion:

- Psychological reaction
- Action tendencies
- Subjective expression

There are an endless range of emotions one experiences throughout the day and life. Since emotions are universal and inescapable, they cannot be ignored. In our observation process, emotions play their role. They enhance the intensity of observing things if we are interested in the subject matter of observation or they can prevent us to observe the things if we have developed aversion for that. We sometimes fail to notice the faults of persons to whom we love, but try to find fault of persons to

whom we hate. We usually fail to notice the positive qualities of other persons because we dislike them.

Mastering the art of observation

Observation is whole cognitive skill that requires using one's senses at the fullest capacity to pay close attention to many details, and cultivate focus for the subject manner.

Here are certain useful techniques to master the art of observation:

- Meditate in mindful manner and develop into inner silence.
- Practice memory recollection to recollect the events as your observations is as good as your memory is.
- Experience new things by engaging one's attention and by looking at the world from a different angle.
- Have an open mind and think critically.
- Be careful about your personal biases and preconceived ideas.

5.9 SUMMARY

Communication skills are very important in the personal and professional success of an individual. These skills include oral communication skills, listening skills, body language skills, reading skills, electronic communication skills, handling telephone skills etc. With Information technology revolution, e-mails have become most frequent way of exchanging messages. Listening may be pretending, selective, attentive, etc by solving internal dialogues.

The various barriers effect the process of effective listening. These barriers should be overcome by continuous and conscious practices of suspending the judgements, freeing the mind and remaining in present moments. Mindfulness is a special form of awareness or presence of mind. Humble inquiry is the fine art of drawing someone out, of asking questions to which you donot already know the answer of building a relationship based on curiosity and intact in the other person.

5.10 IMPORTANT QUESTIONS

- Q1 What is communication skills.
- Q2 Write short note on Telephone courtesy.
- Q3 What are the different steps in cognitive process of listening.
- Q4 What is egotism.
- Q5 What is Bad Listeners.

5.11 PRACTICE QUESTIONS

- Q1 What is observation.
- Q2 Give the role of biases and emotions.
- Q3 What is Humble enquiry.
- Q4 What are the different barriers of communication.
- Q5 What is Body language Skills.

Conversation skills and control

- 6.1. Introduction of Conversational Skill
- 6.2 What is Conversation
- 6.3 Social Conversation
- 6.4 Conversation is dialogue
- 6.5 Conversation Control
- 6.6 Situations requiring application of conversation control skills
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- 7.1 Introduction of Reflection
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- 8.5 Assertive behaviour and communication
- 9.1 Difference of assertive behaviour with passive and aggressive behaviour
- 9.2 Why assertiveness is important
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- 9.6 Use of conversation skills in different situations
- 10.1 Introduction of conversation failure
- 10.2 Causes of Conversation failure
- 10.3 Negative attitude of conversation
- 10.4 Evil effects of negative attitude
- 10.5 How to overcome negative attitude
- 10.6 Effects of conversation on relationship
- 10.7 Basis of Interpersonal Relations
- 10.8 Summary
- 10.9 Important Questions
- 10.10 Practice Questions

6.1 Introduction of Conversation skill

Conversation skill plays a dominant role in one's success in personal and professional life. Have you noticed that you are more influenced by persons with eloquent voice and good mannerism? But conversation skill is more than eloquence of voice and manners of talking. It also includes the quality and quantity of the contents of the

message, the time and place of saying those words and the way of gaining confidence of other persons by listening to him emphatically. Remember the purpose of conversation skill is transfer of message with transmission of understanding. The specific purpose of a particular conversation may be to win other's confidence, to sell opinion or ideas or to bridge understanding.

6.2 What is conversation?

Conversation is an oral exchange of ideas, opinions or emotions supplemented through non-verbal gestures. Usually it takes place in social context in the form of informal talks or in professional talks or in the professional context in the form of discussions, debate or public speaking. Informal conversation is more relaxed and friendly whereas professional conversation is more thoughtful. Whether social or professional, the art of conversation helps to convey image of pleasing personality and win the confidence and cooperation of people.

6.3 Social conversation

Social conversation attempts to establish social atmosphere characterized by feelings of togetherness. This feeling of togetherness is conveyed through verbal message like "hello", "namaskar", "Namaste", "How are you?" "How is your family?" etc or through gestures greeting other persons. The purpose of such conversation is to break silence or initiate conversation. This type of conversation does not target at discussing ideas or proposals that provoke disagreement. Instead this conversation is aimed at making other persons feel comfortable. These social talks are not governed by any rigid order or sequence of subject matter. Its order and nature depends upon the desire of parties to establish a relationship and to express friendliness and cooperation.

6.4 Conversation is dialogue

Effective conversation is not a monologue, but a dialogue. It involves speaking and listening in alternate sequence. In situation of dialogue, you try to suspend your judgement and put other person in temporary authority by conveying respect to his or her opinion. With this, you listen to other person totally not only to his or her verbal sounds but also feel the context out of which these words are flowing.

Directness and spontaneity characterize the effective conversation as one has to be highly sensitive and adaptable to change according to other's reactions by giving positive direction to be dialogue being pursued.

6.5 Conversation control

One should learn the interpersonal skill of influencing the behaviour of other persons through the art of conversation. One should learn appropriate body language and manners, and assess the situation or context, choose appropriate words and steer the listeners in the direction that one intends to carry. This art of controlling the attention of listener is called conversation control. It does not mean manipulating other person's conversation though it implies giving conversation a gentle push from time to time.

Thus conversation control is the skill of observing keenly, talking in meaningful manner, and listening to others in empathic way to steer the discussion in positive and right direction through appropriate responses according to the demands of the time and situation.

To manage the conversation control, one should know

- To identify the cues and clues.
- To understand other's point of view by placing oneself in the place of other person.
- To reflect upon one's thoughts and emotions before conveying it to other.
- To choose appropriate words and arguments.
- To recognise, understand and appreciate other's point of views.
- To assert one's point of view.
- To manage one's body language in the appropriate situation.
- To change the direction of conversation smoothly according to the demand of the time and situation.
- To encourage others to respond in a positive and relevant way.

6.6 Situations requiring application of conversation control skills

In business, following situations usually require the application of conversation skills learned over passage of time:

- Selling idea, service or product.
- Interviewing
- Participation in meeting.
- Disagreeing without being rude.
- Responding to personal criticism.
- Interviewing
- Protesting without offending.
- Negotiation
- Conflict resolution.

6.7 Importance of conversation control

Conversation control helps the communication in number of ways:

1. Overcoming negative reactions and retaliations

Conversation control helps to overcome one's negative reactions and retaliations. As one watches the inner body reactions, one tries to control them in effective way. These negative reactions can adversely impact the process of conversation because of possible retaliations and repercussions during communication process.

2. Calm down the temper of parties of communication

Conversation control helps to calm down the temper of the parties of communication. This helps them to be assertive without hurting the sentiments of the other parties. When a person maintains the calm o mind, he or she can understand the situation in better way and can assert without being aggressive.

3. Bridging the gaps of misunderstanding

The purpose of communication is transfer of message with transmission of understanding. With conversation control, as one develops social intimacy during conversation process, one bridges the gaps of misunderstanding that usually stem because of negative attitude and preconceived ideas.

4. Steering the conversation to desired direction

Conversation control help to steer the conversation in desired direction. Conversation control helps to identify the cues and clues during conversation process, to understand others point of view, to choose appropriate words before uttering them and to recognise other's point of view. This helps the communicator to steer the communication in desired direction.

5. Building and retaining relations

Conversation control helps to build and retain relations in the long run. In bad conversations, it has been noticed that because of reactions and emotional burnouts, relations are adversely affected as scars remain over period of time. Effective conversation control helps to control one's emotional reactions and to build sustainable relations.

6. Conflict resolution

Conversation control helps to resolve conflict in better and effective way. During process of negotiation or conflict resolution, one needs to assert one's point of view without being aggressive or offensive. When one keeps one's emotions and temper in control, one is more likely to explore different alternatives to the situation. This helps in resolving conflict in meaningful way.

6.8 Rules governing conversation control

There are certain rules of conversation that one should follow while conversing with one another. These are not hard and fast rules, but are norms that have been developed with the progress of civilization and society.

These norms and rules governing conversations are:

1. Identify the purpose of conversation

While indulging in any type of conversation, one should identify the purpose of conversation. Otherwise there is no point in wasting time in conversation.

Treat conversation as a serious business with certain purpose.

The different purpose of conversation may be:

- (a) To ask for information.
- (b) To make friend or develop relations with a particular person.
- (c) To persuade a person.
- (d) To negotiate on a particular matter.
- (e) To resolve the conflict on a particular issue.
- (f) To share concern over a certain matter.

Once the purpose of conversation is identified, one can approach the conversation with right mindset and preparation.

2. Identify the clues and circumstances

Identify whether it is appropriate time to walk on particular matter. If the time is not appropriate, then do not indulge in that type of conversation. For example, if a person has to rush for train, then it is inappropriate to ask for particular information and divert his or her attention to insignificant talks. One has to identify whether the right person is in right mood and mindset to talk by watching body language. Before indulging in conversation, we should prepare the other person for conversation.

3. Decide for time and place before indulging in conversation

Before indulging in conversation, ask for the time and place before conversation shall be held. It is inappropriate to disturb other's attention by going to them in straightway manner as other may be busy in his or her routine schedule. Therefore one has to ask for the time and place whether conversation shall take place and prefer to reach the place, 2 to 5 minutes earlier than compelling other to wait for some time.

4. Take care of body language and etiquettes

During conversation, take care of body language and etiquettes. This body language conveys a lot. It will immediately tell that you are feeling irritated, bored or annoyed. Therefore keep your body language positive by controlling one's emotions and impulsive reactions. Reactive behaviour and impulsive reactions convey negative message. To take your body language, you should relax from time to time and breathe deeply when you feel stress or any type of negative.

5. Reflection

Before indulging in conversation, one has to develop arguments in the light of the purpose of the conversation. Therefore one reflects upon one's thoughts and emotions before developing arguments. Conversation requires sound preparation and reflection helps in that preparation. With practice, as one matures, one can find out those moments of reflection during conversation process or just before conversation.

6. Focus on the theme of conversation

Always focus on the core theme of the conversation. Talking irrelevantly or beating about the bush, convey negative message. If you focus on the theme and talk relevantly, you are more likely to impart good image. Everyone has limited time and attention in the modern world of competition. Therefore instead of wasting time and attention, focus on the relevant theme.

7. Empathy

Empathy means looking into the heart of other person and putting oneself in position of the other person to understand other's feelings and emotions. This is detached engagement with other person besides maintaining professional deference. Empathy helps to win trust and confidence of other person that will facilitate the conversation without loss of time.

8. Respect

Respect is one of the bases of human relations. If one wants to earn respect, one should convey respect to others. Howard gardener identify five minds of future

that include disciplined mind (mind specialized in particular domain), synthesizing mind (the mind that can select crucial information from vast information), creating mind (mind that can synthesize different ideas and create new knowledge), ethical mind (that thinks from ethical perspective) and respectful mind (mind that can respond sympathetically and constructively to differences among individuals beyond mere tolerance and political adjustments). This respectful mind seeks to understand and work effectively with peers, staff members, and customers of different background and viewpoints.

There are pseudo forms of respectful mind:

- Exhibiting mere tolerance without any effort to understand or work smoothly with others.
- Paying homage to persons in power and status while ridiculing or ignoring with less power.
- Behaving reflexively towards an entire group without attending the qualities of specific individuals.

9. Trust and transparency

To indulge in heart to heart conversation, there should be trust and transparency among the individuals. As a person trusts other and presents the information in transparent way, one is likely to be responded and reciprocated in the likely manner. Moreover trust and transparency are essential for building long term relations. Diplomacy and defensive communication have its own role to protect the face of other without clearly denying others' claim in straightway manner. But trust and transparency in communication are essential to sustain long term relations.

10. Control negative reaction

Conversation get spoiled because of negative reactions such as heated exchange of arguments, accusations, outburst of angers, sarcastic remarks, feeling of jealousy. One should avoid these negative reactions even if the negotiation has not taken place or conflict has not been resolved or expectations have not been fulfilled. One has to be positive and polite during conversation, but at the same time one should be fare and firm to different claims.

11. Positive closure of conversation

Do not forget the end the conversation in time in positive note. Positive note shall help to eradicate any negative remarks that has been passed or any negative reactions that has been shown during conversation. If the end of the conversation is positive, one can forget those negativities and positive images sustain in the time to come. Therefore one should close the conversation in positive manner.

6.9 Benefits of conversation control

Conversation control offer following advantages:

1. Helpful in maintaining relations

Conversation control helps to maintain and sustain relations in the long run. Because of conversation control, we enter into positive relations with each other. Conversation control helps to leave positive image in the eyes of other person. As the person is perceived as positive and ethical during the process of conversation, relations are built and are sustained through continuous nurturing.

2. Helpful in controlling time

Conversation control helps to steer the conversation in right direction without wastage of time and energy. If we do not control the conversation process, we waste our time and energy and indulge into gossips and irrelevant talks that result in wastage of time. For controlling of time, it is essential that we should control the conversation.

3. Helpful to serve the purpose

Conversation control helps to serve the purpose. If we can control the conversation in better way, our purpose of conversation is served without hurting the feelings and emotions of other person. Therefore conversation control steer the conversation in right direction toward the cherished goal of conversation.

4. Helpful to elevated feelings

When we indulge in heart to heart conversation, we feel sense of elevated feelings that help to engage with each other in the daily tasks. These elevated feelings keep the level of energy high and engage different persons together in group.

5. Helpful in learning

Effective conversation control helps to learning process. If we indulge in positive conversation, we are likely to learn from other person. For this, we have to demonstrate respect to others' feelings and emotions and mindset. As we suspend our judgement for the time being and listens other empathically, we gain insight into new ideas and opinions that contribute to our learning.

7.1 Introduction of Reflection

Reflection is an important skill for improving conversation. Reflection is the outward appearance of signs and symptoms in behaviour as well as parlance, of the inward conviction. When we talk of reflection, it is more identified or indicated as the internal thoughts, introspection or intra personal communication. It has been noticed that if one has better inside, one can present it in better way. Therefore to improve communication process, one should reflect upon one's behaviour and thoughts in silence.

As perceptions play a vital role in interpersonal communication or intrapersonal communication process, it is imperative to improve one's perceptions. One way of improving perception is to sharpen the observation. The astute perceiver not only observes others carefully but also concentrates on him or herself to become aware of his or her perceptions.

Reflection offers the following advantages in the communication process.

7.2 Advantages of reflection

- Clarity of thoughts because of focused thinking.
- Clarity of expressions because of clarity of thoughts.
- Transformed perceptions and outlook.
- Discipline of thoughts.
- Interconnection of various ideas in creative way.

7.3 Barriers in reflection

There are certain barriers in the process of reflecting upon one's mind and inner thoughts:

- Lack of time or preoccupation with other things.
- Egotism or thinking that one's idea and opinion are always right.
- Distributed minds and wandering thoughts.
- Wrong habits like interfering in other matters talking useless interest in others' affair.
- Noise in external environment.
- Inability to take the things in right manner.

7.4 How to improve reflection?

According to Gurdjieff (sufi mystic), there are four state of consciousness. The lowest state of consciousness is sleep in which man remains passive and inactive. The second lowest is walking state of consciousness in which man walks and work but in sleep in this state; man may write books, talk on lofty subjects, take part in politics or violence but behaves unconsciously. Here he or she works like a machine with no control over his or her emotions, attentions, imagination, etc. He or she may try to influence or dominate others, but is not aware that he or she himself/herself dominated and influenced by others persons. The state of consciousness is self-remembering or self consciousness in which the man observe himself /herself, his or her emotions, movements and changing state of inner being. Here he or she tries to function in detachment and non-identification with objects, persons or emotions. The highest state of consciousness, the fourth one, is state of objective consciousness or enlightenment in which man sees the things as they are. This state is altogether different state of being and is the result of self-remembering. One can have flashes of objective consciousness but fourth state is abode of truth and clear consciousness.

Thus self-observation or reflection of mind is the way to become aware and attentive to one's perception and assumptions. As the level of alertness and awareness increases, perception are transformed that lead to improvement in interpersonal communication and consequently interpersonal communication.

Therefore one should be aware of one's assumptions that lead to different types of actions and also assumptions behind those assumptions. For this, one has to delve deep into one's layers of consciousness. This is deeply spiritualizing process.

Here are some of the hints to improve the process of reflection:

- Sitting in silence and solitude for certain time in a day.
- Keeping one detached with the situation and petty identification such as certain decisions made or previous achievement or adverse or favourable remarks of other person.
- Never be football of other opinions. If someone praises, it is okay and if someone criticizes, there is nothing to blame oneself uselessly. The praise or blames of others may be with certain motive and one should be conscious of being manipulated by such remarks.
- Cool down yourself and undertake any spiritual exercise like prayer, watching breathing besides inhaling or exhaling breaths deeply to feel subtle to subtle vibrations in the body.
- Try to question one's idea with open mind as if every question is open to question.
- Realize that there is nothing permanent; everything is changing as change is the law of nature that never changes. In one moment, one may feel certain types of vibrations in the body; in the next moment such feeling may not happen so.
- Be more mindful and remain alert and attentive to various thoughts with equanimity and detached and dispassionate attitude towards these thoughts and emotions.

8.1 Introduction of Empathy

Empathy is the pillar of interpersonal communication as it bridges the gap between not only minds, but also hearts. One may understand other's position intellectually but it is through empathy that one can understand other with heart by putting oneself in another's shoes. Empathy is not sympathy. Sympathy implies feeling shared with

the sufferer as if the pain belonged to both persons. On the other hand, empathy is detached engagement with the person to understand his feelings totally. In empathy, we borrow other's feeling to observe, feel and understand them-but do not take them onto ourselves. By being a participant-observer, we come to understand how the other person feels.

The origin of the word empathy dates back to the 1880s, when German psychologist Theodore lipps coins the term "einfuhlung" (literally, "in feeling") to describe the emotional appreciation of other's feelings. It the process of entering fully through imagination into another's feelings or motives.

For understanding the meaning of empathy, following features are worth noting:

- Empathy is a balanced curiosity leading to a deeper understanding of another person's experience from within that person's frame of reference.
- Empathy is the ability to put oneself in another's shoes or even getting into his or her skin, so that one really understand and fell other's pain, fear or more positively joys.
- Empathy fulfils the gap between experience and thought.
- Empathy is a person's consideration of another person's feelings and readiness to respond to his or her needs without making his or her burden one's own.
- Empathy is the process of understanding a person's subjective experience by vicariously sharing that experience while maintaining an observant stance.

8.2 Advantages of empathy

Empathy offers following advantages in communication:

- Gathering of more information as it helps the speaker to convey his or her position in better way.
- Better insight in the situation.
- Reduction in the time wasted in further enquires.
- Facilitation in early diagnosis and proper treatment of the communication situation.

8.3 Barriers to empathy

However there are certain barriers in the way of empathy:

- Impulsive behaviour or being concerned with one's short-end or short-sighted goals.
- Lack of enough time to listen others.
- Emotionally exhausting state to mind.
- Lack of sensitivity.

8.4 Learning empathy

Empathy can be taught and learned with practice. To learn empathy, one should:

- Invest time in the listening in the beginning.
- Elicit other person's perspective and responses.
- Engage with other person.
- Show respect and concern for other person's feelings and emotions.
- Invest time and attention to ensure other person that his or her perspective is understood.

8.5 Assertive behaviour and communication

In practical life, we witness that we have to criticize someone, give bad news or to disagree with someone or face criticism. In such situation, some people either offend other person's personal boundaries or let their personal boundaries offended. This leads to resentment or feeling that others have manipulated or offended their personal boundaries. One should know the skill of being assertive without being aggressive or submissive in such situations. Assertive behaviour or communication is the ability to communicate clearly and directly without being aggressive or offensive. Aggressive people do not respect the personal boundaries of other and are more likely to harm others while trying to influence them. Submissive people do not defend their own personal boundaries and thus allow aggressive people to harm them or to take their undue advantage.

Assertiveness is the ability to honestly express one's opinions, feelings, attitudes and rights besides respecting the boundaries of others and without provoking negativity such as resentment and anxiety. Assertive communication is the ability to express positive as well as negative ideas and feelings in an open, honest and direct way without offending the boundaries of others. It recognizes one's rights whilst still respecting the rights of others and allows shouldering the responsibility for one's actions without judging or blaming other people. This behaviour and communication allows the person to constructively confront the situation and to find a mutually satisfying solution with win/win approach.

Assertive people have the following characteristics:

- They feel free to express their feelings, thoughts, and needs.
- They know their rights.
- They have control over their negative emotions as they are aware of it and then talk it later in a reasoning manner.

9.1 Difference of assertive behaviour with passive and aggressive behaviour

People's behaviour as witnessed in daily life can be classified into four basic types:

1. Passive behaviour

Passive behaviour allows other persons to control and make decisions for them. People operating from this style tend to avoid conflict at all cost. People with this style of behaviour tend to be submissive, protective, moaning, indecisive and apologetic. Such people have low sense of self-esteem and have difficult time in recognising his or her needs. They think that other people's needs are more important than their own and if they speak up, others will ignore or reject them. This style is likely to result in lose-win situation and ends in feelings of victimization, resentment and loss of a sense of control.

2. Aggressive behaviour

Aggressive behaviour uses intimidation and control to get his/her needs met, and is disrespectful and hurtful to others in communications. Such persons

have underlying belief that power and control are the only way to satisfy the needs. These people lack empathy for others and are likely to indulge in violence and overt anger. Direct aggression is manifested in bossy, arrogant, intolerant, opinionated and overbearing behaviour.

3. Indirect aggressive behaviour

Indirect aggressive behaviour is manifested when the person feels angry and power to exhibit the aggressive behaviour. In such situation, that person shows anger in different way like passing ironic remarks, deceiving, manipulating, showing disrespect through body language, etc. Gossip or back-biting are also forms of indirect aggressions.

4. Assertive behaviour

Assertive behaviour is clear, open and direct expression of one's feelings and ideas without unnecessary disrespecting others. The assertive person is direct with the goal of creating a win-win situation. The person with such style of behaviour respects one's own rights and opinions, as well as those of the other persons. Such person operates from the belief in communication has to justify themselves to each other. Instead of accusing others and excusing themselves, they take responsibility for their own decision and actions.

Assertive behaviour is essentially rational, but without denying or unduly suppressing much of the emotional side of one's nature. It is active and open about one's feeling and emotions, but sensitive to the needs and feelings of others. People with aggressive or passive behaviour are essentially emotional, or are usually irrational. On the other hand assertive people are rational and tries to bring the other person towards rationality.

9.2 Why assertiveness is important?

Assertiveness is important because if one is not assertive, one is likely to experience any of the following problems:

- **Depression:** When a person feels angry and his or her anger turns inward, a sense of being helpless or hopeless emerge. Such person shall feel no control over his life.

- **Resentment:** Sometimes the person may feel anger at others for manipulating or taking disadvantage of his or her position.
- **Frustration:** Usually the person being dominated or manipulated by others, feels frustration for being manipulated and controlled by others.
- **Anger/violence:** The persons who could not assert themselves feel angry. As this anger is not expressed, it finds its ways to be in other forms like violence or anger on other persons. If anger is not expressed appropriately, it builds up until it blows.
- **Anxiety:** Sometime the person who could not assert himself or herself feels anxiety. Such person usually begin to avoid situations or people which whom they feel uncomfortable. This may lead to loss of job opportunities or loss of relationships.
- **Physical complaints:** Sometimes the person who couldn't assert himself or herself may develop some physical problems like headaches, ulcers, high blood pressure, etc.
- **Poor relationships:** The person who couldn't assert themselves are highly to avoid the situation and as a result, they are unable to express their negative or positive emotions. With this, they loose relations as they couldn't express themselves.

9.3 Assertive communication

Assertive communication has the following characteristics:

- **Eye contact:** The person communicating assertiveness maintains eye contacts and demonstrates interest and society
- **Body posture:** The assertive communication is matched with appropriate body posture like uprightness, physical alertness, etc.
- **Voice:** The tone of voice is clear, convincing and acceptable, and is not intimidating.

- **Content:** The person communicating knows how, where and when of the communication are more important than what is being said.
- **Movements of the body:** The movements of the body of the communicator are fluid and relaxed.
- **Giving opinions:** An assertive communicator is willing to express his or her opinion and also is open to hear other person's point of view. He is direct, but not argumentative or threatening. He does not use sarcasm or gossip as a way to communicate. He or she also does not silently sit back out of fear of being criticized.
- **Feedback:** An assertive communication is able to listen the feedback of others in very patient way. At the time of receiving criticism, his or her behaviour is not reactive, rather proactive. If the negative feedback of others in very patient way. At the time of receiving criticism, his or her behaviour is not reactive, rather proactive. If the negative feedbacks are valid and true, he or she has the courage to accept the responsibility.

9.4 Hints for communicating in different situation

The skill in art of conversation comes with persistent practice. For this, following guiding hints should be practiced to make conversation better and meaningful:

1. Find reader's level of knowledge and understanding before tailoring the message to his needs and aspirations.
2. Respect other's time and needs
3. Maintain eye contact to influence the other person.
4. Be current, correct, complete and clear in delivering the message.
5. Be patient to listen others especially to criticisms and objections. "If you reject or refute criticisms and objections out of hand, without hearing them out and giving time to consider them fully, you lose credibility. People identify you as a reactor rather a reflective, credible thinker"

6. Be sincere and genuine. This sincerity and genuineness comes from character than from words. People listen more to authentic person than to persons pretending and hiding their faces behind the masks.
7. Match your tones to your intentions.
8. Demonstrate competence by logical arguments or by illustrating the record of past successes in nut shell.
9. Ensure that your body language match with your words.
10. Use positivity than negative words.
11. Be firm, but not inflexible.
12. Avoid the following:
 - Emotional reaction
 - Dogmatic pronouncements
 - Exaggerations
 - Patronizing someone
 - Identify with particular person or argument.
 - Attaching too much significance to any word or situation or incidence.
 - False country.
13. Use simple language, understandable to the audience.
14. Choose precise and concrete words rather than using abstract ones.
15. Thank the listener for giving opportunity for conversation.

9.5 PROBLEM AND SOLUTION CENTERED SKILLS

Usually we indulge in conversation where we discuss personalities and persons. This results in reaction and counter-reactions and consequently leads to negativity. For positive conversation, we should focus the attention on contributing solution to

the problem that becoming problem in itself. For this, we should develop positive attitude of approaching other persons in positive way. This positive attitude helps to solve the problems in better and effective way.

There are certain hints of approaching the conversation in problem and solution centered approach:

1. Diagnose the problem
2. Listen others patiently than reacting
3. Invite the solutions to the problem
4. Suspend the judgement for the time being when idea are coming
5. Evaluate the idea one by one in logical manner
6. Avoid claiming credit for the whole positive happening as each member played its own role in different way.
7. Take the matters step by step by step and
8. Do not blame any one for wrong happening.
9. Talk in transparent and respectful manner.
10. Give respect to other's idea and opinion.

HINTS FOR COMMUNICATION IN DIFFERENT SIYUATION

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Dianna Booher aptly remarks.

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9.6 USE OF CONVERSATION SKILL IN DIFFERENT SITUATION

Rare is the situation or day that goes without conversation. In organization, we communicate to inform, to suggest, to negotiate, to persuade, to warn, etc. whatsoever the form the communication may assume, the purpose of conversation skill is to

transmit the message with meaning and understanding. For this, one must ensure that the communication environment is healthy and harmonious in which people feel self-respect and convey respect for others. Everyone irrespective of his rank and status in organization should feel his responsibility to create and maintain the congenial and conducive environment for communication.

The different situations in which one communicates in the organization are illustrated below:

1. Giving and Receiving Advice
2. Suggesting Something
3. Issuing Order
4. Motivating Others
5. Persuading Others
6. Warning
7. Negotiating
8. Educating and Training Employees
9. Asking and Answering Questions
10. Resolving Conflict
11. Responding to Insult
12. Giving and Receiving Criticism
13. Communicating Technical Information to Non-technical people.

1. Giving and Getting Advice

“Advice is seldom Welcome, and those who need it most like least”.

-Samuel Johnson

Advice is the personal opinion about what to do? how to do? when to do? and where to do? a particular course of action in a particular situation, with a view to change the behavior and opinion of the receiver. Since it involves the personal opinion of

the advisor, it is likely to be subjective. It is not neutral, objective and factual like information.

Communication flow of Advice

Advice usually flows horizontally or downwards. When the advice flows down from the boss to the subordinate, it is called downward advice. When an expert of specialized field advises the management how to discharge their function better, advice is said to flow horizontally.

Need for Advice

Present day business operations and processes are not simple and straight forward rather they are complex and complicated. Various specialized branches of knowledge have emerged to handle the various aspects affecting finance and taxation, marketing and advertisement, production and engineering, personnel and human resource development, etc. No business executive is expected to have thorough knowledge of all fields. Therefore they need advice of professionally expert persons.

Essentials of Effective Advice

Advice can help and harm the receiver. To ensure that it helps and does not harm, it must be given consciously and selectively.

1. Advice should be given only if the recipient is prepared for it otherwise it will be wastage of time and energies by the adviser.
2. The recipient must have confidence in the adviser's experience, knowledge and sincerity.
3. The advice should be given after careful thought to its various possible dimensions affecting the recipient.
4. The advice should be given after taking into account the level of understanding of receiver with ideas clearly and completely explained.
5. The tone of the advice should demonstrate adviser's sincerity, honesty and interest in the betterment of the receiver.

6. While giving advice, the feeling of inferiority complex should not take place in the mind of receiver. For this, the person giving advice should ensure that the feelings of the recipient are not hurt because “advice after injury is like medicine after death” (**Danish Proverb**)
7. Advice can be given in direct way if the receiver is genuinely interested. Another way to offer advice indirectly is to credit it to another source. “Some people would say...in this type of situation.....”
8. Advice should be given with no insistence to follow it. Advice that must be followed is not advice but an order.

Counseling

Counseling seems like advice but counseling is with professional touch by a man of greater knowledge and skill. It is meant for persons facing domestic or the job problems and consequently their disturbance affects the performance on the work. With counseling his pains and emotions are shared, his tension is released. The purpose of counseling is regaining of physical as well as mental health, restoration of his happiness and harmony.

While counseling someone, following points must be considered :

1. Prepare yourself by being aware of the problem of the individual.
2. Talk with him/her in friendly tone by demonstrating sincerity of an interest in her/his welfare.
3. Tell him that he has been called not for putting blame on him but to solve the problem positively.
4. Tell him that details of meeting will be kept confidential.
5. Hearten him compassionately, even encourage him to talk and explain more.
6. Collect all the data from his statements and identify the apparent as well as real problem.

7. Explain what is wrong and right and ask him about any suggestions to improve the situation.
8. Suggest ways to overcome the problem and arrive at the solution with his active help.
9. Get regular feed back about his performance.

Getting Advice

In practical world, we find lot many people offering advice. In such situation, the problem is of finding the right person with profitable advice. When a person is on the receiving end, he should guide the advisers down the paths he intends to travel and try to get details and correct analysis.

The following guiding rules can help a person to get benefited from advice :

1. If one does not mean advice one should say so firmly without hurting the sentiments of the other person. One can even reply diplomatically “Thank you for sharing your experiences with me. I shall consider them when I investigate my options.”
2. Ask specifically for the kind of advice one needs and draw advisor’s attention to specific questions.
3. Ask for criteria that supports the advice and compare them with available options.
4. Consider several sources than one “perfect” adviser, finding the perfect advise may be extremely difficult and time consuming. one needs someone who has concern for the problem, and has thorough knowledge of the situation. If one cannot find one person most suited to the situation, one can ask for advice from several sources.
5. Evaluate the credibility of each source in very objective and rational way. sound advice always comes from the deep rooted values of a person.

6. One should not react to the advice if it does not suit to the intellect or emotions' If one finds the advice unsuitable, one should not hurt the ego of the advisor by rejecting straightway. One should say, "I will consider it before acting."
7. Thank the person for his advice. For this, one should be specific while thanking him telling what facts or insights will be helpful.

2. Suggesting Something

Suggestions are the proposals by subordinates to higher authority indicating change required in the existing procedural and operational matters. Suggestions are different from advice. The advice flows horizontally whereas suggestions flow upwardly. The advice is given by experts whereas suggestions are given by lower staff.

In bureaucratically degenerated organizations, suggestions may be received through suggestion boxes and then thrown in dusty baskets. But in present day learning organizations aspiring for excellence and total quality, suggestions are weighed very high.

The advantage of calling suggestions are :

- (a) Creativity is not the monopoly of top management. Operational level staff can convey better ideas. Through suggestion scheme, they are encouraged to become more creative.
- (b) With creativity their job satisfaction increases and their sense of belongingness is strengthened.
- (c) Through suggestions management comes to know the grievances and problems of employees and can think over them before they agitate.

While suggesting, the bottom level staff should consider the following:

1. The message should not be designed with lengthy words and paragraphs. They should bear in mind that brevity is the soul of wit and top management has very limited time.

2. Top management should not feel that bottom level staff is interfering in their working in very indirect and subtle way.
3. Suggestions should be conveyed in terms of benefits to the organization.
4. Suggestions should be based upon the practical experiences professional knowledge of the individual.

3. Issuing Order

An order is the directive issued by management to subordinates in authoritative manner, specifying to do or to restrain from doing some course of action. Irrespective of the size and nature of organization, issuing of orders is essential to accomplish the task. It is downward communication as it flows from higher authorities to subordinates. Order is always internal and downward communication. It may be written or oral.

Oral Orders are given in the following circumstances :

- (i) When face-to-face communication between the communicator and receiver is possible.
- (ii) When the task is to be done immediately without the loss of time.
- (iii) When keeping record of the order is not imperative.
- (iv) When the relations between boss and subordinate are of trust and loyalty.

Features of an Effective Order

1. **Simple Language :** The language of the order should always be simple and straight. If the language of the order is beyond the receiver's level of understanding, it will confuse him. As a result, the purpose of the order will be defeated.
2. **Clear and complete :** Order should always be clear and complete so that the reader can know what exactly is expected from him.

3. **Possibility of execution :** The communicator must issue that order whose execution is possible. If there are possible difficulties, it must be overcome with detailed instructions.
4. **Tone of Order :** The tone of the order should not produce resentment and repercussion in the mind of the receiver. The harsh and bitter tone does not stimulate the willing acceptance rather acts as negative force in the execution of orders.
5. **Appraisal :** on execution of order, its appraisal should be done at proper time with active feedback.

4. Motivating Others

Motivation channelises the inner urges of man to work and to excel towards the organizational goals. Everyman is worker as well as shirker, and divine as well as devil. The business manager has to motivate his employees to work with all their divine qualities in the direction of organizational goals. The position of manager in motivation is not the same as in case of order or persuasion, where he acts like a sage on the stage. Whereas in motivation his role is like a guide by side, helping others to discover their inner urges to excel.

For motivating employees the following points should be considered.

1. Each employee has needs, physical as well as psychological. Physical needs are the basic needs like food, shelter and clothing. And psychological needs include social belongingness, self-esteem, status and self-actualization. The manager should identify with the needs of the various employees and activate their behaviour in the direction of fulfillment of those needs.
2. Ensure that employees feel themselves identified with the organization. If employees are identified with the organization, they can think and work better for achieving its goal.
3. Cultivate healthy and harmonious relations among people at work' Motivation is possible only in the environment of trust, understanding and friendship, not under confrontation and resentment

4. Encourage employees to participate in the decision-making process so that they can feel themselves as important organ of the organization. This helps the management to earn their confidence and co-operation.
5. Clarify the targets and tasks to be accomplished in concrete terms. This should be in such a way that employees must feel sense of pride and responsibility to accomplish them.
6. Provide genuine and honest leadership to the employees so that they can learn through the example of their leader.

5. Persuading Others

Persuasion is the act of influencing the other persons to voluntarily change their attitudes, beliefs, feelings or thoughts. Effective persuasion is a difficult and time consuming task, but it is also more powerful way than ordering or warning in command-and-control style of management.

In business, persuasion is used number of times. The seller persuades the buyers to buy company's products by telling them the potential benefits they can get. Sometimes demoralised, disinterested or disgruntled employees are persuaded to work for their as well as company's betterment.

Persuasion is better than coercion or compulsion which breed resentment and retaliation. People forcefully resist change when they are forced to change. But in persuasion change is brought in through indirect and invisible way, of which the person is not aware.

How to persuade ?

Persuasion is an act which comes with conscious practice and experience.

These are some of the guiding hints that can be applied in persuasion :

1. **Analyse the situation and concerned persons :** Before initiating persuasion, first analyse the situation to know what is the real as well as apparent problem. What are the other courses of action and what are their merits and demerits from persuader's and other person's point

of view. The interests, needs, motives and psychology of the man to be persuaded should be imagined before hand.

2. **Establish Credibility.** The person persuading others, must establish credibility as people believe in those who are trust worthy. The higher the credibility, the greater is the impact of the message. To quote **Aristotle**, “Persuasion is achieved by the speaker’s personal character when the speech is so spoken as to make us think him credible. we believe good, men, more fully and, more readily than others; this is true generally whatever the question is and absolutely true where exact certainty is impossible and, opinions are divided.
3. **Prepare the receiver to be open-minded :** Never start the persuasion with over-whelming dry and rough arguments. Before this, the receiver should be prepared to open his mind. The close-minded and egoistic persons are difficult to convince because their minds are preoccupied with prejudices, presumptions and preconceived ideas. Here persuader should meet them in middle of the way by starting from the common agreeable points. As the receiver starts opening his and accepting some of the views, then gradually start convincing him.
4. **Use the appealing arguments, character and conditions :** To Aristotle, there are three means of being persuasive : ,(1) to reason logically, (2) to understand human character and. goodness in their various form, and (3) to understand the emotion-that is, to name and, describe them, to know their causes and way in which they are excited,. In any persuasive situation, one must use the three ingredients logic, emotion and character. one must use those arguments that appeal to receiver’s interest and needs. one should talk about facts and statistics to those who think analytically. One should also excite one’s emotions while persuading other. For example, while persuading someone for donation, tell him how compassion will change the life of persons to whom money is donated. one should also demonstrate one’s integrity and concern for the cause (like fund-raising, etc.)

5. **Be flexible, never impose :** If the persuader wants the receiver to listen to him, he should first listen to him totally. If there are certain positive points, those must be appreciated with open mind and broad heart. In argumentation, never impose arguments on other person ; grve subtle suggestions and indirect hints. It is quiet possible that we try to win argument, but lose relations along with arguments.
6. **Do not be emotional :** Sometimes it happens that in argumentation we become emotional, and identify with certain opinion. When we do not find the other person responding we lose temper and patience. That does not solve the problem, rather complicates. Therefore, it is imperative to cool the temper of oneself by being aware of it, as well as to soothe the other person. Discussion should always be in cool and dispassionate manner, rather than in angry and agitated way. Be watchful that arguments are generating more light than heat.
7. **Motivate for action :** First wait and watch that the attitude of the other person has been changed. Then motivate and encourage him for action. Ask him that the decision you have taken is his own.

6. Warning

Warning is informing about the unpleasant and unfavorable consequences, if certain course of action is not changed. Such course of action may be negligence, defiance, mishandling material and machinery regularly, misbehaving with others, etc. The purpose of warning is to ask the employee to abide by the rules and regulations and work with dedication and discipline.

The warning is usually given by superior to the subordinate either in oral or written form. It can be general or particular. General warnings are not directed to any particular person or group. Warnings like 'No smoking', 'Outsiders are not allowed', 'No admission without permission' are general warnings. Particular warnings-warnings against particular person-can humiliate that person which may evoke his resentment and repercussion. Therefore while issuing particular warning, following points must be observed :

- (a) Warning should always be issued after objective and impartial analysis of the situation, not out of personal prejudices or presumptions.
- (b) Before warning any person, he should be given reasonable opportunity to explain his position.
- (c) Oral warning should be given in privacy and with friendly but fresh tone. Harsh and humiliating words should be avoided that may nurse personal grudge in the heart of the person being warned. The purpose of warning is betterment of the individual as well as of organization, therefore words used in warning should be carefully and consciously thought out.

7. Negotiation

Negotiation is one of the objectives of business communication. In negotiation two or more parties discuss the proposals concerned with specific problem to find mutually acceptable agreement. Usually it is done in informal way.

According to **Adler and Elmhorst**, negotiation can be approached in four ways:

- (a) **Bargaining Orientation** is based on the assumption that only one side can reach its goal and victory of one party is defeat of the other party. Here one party forces the other towards a specific out come. This approach focuses only on the immediate results and ignores the maintenance of relations.
- (b) **Lose-Lose Orientation** is a situation when the concerned parties damage each other to such an extent that they both feel like a loser. Roth do not seek lose-lose situation in the initial stage but when one feels that other party is blocking him, he starts blocking other person's gain. For example, when an employee requesting for leave to attend his brother's marriage is denied, he starts behaving in the manner detrimental to the organizational interests.
- (c) **Compromise** when the concerned parties realize the impossibility of controlling the opponent and choose to avoid unnecessary fighting, they are said to have compromised. This compromise is better than indulging in lose-lose situation. Here both the parties lose at least some of what they were expecting.

- (d) **Win-Win Orientation** is transformation of the conflicting and competitive environment into cooperative and collaborative endeavor. Here both the parties explore solution to the problem (unlike lose-lose situation where they themselves become problem) even transcending the conflicting means of both parties, with the objective to satisfy the ends each one is seeking.

Thus the purpose behind this approach is maximizing mutual benefits and maintaining healthy relations, while solving the problem. This approach is obviously superior to other approaches. In applying this approach, following steps should be considered.

- (a) First of all the ends which both parties are seeking are identified than arguing over means.
- (b) The possible solutions to the problem that satisfy the ends are listed and evaluated from both parties' perspective.
- (c) The most suitable solution that harms least and provides maximum mutual benefits is chosen. Here satisfaction of both the parties is must.
- (d) The solution selected is implemented in the environment of trust and cooperation.

Which approach to use ?

No rational person will indulge in lose-lose situation. Compromise is the next choice when it is impossible to win. The party has to choose between win-win approach or bargaining.

Both are different in following regards :

- (a) Parties in bargaining approach, consider other as their foe whereas in win-win as their friend. There is conflict and competition in bargaining whereas there is co-operation and collaboration in win-win situation.
- (b) Bargaining concentrates on self-interest whereas win-win approach seeks for mutual gains.

- (c) Bargaining is based on exercising power, dictating terms and taking advantage of other party's weakness. However win-win approach does not practise this. It follows the path of trust, understanding and open communication.

When to use Bargaining and Win-Win Negotiating Styles :

Use a Bargaining Approach	Use a Win – win Approach
When your interests and the other party's Clear conflict interests clash	When you and the other party have Common interests.
When you do not need a long-term Harmonious relationship	When a continuing, harmonious relationship is important.
When you are powerful enough to dictate the terms	When' you are weaker or power is approximately equal.

Source : Adler and Elmhorst, Communicating at work, McGraw Hill, 1996.

8. Education

Education is the most important objective of communication. Organizations teach and train their executives and employees, both existing as well as newly recruited to learn new tools and techniques of performing various operations with greater economy, efficiency and effectiveness. Besides this, while marketing their products and services they also educate the public about the potential benefits of the product. For this, communication is imperative and indispensable.

Education of Executives and Employees

Following the waves of liberalization and globalization, incompetence and inefficiency are becoming intolerant. With this, executive's and employee's education is coming on top of the agenda of companies in the current business scenario. Illuminating the importance of education and learning in the present business environment and the role of communication medias for that,

Tom Peters remarks, "Organization that have learned how to learn, that have looked into universities and other learning centres they alone will thrive.

In India, for education of executives, business organizations have relied upon universities and big management institutions which are offering residential Executive/MBA programmes. These programmes are so costly that most small and medium scale units find it difficult to afford these courses. Keeping this limitation of conventional management education courses, certain organizations like All-India Management Association are offering programmes within the company ranging from a few days to months. These programmes have edge over full time courses that they provide uniformity of training to different participants from the company without interruption of work and at lesser cost.

Educating Public

Through mass communication medias like Television, radio, newspapers, etc., business organization can educate the public about the products and services offered by it. The various benefits and utilities of company's products, specialty of different brands, time to time concessions and discounts, etc. are communicated at different intervals

Tips for educating or giving instructions

In educating or giving instructions to others, following tips must considered:

1. Identify the audience, their level of understanding and their motivation to learn new things.
2. Motivate people to listen either by asking question or giving astonishing statement related with benefits of the instructions.
3. Organize the instructions well in advance.
4. Avoid excess of details unless the audience asks.
5. Use both words and pictures for best results. For this the person delivering lecture can use overhead projector, multimedia or other visual aids.

6. Ensure that the audience (employees or public) are not hurt with any statement or remarks.
7. Take care of the voice, tone and body language.

9. Asking and Answering Questions

In business, executives and employees have to ask questions to others for getting information or opinion. Remember that the purpose of asking question is to elicit the opinion, or to stimulate creativity that contribute to the knowledge. Asking question should not be identified with pushing someone to embracing situation. Executives have to the questions asked by public in general meeting, by journalist in press conference and so on.

While asking question, following points should be considered :

1. Know the purpose of asking questions.
2. State the content or brief history, in the light of which question is asked.
3. Ask open ended questions for gathering information.
4. Ensure that body language encourages answer.
5. Take care of the words of questions so that they do not sound ambiguous or ambivalent.
6. Ask questions to convey to others that you value their input.
7. Stimulate creative thinking by asking “what if” questions like, “what would you have done if you were in that situation ?”
8. Use “Why” questions with great care as they put others on the defensive. Most people resist why question that evaluate and judge reasons, motives and intensions.
9. Avoid asking questions that accuse.

Answering questions correctly, confidently, completely, consistently, compassionately and concisely is no easy task.

But following guidelines can make the answers more convincing and fruitful:

1. Understand the person's question thoroughly with careful listening,
2. Gather facts and figures before answering question. One can do the home work before approaching the meeting or conversation.
3. Give one-sentence summary of your answer and then elaborate the answer with appropriate details.
4. Give concrete examples to make the abstract ideas clear and memorable.
5. Avoid being hostile to embarrassing questions. Meeting hostility with hostility means losing ground. Therefore attempt to diffuse hostile questions with graciousness.
6. Keep in mind that while answering questions, you are conveying your image and the image of the organization.

10. Resolving Conflict

Conflict within organization is inevitable because of different opinions, goals, interpretations and values. The conflict affects the performance of different individual and consumes their energy.

While dealing with conflict

1. Determine the nature of the conflict. Conflict can be conflict over personalities, conflict over goals, conflict over facts and conflict over values. Conflict over personalities can be overcome by pinpointing traits that annoy or irritate and accommodating other person's trait. The best way will be to avoid such persons because personalities are difficult to change in shorter time. Conflict over goals can be handled

with compromise or modification of goals. Conflict over facts can be resolved with verification of facts with open mind. Conflict over values cannot be resolved because values have taken root in a person's life over a long time. Values form the basis for how people perceive others, and consider particular situation.

2. Approach the problem with mindset that the conflict will be resolved. To great extent, life is a self fulfilling prophecy and we get what we sincerely desire.
3. Make a conscious choice whether to accommodate, compromise, overpower or to collaborate. Accommodating other is suitable when one cannot win or issue is relatively unimportant or harmony is more important than issue. Compromise is suitable when. the situation is temporary, or issue is important to both the parties and the fighting, leads to bitter end. Overpowering other is suitable in situation of emergency and action is to be taken quickly. Collaborating to resolve the issue will be suitable when the relationship are of long-term and the situation will be recurring or both goals are too important to compromise.
4. Do not forget prematurely. Sometimes it happens that because of social pressures, people agree to the solution but they do not forget. Their hurt or anger continue to show up in different ways by sabotaging others, by talking behind back, etc. For this, one has to demonstrate trust and cooperation to overcome this situation.
5. Discuss private issues in private meeting with particular person. Do not talk someone's shortcomings in the presence of colleagues.
6. Discuss the matter of conflict with cool head and polite language. If other person is accusing on wrong assumption, question the statement in very diplomatic way. The purpose of questioning is to draw the other person to intellect from impulsive or instinctive behavior.

7. Avoid using phrases like “You will have to do so ...”, “you must do so etc.
8. Offer the other person face saving comment if the other is finding himself suppressed. The purpose of such face-saving comment is to heal the hurt.
9. Avoid sarcasm as it humiliates people.
10. End the discussion with positive note if conflict is resolved and state that the resolution is with collective wisdom.

11. Responding to Insults

In organizations or families, we find people who habitually let anything flowing in their mind roll out their mouth. There are also who insult and offend with more forethought. In both the cases, the persons insulting others disturb the harmony. In such situation the person who has to listen the insulting remarks finds himself emotionally disturbed. He should not let his inner harmony being disturbed. Remember no one can hurt you without your permission. Therefore insulting remarks should be ignored. The following tips can help to overcome or avoid the insult or humiliation :

1. Avoid people who relish in the sadistic pleasure of hurting others. It may be because of their upbringing in the hostile environment that doesn't recognize their irritable and hostile disposition. As a result, they become unconsciously aggressive.
2. Be assertive, not aggressive to tell the other that his remarks have hurt you. There may be misunderstanding or misinterpretation, that can be overcome with open talk.
3. Tell the other person that his insulting remarks, yelling, cursing or
4. Use body language to end the insulting conversation. One can look bored, break eye contact, etc.

5. Minimize the contact with such person, one should communicate in writing instead of speaking.
6. Bring the matter to appropriate authority if a person is repeatedly insulting or has crossed his limit. such matter should be brought with evidences like eye-witnesses, recorded taps, etc.
7. Do not collect injuries and avoid developing defensive mindset forever.

12. Giving and Receiving Criticism

One of the usual situations of communicating is giving corrective feedback or constructive criticism to others, or to receive similar remark with regard to our own work. Although it is easier to give than to receive criticism yet {he reactions of those who are given critical remarks are highly frustrating. One needs the art and tact of making .a point without making an enemy. one has need to transform his mindset that receives critical comments with regard. to one’s work with equanimity and calmness. The approach of giving and receiving criticism should be to know and grow instead of defending or offending particular point of view.

While passing critical remarks one should take the following points into consideration.

1. Keep in mind that purpose of criticism is to generate light than heat. Therefore criticism should always be given with “coaching,, attitude than with deliberate attempt to hurt the feelings of others.
2. Be tactful as one’s critical remarks have emotional impact on the receiver. we must remember the old sanskrit adage Always speak, the truth, but decently and amicably.
3. Be positive while delivering critical message and blend the comments with smile.
4. Rise above emotionalism and assess the emotional control of oneself. sometimes it may happen that the message is emotionally influenced

and intends to punish, or expose the stupidity of the receiver. In such case communication will not be effective as it will provoke the negative reaction of the receiver. Therefore one should first cool one's mind and wait for the appropriate time to deliver the message.

5. Focus the attention on the problem instead of blaming someone.
6. Offer suggestive action instead of focusing on discussion of the faults and failures. If one merely points out failures of others and exposes their faulty conclusions, one's communication will remain shallow and incomplete. Instead of being a problem identifier, one should also be problem solver. If we are willing to receive honest critical feedback from others, it is a true gift to us. It can provide valuable information and insight which can open our eyes to our shortcomings.

Therefore Socrates once said, Thank not those faithful who praise all thy words and actions, but those who kindly reprove the faults

But listening to critical remarks is a real challenge especially when they have negative impact on our emotions. If we react negatively to well meant critical comments and constructive criticism, it exhibits our immaturity and fragile' egotism. Matured and self evolved persons take criticism in very positive way.

While receiving criticism, one must

1. Keep oneself separate from work. One should not interpret criticism of work as attack on one's intellect, integrity and competency.
2. Permit others to disagree as they have right to their perceptions and opinions.
3. Be open to learn a lesson from criticism.
4. Maintain emotional equilibrium in the situation of listening criticism. One can breathe deeply to overcome the negative reaction or emotional disturbance.

5. Keep oneself physically strong and spiritually elevated as one's emotional stability to deal with criticism is closely related to one's physical and spiritual condition at the time. If one is feeling irritable because one is tired or is deprived of good night sleep, criticism will cut deeper than normal.
6. Do not take criticism too seriously. After all one should not be like football of other's opinion-feeling pleasure at hearing praise and depressed by listening criticism.
7. Try to find solution to the problem without getting identified with personal issues.

13. Communicating Technical Information to Non-technical People

One of the most frequent situation that one faces is communicating technical information to non-technical people. It is often disappointing that communication gaps exist between two categories of persons' Non-technical people are often frightened by the complexity of information and perceive that they will not understand it. Due to this, they unconsciously develop a resistance to the message. on the other hand, technical people perceive that non-technical people are incapable of processing the message.

To make the communication effective, technical people should follow the following guidelines:

1. Use analogies and examples which the non technical people can easily understand.
2. Make use of visuals like graphs, tables, diagrams, etc. to convey the message.
3. Keep the message brief as technical details will confuse the nontechnical People.
4. Try to involve non-technical people by asking them simple question or conveying the benefits of the proposal.

5. Avoid technical jargons that may confuse the non technical people.

10.1 INTRODUCTION OF CONVERSATION FAILURE

Conversation failure should be avoided as it will result bitterness in loss of image, in the hearts of affected person, decline in goodwill, negative reactions, deterioration in energies, etc. For this, one should analyse the causes of conversation failure and be aware of them. The various causes of conversation failures include negative reactions, lack of mindfulness and sensitivity to others, needs and aspiration, lack of empathy and ethics in one's life, etc. As one analyses the causes of failures of conversation, one will be able to prevent them with conscious efforts.

10.2 CAUSES OF CONVERSATION FAILURE

The various causes of conversation failures are:

1. Negative reactions

One of the main causes of failure of conversation are our negative reactions, duly provoked by bitter past memories and consequent damage to our expectations. When we get ourselves emotionally disturbed during conversation, the results are outbursts of angers, accusations and heated exchange of arguments. These reactions further provoke counter reactions and the result is failure of communication and conversation.

2. Improper time

Improper timing of conversation also results in conversation failures. An order at closing hour to execute an urgent work, may cause resentment in, the employee who has to catch train for going back to his house. A meeting organized at night or late hours interrupting sleep, further irritates the person, if message is not urgent.

3. Premature Evaluation

It is human tendency that we try to evaluate quickly. We do not listen or read the whole, but try to infer from certain part of the message. The moment we try to

evaluate, we stop further message visible to our sensory receptors. As a result, effective communication does not take place because of premature evaluation. This barrier can be overcome by emphatic listening or suspending judgment for the time being.

4. Different comprehension of reality

Reality is not an absolute concept, it is relative to different persons. Each person has unique sensory receptors and mental filters. As a result-our abstractions, inferences and evaluations are different. **Abstraction** is the process of focusing attention on specific details and ignoring others. Due to abstracting we fail to comprehend the situation as a whole and even fail to understand other person's point of view as we think ourselves right. In addition to different abstractions, our **inferences**, things beyond verifiable and confirmed facts are different. For example, one person told the other that he would leave by specific train ; the other person infers his arrival at the station at the right time of train. It may prove to be correct or wrong. In the same manner, we infer beyond facts. If our inferences are different, communication gap will be there.

5. Negative Attitude

The general attitude of the superiors about communication, affects the flow of communication or conversation. If the superiors are afraid of delegating authority and lack confidence in themselves as well as in their subordinates, they will obviously try to conceal, colour or filter the information. They intentionally do so to twist the situation to their favour or to mask their weaknesses. The negative attitude of subordinates also affects the communication flow. Their inferiority complexes, unwillingness to share information and fear of action are the obvious barrier to communication, Under such situations, organizational communication becomes ineffective.

6. Poor listening

Poor listening is one of the psychological barriers in the effective communication. Most of the people just hear, do not listen attentively. If they listen,

they listen selectively : taking the ‘desired part’ and ignoring the undesired part’ of the message. They do not listen to what the other is saying, but what they want to listen. This poor listening retards the communication flow and prevents understanding of the real meanings.

7. Egotism

Egotism is diametrically opposite to transmission of understanding- the most vital aspect of communication. The self-centered persons think that their own ideas are more important and others are wrong. Such people are very bad listeners. They keep their minds closed and alienate from the people with whom they work. If a person wants other people to understand him, he has to understand them. Such level of understanding diminishes, with egotism and as a result the communication process is hindered.

8. Lack of mindfulness and sensitivity

Mindfulness is a special quality of mind that warrants to be present in the moment and to become sensitive to one’s inner vibrations and others. Because of our mindfulness and sensitivity towards others, ‘re perform the tasks in reaction free consciousness and convey respect to others feelings and emotions. When we lack mindfulness and sensitivity, we become unconsciously aggressive, absent minded, unsympathetic, etc. This disturbs the conversation process and results conversation failures.

9. Lack of empathy

One of the causes of failure of conversation is lack of empathy as we fail to understand the things from others’ perspective by entering into their hearts. The moment we understand the things from others’ point of view, we are likely to comprehend the situation in more effective way. The art of empathy, entering into others’ shoes is needed for conversation control.

10. Lack of ethics

One of the causes of conversation failures are the lack of ethics in personal and professional life. Because of lack of ethics; one is not perceived as credible person. when we receive message, we give more weightage to the person from whom the message is flowing. If we do not perceive the other person as credible, we do not accept the message as it is. Thus credibility contribute to the art of conversation. This credibility includes honesty, dynamism, and competence' Ethics play dominating role to become honest and dynamic person.

11. Loss of image and self esteem

If the conversation failures occur, there is loss of image and self-esteem of the parties in conversation. This affects both the parties in long run as they loss their image and self-esteem. This further affects their conversation with other parties.

12. Bitterness in the heart of persons

Conversation failures result in bitterness in the hearts of persons involved in the situation. When conversation failures occur because of insults and heated exchange of arguments, it result in permanent scars in the hearts of the parties. With these scars, the parties try to settle the scores in next conversation or through back-biting or other way to demolish the image of the other parties.

13. Lack of engagement

Conversation failures result in loss of engagement of parties under question- When conversation failures occur, with that the parties fail to extend their cooperation from the heart and spirit. In the present days of competition, when we need to harness the heads, hearts and spirit of other persons-we need to engage them totally. But conversation failures result in loss of engagement of parties.

14. Relations adversely affected

When conversation failures occur, relations are adversely affected. It is very relatively easier to enter into relations, but developing them requires continuous

feeding from moment to moment and time to time. When conversation failures occur because of heated exchange of arguments and insults, then permanent scars remain in the heart of the parties being affected. This causes damage to the relations as when we meet other parties, our emotional reactions get provoked because of bitter past memories.

15. Depression

Sometimes conversation failures result in depression to the parties. The state of depression occur when a person continuously think over scar and do not indulge in his or her routine activities. This state of depression sometimes lead to drug addictions and other evil things. Sometimes the person feel isolated from the main stream.

16. Loss to organization

Conversation failures lead to not only loss to the person, but loss to the organization as a whole. For example, when a person is not feeling the spirit of elevation, he or she cannot contribute effectively to the organization. It also adversely affect the process of engagement of employees which is essential for betterment of the organization.

17. Adversely affect team spirit

For building team of dedicated and devoted individuals, enter into positive relations focused on development of competencies of each person. when conversation failures occur, the process of team building is adversely affected.

10.3 NEGATIVE ATTITUDE AND CONVERSATION

Negative attitude affects the conversation in adverse manner. Negative attitude affects the conversation in following way:

- Prejudices and preconceived notions adversely affect the parties to enter into meaningful conversation.

- Reaction and retaliation of the parties.
- .Blockage of communication.
- Bitter memories and scars.
- Defensive communication prevent the parties to talk in open and transparent manner.

Negative attitude is manifested in one or other type of following symptoms:

- Pessimism and self-defeating talks.
- Lethargy, tardiness, and depleted energy.
- Lack of initiative and spirit of enterprise.
- Hyper reactive and least effective behavior.
- Disturbed and perturbed mind.
- Vague fears and irrational thoughts.
- Accusing others and excusing oneself.
- Resentment and discontentment.
- Jealousy, envy and haired.
- Suspicious and over skeptical mind.
- Prejudiced and conditioned perceptions.
- Indulgence in drinks and drugs.
- Thinking in terms of hindrances in every opportunity rather than exploring opportunities in every hindrance.
- Selfish, indifferent and callous attitude.

- Feeling of revenge and rancor.
- Dishonesty and deception.
- Rumor mongering and exaggerated negative or gloomy picture of the situation.

10.4 Evil effects of negative attitude

Negative attitude not only adversely affects the quality of life, but also the surrounding environment in the following ways:

- sadness, depression, stress, etc. deplete valuable energy of the body and mind.
- Negativity prevents one from enjoying the pleasures and happiness of life.
- It adversely affects the performance level of the individual and his or her team mates.

Gratitude contributes towards happiness and contentment in life. Therefore positive psychologists have found that the regular practice of gratitude is one of the “happiness boosters”. Grateful people are happier, less depressed, less stressed and more satisfied with their lives and interpersonal relationships. Gratitude promotes a positive cycle of reciprocal kindness among people. This improves the level of happiness and enhances the quality of life.

10.5 How to overcome Negative Attitude

1. Realize the evil effects of negative attitude

Negative attitude does not contribute to your life in any way. Carefully know the outcomes of negative attitude: depleted energy, failures and frustrations, loss of opportunities to create wealth and friendship, etc. These outcomes are continuous reminders that negative attitude leads towards downfall. As soon as you spot the evil effects of negative attitude, you try to cultivate positive attitude.

2. Be aware of negative people around you

To overcome negative attitude, one has to be aware of people whose mindset is negative. These people may be:

- People with bad intentions to manipulate others in negativity, waste their time and energy on useless matters,
- People talking with self-pity,
- People trying to exploit others' mental weakness,
- People trying to present the picture in gloomy and pessimistic way.
- People trying to attract the attention of others through exaggerated tales or stories of failures.

While interacting with these people, one inflects instantly their bad and negative energies. The best way to guard oneself is to draw strength out of inner self and feel that these negative environments cannot affect one without one's inclinations.

3. Feel responsibility to overcome negative attitude and to cultivate positive attitude

Everyone is responsible for overcoming the negative attitude. The word responsibility means that one has the ability to respond to a particular situation. Look at the examples of great personalities like Nelson Mandela who being behind bars looked at the stars-the future of his countrymen-than losing courage or compromising for immediate outcomes. For cultivating positive attitude, one has to overcome negative attitude. For that s/he must feel responsibility to overcome negativity.

10.6 EFFECTS OF CONVERSATION ON RELATIONSHIP

Conversation affects the relationship. For entering into relationship, one has to enter into the process of conversation. With conversation, we develop understanding and resonate in others' feelings. As we resonate in others' feelings and convey respect and empathy to other person, we feel the spirit of enrichment and elevation. This leads to feeling of happiness in one's life. With effective conversation we develop

the organization as learning organization. The concept of learning organization means learning on continuous basis and pursuing dialogues where we have to suspend the judgment and learn others' paradigms and act in team spirit.

On the other hand failures lead to loss of engagement, bad damage to team spirit, provoking of negativity, etc. Therefore one should indulge in positive conversation to build relations and transform the organization as learning organization.

10.7 BASIS OF INTERPERSONAL RELATIONS

One cannot live in isolation as life is the other name of relationship- living in communion with other people, things and ideas. Without relationship there is no existence. The relationship of two or more people creates society. These relations are usually based upon mutual interdependence and mutual assistance that may include mental security, power or self-evolution. If that does not gratify or satisfy one, one is likely to change one's relations with other person or things. The moment there is a disturbance in the relationship which produces discomfort in ourselves, we discard that relationship. When one is seeking power in relations, he is likely to create society based on power-relationships and identifies himself with something greater-the party, the country, the caste, the region, the religion, and so on.

(I) Understanding and flow

Understanding is possible when two persons are communicating and taking the message in same sense and spirit. The best of the situations of understanding are spiritual dialogues in infectious silence where subtle flow of vibrations is experienced and silence is listening to the higher SILENCE. Here words pale into insignificance and becomes "the grandson of the silence" (Ramana Maharishi). The next to this incommunicable and inexpressible silence is empathic listening aimed at not only understanding the verbal but also emotional content of the message. Here we find not only flow of thoughts but also flow of consciousness. The other situation of understanding is learning organization situations when two or more persons indulge in state of dialogue by suspending their mental assumptions and listening to others respectfully for the purpose of generation of new ideas that may emerge from mutual

creativity and cross-fertilization of ideas. But for the flow of intelligence in such learning organization situation, both persons should have mastery over their field, make themselves as knowing phenomenon devoid of egos, identities and other masks, and be ready and receptive for transformation beyond exchange of information. All these situations of understanding becomes like two mirrors omitting lights upon each other where sharing and receiving becomes one and same. Besides transmission of understanding, both will feel flow of compassion, care and concern for each other.

(2) Transparency

When we talk of transparency, it means openness and trust. For transparency, one should be authentic and credible. Authenticity means to interact with people without a hiding mask, without a disguising role, and without defensive and legalistic communication. Remember, there is difference between people who speak about authenticity and those who speak from authenticity. Being authentic means speaking from the depth, where words are almost superfluous and where the truest speaking is the silent presentation of you-YOU are the message. Authenticity can provide authentic courage to be transparent and to walk the talks without fear and favour and be ready to take unpopular stand when the situation demands. On the other hand, without transparency, there are no authentic relations-just entanglements. Pursuit of hidden agenda with misleading and misrepresenting things, or fabrication and falsification of facts can not work long, they rather hamper interpersonal relations.

Transparency in outlook is virtue and for organization it is like oxygen supporting and sustaining its existence. The meaning of transparency varies from context to context: full disclosure and legal as well as ethical compliance (corporate governance), candor, integrity, honesty, ethics (personal qualities), etc. In the present networked universe with competition at global level, when reputation can be shattered by the click of mouse, transparency is a matter of survival now a days. Trust and transparency are very much linked as people rely more on the messenger than contents of the message.

What does transparency means?

- Candor (full and fair flow) of information.

- Openness in sharing information, opinions and thoughts.
- Being honest, ethical, credible and clear.
- Sincerity in expression of inner feelings and emotions.
- Avoiding unethical behavior and the habit of keeping others in darkness and delusion.
- Full and fair disclosure of relevant and reliable information.
- Symmetry-maintaining balanced relationships with outside groups/ stakeholders based on two-way communication, instead of imposing one's will on others.

However transparency does not mean:

- Hurting or humiliating others by ignoring interpersonal boundaries of mutual respect.
- Conveying vital information to competitors.
- Being unnecessarily vulnerable to the attacks of negativity.
- Loosing one's privacy.
- Protecting oneself as ethical being for the sake of name and fame.

Benefits of transparency

Thought it carries the risk to be vulnerable to the attacks from outside world, yet it offers the benefits to be transparent:

- Overcoming one's faults, fallings and failures by assuming responsibility of introspecting oneself.
- Relieving the heart from burden of guilt and false pride that does not belong to one's true being.

- Attainment of personal freedom,
- Earning trust of others.
- Enhancing the quality of relations.
- Increasing the flow of vibrations
- Contributing to one's health, happiness and harmony. It requires greater mental and psychic energy as well as time to manipulate and fabricate. the information” It affects the health as heart carries greater load of malice and brains carries another load to remember what was said to one and another message to other. It affects health and happiness. With transparent outlook, other can feel comfortable to exchange ideas and opinions.
- Allowing others to rationalize and adjust expectations instead of generation of emotional bickering.
- Helpful in crisis management situation when your trustworthiness and truthfulness count very much.

Who can be transparent?

To become transparent, one needs

- Integrity and honesty in every operation.
- Courage to walk the talk.
- Accepting responsibility instead of accusing others and excusing oneself and acknowledging wrongdoing with expression of regret.
- Disinterest in petty things and issues and focus on the broad spectrum.
- Enlightened self-interest that our existence lies on ethical functioning of various persons.

- Realization one's true self and experiencing other beings as extension of one's self.

(3) Trust

Trust means having a feeling of confident and positive expectations. In our daily life, we constantly make decisions based on trust. For example, when we consume a product, we trust its usefulness. When we deal with a person, we trust that he will come to our expectations. There are feeling of confident and positive expectations. Stephen Covey puts forward the proposition that trust always affects two outcomes-speed and cost. If trust in a relationship is low, the speed of getting things done will be slow and the cost will be high. Conversely, when trust is high, the speed of getting things done will be fast and cost will be low. Organizations with high-trust cultures significantly outperform their counterparts with low-trust cultures in various performance indicators.

Trust also implies risk of become vulnerable. Trust and risk are two sides of the same coin. The risks in a relationship may threaten physical or emotional well-being and these may be real or imaginary. When the risks in relationships are low, trust may exist in the background whereas when the risk is high, trust becomes the crucial factor of success. How much level of trust is involved in relationship, that depends upon personal trustworthiness being shared between each of the person involved. The process of building trust in a relationship begins with each individual first becoming trustworthy-how he or she is perceived by others as worthy of their trust. A person cannot demand trust, but has to earn and command trust for making relationships long-lasting and sustainable. Stephen Covey puts forward the proposition that trust always affects two outcomes-speed and cost. If trust in a relationship is low, the speed of getting things done will be slow and the cost will be high. Conversely, when trust is high, the speed of getting things done will be fast and the cost will be low.

Types of trust

In actual real life situation, there may be four types of trusts:

- (a) Spontaneous trust
- (b) Contractual trust
- (c) Value based trust
- (d) Safety trust

Spontaneous trust occurs when the people involved choose to further a relationship with each other based on their own intentions, as well as their initial perceptions of the other person's motivation, capabilities and character. Successful salesmen know well how to behave in opening moments so that first impression is positively created in the mind of other person. **Contractual trust** is a formalized approach of creating trust in a relationship where the parties involved develop a purpose for the relations. Here parties meet together for a definite purpose and demonstrate confidence in each other for pursuing specific common purpose. The third type of relationship is **value-based trust** where the parties make commitments to each other based on their knowledge of each others personal motivations, values and capabilities to fulfill expectations. In the **safety** trust, the parties build the trust through actual behavior and actions. This type of trust builds loyalty between parties in a relationship.

(4) **Respect**

Respect for other persons' mindsets, emotions, needs, time and attention are the basis of interpersonal relations. If one respects others' emotions, mindsets, needs, time and attention- one is likely to command respect sooner or later. When a person tries to belittle the other person with sarcastic remarks, the other person feeling humiliated is likely to retaliate in future by finding fault. The other way of showing disrespect is playing politics, pretending and promising without intention to fulfill it, denying others' genuine claim, treating other as his or her possession, ignoring(as it needs guns to hunt a deer where as just ignoring is enough to kill a dear person!), and viewing others' sincerity as stupidity. These tendencies harm the interpersonal relations. But long run relations need nurturing with authentic respect.

(5) Reciprocity

Reciprocity means having feeling of respect for other persons and willingness to repay in one or the other way. It compels one to ask oneself if the other person is doing something for me, what should I do for him/her to serve his/her needs. If one is lacking feeling of reciprocity, and wants to get quickly without sacrificing or repaying anything, then relations can not last long because reciprocity is the basis of long run relations. If some person is having compassionate, caring and cooperative attitude, some people try to exploit it through manipulative ways. But there is a stage, when like rubber if too much stretched, it breaks down or tears into pieces. Tendencies of short-termism have their own limitations like the horses of short run races. Moreover in natural law, there is no plus and minus; if one has to get something, one should be ready to sacrifice something in return. Nothing is free. The law of karma “What goes around, comes around” operates. For sustaining long run relations, there should be reciprocity in terms of sincerity. Does money matters or monetary sacrifices destroy relations? Answer is both yes or no. Money is manifestation of the unmanifested phenomena. If one is lacking sincerity at heart and has the tendencies to compromise with ethics, one is likely to commit fraud or deceit.

(6) Responsibility

Responsibility and ethics are one of the basis to sustain relations. The feeling of being exploited, manipulated, and cheated, is likely to affect interpersonal relations adversely. In interpersonal relations we are free to act, but that freedom implies great responsibility. One should think objectively and impartially by detaching oneself from the situation, what will happen if one is treated in the same way by other persons. What will happen if one is working with “run away with anything” mentality or fake identity or short-termism instead of feeling responsibility for nurturing relationships on ethical values. Relations at work may be formed, stormed, reformed, transformed or terminated as, these are transitory things. A person sooner or later get associated or networked with relations that satisfy his or her one or other passions. But one should take care of eternal values like one’s character and credibility-the things for which one stands for and is even ready to sacrifice, and should struggle and transform these passions to compassion and emotions to devotions. Once a person ventures to take care of higher things, other things shall be taken care. These relations

are the manifested form of the unmanifested source. In interpersonal relations one should try to feel harmony than seeking attachment or aversion. Harmony means feeling comfortable with yourself as well as with others.

10.8 SUMMARY

Conversation skills plays important role in one's success in personal as well as professional skills. There are numerous communication situations in which use conversation skill to give and get advice, to suggest something, to issue order, to motive other to persuade other, to warn, to negociare, to educate and train employees. While communication technical Information to non-technical people use visuals and examples, keep the message brief, and avoid technical Jargens conversation affects the relationship. For entering into relationship, one has to enter into the process of conversation. One should indulge in positive conversation to build relations and transform the organisation as learning organisation.

10.9 IMPORTANT QUESTIONS

- Q1 What is conversation control.
- Q2 Write short note on Reflection.
- Q3 How to Improve reflection.
- Q4 Give advantage of empathy.
- Q5 What are the basis of Interpersonal Relations.

10.10 PRACTICE QUESTIONS

- Q1 What is Conflict resolution.
- Q2 What is reflection.
- Q3 Give tips for educating Instructions.
- Q4 What are the causes of conversation failure
- Q5 What is transparency.

- 11.1 Introduction of feedback
- 11.2 Meaning of feedback
- 11.3 Function of feedback
- 11.4 Effective feedback
- 11.5 Ineffective feedback
- 11.6 Feedback and Johari window
- 12.1 Giving and Receiving feedback
- 12.2 Counseling meaning and features
- 12.3 Features of counseling
- 12.4 Psychotherapy
- 12.5 Counseling and psychotherapy
- 12.6 Difference between counselling and psychotherapy
- 13.1 Factors contributind to emergence of counseling
- 13.2 Benefits of counseling
- 13.3 Techniques of counseling
- 14.1 Introduction of counseling
- 14.2 Approaches to counseling
- 15.1 Rational emotive behaviour therapy

15.2 Summary

15.3 Important questions

15.4 Practice questions

11.1 INTRODUCTION OF FEEDBACK

Feedback is the communication of feelings and perceptions by an individual to another about the latter's behavior or expression of understanding about the conveyed message. In communication situation, feedback is involved when the receiver conveys what he has understood. In interpersonal communication feedback is involved. For example, a boss conveys his subordinates about his negative performance and suggests ways to improve. We tell our friends what we think about their style and ways to improve their behavior. It is easy to give positive feedback to people, but we avoid giving negative feedback because it may create more problems. Managers avoid giving feedback because they fear other person's reaction and may lack concrete information that proves the negative behavior (though managers may be having clues).

11.2 MEANING OF FEEDBACK

The purpose of feedback may be :

- To improve the communication.
- To improve the behavior.
- To help the person to increase his/her personal and interpersonal effectiveness.
- To motivate the person to improve his/her performance.
- To identify the causes of ineffective behavior and communication.
- To reduce communication gaps of misunderstanding.

11.3 FUNCTION OF FEEDBACK

Feedback may assume two forms : Giving Feedback and Receiving Feedback.

Functions of Giving Feedback include the following:

- Ensuring that message has been received and understood.
- Providing verifiable data about the behavior and situation.
- Relieving the tension of the other person.
- Reducing communication gaps'
- Promoting interpersonal trust.
- Facilitating transparency and openness.
- Suggesting alternatives to the solution or situation.
- Encouraging collection of data from other sources.

The functions of Receiving Feedback are:

- Encouraging the process of self-introspection and increasing self_awareness.
- Increasing sensitivity in picking up cues.
- Identifying the perceptions and feelings of others through different cues being noticed in the environment.
- Encouraging openness.
- Developing one's effective style of communication with attitude to, know and grow' rather than to react or defend.
- overcoming useless defensive mechanism that protect and promote inefficiency and ineffectiveness.
- Encouraging experiments with new and improved behavior.

11.4 EFFECTIVE FEEDBACK

Some of the characteristics of effective feedback are:

1. **Intended to help.** Feedback should be given to help the other person, not to hurt or harm him/her. It has been noticed that people use feedback to express anger or to exert control than to genuinely help the other person.

2. **Problem oriented.** Feedback should be problem oriented not people oriented. Its purpose should be solved the problem not to condemn or criticize a person. People oriented feedback is more likely to provoke reaction and retaliation.

3. **Individual specific.** To ensure effectiveness of feedback, it should be specific for specific individuals because each individual is unique with unique problems and unique mindset to react or respond to feedback. If feedback is general, like saying that all employees are shirkers, then it is likely to provoke the reaction of all employees

4. **Genuine and credible.** The giver of feedback should be genuine and supporting because the receiver is more ready to listen to such persons. If the feedback is not genuine, people question the motive of the giver of the feedback and do not care about that.

5. **Solicited not imposed.** Feedback should be solicited not imposed because imposition means manipulation and control that other person do not like.

6. **Appropriate time.** Feedback should be given at appropriate time. The most appropriate time is immediately after the other person has made the statement.

7. **Readiness of receiver.** The feedback will be effective only when the recipient is ready to receive. If the recipient is not ready to receive, it will be wastage of time and efforts and consequently shall provoke reaction and retaliation.

8. **Reliable and authentic.** The information given in the feedback should be reliable and authentic, unbiased.

11.5 INEFFECTIVE FEEDBACK

The ineffective feedback has following characteristics:

1. Intended to belittle other person. Ineffective feedback is intended to belittle other person in his or her own eyes and in the eyes of others. It not only provokes resentment and hatred in the heart of other person but also affects the relationship in the long run. As one feels belittled, one tries to search the weaknesses of other person and waits for his or her turn to settle the score.

2. Beyond the control of the person. Before giving feedback, one thoroughly assesses the situation and tries to judge whether the things are within the control of the person or beyond his or her control. It is useless to give feedback for things which are beyond the control of that person.

3. General than specific. Feedback given with generalized statements is more likely to provoke the reaction of other persons as they feel hurt by listening it. Therefore for giving feedback, it should be targeted at specific person with specific remarks.

4. Defensive behavior. While receiving feedback, one should be open not closed and defensive. If one's behavior is defensive and tries to rationalize it, one is unlikely to gain out of it.

5. Lack of understanding. Ineffective feedback is characterized by lack of through understanding of the message. Therefore it should be better given after thorough understanding of the message and in simple and straightforward language. It should not be multi-vocal with different meanings.

6. Improper time. In case a person has committed mistake, he or she should be told immediately so that he or she can improve his or her behavior and performance. If the feedback is given late, the person shall-continue to make mistakes.

11.6 FEEDBACK AND JOHARI WINDOW

The Johari Window framework developed by Jo and Hari in the context of Leadership studies can be adapted in the situation of communication and feedback.

According to this framework, there are certain behaviors and Communication patterns which are known as well as unknown to self (shown on horizontal dimension) and there are certain behaviors and communication patterns that are known as well as unknown to public (shown on vertical dimension).

These four can be classified as follows:

1. Known to public as well as to oneself-Public Arena
2. Known to public but unknown to oneself-Blind Arena
3. Unknown to public but known to oneself-Private Arena
4. Unknown to public as well as unknown to oneself-Dark Arena

Johari Window: Behavior and Communication Pattern

	Known to self	Unknown to self
Known to public	(1) Public Arena manifested behavior or actions	(2) Blind Arena Unconscious thought patterns Conditioned mind Defective perception Egotism Association of others
Unknown to public	(3) Private Arena Maui pulated behavior Selfish. tendencies Arbitrary interpretations	(4) Blind Arena Will to Power, Libio/will to live Inner Drives Fears, anxieties, sense of Complexes

I. Public Arena

Public Arena is that behavior and communication pattern which is known to self as well as to the public: close friends, supervisors, peers, and other persons interacting with the concerned person. Our manifested behavior and actions are part of public arena.

The controlling force of such actions and behavior are:

- Legal compliance mechanism.
- Shame of the society,
- Group and social norms, etc.

If the group or society to which one affiliates or tries to identify is of civilized and decent persons, one is likely to behave in more civilized and decent way that confirms the norms of the society. As a result, one shall control one's inclinations and evil temptations to harm others. On the other hand- if the public or concerned group accepts or approves the rudeness or incivility of individual, the individual is more likely to repeat this behavior.

To make the communication and feedback effective, the society and the group of individuals should try to enforce high standards of behaviors and communication where everyone feels respected and valued. There should be culture of openness and transparency, so that chances of unethical behavior are minimized and everyone feels his or her moral obligation to comply with high ethical standards.

2. Blind arena

The arena is unknown to self but known to the public. The controlling forces of such arena include:

- Unconscious thought patterns
- Conditioned mind
- Defective perceptions
- Egotism
- Association and influence of others

The most ruling force behind this arena is gross unawareness of the person. The friends or peers may want to help the person to overcome certain defective perceptions

or to question his or her conditioned mind, but they feel reluctant because of power position or differences due to hierarchical relations. There may be guiding hints of information in the form of subtle cues, but the unawareness of the person does not let him or her to capture them.

To make communication and feedback effective, the person should try to put Himself/herself in the shoes of others and understand others' feelings and emotions. Unless the concerned person does not question his/her thoughts and patterns of thinking which have been developed due to conditioning of the past, one is unlikely to correct it. Sometimes these defective perceptions and patterns of thinking are strengthened because of association of certain persons, who rather than correcting, confirm it out of flattery. But remember these persons have their own axes to grind and they run away when the person loses power.

Therefore one should try to overcome one's egotism and conditioned mind through questioning one's thought pattern, striking to ethical standards and developing empathy for others. For giving feedback to persons working in this arena, we can use guiding hints to have cues about the situation."We should also have courage to call a spade a spade.

3. Private Arena

This arena is known to self, but known to public or others. It is private area because the person is unwilling to share with others. Here the person's behavior is more likely to be manipulative like flattery, false patronization of certain persons, or criticizing certain person in indirect or subtle way, etc.

The controlling forces of this arena are:

- Manipulated behavior
- Selfish tendencies
- Arbitrary interpretations.

In this arena, as others do not know about the purpose and intension of the concerned person until certain cues come to surface, they may not be able to give

appropriate feedback. Sometimes people being manipulated feel bitter as they know that they have been manipulated and consequently relations are adversely affected. In the long run, our relations are more guided and sustained on the basis of ethics (reciprocity, responsibility, respect, etc.) and empathy (Understanding and concern about others' feelings and emotions) than temporary nicety. Therefore one should be honest not only with others but also with oneself. receive feedback, one should question one's motives and put oneself into other's position before indulging in flattery or false patronization.

4. Dark Arena

This arena is not only unknown to the self, but also unknown to others. A person working in this arena is unconscious about oneself. He or she may be thinking that he is dominating others, but he or she is herself dominated by her/his basic instincts and impulses.

The controlling forces of such dark arena are:

- Will to Power (Friedrick Nietzsche).
- Will to live (Schopenhaur).
- Libido-sexual energy (Freud).
- Inner Drives, motivations, etc.
- Fears, anxieties, sense of insecurity.
- Hidden Complexes (one may feel one is lacking in one's life)

This is unconscious part of one's personality, and psychologists say that our behavior is largely controlled by this dark arena which like major part of ice-berg remains hidden in the water. One-tenth part of the ice-berg is known to others or oneself. Famous philosopher Schopenhaur propagated that will to live is controlling our behavior in mysterious manner whereas intellect (the faculty of reasoning) is just minister of foreign affairs being moved by it just like one blind man carrying lame man over his shoulders. Schopenhaur's will to live was renamed as libido or

sexual energy by famous psycho-analyst Freud. To famous philosopher Friedrich Nietzsche, the biggest ruling force in our life is will to power that guides our actions in our daily life.

To be effective person, one has to transform one's base needs like passion to higher needs like compassion, emotions to devotions. This comes with divine preparation and continuous practice.

Regarding situation of receiving feedback, it is difficult to receive feedback by a person who is asleep and behaves in unconscious way. Unless and until one is prepared through rigorous self efforts and divine grace, one will not be ready to receive feedback. One has to overcome one's hidden tendencies with ethical behavior, meditation and other spiritual exercises so that divine grace occurs and one's behavior is transformed.

12.1 GIVING AND RECEIVING FEEDBACK

Giving Feedback

While giving feedback, following points should be considered:

1. Understand the position from different angles and perspectives.
2. State the constructive purpose of the feedback.
3. Be sure that the recipient of feedback has confidence in the giver's knowledge and honesty.
4. Ensure that feedback is given at appropriate time.
5. Give the other person an opportunity to respond by asking him/her appropriate questions.
6. Focus on what is said and done, not why because it provokes resentment, suspicion and distrust in the receiver.
7. Ensure that communication is harmless and non-violent.

8. Check the tone of the feedback to ensure that it should demonstrate the giver's sincerity, honesty and interest in the betterment of the receiver.
9. Be ready to receive feedback while avoiding defensiveness.
10. Offer specific suggestions to improve the behavior.
11. Be humorous to avoid communication blockage or to break tension and to ensure atmosphere of goodwill.

Receiving feedback

The effectiveness of feedback depends upon the receiver's ability to adapt the feedback in fruitful way. After receiving feedback, his or her behavior can be defensive (denial, rationalization, reaction etc.) or transformative (acceptance, introspective, empathy, positive critical attitude) etc. The use of defensive behavior to deal with threatening feedback is like using pain killing drugs to deal with the pain experienced by a person. The pain killer drugs can reduce the pain, but do not deal with the main cause in effective way. Similarly defensive behavior can create illustration of dealing with the situation, but does not address the issue properly. On the hand, transformative behavior helps to bring permanent change in behavior and pays in the long run.

Defensive and Transformative Behavior in dealing with Feedback

There are defensive and transformative behavior that are usually noticed during feedback:

Defensive Behavior	Transformative Behavior
Denial	Acceptance
Rationalization	Introspection self-analysis
Aggression	Empathy
Displacement	Exploration
Quick acceptance	Data collection
Humor	Concern
Accusing	Positive critical attitude

While receiving the feedback, the receiver should behave in transformative way.

1. Denial versus acceptance : It is general tendency that the person denies the charges because it lowers the self-esteem of an individual. Moreover denial reduces the anxiety and gives the false conviction that the feedback was wrong and consequently he or she need not to bother about it. But it does not change the situation. On the other hand, acceptance for whatsoever happened enables a person to brave the situation and overcome the negativity'

2. Rationalization versus Introspection and Self-analysis : The usual tendency with negative feedback is to rationalize or generalize. For example, a subordinate receiving criticism from boss is likely to say that his performance was affected because of family problems, low motivation or ill-health (rationalization) or may say that this year the overall performance of all employees was low (generalization). But this also does not help the person to change his behavior. The better way is introspection and self-analysis that leads the person to think what the reasons of low performance were and how these can be overcome.

3. Aggression versus empathy : It is the usual tendency that the person receiving adverse feedback is likely to feel angry and resentful. He or she may show his or her resentment in the form of aggression on the giver of the feedback. The giver may also feel angry and resentful and consequently conflict may emerge. The better way is to listen to the giver empathically by understanding the basic reasons why negative feedback occurred.

4. Displacement versus exploration : The adverse feedback causes anger and resentment. And if the giver of feedback is powerful person, showing anger on him or her may lead to further problems and disciplinary actions. In such situation, it is usual that the receiver gives vent to his/her anger upon somebody else who is weaker. In organizations, it has been usually experienced that a middle manager receiving adverse criticism from boss is likely to be strict with his subordinates. Instead of showing anger on others just to reduce anxiety, the better way is to explore the causes of adverse feedback by asking the feedback giver where and how this behavior was observed.

5. Quick acceptance versus data collection : There is another defensive mechanism of receiving the feedback with quick acceptance with sweet words like “thank you for your honest opinion”, etc. With this, the person receiving feedback accepts feedback without reflection and escapes the possibility of changing the behavior. On the other hand, the better approach is to collect data related with the feedback that will provide clues to bring positive change in the behavior.

6. Humor versus concern : There are cases when the receiver uses humor to reduce anxiety. But humor is also dysfunctional. The better way is to show concern that will help to explore the possibility of improving the behavior.

7. Accusing others versus positive critical attitude : It is quite possible that person receiving negative feedback may accuse someone else for his or her adverse behavior. This also retards the scope of changing the behavior. Instead of accusing others and excusing oneself, the receiver of feedback should try to make critical assessment of his behavior, Instead of offending and defending someone or other, his approach should be to know and grow.

12.2 COUNSELING MEANING AND FEATURES

In the present world of complexities, an organization demands more of the employee’s time and attention than before. But at the same time there is growing stress and distress of employees resulting in their mental illness and ill-health. To overcome this problem organizations are actively relying on counseling as technique to overcome the problems of mental illness. Presently counseling as a fast growing dynamic movement has rapidly progressed from its modest beginning in the early part of the present century to its current dynamic status. Counseling has earned recognition through its service for enhancing the health, happiness and harmony of an individual.

Counseling is seen as a diagnosis and treatment of minor maladjustment and its treatment. **Wrenn** defines counseling as a dynamic and purposeful relationship between two people in which procedures vary with the nature of the client’s need, but in which there is always mutual participation by the counselor and the client with the focus upon self-clarification and self-determination by the client.

12.3 FEATURES OF COUNSELING

- Though counseling like any other science is based upon scientific Principles of objectivity and verifiability, it has to imbibe subjective aspects like rapport, empathy' warmth and trust.
- It is individualized' and personalized assistance.
- It involves dynamic and purposeful interpersonal relations between two people in interpersonal relations between two people in counseling like interview in purposeful and specially designed to make the right choice and motivate to act towards achievement.
- Counseling is "individualized and personalized' interpersonal communication focused on personal or vocational problem designed to Know the problem in deep and to encourage counselee to make their own decision by perceiving the reality in objective and impartial manner.

12.4 PSYCHOTHERAPY

Psychotherapy has been defined in a variety of ways. The most simplistic definitions is "soul-healing." This means that psychotherapy, no matter what particular form, is a process of restoring health to a person who is suffering mentally and emotionally. Und'er standing the soul to beth every core of the human being, the practice of psychotherapy tends to be reserved for the deepest concerns of life. Most often, psychotherapy addresses conflicts that reside within the personality.

Psychotherapy is concerned with treating psychological or emotional Problems such as neurosis or personality disorder through verbal and nonverbal communication, it is the treatment of psychological distress through talking with a specially trained therapist and learning new ways to cope rather than merely using medication to alleviate the distress. It is done with the immediate goal of aiding the person in increasing self-knowledge an awareness of relationship with others. Psychotherapy is carried out to assist people in becoming more conscious of their unconscious thoughts, feelings, and motives. Psychotherapy longer-term goal is

making it possible for people to exchange destructive patterns of behavior for healthier, more successful ones.

The generally accepted aims of psychotherapy are:

- Increased insight or improved understanding of one's own mental state. This can range from simply knowing one's strengths and weaknesses to understanding that symptoms are signs of a mental illness and to deep awareness and acceptance of inner feelings.
- The resolution of disabling conflicts, or working to create a peaceful and positive settlement of emotional struggles that stop a person from living a reasonably happy and productive life.
- Increasing acceptance of self by developing a more realistic and positive appraisal of the person's strengths and abilities.
- Development of improved and more efficient and successful means of dealing with problems so that the patient can find solutions or means of coping with them.
- An overall strengthening of ego structure, or sense of self, so that normal, healthy means of coping with life situations can be called upon and used as needed.

12.5 COUNSELING AND PSYCHOTHERAPY

Counseling and psychotherapy are often used interchangeably. Psychotherapy existed long before the emergence of counseling. Counseling emerged as one of the field of psychotherapy. Both counseling and psychotherapy aim at changing individuals rather than organization or institution. Attempts to differentiate between counseling and psychotherapy are never wholly successful. Both counseling and psychotherapy use the same theoretical knowledge. In 2000, the British Association for Counseling acknowledged the similarities between counseling and psychotherapy by becoming the British Association for Counseling and Psychotherapy. In Australia, the Psychotherapy and Counseling Federation of Australia exists.

12.6 DIFFERENCE BETWEEN COUNSELING AND PSYCHOTHERAPY

Counseling is similar to psychotherapy, but the two tend to be differentiated. Counseling focuses on the minor stressors or irritations of life, offering immediate and practical problem-solving alternatives. Psychotherapy, on the other hand, attempts to explore the individual's life story with the hope of gaining insight into the circumstances that are causing personal problems.

There are certain differences between counseling and psychotherapy:

- Counseling is concerned with the normal individuals whereas psychotherapy deals with the neurotic or psychotic patients (both abnormal clients).
- Counselor deals with the conscious or apparent aspects of the situation whereas psychotherapists should be qualified to deal with the unconscious elements present in the counselee.
- The goal of counseling are more limited and confined to immediate situation through helping the individual function adequately in appropriate roles. However the goals of psychotherapy are more vast and varied that involve a complete change of basic character and structure. Counseling is concerned with providing cure for narrow situational matters or peripheral issues whereas psychotherapy is concerned with providing cure for mental illnesses.

13.1 FACTORS CONTRIBUTING TO EMERGENCE OF COUNSELING

The various factors contributing to emergence of counseling are:

1. Man's concern for fellow beings as there is inherent feeling of interconnectedness that compels to ensure betterment of others. To ensure betterment of others, counseling is needed.

2. Growing interdependence is another cause of counseling. With expansion of organization and consequently growing complexities, need for counseling has accelerated as the chain is always broken from the weakest point. To make the weakest point stronger, counseling is needed.

3. There is growing stress and depression in people's life as they are facing economic, social and family problems. To overcome them, counseling is needed.

4. Growing envy at work, domination by certain lobby and feeling of alienation is another cause of emotional problems at workplace. Because of these problems, counseling is needed.

13.2 BENEFITS OF COUNSELING

Counseling helps to :

- Explore learned behaviors and thoughts that make or maintain problems.
- Find answers to life's problems.
- Regain pleasure and a sense of control in your life.
- Recognize the factors that add to their difficulties and deal successfully with the behavioral, interpersonal, situational and psychological reasons of those difficulties
- Pinpoint your problems beyond apparent symptoms.
- Develop a positive outlook and identify illogical and negative mindset that contribute towards feelings of helplessness and hopelessness.

13.3 TECHNIQUES OF COUNSELING

A counselor helps you to explore alternatives to the

Empathic Listening

Empathic listening is an extremely important skill and it is the counselor's primary role during sessions. When the counselor needs clarification they will let you know and when they understand something you say they will indicate it.

Encouragement

During a counseling session, a counselor does everything they can to encourage the client or subject in any successes that he or she has experienced.

Nonjudgmental

If the person does something which is amusing, repulsive or shocking- the counselor will do everything they can to avoid showing a reaction. He or she behaves in non-judgmental way, without showing any reaction to the situation

Coaching

A counselor acts as a coach for his client and discusses various model different strategies which are intended to give the power to make a change in your own situation.

Look at alternatives

A counselor helps you to explore alternatives to the situation. How do they do this? By doing everything they can to making client responsible for decision making.

14.1 INTRODUCTION OF COUNSELING

Psychotherapists with many years of experiences are usually trained in several approaches so that they can apply them according to the situation and do best of justice to the client. Therefore everyone dealing with counseling must have knowledge of different approaches to counseling. Counseling approaches provide theoretical foundation of different theories of counseling. A theory is a formulation of the underlying principles of certain observed phenomena that have been verified to some extent. A criteria of the power of a theory is the extent to which it generates predictions that are confirmed when relevant empirical data are collected. The more a theory receives confirmation or verification, the confidence in the theory is enhanced. Otherwise, we have to design new theory to incorporate the observed phenomena. Counseling approaches state different theories that are relevant for practicing counseling.

14.2 APPROACHES TO COUNSELING

Realistically, there are hundreds of different approaches to psychotherapy' Depending on the problem, one orientation might be better than another.

Here are some approaches to counseling:

I. Psychodynamic Approach

Psychodynamic Theory is founded by Sigmund Freud, almost all forms of therapy reflect some of his ideas. In its purest form the goal is a major personality change. Among other things, counselors trained in this model use insight, or the understanding of one's own psychological processes. Here's how it works. The therapist uses techniques such as free association, where the client is asked to "say whatever comes to your mind, thoughts, feelings, fantasies, memories or dreams from the night before." Then the therapist interprets what has been disclosed to help uncover unconscious thoughts, patterns or ways of coping.

Freudian psychoanalysis places emphasis on uncovering unconscious motivations and breaking down defenses. Therapy sessions may be scheduled once or even twice a week for a year or more. This type of therapy is appropriate when internal conflicts contribute significantly to a person's problems. Sigmund Freud theorized that the human personality is composed of three basic parts, the id, the ego, and the superego. The id is defined as the most elemental part, the one that unconsciously motivates people toward fulfilling instinctive urges. The ego is more related to intellect and judgment. It arbitrates between the internal, usually unrecognized desires all human beings have and the reality of the external world. The superego, unconscious controls dictated by moral or social standards outside of ourselves, is probably most easily described as another name for the conscience.

Freud believed that mental illness was the result of people being unable to resolve conflict, or inadequate settlement of disharmony among the ego, superego, and id. To deal with these internal psychic conflicts, people develop defense mechanisms, which is normally a healthy response. The defense mechanisms become harmful to mental health when overused, or used inappropriately. Freud further postulated that childhood psychic development is primarily based upon sexuality; he divided the first eighteen months of life into three sex-based phases: oral, anal, and genital.

Freud's earliest students, including Carl Jung and Alfred Adler, came to believe that Freud had overestimated the influence sexuality had on psychic development, and found other influences that helped to shape the personality. In the late 1800s and into the twentieth century, 1904 Nobel Prize winner Ivan Petrovich Pavlov pioneered the research that would later result in behavioral therapies, such as the work of American behaviorist Burrhus Frederic Skinner.

2. Cognitive Approach

The cognitive approach stresses the role that thoughts play in influencing behavior. Rational-emotive therapy and reality therapy are both examples of the cognitive approach. Rational-emotive therapy is based on the belief that events in and of themselves don't upset people, but people get upset about events because of their attitudes towards the events. Ellis's therapy set out to change people's attitudes about events through objective, firm direction from the therapist and talk therapy. Reality therapy, developed by William Glasser, is based upon the idea that humans seek to satisfy their complex needs, and the behaviors they adopt are to accomplish that satisfaction. In Glasser's theory, some people usually fulfill themselves and are generally happy, while others are unable to fulfill themselves and get angry or depressed.

Cognitive approach targets the things we say to ourselves, and the assumptions we make, to identify irrational beliefs, and errors in thinking. Its goal is to help people break out of distorted, harmful patterns of thinking and replace them with healthier ones. Common examples of negative thought patterns include magnifying or minimizing the extent of a problem; "all or nothing" thinking (i.e., a person regards himself as either perfect or worthless); overgeneralization (arriving at broad conclusions based on one incident, for example); and personalization (continually seeing oneself as the cause or focus of events).

In cognitive-behavioral therapy, a therapist may talk to the client, pointing out illogical thought patterns, or use a variety of techniques, such as thought substitution, in which a frightening or otherwise negative thought is driven out by substituting a pleasant thought in its place. Clients may also be taught to use positive

self-talk, a repetition of positive affirmations. Cognitive therapy usually takes a longer amount of time as it treats more serious problems.

3. Gestalt Approach

The Gestalt approach was developed in the 1940s. It is an experiential approach that emphasizes gaining greater awareness and with it, greater choice. The initial goal is for people to gain awareness of what they are experiencing and how. Through this awareness, change automatically occurs' The assumption is that people have the capacity for self regulation if they are fully aware of what is happening in and around them.

It emphasizes direct experiencing of feelings in the here and now as opposed to talking about feelings. Often feelings such as pain, resentment, anxiety' grief and abandonment are unexpressed, Since these are not fully experienced in awareness, they are carried into the present, which interferes with effective contact with oneself and others. These could show up as body as the assumption is unexpressed feelings tend symptoms.

According to Gestalt Therapists losing touch with our emotions and our authentic "inner voice" leads to psychological problems such as anxiety and depression. Gestalt therapy is similar to psychodynamic therapy with one major exception, Gestalt therapists are interested in the "here and now" rather than the, there and then." The goal is to help the client reunite with their "true self" Gestalt therapy is extremely experiential, allowing the client to make his or her own interpretations. I recently had a client who was trying to decide if he should leave his job. I asked, him to sit on one side of the sofa and talk from the part of him that wanted to stay at the job, then move to the other side of the sofa and talk form the part of him that wanted to leave. After doing this several times he was able to see for himself what was motivating his decision.

4. Behavioral Approach

During the 1970s, behaviour therapy emerged as a major force in psychology and behaviour techniques were applied to business, industry and child rearing' This action

oriented approach deals with current problems faced by people and does not analyze reasons from the past for this. The focus is on factors that can be used to modify performance. People are required to do something to bring about change. In the session, they may learn and practice certain skills - the counsellor may provide instructions, modeling and performance feedback. They receive homework assignments to carry out tasks or homework assignments in their daily lives, in order to transfer their learning acquired within the session to situations outside.

In contrast to the psychodynamic approach, behavior-oriented therapy is geared toward helping people see their problems as learned behaviors that can be modified, without looking for unconscious motivations or hidden meanings blockages within the to result in physical

According to the theory behind this approach, once behavior is changed, feelings will change as well. Probably the best-known type of behavioral therapy is **behavior modification**, which focuses on eliminating undesirable habits by providing positive reinforcement for the more desirable behaviors.

Another behavioral technique is systematic desensitization, in which people are deliberately and gradually exposed to a feared object or experience to help them overcome their fears. A person who is afraid of dogs may first be told to visualize a dog, then is given a stuffed toy dog, then exposed to a real dog seen at a distance, and eventually forced to interact with a dog at close range. Relaxation training is another popular form of behavior therapy. Through such techniques as deep breathing, visualization, and progressive muscle relaxation, clients learn to control fear and anxiety.

The **behavioral approach** encompasses various behavior modification techniques and theories, including assertiveness training/social skills training, operant conditioning, hypnosis/hypnotherapy, sex therapy, systematic desensitization, and others. Systematic desensitization was pioneered by Joseph Wolpe, after he became frustrated with psychoanalysis. This therapy is a combination of deep muscular relaxation and emotive imagery exercises, in which the client relaxes and the therapist verbally sets scenes for the client to imagine. These scenes include elements of the

client's fears, building from the smallest fear toward the largest fear, and the therapist monitors the client and introduces the scenes, working to maintain the client's relaxed state.

15.1 RATIONAL EMOTIVE BEHAVIOUR THERAPY

The basic hypothesis of Rational Emotive Behaviour Therapy is that emotions come mainly from beliefs, evaluations, interpretations and reactions to life situations. In counselling, people learn to identify their beliefs which lead to emotional and behavioural difficulties. So it is not the situation people find themselves in, but their beliefs about it or themselves which cause their feelings and behaviours. The focus is on thinking and acting. In counselling, through various techniques, people learn the process of choosing effective beliefs for healthy feelings and behaviours.

1. The Existential Approach

The Existential approach is a philosophical approach which arose in different parts of Europe in the 1940s and 50s and is grounded on the assumption that people are the authors or architects of their own lives. A major aim of this approach is to encourage people to reflect on life, to recognize their range of alternatives and to decide among them. One people begin the Process of recognizing the ways in which they have passively accepted circumstances and surrendered control, they can start on a path of consciously shaping their own lives. The first step in accepting responsibility is realizing that they and only they have the power to change their own life situation. It is a process of searching for value and meaning in life.

Some of the propositions of this approach are the capacity for self awareness, the freedom and responsibility to make choices, striving for identity and relationship to others, the search for meaning, anxiety as a condition for living' an awareness of death and therefore the possibility of living fully.

2. The Solution Focused Brief Approach

This approach is based on the assumption that people have the ability to construct solutions that can enhance their lives. People are viewed as experts in their own

lives. It focuses on what people are doing that is working and helps them in applying this knowledge to take action to solve their problems- Some basic assumptions of this approach are:

- Reorienting in the direction of strengths by using solution talk has a good chance for counselling to be brief.
- There are exceptions to every problem.
- Small changes pave the way for larger changes'
- There are no right solutions since each individual is unique and so too, is each solution.

3. The Feminist Approach

This approach is built on the premise that it is essential to consider the social and cultural context that contributes to peoples' problems in order to understand them. It offers a unique approach to understanding the roles that men and women have been socialized to accept. A central concept in Feminist therapy is the psychological oppression of women and the constraints imposed on them by the status given to them.

In this approach, counselors help people:

- Become aware of their own gender-role socialization process.
- Identify their internalized messages and replace them with more self-enhancing beliefs.
- Understand how sexist and oppressive societal beliefs and practices influence them in negative ways.
- Acquire skills to bring about a change in the environment.
- Develop a sense of personal and social power.

4. The Family Systems Approach

According to this approach, individuals are best understood through assessing the interactions among family members. An individual's behaviour is seen as an outcome of how the family system functions and therefore the focus is on interpersonal relationships. Change is best facilitated by working with and considering the family system as a whole.

There are a number of models or schools of family therapy. One of the key contributions of most systemic approaches is that neither the individual nor the family is blamed for any problem. Families are helped to recognize systemic factors that contribute to a particular problem. They can then participate in finding solutions.

5. The Integrative approach

The field of counselling and psychotherapy is characterized by a diverse range of specialized models. Since the early 1980s, there has been a rapidly developing movement toward integration. One reason for this trend is the recognition that no single theory or model is comprehensive enough to account for the complexities of human behaviour. This approach is characterized by openness to various ways of integrating the diverse theories and techniques of counseling psychology.

15.2 SUMMARY

Feedback is the communication of feelings and perception by an individual to another about the latter's behaviour or expressing of understanding about the conveyed message. In interpersonal communication, feedback is involved. Everyone dealing with counseling must have knowledge of different approaches to counseling. Counseling approaches provide the theoretical foundation of different theories of counseling. Psychotherapists with many years of experience are usually trained in several approaches so that they can apply them according to the situation and do the best of justice to the client.

15.3 IMPORTANT QUESTIONS

Q1. What is the behavioural approach of counseling.

- Q2 Give benefits of counseling
- Q3 Distinguish between counseling and psychotherapy.
- Q4 Give techniques of counseling.
- Q5 Write short note on Gestalt approach of counseling.

15.4 PRACTICE QUESTIONS

- Q1 What is family system approach.
- Q2 What are the qualities of counselor.
- Q3 What is counseling.
- Q4 Give features of counseling.
- Q5 Give factors contributing to emergence of counseling.

- 16.1 Introduction of Resume
- 17.1 Curricullum Vitae
- 17.2 How to format a curriculum vitae
- 17.3 Reference and Recommendation letters
- 17.4 Difference between Reference & Recommendation letters
- 17.5 Requesting a reference letter
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- 18.3 Introduction of negotiation
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- 19.1 Different types of negotiations
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- 19.4 Role of cognition in negotiation
- 19.5 Role of emotions negotiation
- 20.1 Effects of emotions negotiation
- 20.2 Negatives effects
- 20.3 Interpersonal effects of Emotions in negotiation
- 20.4 Using negative emotions strategically

- 20.5 Using positive emotions strategically
- 20.6 Introduction of Negotiation skills
- 20.7 Role of communication in negotiation
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- 20.9 Common mental errors
- 20.10 Role of ethics in negotiation
- 20.11 Unethical practices in negotiation
- 20.12 Summary
- 20.13 Important Questions
- 20.14 Practice Questions

16.1 INTRODUCTION OF RESUME

Employment of quality personnel is one of the vital functions of any business enterprise. In the present era of globalization and liberalization, it has assumed added importance. With phenomenal expansion of private enterprises, jobs are also growing in private sector. Prospective candidates should know the skill to sell their capability in effective way.

As far as this chapter is concerned, following type of business communication has been illuminated :

- (1) Job Application Letters.
- (2) Creative Resume.
- (3) Curriculum Vitae.
- (4) Reference and Recommendation Letters.

(1) JOB APPLICATION LETTERS

An application for a job is the first business letter an applicant has to write when he seeks a position in a company. Usually big business firms have printed application forms and the applicants have to fill them up when they apply for the job. But many times the candidates are directed to apply on a plain paper. There is stiff competition for any job and it is from the application that the first impression is formed. If the job application letter is written on a dirty, spoiled piece of paper in an illegible hand, it may be rejected outrightly. On the other hand, if the application is neatly typed, well framed and mailed in a clean envelope, it will create good impression.

A job-application letter is written by the applicant to sell his services' As every product meant for sale is displayed very meticulously to the buyer, keeping in view the buyer's choice, so the job application, which is meant to sell the services should. be neatly written, carefully worded and specially from the view point of the prospective employer. So when a candidate is writing an application' he must remember the qualifications and the experience required for the job, and in writing the application he should highlight his achievements and traits that the employer is looking for. The applicant must be honest and sincere about himself and he should state only such things as can be supported by documents'

Before applying for any job, the applicant should make a thorough self appraisal and make an inventory of his personal details and achievements. He should analyze carefully the kind of man the organization is looking for and compare it with his own qualifications and achievements. He should apply only when he considers himself eligible for the post. For example, if the company needs a medical representative having two years experience and the applicant is a commerce graduate, there is no sense in aspiring for the job. Again, if the company is looking for a smart, youngman to travel extensively to work as a sales agent, a middle aged man with experience of office job need not apply.

Job application letters are of two types. In the first type only one letter is used to give detailed information about education, experience and other personal details. In the second. type, the application is divided in two parts' The first part

contains a reference to the advertisement in response to which one is applying. The second part contains a resume, which contains in detail, the qualifications, experience, specialized training, special honors and distinctions and references to the names and addresses of some V.I.P.s who can vouch for the applicant's achievements.

16.2 Drafting an Effective job application letter

The job application letter is a special covering letter which can make or mar one's future prospects. It should possess the qualities of an effective sales letter. It should be brief, to the point and informative.

The introductory sentence or paragraph should at once attract the attention of the employer. It should state whether one is applying in response to an advertisement or at somebody's suggestion or on one's own initiative. In contrast with some of the routine ways of beginning a job application letter such as :

- (1) Please refer to your advertisement No. 12/.. in 'The Tribune' dated Sept. 8, 20.. for a sales manager, I wish to be considered for this post.

Or

- (2) I shall feel obliged if you would kindly consider me for the post of Computer Engineer advertised by you in The Hindustan Times dated 12 Nov.20...

Or

- (3) I wish to apply for the post of Cost Accountant advertised by you in 'The Motherland' dated June 6, 20...

The applicant can stand out from the rest by opening the application in this way:

My educational attainments and my seven years experience as the Marketing Manager with 'India Tools' Jalandhar makes me confident that I can do the job of Marketing Manager which you have advertised in 'The Indian Express' dated Sept. 19, 20...

Once the effective opening sentence has been written, the applicant-should attempt to show with convincing evidence how he is the most suitable candidate, the prospective employer is looking for. If the advertisement, in response to which the applicant is applying says “Wanted an experienced office manager “ the applicant should highlight his experience in office management. He should state how responsibly he has acquitted himself at the post of independent office manager with a reputed firm and the laurels he has brought to the firm as manager. Other details will also be given but the main focus should be on work experience. The applicant must give full names of the organization he has worked for, his designation and the nature of the duty discharged by him.

The ending of the application should also be effective. The applicant should motivate the employer to respond in a favorable way. The first object of job application letter is to secure an interview. If the applicant is able to do so, it means he has won half the battle.

The traditional way of closing the application is as follows :

1. I hope you will favor me with an interview.

Or

2. I would appreciate if I am given an opportunity to attend the interview.

Or

3. I hope you will consider my application favorably and give me an opportunity to provide further details of my qualifications.

(I) Specimen of Job Application Letter (In Block Letter Format).

4804; Sector 19,
Faridabad.

To

The Managing Director,
Maruti Udyog Limited,
Gurgaon,

Sir,

I am glad to state that I possess the requisite qualification and experience for the post of Production Manager you advertised in the Hindustan Times of Oct 12, 2000. I did my mechanical engineering from Indian Institute of Technology, Delhi in 1997. When I was pursuing the engineering course, I got passionately interested in the production processes and the methods of improving and streamlining them. Therefore I joined the MBA course at Birla Institute of Technology and Science, Pilani and specialized in production management. After completing the course, I joined Escorts, Limited at Faridabad in July 1997 as production Manager. During my studies, summer trainings, and service, I have learned new methods and techniques of enhancing production and productivity.

Presently, I am, drawing gross salary of Rs.79,000 p.m. and anything above Rs.90,000 p.m. will be acceptable to me.

Please give me a chance to be interviewed so that I can tell you further about my work that would help you to assess my suitability for the job.

Yours Sincerely,

Rakesh Arora
Oct 15, 2000.
Encl Resume.

(2) Specimen job application (In Brock Letter Format).

To

The Managing Director,
Ashoka Contribution Corporation,
Phase VI, Mohati.

Sir/Madam,

Your advertisement in the Tribune dated Aug. 10, 20.. for the post of marketing manager, caught my attention. Since your requirements closely parallel my working experience and expertise, I like to apply for the same. I should like to be considered for the post which sounds challenging.

My enclosed resume indicates that after doing my engineering in computer science, I have been marketing computer hardware and software for Rajinder computers for the last six years. I shall be very happy to discuss in more details with you.

You can contact me at my phone number 0172-770017 or e-mail me at rajinder@yahoo.com. I would be available for interview on any afternoon next week.

Thank you,

Sincerely,

Rajinder Singh,
Aug. 12, 20.
27, Sector 15,
Chandigarh.
Encl : Resume.

(3) Specimen job application (In Block Letter Format)

To

M/s Rajindra Fertilizers,
Palace Road,
Jammu.

Sir,

I am applying for the post of production manager which your company, advertised in the Tribune on Aug 17, 20...

You state that you are looking for a rapid learner; I believe that I am fit for the job. The job it self sounds motivating and challenging especially in present, era of deregulation where cost control. is the key to market success.

By studying my resume you will find that after completing my B.E. in chemical engineering, I worked at National Fertilizer Limited and Sundram Fertilizer Limited for four and two years respectively. Now I have been serving as Deputy production Manager at Rajni Fertilizers, Gurgaon for the last 3 years. the job at your company sounds good to enable me move upward in my career.

Please find enclosed a summary of my quantifications and working experience.

Yours sincerely,

Ramesh Chander
Aug. 20, 20..
17, Urban Estate,
Gurgaon,

RESUME

A resume is a written summary of one's educational qualifications and experience. It usually includes one's career objective, employment record, a summary of his formal education, 'references and other information such as awards, publications or any other item which will highlight his abilities. While writing the resume, it must be remembered that it is a sales piece and must be written as carefully as a sales letter. It should represent the person in the best possible light to the prospective employer. A resume can be tailored to the needs of various employers, thus, one may have two or three resumes on hand, each one emphasizing a different aspect of his abilities. For example, one may have a resume on hand which may highlight his skill as a journalist or writer, he may have another which may summarize his management abilities and experience of having served in a managerial capacity. One should research the companies he is interested in, and prepare the resume accordingly to serve the purpose. The more exactly one fits into the job requirements, the more likelihood is there of his getting the job.

A word about the physical appearance of a resume

To enhance the look of resume.

- Print it on a good bond paper.
- Use a standard type face : Helvetica, Futura, Optima, Times, Roman, New Century School book, Courier or Bookman.
- Use 12 or 14 point type.
- Avoid italicizing or underlining words.
- Use plenty of white space.

Layout of the Resume

Since the purpose of the resume is to present the information one wants to give, there can be no fixed rules for a resume format. The educational qualifications, the work history, the experience, achievements and the position sought should be clearly

highlighted in the resume format. The names, address and the telephone number should be mentioned on the top of the page.

Such things as the state of health, preference in diet, vegetarian or non-vegetarian, political leanings, or religious inclinations should not be mentioned in the resume.

(1) Career Objective or the position sought. The most important thing to mention in a resume is the position sought. The employer should be able to see at a glance the position the applicant would like and the job opportunities he is looking for in a company. The title of the job, the applicant is applying for, should be clearly mentioned.

(2) Work experience. This section should be very carefully written. It should not be a summary list of the places where the applicant has already worked.. It should indicate the positions of responsibility the applicant has had and the skills that he has gained through his work-experience. The applicant should state clearly in the beginning, the last job held, and then move back to the first job. He should list the title, the name and address of the company, the dates of employment and the responsibilities he has shouldered. There should be no obvious gaps in the work history. The resume should reflect the accumulated experience, therefore, he may not mention the jobs held for a few weeks or months only and the reasons for leaving them.

(3) Educational Qualifications. For those persons who have recently graduated and do not have work experience, the education section of the resume is more important. Here the applicant should give specific details about his educational qualifications highlighting the training that qualifies him for the job. He must include in this section, the honours, scholarships and other recognition he has received, memberships or offices held in the college campus, achievements in sports and other outside activities which demonstrate his quality of leadership and management potential. The outside activities may not be related to the position sought, they show the range and depth of one's abilities.

(4) References. The resume must contain references to two or three very important persons whom the prospective employer may contact if he wants detailed information about the applicant. The applicant must obtain permission from references before

listing them in the resume. These references should be able to attest to the applicant's experience, record education and character. It is very essential that the references should be tailored to the job the applicant is applying for: If the applicant is applying for an assistant editor's job a reference from the field of journalism and press will be more appropriate than a reference from a minister.

Moreover, the applicant must inform the references, the position he is seeking, so that they may emphasize his specific capabilities, if the employer happens to call on them.

Resume

4804, Section 19,
Faribabad.

Personal Details

Name : Rakesh Arora
Age : 34 Year (Born on July 27,1975)
Martial Status : Unmarried
Nationality : Indian

Education

Year	Examination	Division	Institute
1993	All India Senior Secondary Examination	1 st	Aay Pee Jay Senior Secondary School, New Delhi
1997	B.E in Mechanical Engineering	1 st	Indian Institute of Technology, Delhi
1999	MBA (With specialization in Production Management)	1 st	Birla Institute of Technology and Science, Pilani

Training

- (1) Summer Training from May'95-July. 1995 at HMT, Pinjore.
- (2) Summer Training from May'96-to July, 1996 at Punjab

Tractor Limited Mohali.

(3) Summer Training from May at Hindustan
Aeronautics Limited, Nasik.

Experience

Since July 1999, I have been working as Production Manager at
Escorts Limited, Faridabad. Presently I am drawing gross salary of
Rs. 79,000 (approx).

Oct 15, 20..

Rakesh Arora

Resume

Personal Details

Name : Rajiv Goswami
Age : 23 Year (Born on June 22,1988)
Marital Status : Unmarried
Nationality : Indian
Address : 34, Sector 32, Chandigarh.

Education

Year	Examination	Marks Percentage	Institute
2005	Matric	76%	DAV senior Secondary School Chandigarh
2007	Senior Secondary	77%	DAV senior Secondary School Chandigarh
2010	B.Com	66%	DAV College,, Chandigarh

Experience

- Worked with Chartered Accountant Mr. Arvind Syal, Sector 22, Chandigarh for three year from 2007 till now.
- Filling of more than 1,000 income tax return of various assesses belonging to salaries or business class during last 3 years
- Filling of more than 100:VAT returns and Excise returns.

Skills

- Analytical skills, ability to understand the mechanics of accounts
- Ability to fill electronic returns of Income Tax, VAT and Excise.
- Ability to 'hand computer software related with accounts and taxation.
- Ability to analyze the annual reports of various companies.
- Ability to understand the needs of various users of accounts like managers and investors and to present them information in effective way.

Writing a resume is not an exact science. Like any creative skill, it does not Require any rigid rules or format. If your skills are in great demand, you can Violate any guideline. These days two kinds of resumes exist : Chronological and Skills Resume. A Chronological Resume summarizes what you did in a timeline. It emphasizes degrees, job titles, and dates. It has become traditional resume like the resume shown above.

This type of resume is recommended when your education and experience show:

- A logical preparation for the position you are applying for.
- A steady progression leading to the present.

A Skills Resume emphasises the skills you have used, rather than the job in which or the time period when you used them. Use a Skill Resume when :

- Your education and experience are not the normal route to the position for which you are applying for.
- You are changing fields.
- You want to integrate different experiences.
- Your recent history may create negative impression.

Rajesh Sharma

13/729, Uttam Nagar, New Delhi.

Phone No. 011-26287489

Skills in Construction Management

- Analyse and interpret all types of construction drawings and documents.
- Monitor quality at various stages.
- Analyse and predict costs
- Use PERT charts to organize complex construction projects.

Handle labour, material and equipment in efficient way.

Construction Experience

4 years experience as supervisor and sub constructor. Notable projects include :

- 40 building projects ranging from 1000 sq.ft to 6000 sq.ft. construction at Gurgaon, Delhi and surrounding area.
- Building 2 bridges in Noida.

- Building 6 shopping complexes at Dehra Dun.

Education

B.E. (Civil) from Punjab Engineering college, Chandigarh in July, 1999.

17.1 CURRICULUM VITAE (CV)

Like resume curriculum vitae is a document that contains a summary or listing of relevant job experience and education usually for the purpose of obtaining an interview for employment purposes. In North America Australia and India the terms “resume” and C.V” are used interchangeably.

However the two terms are different :

1. Resume is short type summary of one’s background skill, education and experience. On the other hand, C.V is a longer (upto one or more pages) detailed synopsis of one’s background, skill, education experience, publications, presentations, awards, honors, affiliations and other details.
2. A resume tends to be more tailored for a specific purpose or target audience whereas a curriculum vitae tends to be organized for general purpose.

17.2 HOW TO FORMAT A CURRICULUM VITAE (CV) ?

The following is a sample format of curriculum vitae (CV) usually followed.

- Your contact Information. Name, Address, Telephone, Cell Phone, E-Mail and passport sized photographs.
- Personal Information. Data of Birth, Place of Birth, Citizenship, Gender, Marital Status, etc.
- Vision and objective. Vision and objective of life and the place where you are seeking employment.

- **Employment History.** List in chronological order includes position details and data about work history, academic position, Research and Training etc.
- **Educational Background.** Details of degrees and certificates passed in, higher schools and university level.
- **Professional Skills.** Give details of your professional skills that you have acquired over years. In the present era of competition, employers are also competing for talent. For this, they are interested in the skills of their employee like team building skills, analytical skills, creativity, computer skills, presentation skills, etc. You should also state how you have achieved certain results with those skills.
- **Awards.** Mention the awards you have been presented in your life time.
- **Publications.** State the name of articles and books that have been published by you.
- **Professional Memberships.** Mention the names of professional bodies of whose member you are.
- **Interests.** Mention the activities that interest you.
- **Publications.** State the name of articles and books that have been published by you.
- **Professional Memberships.** Mention the names of professional bodies of whose member you are.
- **Interests.** Mention the activities that interest you.

17.3 REFERENCE AND RECOMMENDATION LETTERS

Before offering someone employment, employer wants to be certain about the character, competency and commitment of the candidate' For this' he or she wants to have the opinion of some reputed. persons with whom the prospective candidate has been associated. and who can act as referee for the candidate' Their remarks about the candidate are considered' more reliable as they have observed him or her in their personal lives. Their honest and authentic comments carry greater weight than the presented. data of CV or resume' These reference and recommendation letters act as sales letters for the candidate as it introduce a person and vouch for his or her integrity, abilities and commitment.

17.4 Difference between Reference and Recommendation Letters

A reference letter is essentially the same as a recommendation letter but the reference letter is sent to an unknown employer and is addressed "to whom it may concern,,," whereas a recommendation letter is sent to a known employer with his or her name and. address clearly mentioned in the letter' Reference letters are usually factual in nature as they provide basic information such as work history, dates of employment, positions held., academic credentials, etc.

17.5 Requesting a Reference Letter

For recommendation letter, it is essential to obtain the prior approval of the persons whether they are ready to write recommendation letter for him or not If these persons- may be Head. of the Institution last attended or the names of previous employer- agree to write for the candidate, their names may be cited as references.

Before you request a reference or recommendation letter, you should keep these points in mind:

- Ask for a reference letter from people who know you and your capabilities, such as former employers, teachers, corporate leaders or influential friends who have known you a long time.

- Be sure to give the people you ask enough time to write the reference or recommendation letter-a week or 10 days'
- Tell the people who agree to write letters for you about your goals and what they could write that would help you to achieve those goals'
- Follow up you request.
- Write thank you note after receiving the reference or recommendation letter. You should also let them know your subsequent success and how much their letters helped you to attain your goal.

(1) Specimen letter seeking consent for reference (In Block Format)

843,Uttam Nagar,

Bangalore

June 10,20..

To

Prof. Satish Dhiman,
Government College, Bangalor.

Respected Sir,

I wish to give your name as a reference in my application for the post of Manager Accounts in Mohindra Tractors Limited. If you remember me, I studied Accountancy in M.Com. and completed project report under your kind guidance in the year 2005.

I shall be grateful to you if you kindly convey your consent for expressing your opinions about me.

With best regards,

Yours Sincerely,

M.K, Prasad.

(2) Specimen letter replying the above

Mr. M.K. Prasad
843, Uttam Nagar,
Bangalore.

June 15, 20..

Dear Mr. Prasad,

I feel glad to receive your letter of Dec. 10, 20... It would be matter of immense pleasure to act as one of your references.

I still remember your smiting and charming face. I used to find, you working hard during your students days. I also remember your contribution in academics and sports.

With best of tuck.

Yours Sincerely,

Satish Dhiman

18.1 WRITING RECOMMENDATION LETTERS

Writing a recommendation letter for another person demands greater responsibility and seriousness as it can contribute a lot for the candidate to get employment. Before you agree to write the recommendation letter, make sure that you have clear understanding about the candidate's strengths that need to be reflected. If the candidate prepares the letter himself or herself and asks you to sign, you should make sure that it reflects your true opinion about the candidate before you sign it. You should also keep a copy of the final letter for your records.

Every recommendation letter includes the following:

- A paragraph or sentence that explains how you know the concerned person and the duration of your relationship with the candidate.

- An evaluation of the person and their skills or accomplishments. These should address candidate's potentials, skills, strengths, dependability, character, contributions to the society, accomplishments, etc.
- A summary that explains why you would recommend the concerned person and to what degree you would recommend him or her.

18.2 Tips to write a reference/recommendation letter

Here are some tips or guidelines for writing reference or recommendation letter:

- Explain how you know the applicant and how long you have know him or her.
- List the applicant's exceptional qualities and skills by explaining how does the candidate differ from others.
- Refer to the candidate's competency in specific field like organizational ability, leadership qualities, communication skills, interaction with others, sound judgment, reliability, analytical ability, etc.
- Omit weaknesses, if any.
- Do not be too brief, but be succinct and make every word count.
- Be careful with power words that add impact like honest, effective, reliable, mature, innovative, creative, cooperative, etc. But these words should reflect true personality of the candidate.
- Avoid adjectives and adverbs that carry a mediocre connotation such as good, fair, adequate, reasonable, decent, satisfactory, etc.
- Make the ending strong without viewed as biased or insincere.

(3) Sample reference letter (In Block Format)

Bala Trading Coporation Limited
12, Ksumati, Shimla

S.K. Sundram,
Sales Director

Date: July 22,20..

TO WHOM IT MAY CONCERN

As Department head of sales Division of Balasubramanium Trading Corporation Limited, I have had the pleasure of knowing Mr. Raman for the last four years. He has been a Tremendous asset to our company.

Mr. Raman has outstanding organizational skills as he is able to successfully complete Multiple takes with favourable result meeting deadlines and working under pressure His energy level is very high and can work for long hours without feeling stressful or loosing temper.

I must also make note of Mr. Raman's creativity and imagination. It is because of his creativity that he is instrumental in suggesting innovative ideas to our production managers.

To conclude, I would tike to make strong recommendation for Mr. Raman without any Reservation. His abilities with truly be an asset for any organization where he with serve.

Sincerely,

S.K. Sundram,

Sates Director.

(4) Specimen Recommendation Letter

Ashoka Gement Industries
College Road, Lucknow
Dec. 1, 20..

To

Mr. Anurag Desai,
Managing Director,
Surindera Cement, Ahmedabad

Dear Sir

I am pleased to recommend Mr. Atul Anand favourably for your industries. He has worked with us as production manager from Jan. 2001 to Oct. 2010.

Due to his dynamism and entrepreneurship qualities, he managed to control the cost at our plant through innovative ways. He is reliable and hardworking person and has shown his creativity in production methods. His ability to get on with people around him won the respect of his colleagues and subordinates. He was very cooperative with others,

Sincerely yours,

Amit Sharma

Managing Director.

(5) Specimen Recommendation Letter

A job application letter is the first business letter an applicant has to write when he seeks a position in the company.

Before applying for any job, the applicant should make a thorough self appraisal and make an inventory of his personal details and achievements. Job application letters are of two types. In the first type, only one letter is used to give detailed information about education, experience and other personal details. In the second type, the application is divided in two parts : the first part contains a reference to the advertisement in response to which one is applying and second part contains a resume specifying qualification, experience, specialized training, etc.

Resume is a written summary of one's educational qualifications and experience. It usually includes one's career objectives, employment record, a summary of one's formal education, references and other information to be highlighted. While writing resume, one should remember that it is a sales piece and must be written as carefully as sales letter. Writing a resume is not an exact science. These resumes can be chronological and skill resume. A chronological

Resume summarizes what one did in timeline whereas skill resume emphasizes the skills one has used rather than the job in which one has used them, Like resume, Curriculum Vitae (CV) is document that contains a summary or listing of relevant job experience and education usually for the purpose of obtaining an interview for employment. However unlike resume, CV contains extra details like publications, awards, etc.

Before offering employment, employer wants to have sufficient assurance regarding character and competency of the candidate. For this, the candidate mentions the name of the person with whom he has been associated in the past. These persons act as referee for the candidate and give their remarks in Reference Letters.

18.3 INTRODUCTION OF NEGOTIATION

Negotiation is ever-present way of our lives both at home and at work. We find negotiation at grocery shops, at board rooms, etc. with a specific purpose to seek mutual agreement through dialogue. It is quite identified with usual business. Indeed, the Latin root of the word negotiate means, to carry on business”. In modern Spanish, negocios means, business. A business negotiation may be a formal affair that takes place across the proverbial bargaining table over price, performance, partnership venture or peace accord over labour dispute. As negotiation in our personal and professional lives is important, it is imperative to improve negotiating skills.

Negotiation is an interactive communication process that may take place whenever you want something from somebody else or they want something from you. It is a dialogue intended to resolve disputes, to produce an agreement upon courses of action, to bargain for individual or collective advantage or to find outcomes that satisfy various interests. Negotiation is an important part of communication.

Negotiation occurs in business, non-profit organizations, legal proceedings or even personal situations. In business, negotiation frequently occurs in conflict or bargaining in sales or purchase deal, etc. In negotiation, both the parties are to click the deal i.e. want to arrive at the agreement of conflict or want to buy or sell the goods or other things. Negotiation involves being clear about one’s objectives and to understand the position of the other party as well as one’s own and offering and accepting proposals to reach the agreement. Since it is a delicate process, it should be handled with great care. However this art of negotiation requires more practice than theory as **James C. Freund** remarks, “In the last analysis, you cannot learn negotiation techniques from a book (or from a lecture). You must actually negotiate”.

18.4 ELEMENTS OF NEGOTIATION

Negotiation involves three basic elements:•

- **Process.** The process refers to how the parties negotiate the context of the negotiations, the tactics used by the parties and the sequence and stages in which all of these play out.

- **Behavior.** The behavior refers to the relationships among these parties, the communication process among those parties and the style adopted.
- **Substance.** The substance refers to what the parties negotiate over: the agenda, the issues, the options and the agreement reached at the end.

19.1 DIFFERENT TYPES OF NEGOTIATIONS

There are two kinds of negotiation:

1. Distributive
2. Integrative

1 . Distributive Negotiation

A distributive negotiation is a negotiation in which the parties compete over the distribution of a fixed sum of value. The issue in a distributive negotiation is who will claim the most value out of the fixed value. This is also referred to as zero-sum or constant-sum negotiation. Here relationship and reputation mean little in this tug of war. Information plays an important role in this type of negotiation. The less the other side knows about weaknesses and real preferences, and the more it knows about your bargaining strength, the better will be your position.

The examples of distributive negotiation can be:

- The sale of clothes, carpet, etc where the buyer and the seller do not know each other. There is no relationship, all that matters is the price, and each side haggles for the best deal. One party's gain is equal to the loss of the other party.
- Wage negotiation between business owners and their union employees. The owners know that amount conceded to the labour union shall come out of their own pockets-and vice versa.

To achieve success in this distributive negotiation, one should remember the following:

- The first offer can become a strong psychological anchor point, one that sets the bargaining range. Always start at the right price and place.
- Do not disclose any significant information about your circumstances including why you want to make a deal, your real interests or business constraints, your preferences among issues or options.
- It is beneficial to know the other side's picture. Learn as much as possible about the other side's circumstances and preferences-including their motive to deal, their real interests and business constraints, and their preferences among issues or options.
- Do not overshoot. If you claim aggressively or greedily, the other side may walk away. You may have to repent of losing the opportunity to make a deal.

2. Integrative Negotiation

In an integrative negotiation, the parties cooperate to achieve maximum benefits by integrating their interests into an agreement while competing to divide the value. Here both the parties strive to create values and claim it. The example of integrative negotiation is a situation where buyer of marble is approaching the seller and both are sharing their interests and requirements. Seller is offering the tacit knowledge of marble that can help the buyer to enhance the beauty of floor besides catering his requirement.

It is also termed as win-win situation, but the real situation of win-win rarely occurs when all the parties get everything they want. In such type of situation, creativity plays its role. The more creative you are at coming up with things that are good for both of you the happier both of you will be. The creativity is only possible if both parties understand their own key interests and the key interests of the other side.

To make integrative negotiation successful, you should:

- Provide significant information about the circumstances and the reasons of making a deal.

- Talk about their real interests or business constraints.
- Reveal and explain in general terms their preferences among issues or options.
- Consider and reveal any additional capabilities or resources they have that might meet the other side's interests and could be added to the deal.
- Find the creative option that will meet the interests of both parties to the greatest extent Possible.

19.2 STYLES OF NEGOTIATION

Shell identifies five styles /responses to negotiation

1. Avoiding

In avoiding style of negotiation, a person does not like to negotiate and do not do it unless warranted. Here the negotiator tends to defer and dodge the confrontational aspects of negotiating. The disadvantage of this style is that a person do not get what he wants. This style is usually followed in bureaucracies.

2. Competing

Here the negotiator tries to win something. This style offers the advantage of dominating the negotiation process and getting what the negotiator intends to have. But it overlooks intangibles like reputation and relationships. This style can be preferred where winning the deal is more important than maintaining relations. Lawyers, investment brokers and commodity brokers usually follow this style of negotiation.

3. Accommodating

In accommodating style, the individuals tries to solve other party's problems and tries to preserve personal relationships. Accommodators are sensitive to the emotional states, body language and verbal message of the other parties' This style offers the advantage of preserving long run relations and having reciprocity from the other party. However there are disadvantages of this style as the negotiator forgets

his own needs or allows the other party to take his or her advantage. This type of style can be followed by salesperson trying to maintain long run relations with the party and by business people who have to depend upon networks with individuals.

Relationships in negotiation process moderates extreme value-claiming behavior. Negotiators follow accommodating style because of following reasons:

- (a) Future transactions of real value are anticipated as being too greedy today results in the risk of losing valuable transactions.
- (b) Reciprocity by the other party is expected'
- (c) A good relationship foster trust that helps to reduce the costs of Monitoring compliance and nitpicking adherence to the terms of agreements.

4. Collaborating

Here the individuals try to solve the problems in creative way by understanding the concerns and interests of the other parties' with this style, parties can solve the problem in synergic way and can handle multi-parties and multi-issues in effective way. However this process is time consuming and process oriented, and consequently simple solutions can be transformed into complex ones. The person with compete' style may let collaborators to work. This style is usually used by professional negotiators'

5. Compromising

Compromising is a bit of other four styles when the individuals eager to close the deal arrive at a solution which is fair and equal to all the parties involved in the negotiation and want to save their faces. compromising style is useful when there is limited time to complete the deal. However compromisers often unnecessarily rush the negotiation process and make concessions too quickly' With this, creative or optimal outcomes may be sacrificed at the altar of compromise. Sometimes the deal looking fair or equitable may not be really equitable or fair.

19.3 APPROACHES TO NEGOTIATION

Negotiation is one of the objectives of business communication. In negotiation. Two or more parties discuss discuss the proposal concerned with specific problem to find mutually acceptable agreement. usually it is done in informal way.

Negotiation can be approached in four ways :

- (a) **Bargaining orientation** is based on the assumption that only one side can reach its goal and victory of one party is defeat of the other party' Here one party forces the other towards a specific outcome. This approach focuses only on the immediate results and ignores the maintenance of relations'
- (b) **Lose-Lose orientation** is a situation when the concerned parties damage each other to such an extent that they both feel like a loser. Both do not seek lose-lose situation in the initial stage but when one feels that the other party is blocking him, he starts blocking other person's gain. For example, when an employee requesting for leave to attend his brother's marriage is denied' he starts behaving in the manner detrimental to the organizational interests.
- (c) **Compromise.** When the concerned parties realize the impossibility of controlling the opponent and choose to avoid unnecessary fighting, they are said to have compromised. This compromise is better than indulging in lose-lose situation. Here both the parties lose at least some of what they were expecting-
- (d) **win-win orientation** is transformation of the conflicting and competitive environment into cooperative and collaborative endeavor. Here both the parties explore solution to the problem (unlike lose-lose situation where they themselves become problem) even transcending the conflicting means with the objective to satisfy t}ire ends each one is seeking' Thus the purpose behind this approach is maximizing mutual benefits and maintaining healthy relations, while solving the problem'

This approach is obviously superior to other approaches. In applying this approach, following steps should be considered :

- (a) First of all the ends which both parties are seeking are identified than arguing over means.
- (b) The possible solutions to the problem that satisfy the ends are listed and evaluated from both parties' perspective.
- (c) The most suitable solution that harms least and provides maximum mutual benefits is chosen. Here satisfaction of both the parties is must.
- (d) The solution selected is implemented in the environment of trust and cooperation.

Which approach to use ?

No rational person will indulge in lose-lose situation. Compromise is the next choice when it is impossible to win. The party has to choose between win-win approach or bargaining. Both are different in following regards :

- (a) Parties in bargaining approach, consider the other as their foe whereas in win-win as their friend. There is conflict and competition in bargaining whereas there is co-operation and collaboration in win-win situation.
- (b) Bargaining concentrates on self-interest whereas win-win approach seeks for mutual gains.
- (c) Bargaining is based on exercising power, dictating terms and taking advantage of other party's weakness. However win-win approach does not practice this. It follows the path of trust, understanding and open communication.

When to use Bargaining and Win-Win Negotiating Styles :

Use a Bargaining Approach	Use a Win-Win Approach
When your interests and the other party's interests clash.	When you and the other party have common interests.
When you do not need a long-term harmonious relationship	When a continuing, harmonious relationship is important.
When you are powerful enough to dictate the	When you are weaker or power is approximately equal

19.4 ROLE OF COGNITION IN NEGOTIATION

Traditionally negotiation is conceptualized as rational process in which exchanges are guided by an illuminated attempt to gain best possible outcomes and to minimise little costs. Accordingly the participants in negotiation process attempt to achieve optimum outcomes. But recent research suggests that human biases, perceptions, assumptions are the major causes of suboptimal bargaining strategies and outcomes. There are ranges of cognitive and emotional factors that influence the negotiation process and play their critical role.

Cognition refers to the set of all mental abilities and processes that come in the process of acquisition of information and knowledge. These include human attention, memory and association of memorized facts, judgement, evaluation and reasoning, ability to solve problems and make decisions, comprehension and creation of language. It also includes concept formation, pattern recognition' introspection-examining one's inner feelings and emotions'

Negotiation is viewed as purely rational process because it is viewed as informed and enlightened. attempt by both the parties. However there are certain problems with cognitive faculty of mind that plays its own role in negotiation process.

These limitations of cognition ale discussed as follow:

1. Escalation

Irrational escalation is “continuing a previously selected course of action beyond, what rational analysis would’ recommend, (**Max Bazerman and Margaret Neale**). It may be called. as over commitment. The reasons for such escalation errors are person’s unchecked ego, auctions and other bidding contests that pit individuals against each other and consequently encourage irrational behavior, negotiation with other person’s money’ etc’

The remedy for this problem of irrational escalation or over commitment is:

- (a) Try to be objective and empirical in setting a price beyond which good sense dictates walking away’
- (b) Set clear breakpoints where you and your team shall stop and take stock of the situation in the negotiation’
- (c) If during negotiation process, new information suggests raising the walk-away price, apply objectivity for recalculating the reasonable price’
- (d) Avoid the habit of asking other person to negotiate on your money. If it is unavoidable, then align negotiator’s reward with the economic interests of shareholders.

2. Bounded rationality

Bounded rationality view as proposed by **Herbert A Simon** states that when individuals make decisions, their rationality is conditioned and constrained by the information they have (which is limitation of cognition of mind) and the time available to make decisions. consequently they arrive at satisfier decisions than optimal decisions.

3. Partisan Perception

A partisan perception is a psychological phenomenon that causes people to perceive the reality in their own favour rather than taking it in objective manner.

Effective negotiators know how to stand outside a situation and see the things in objective and rational manner. They also try to get inside the minds of the other parties and see their unique (partisan viewpoint). To avoid the situation of partisan perception, negotiator should recognize partisan perception usually occurring during negotiation, put him in the other side's position and seek comments of his friends who can advise him honestly. To convey his position to the other party, negotiator should try to pose the problem as it appears to him and ask their views.

4. Moods and Negative and positive thoughts at time of negotiation

Negotiator's mood and thought pattern at the time of negotiation affects the negotiation process a lot. If the mood of negotiator is good at the time of negotiation, he will perform better on creative problem-solving tasks, demonstrate lower levels of anger and hostility, are more altruistic, optimistic, and flexible, and are also more inclined to be helpful (Forgas and Moylan). Similarly negative and positive thoughts at the time of negotiation dominate the negotiation process. Persons with positive thoughts are more likely to indulge in accommodating, concession making or problem solving style of negotiation whereas persons caught in negative thoughts at the time of negotiation are more likely to indulge in withdraw or competing style of negotiation.

5. Irrational expectations

Negotiation becomes difficult, when the parties to negotiation have irrational expectations that cannot be fulfilled or satisfied. This eliminates the zone of possible agreement. To overcome this problem, the negotiating parties should indulge in educating dialogue and give adequate information about the reality.

6. Overconfidence

Confidence is a good thing as it gives courage needed to tackle difficult and uncertain situation which is very common in negotiation. But too much confidence encourages a person to overestimate his own strengths and underestimate those of his rivals. This overconfidence blindsides a person to dangers and opportunities. Sometimes the group may indulge into negotiation, but because of groupthink process negotiation does not take place. This groupthink is also related cognitive error of over confidence.

19.5 ROLE OF EMOTIONS IN NEGOTIATION

“Emotions refer to feeling and accompanying thoughts, psychological and biological States that endorse certain actions”

Most definitions and descriptions of emotion point to three features of emotion

- Physiological reaction
- Action tendencies
- Subjective experience

There is an endless range of emotions one experiences throughout the day and life. Since emotions are universal and inescapable, they cannot be ignored. Their role in situation of negotiation cannot be overruled. It is ideal to remain calm and collected, if not completely rational and objective during negotiation. However in situation of negotiation and conflict resolution, especially conflicts related with family disputes and marital problems, emotions often run high. Moreover negotiators are people first, and are inherently emotional. Emotions play their role in enhancing decision making process.

20.1 EFFECTS OF EMOTIONS NEGOTIATION

For describing the role of emotions in negotiation, it is useful to make a distinction between intrapersonal effects and interpersonal effects (Morris and Keltner).

Intrapersonal effects

Intrapersonal effects refer to the influence of a negotiator’s emotions on his or her own negotiation behavior. These effects can be both positive and negative

Positive effects

The different positive intrapersonal effects of emotions include:

- Increase in concession making

- Stimulation of creative problem solving
- Increase in joint gains
- Increased preferences for cooperation.
- Reduction in use of contentious tactics
- Increase in the use of cooperative negotiation strategies

20.2 NEGATIVES EFFECTS

The different negative effects of negative emotions during negotiation process include:

- Decrease in initial offers
- Reduction in creative solution to problems as the parties focus on pre-decided alternatives.
- Decrease in joint gains
- Promotion of rejection of ultimatum offers
- Increased use of competitive strategies
- Decreased desire to work together in future.

20.3 INTERPERSONAL EFFECTS OF EMOTIONS IN NEGOTIATION

Interpersonal effects refer to the influence of one negotiator's emotions on the other negotiator's behavior. Both positive and negative emotions have positive as well as negative effects in negotiation.

It has been argued by scholars and researchers that emotions have a number of important social functions and consequences:

1. Emotion display tends to evoke complementary or reciprocal emotions in others that help individuals to respond to significant social events. For example, happiness in one person may induce happiness in other whereas anger in one person may evoke fear in other.

2. Emotions are communications to both one as well to others about how one feels about things, about social intentions and about one's orientation toward other person. Because emotions convey a lot about one's inner state, it helps in negotiation situation to know what value one attaches to different issues. Therefore in negotiation situation, people catch other people's emotions through their facial expressions, vocalizations, postures, or movements. For example, angry opponent conveys the impression of a hard to get, tough negotiator who will not settle for a suboptimal outcome. on the other hand, happiness implies that one is satisfied with the distribution of outcomes and suggests that one does not aspire to a larger share of the pie.
3. Emotions can serve as incentives or deterrents for other individual's social behavior. Conveying anger implies that some social standard has not been followed whereas happiness conveys to other that the negotiator is satisfied with the course of action being pursued. Anger is sometimes used to push the other party to compliance.

20.4 USING NEGATIVE EMOTIONS STRATEGICALLY

Researchers suggest that feeling of anger promotes competition and aggression. Negotiators who display negative emotions can under certain circumstance, get their opponents to make greater concessions by inducing fear and compliance and consequently negotiator's outcome is increased' **Geben Van Kleef** and his co-researchers found that when anger is used in negotiation, it may produce positive results when:

- (a) It is directed at the task at hand and not the opposing individual.
- (b) The opponent believes it to be justified.
- (c) The relationship between the negotiators is interdependent.
- (d) The expression of anger provides informational value.
- (e) It is used' as a strategic tactic to encourage coordination.

(f) The opponent is not deceitful.

However a negotiator should take caution when expressing feelings of anger as such tactic can damage the process of negotiation. Several variables can lead a communication of anger to backfire. An expression of anger does not produce favourable results when the opponent can convince that negotiator is unreasonable. Moreover it has adverse affect on long run relations between the parties.

20.5 USING POSITIVE EMOTIONS STRATEGICALLY

A negotiator may be better off by expressing positive emotions rather than negative. Positive feelings translate to optimism and increased expectation of a successful negotiation. Positive emotions are beneficial to the development of relationship between negotiating parties. The negotiators expressing positive emotions are more cooperative and shall more likely to indulge in win-win situation than indulging in competing or withdrawal strategy.

Negotiation skills are important part of communication skills. The situation of negotiation usually emerges in case of conflict or buying and selling deals. It is a delicate process that involves being clear about one's objectives, understanding other party's position as well as one's own, and offering as well as accepting the proposals to reach the agreement.

There are five styles of negotiation:

1. In avoiding style of negotiation, a person does not like to negotiate and do not do it unless warranted.
2. In competing, the negotiator tries to win something. This style offers the advantage of dominating the negotiation process and getting what the negotiator intends to have. But it overlooks intangibles like reputation and relationships.
3. In accommodating style, the individuals tries to solve other party's problems and tries to preserve personal relationships by being sensitive to the emotional states, body language and verbal message of the other parties. This style

offers the advantage of preserving long run relations and having reciprocity from the other party. However there are disadvantages of this style as the negotiator forgets his own needs or allow the other party to take his or her advantage.

4. In collaborating style, the individuals try to solve the problems in creative way by understanding the concerns and interests of the other parties. with this style parties can solve the problem in synergic way and can handle multi-parties and multi-issues in effective way. However this process is time consuming and process oriented.
5. Compromising style is a bit of other four styles when the individuals eager to close the deal arrive at a solution which is fair and equal to all the parties involved in the negotiation and to save their faces.

The various approaches to negotiation are :

- (a) Bargain Orientation
- (b) Lose-Lose Orientation
- (c) Compromise
- (d) Win-win orientation

In bargaining orientation, one party tries to force the other towards a specific outcome. But their approach focuses only on the immediate results and ignores the long run relations. In lose-lose situation, both parties damage each other to such extent that both feel like a loser. Initially they may not start like that but they adopt this approach later on. compromise occurs when both parties realize the impossibility of controlling the opponent and choose to avoid unnecessary fighting. Here both the parties lose at least some of what they were expecting' win-win orientation is transformation of the conflicting and competitive environment into cooperative and collaborative endeavour where both the parties explore solution to the problem with the objective to satisfy the ends each one is seeking.

No rational person will indulge in lose-lose situation' compromise is the next choice. Parties can use bargaining or win- win approach. Bargaining approach can be used when your interests and other party's interest clearly clash long run relations are not needed and you are powerful enough to dictate the terms' win-win approach should be followed when both parties have common interest' equal power position and long run relation are important'

Traditionally negotiation is conceptualized as rational process in which exchanges are guided by an illuminated attempt to gain best possible outcomes and to minimise little costs. But there are ranges of cognitive and emotional factors that influence the negotiation process and play their critical role' cognition refers to the set of all mental abilities and processes that come in the process of acquisition of information and knowledge' There are certain problems with cognitive faculty of mind that play its own role in negotiation process.

These limitations of cognition are discussed as follow:

1. **Escalation.** Irrational escalation is continuing a previously selected course of action beyond, what rational analysis would, recon' Ln1.end. The leasons for such escalation errors are person's unchecked ego, auctions and other bidding contests that pit individuals against each other and consequently encourage irrational behavior, negotiation with other person's money, etc'
2. **Bounded rationality.** Bounded rationality view states that when individuals make decisions, their rationality is conditioned and constrained by the information they have (which is limitation of cognition of mind) and the time available to make decisions. consequently they arrive at satisfier decisions than optimal decisions.
3. **Partisan perception.** A partisan perception is a psychological phenomenon that causes people to perceive the reality in their own favour rather than taking it in objective manner.
4. **Moods and Negative and positive thoughts at time of negotiation.** Negotiator's mood and thought pattern at the time of negotiation affects the negotiation process a lot.

5. Irrational expectations. Negotiation becomes difficult, when the parties to negotiation have irrational expectations that cannot be fulfilled or satisfied. This eliminates the zone of possible agreement.

6. Overconfidence. Overconfidence encourages a person his own strengths and underestimate those of his rivals. This blindsides a person to dangers and opportunities.

There is an endless range of emotions one experiences throughout the day and life' Since emotions are universal and inescapable, they cannot be ignored. Their role in situation of negotiation cannot be overruled. It is ideal to remain calm and collected, if not completely rational and objective during negotiation.

However in situation of negotiation and conflict resolution, especially conflicts related with family disputes and marital problems, emotions often run high. Moreover negotiators are people first, and are inherently emotional. Emotions play their role in enhancing decision making process. These emotions have intrapersonal and interpersonal effects.

Intrapersonal effects refer to the influence of a negotiator's emotions on his or her own negotiation behavior. Positive intrapersonal emotions leads towards cooperative behavior whereas negative emotions lead toward competing and withdrawal approaches in negotiation. Interpersonal effects refer to the influence of one negotiator's emotions on the other negotiator's behavior. Both positive and negative emotions have positive as well as negative effects in negotiation.

Researchers suggest that feeling of anger promotes competition and aggression. Negotiators who display negative emotions can under certain circumstances, get their opponents to make greater concessions by inducing fear and compliance and consequently negotiator's outcome is increased. However a negotiator should take caution when expressing feelings of anger as such tactic can damage the process of negotiation. several variables can lead a communication of anger to backfire. An expression of anger does not produce favorable results when the opponent can convince that negotiator is unreasonable' Moreover it has adverse affect on long run relations between the parties.

A negotiator may be better off by expressing positive emotions rather than negative emotions. Positive feelings translate to optimism and increased expectation of a successful negotiation. Positive emotions are beneficial to the development of relationship between negotiating parties.

20.6 INTRODUCTION OF NEGOTIATION SKILLS

Win/win or collaborative or integrative negotiation strategies are considered the best strategies of negotiation. But it requires greater level of creativity, trust, empathy and wisdom to simplify the things by eliminating the irrelevancies. Win-lose is appropriate when short term economic benefits are more important than relation building and lose-win is suitable when we are entering into long term relations and value it very high. We have to be conscious about other person's intentions, their subtle clues and their frame of mind set.

EFFECTIVE NEGOTIATORS

There are certain personal characteristics that make effective negotiator. The effective negotiator:

- Aligns negotiating goals with organizational goals. The effective negotiator operates within strategic goal of the organization.
- Prepares thoroughly by understanding BATNA of oneself as well as other party.
- Possesses mental dexterity to identify the interests of both sides and can think creatively about the value creating options that promote win-win situations.
- Can separate personal issues from negotiating issues and can function in detached way by focusing on best possible outcome.
- Can understand the potential barriers to agreement.
- Knows how to form coalitions that form the basis of shared interests.

- Develops the reputation of a reliable and truth worthy person. Good negotiators practice ethical behavior as they are as good as their words.

As they earn trust, their trust through one phase of negotiation pays dividends in the next.

20.7 ROLE OF COMMUNICATION IN NEGOTIATION

- Communication is the medium of negotiation. Negotiation without communication is not possible. Communication plays its role in negotiation in following ways:
- To understand the culture of other persons, one has to know their business etiquettes. One has to respect the culture differences of others, only there one can build up the relationships.
- To make effective negotiation, one should understand the language of the other person and should convey one's message effectively.
- To get maximum out of negotiation either value or to build up relation, one has to pay adequate attention to the body-language of the other person.
- To create environment of trust and respect, communication plays dominating role in negotiation.
- Active listening plays dominating role in effective negotiation.
- Dialogue can eliminate different types of barriers of communication in Negotiation.

20.8 BARRIERS TO NEGOTIATION

The typical barriers in negotiation are:

1. Die Hard Bargainers

Die-hard bargainers are persons who pull for every advantage and try to make every concession come from the negotiation. You can deal with these people if

you understand what game they are playing, withhold useful information from them as it may be used against you, make clear indication to walk away if you think it is not fruitful to negotiate with them, do whatever you can do to strengthen your position and your alternative to a deal.

2. Lack of trust

Lack of trust is a serious barrier in negotiation. When there is lack of trust, agreements are possible if you take precautions, require enforcement mechanisms, build incentives for compliance into the deal, and insist on compliance transparency.

3. Structural impediments

Sometimes the other party to negotiation may be absent at the table. Sometimes the presence of others who do not belong there is argued. Sometimes one or more of the parties who legitimately belongs at the table is deliberately blocking progress toward an agreement.

4. Spoilers

Spoilers are certain stakeholders who have the power to block or sabotage the negotiations. You can anticipate this barrier to an agreement by identifying all the key stakeholders, their respective interests and the power of each to affect the agreement and its implementation. Then you can identify the potential spoilers and consider the necessity of sweetening the deal in a way that would neutralize their incentive to sabotage an agreement.

5. Cultural and gender difference

Cultural and gender difference can be barriers to agreement, particularly when one of the parties have different assumptions about who will make key decisions, what is of value, and what will happen if agreement is reached. Negotiators from different organizations functioning with entrepreneurial versus bureaucratic are likely to experience problems in reaching agreements.

6. Communication problems

Poor communication renders the simple treacherous and the difficult impossible. Communication problems can cause deals to go sour and the disputes to ripen. During negotiation, try to understand what the cause of confusion is. Clarify the position after replaying in your mind what has been communicated' Listen the other party actively and acknowledge their point of view.

20.9 COMMON MENTAL ERRORS

There are certain mental errors that parties commit during the negotiation process:

1. Escalation : This is irrational over-commitment with negotiation that does not make a sense beyond a point. Usually some people fall to this trap because of their egos, irrational behavior as noticed in auctions, or spending others' money like in case of agency relationship. To overcome this problem' one should make rational and objective analysis of the situation and should avoid making negotiation as prestige issue.

2. Partisan Perceptions : A partisan perception is a psychological phenomenon that causes people to perceive the world with a bias in their favour or toward. their own point of view. Effective negotiators know how to stand outside a situation and. see it objectively and by putting oneself into other side's position.

3. Irrational expectations : when the parties to negotiation have irrational and unreasonable expectations, the zone of possible agreement is eliminated. and consequently negotiation becomes impossible

4. Overconfidence : Confidence and courage are essential qualities in negotiation. But overconfidence can blindside the negotiator to dangers' It encourages negotiators to overestimate their strengths and underestimate their rivals. To overcome this problem, one should. be objective in one's approach'

5. Unchecked emotions : Unchecked emotions frequently occur in business negotiation as we find business partnership dissolutions or " business divorces" involve tremendous anger and personal vitriol. Bad things happen when anger takes

control of negotiation: the parties stop focusing on logic and rational self-interest and try to inflict damage on the other side though it may cause harm to one's own interest. In such situation, agree to a cooling-off period and tell the combatants to go to their separate corners. Enlist an objective moderator who has the best interests of the contending parties. In the absence of moderator, know the cause of other negotiator's anger and express empathy for him or her' People are often angered and frustrated at a personal level by perceived deception, unfairness, humiliation or loss of respect. You can avoid these things by focusing on the issues and the problems than on personalities.

20.10 ROLE OF ETHICS IN NEGOTIATION

During negotiation, one should demonstrate oneself as ethical and credible. Without being credible and ethical, you cannot enter into situation of win-win or integrative negotiation. The business organizations that practice ethics make more money in the long run than organizations pursuing their greed. Therefore ethics pays in the long run. John Rutledge, well known merchant banker and economist, cautions against unethical negotiation tactics:

' ...walk away from a deal, an deal, rather than violate your principles to win it..The twist, or course, is that business organizations organized around principles are often more successful and make more money then those organized around the idea that greed is good.

Nice guys often finish first.

To Rutledge, ethical negotiation is not only the right thing to do but frequently is more profitable in long run

Ethics behavior in negotiation helps in following way:

- Wins the confidence of the other party.
- Facilitates the process of negotiation to happen in speedy way.
- Protects the reputation of the organization.

- Helps to arrive at win-win situation.

20.11 UNETHICAL PRACTICES IN NEGOTIATION

But there are certain unethical practices in negotiation, about which one should be aware. These are the common unethical practices that have been noticed in the process of negotiation:

1. Competitive bargaining

Competitive bargaining is exaggerating one's demands in unreasonable manner, hiding one's bottom line from other party. This is done with intention that in bargaining, one has to lose certain slice of share. If one's demands are exaggerating, the other person following accommodating attitude and strategy shall accept them and as a result the person putting exaggerating demand shall gain.

2. Making misleading statements

Making misleading statements include lies, puffery (exaggerating the value of something), non-disclosure, deliberately making other statements to induce something different i.e. deception. Lies are statements made in contradiction to the negotiator's knowledge or belief about something material to the negotiation. These are intended to deceive the opponent, about values, intents, objectives, alternatives, constraints and beliefs. In puffery, the value of something is exaggerated to induce the other party to come to agreement. Sometimes information which is significant to negotiation is not disclosed and the other party feels as she or he has been cheated. In the same manner deceptive statements are made to induce the party to agreement. These are frauds.

3. False promises

False promises are made to induce the other party to arrive at agreement. In false promises, the intention of the party is not to fulfill it but just to get the agreement signed. When these promises are not fulfilled, the other party feels being cheated. These are acts of deception intended to mislead about one's own intent or future

actions relevant to the negotiations. These types of deceptions are done to profit at others' expense and to lead them into acts that are not in their self-interests.

4. Gathering information in inappropriate manner

In negotiation process the party should go to table with full analysis of the facts and figures so that if the terms are suitable, they can enter into contract. But to exploit others' weaknesses, sometimes information is gathered in inappropriate manner like spying or uselessly networking with other person's team members, etc. In later case, sometimes the team members are induced to greed or certain concessions for providing information.

5. Attacking opponents in terms of their weaknesses.

Negotiation process should be initiated with free consent of the parties to negotiation. But sometimes negotiator cut off or eliminate some of the opponent's alternatives, blame the opponent for his own actions, use personally abrasive statements to or about the opponent, etc. These are meant to weaken the opponent with attacks. These are exploitative tendencies used in unethical way. These tactics are used to improve one's relative position by weakening that of opponent, either psychologically or economically. These may include direct attacks aimed to lowering another's self-esteem, often through guilt and embarrassment. Indirect attacks include closing off another's alternatives or undermining his support or alliances. Here the negotiator blame the opponent for damage cause by others or of unknown origin, or create the impression that he was the author of harm done to you or others when no real harm had happened.

6. Information exploitation

Information exploitation is using information provided by the opponent to weaken him either in the direct exchange or by sharing it with others. Effective negotiation uncovers information about themselves, their opponents, and the objects of negotiation during preparation and actual negotiation phase. If the information is gained by legal and ethical means, then there is no breach of ethics. But if the negotiator gains certain information during negotiation process and misuses it, it is unethical.

7. Maximizing

The negotiator's single-minded pursuit to maximize his own payoff at the cost of the opponent's payoff is unethical. Negotiation process involves sharing of benefits for both the parties besides maintain long run mutually benefiting relations. with aim to maximize one's profits, the parties may ask the opponent to make concessions that result in the negotiator's gain and the opponent's equal or greater loss. This process may convert win-win situation into win-lose.

8. Change of mind

Changing mind include fleeting stands and wavering mind. Here the negotiator withdraws promised offers and makes threats that promises would not be fulfilled- These changing stands and wavering minds are unethical approaches in negotiation.

9. Distractions

Distractions include acts like shifting the talks to other matters to waste others' time and attention and to put pressure of time, killing others, time in the guise of (cheap) social formalities. These distractions can also be as simple as providing excessive information to the opponent, asking many questions, evading questions, or burying the issue. The idea of distractions in negotiation is to deprive the other party's time and attention. This is unethical and not suitable for long lasting relations.

10. Veiled threats and rude behavior

Veiled the at sandrude behavior like foul language, harsh and humiliating tone, etc. are followed when the negotiator is in better status and position. The idea of this unethical practice is to force the opponent to accept demands of negotiation against his or her will. Such, types of unethical tactics are usually followed due to greed, Machiavellianism and opportunism.

MACHIAVELLIAN

Machiavellian is a Person:

- Deceitful and dishonest person'

- One who employs aggressive’ manipulative’ exploiting and devious means in order to achieve personal or organizational objectives with secondary consideration given to feelings, needs and rights of others’
- A moral or immoral person who applies unethical behaviours to stay in power
- The Person whose target is to grab the power or remain in power by applying both ethical(to demonstrate or influence others to be ethical)as well as unethical(when there is no other way)for the purpose of gaining or remaining in Power’
- A cool and calculated detachment that makes them less emotionally involved with others’

OPPORTUNISM

Opportunism involves

- Lack of candor or honesty in transaction to include self-interest seeking with guile.
- Malicious, lying, cheating, deceit and violations of agreements.

Both Machiavellianism and opportunism involve sacrificing ethics for short Term gains.

ETHICAL CRITERIA

Criteria	Explanation
Golden Rule	Do unto others as you would have them do unto you
Universalism	People are not be used as a means to an end.
Utilitarianism	Do the greatest good for the welfare of the greatest number of people
Distributive Justice	Everyone is better off because of this act.

1. Golden Rule

Golden rule is based upon principle that we should behave with others as we like others to behave with us. In practice, it requires decision-makers to apply the same standards of fairness and equity to their own actions that they would demand of others. Accordingly, we should not indulge in unethical practices like lies, deceptions, puffery, exploiting others' weaknesses, etc. This principle was advocated by J.C. Penney in business. He used it to build and run his business from his youth until his nineties.

2. Universalism

Universalism is based upon individual rights and obligations and is founded by famous philosopher Immanuel Kant. This is based upon principle that people should not be used as a means to an end. Accordingly, our acts or decisions will be moral, if they are to meet these criteria:

- (a) It must respect the inherent worth and dignity of those involved or affected. As a result, people should never be used as a means to an end.
- (b) It must be universally applicable to all human beings with no special treatment.
- (c) It must be consistent with all other universal moral principles.

3. Utilitarianism

According to this view, human action should be judged in terms of greatest amount of welfare it generates for greatest number of people, or maximize the total welfare. In contrast to universalism, utilitarianism judges actions as right or wrong by their consequences.

4. Distributive Justice

The principle of Distributive Justice as advocated by John Rawls, advocates that everyone is better off because of this act and justice occurs when all individuals

get what they deserve. Rawls' concept of justice, like universalism, focuses on the process of distribution.

TIPS FOR NEGOTIATIONS

Communication plays definite role in maintaining the environment of trust, understanding, and respect. One has to be aware of body language of the other negotiators.

Following tips of negotiations shall improve the negotiation skills of the executives:

Preparation

- Know yourself and your style and approach of negotiating. Ask yourself whether you want to give in too quickly or give away too much or want to win at any cost or want to preserve relations.
- Anticipate what the other party wants out of negotiation and assess what is his or her reputation as a negotiator-Win Min model or Win/Lose model, how authentic he or she is towards his or her commitments.
- Know your BATNA which stands for Best Alternative To a Negotiated Agreement. Before you begin a negotiation, know what your options are, what other choices do you have and what are the pros and cons of each choice. Also consider the BATNA of the other party.
- Identify the potential opportunities for value creation.
- Gather adequate facts and opinions to support what you have done by introspecting, reading and gathering statistics, talking to experts and others.
- Understand the people and the culture of other side.
- Do not expect things to follow a linear path to a conclusion. Be prepared for bumps in the road and periodic delays.

During Negotiation

- Get the other side to the table by sharing friendly attitude in the beginning.
- Avoid the term negotiation as it connotes a winner or loser and use the phrase “let us come to agreement”, “work out a plan” or “arrive at a workable solution.”
- Consider the several kinds of purposes like primary purpose, immediate purpose, long term purpose, etc. before initiating discussion. Within each of these frameworks, set ranges between what is the “best” you can expect and what is the “worst” position you can accept.
- set up a cooperative atmosphere with appropriate use of body language, tone and words.
- Be gracious enough to offer something like dinner, tea, etc. and spend some extra time by giving attention to other person’s hobby or family. Giving something makes the other person feel as though he or she should reciprocate.
- Ask questions to set the tone for mutual advantage and find the common areas of agreement before taking up difficult issues.
- watch others’ body language when they toss out unimportant comments and try to know the hidden meaning behind that.
- Appoint a spokesperson to talk for negotiation when you are negotiating as a team. other individuals should write notes to him or they can take breaks to discuss the issues among the group. with this, the other person’s strategy of focusing and talking with selective individuals as “divide and conquer routine” will be avoided.
- Make good eye contacts as you negotiate.
- Present possible alternatives and solutions.
- Be prepared for concessionary moves.

- Be careful that other party do not take unnecessary advantage of situation.
- Use the language “we” instead of using ,’you and I” to ensure that you and other party is working on win-win situation.
- Keep your attitude flexible and open to add or subtract in the offer of agreement.
- Avoid responding to emotional outbursts or threats. Keep your head calm and cool as countering to such threats leads to disintegration among parties and fading away of the compromising position.
- Give yourself time to generate the best options and agreements. when the other person offers a concession or areas for a concession, consider and ponder over his or her offer.
- Avoid agreeing to other person’s offer too quickly.
- Demonstrate trust while pursuing discussion.
- Treat others with same respect as you expect.
- Convey thanks for arriving at the mutually beneficial situation.

20.12 SUMMARY

Resume is a written summary of one’s educational qualifications and experience. It usually includes one’s career objectives, employment record, a summary of one’s formal education, references and other information to be highlighted. Before offering employment, employee wants to have sufficient assurance regarding character and competency of the candidate. For this, the candidate mentions the name of the person with whom he has been associated in the past. These persons act as referee for the candidate and give their remarks in reference letter. Negotiation skills are important part of communication skills. The situation of negotiation usually emerges in case of conflict or buying and selling deals. It is a delicate process that involves being clean about one’s objectives, understanding other party’s position as well as one’s own and offering as well as accepting the proposals to reach the agreement.

20.13 IMPORTANT QUESTIONS

- Q1 Discuss the features of effective negotiator.
- Q2 Give styles of negotiation.
- Q3 What is distributive negotiation.
- Q4 What are job letters.
- Q5 What is resume.

20.14 PRACTICE QUESTIONS

1. Write a reference letter.
2. Write a C.V. of an engineer.
3. What points should be considered for writing skill resume.
4. Give role of ethics innegotiation.
5. What is opportunism.

