

MODULE-1

Need for Effective Communication

Effective communication is a coordinated effort. Sound communication skill calls for systematic attempt and is the result of good work. It is similar to any other high-quality output. It does not occur accidentally. It calls for proper planning, understanding of human behavior, selection of physical facilities, mechanical or electronic devices and the organizational context. The importance of effective communication is the need of the present time. The disruption of communication process creates a delusion of purpose of the communicator. Every communication has an objective. It is means to an end. The objective of any communication is not simply to convey a message. The message needs to reach its proper goal and destination. Any communication is not backed by a clear and well-developed idea becomes purposeless entailing wastage of time and effort. The achievement or accomplishment of an effective communication is guaranteed by the expression of concerns, supports and skills.

Levels of Communication

Communication can be categorized depending upon the level at which it takes place. The levels of communication is elucidated as follows

1. Personal and business communication
2. Internal and external communication
3. Upward and downward communication
4. Formal and informal communication
5. Mass communication
6. Global communication
7. Lateral communication
8. Interactive communication
9. Social communication
10. Grapevine

Personal Communication

Personal communication concerns communication that takes place between any two individuals, be it in a family, group, community or even an organization. It occurs in an individual capacity and is characterized by informality. There is an element of privacy in all such communications. It can take the form of personal letters, personal telephone calls, conversations, one-to-one meetings or e-mail messages. It is private in nature and content.

Business Communication

Business communication accomplishes the greater goals and objectives of business or organization. It takes place among business entities, in markets and market places, within organizations, employers and employees, buyers and sellers and service providers and customers. All such communications impact business. The development or decline of the business depends on the quality and clarity of communication. The ensuing qualities of business communications promote the scale and dimension of business interests. Otherwise, it will portray the organization in poor light and may adversely affect the profits of the organization. Communication is the vehicle in which the business moves. The ability of the communicator to communicate is prerequisite for organizational or business related success.

Internal Communication

Internal communication takes place within the organization or group-among people within, among different groups of employees and between employers and employees. It could be oral written, visual or audio-visual, formal or informal, upward or downward. Internal communication serves to inform, instruct, educate, develop, motivate, persuade, entertain, direct, control and caution people in the

organization. Knowledge, skill, goal orientation, sharing of concern, review and monitoring, performance appraisal, counseling and training are among the issues that internal communication addresses.

External Communication

Unlike internal communication, external communication flows upward. It addresses people outside the organization, like the prospective customers, competitors, public, press, media and the government. External communication can take place in various ways and through different channels. Letters, notices, brochures, demonstrations, telephone calls, business meetings, press releases, press conferences, audio-visual presentations, product launch events and advertisements are all examples of external communication. It is important to note that the external agency or person targeted through such communication quite often form an image or impression based on such communication.

Flow of Communication

The need for communication arises from the need to emote, to interact and to express one's ideas and thoughts and the need to relate and connect. The need or desire to communicate, however, varies from person to person, depending on time and context. There are times and occasions when a person is extremely communicative. There are also times and occasions when he or she prefers to remain silent. The flow of communication takes place in several ways—listening, speaking, reading and writing.

Language of Communication

The language of communication adds meaning to human life. It builds relationship and fosters love and understanding. It enriches our knowledge of the universe and makes living worthwhile. Imagine life without various tools of communication –newspapers, books, letters, television and mobiles –and the

expanse and significance of communication becomes crystal clear. Understanding the language of communication is imperative for success of any human endeavor.

Communication Network

The communication network ushers progress and galvanizes action. It is the cause and consequence of a powerful world order. Development of varied and sophisticated means of communication over a period of time has brought human beings across the globe closer and has facilitated speedy and effective transmission of ideas and thoughts. The expanse or reach of communication, therefore, is worldwide and truly encompasses human life in all its facets and endeavours. It galvanizes action among individual, organizations, societies and world community at large.

Significance of Technical Communication

Technical communication has evolved into a subject of growing significance in the world of communication. In connection to its specialized nature, technical communication has developed into a well-defined profession, especially in the developed world. Technical writing is a natural offshoot of the knowledge –based economy. Qualified technical writers are in demand in a host of industries including software, telecommunications, financial services and healthcare.

Technical writing consists of specialized writing skills whereby businesses use the services of technical writers to translate and communicate industry-related information into user-friendly documents and publications. Technical writing calls for both an insight into the industry or domain knowledge and excellent communication skill. Technical writing brings out manuals, training material, technical reports and documents, graphic designs and illustrations, magazines, journals and newsletters, web pages t books.

Types of Barriers

The barriers of communication disturb, dilute or hinder the process of communication. These barriers may be classified as physical, linguistic and cultural. It is worth emphasizing, however, that most barriers are surmountable. It is possible to anticipate, recognize and foresee the prevalence of barriers and take appropriate corrective measures. With conscious effort, it should be possible to overcome these barriers and ensure free flow of communication on an ongoing basis.

Indifference or lack of interest is a strong barrier in the process of communication. Organization has to make considerable effort to ensure that indifference to organizational communication is brought to the minimum. Communication, to be effective, presupposes that the receiver of the message is also attentive or receptive. Attentive listening in oral communication, careful reading in written communication and keen observation in non-verbal communication are factors eliminating barriers. Indifference or lack of interest, in turn, adversely impacts the enthusiasm of the communicator. When the students are not attentive, the teacher is likely to lose interest. On the other hand, when the speaker lacks expertise or credibility, the receptivity of the audience wanes. Indifference or lack of interest creates barriers to communication, as result of which the quality of communication suffers.

Listening as an Active Skill

In an interactive communication, listening accounts for about fifty percent of verbal communication. Both the parties keep changing their roles so that the objectives of communication are achieved in full, as intended. If it is an organized

speech or lecture, listening should be full-time. It is nicely commented good listening is as much hard work as good speaking. Good listening creates a positive environment. It motivates the communicator. In order to be a good listener, it is necessary to appreciate the listening process and master the listening skills.

Types of Listeners

All listeners have no same intensity of listening. It varies from listener to listener. It depends on the power and attentions to listen. Depending upon the extent to which listening becomes effective, it can be classified into three types: passive listener, selective listener, and active listener.

Passive listener

Passive listeners are inert or indifferent listener. There is no conscious effort to receive and absorb the message. The listener is physically present but is not participating actively in their process of communication. Listening in to this instance is insufficient. The message is not absorbed and the listener will not be in a position to remember and recall the message at a future date. Passive listening takes place when the listener or receiver is constrained by various psychological **or** physiological factors. It may be fatigue, ill health, disregard for the speaker or lack of interest in the subject. It also occurs when the speaker fails to meet the receiver's wavelength.

Selective listener

Listening is partial or selective in this process. Under this type, people, the receiver keeps turning in and out. Attention is not fully focused in this activity. The listener lets the mind wander and message is not thoroughly processed.

Active listener

Active listener is the most desirable type of listener. The listener makes conscious effort to listen attentively, decode the message and absorb it through a participative process. The receiver of the message shows regard for the speaker concentrates on what is being conveyed, motivates and prompts the speaker, shows empathy and makes it easy for the speaker to meaningfully deliver the message. When one listens actively one not only comprehends the message but is also in position to remember and recall the same as and when required.

Technical Writing

English is a dynamic language. It means that new words added, attracted by the writer, technical or literary. Good writers learn to discard outdated words and use contemporary words. A piece of technical writing is dull and weak when the writer uses those words that are not in current use in business. Just as new words get added, old words get deleted. The *Chambers 21st dictionary* refers to collect 500 words and meanings every month and a 100-million word database of written and spoken English that supports the dictionary. The distinction between technical styles of writing and literary covers the expressions, direct explanations and unambiguous thoughts. Grammatical correctness is widely applied in both the cases. Grammar is described as the accepted rules by which words are formed and combined into sentences. It is description of rules as applied to a language. Grammar is nothing but the logic or discipline relating to language. That explains why grammar becomes so important to any language. Good writing is therefore grammatically correct writing. This is a vigorous element of any act of writing skill.

Letter writing

The world of business is replete with various types of written communication. Written communication is so much a part of everyday business that one cannot think of a business without related correspondence. Think of any organization or institution –bank, electric company, hotel, college or library dealing with people-there is obviously some written correspondence. It may be handwritten, typewritten or printed. Letter writing covers a wide range of writing – enquiries, invitations, price lists, offers, quotations, announcements, due notices, new arrivals, clearance and disposal, recoveries and reminders, orders and host of other such activities. Writing in form of letters is a convenient way for any business, to reach across to people, within the locality and the neighborhood, customers and prospects and other public spread across other cities, regions and even countries.

Business letters

Business letters must contain certain essentials. In other words, it conforms to certain standards of writing. We can look at these essentials from different angles- language, content, context,, length, structure, layout, taste, tone, impact and purpose orientation. To qualify, the letter should measure up as good when viewed from any of these considerations. It may or may not encompass all these features. Nevertheless, a good business letter has a clear understanding and all the features that make the letter effective. A bad letter stands out like a sore thumb for any of its deficiencies, which might be any of the following:

1. Lack of clarity
2. Poor use of words and expressions
3. Incorrect spelling and grammatical errors

4. Too short or very lengthy
5. Too many ideas crowded into one letter
6. Not accurate or factually incorrect
7. Fails to convey the main purpose
8. Not to the reader's wavelength
9. Too much jargon or technical words
10. Lacking in aesthetic sense
11. Language used not familiar to the reader
12. Absence of personal touch
13. Lacking in courtesy
14. Creates ill-will
15. Written out of context
16. Absence of relevant information
17. Use of poor quality paper and ink
18. Wrong address
19. Absence of address

Application:

Cover Letter

The cover letter speaks a volume about the candidate. It projects the personality, the achievements and the accomplishments of the prospective aspirants of various jobs. The job aspirants prepare his/her covering letter meticulously in order to appear the interview. The selection committee frames various questions from the candidate's covering letter. The covering letter creates

firsthand information for the panelists. Extreme care and attention is needed for incorporating the information succinctly.

Distinctions between bio-data, CV and resume

There is not much of difference between a resume and a CV, and increasingly, these are used as interchangeable terms. However, there are distinctions between two. The difference is marked in its length and content. A resume is a brief summary of the educational qualification and experience of the candidate. It is a useful record prepared briefly in order to capture the immediate attention of the candidate. A C.V is detailed information on the candidate. It encompasses the personal and professional achievements of the job seekers.

Report Writing: Basics

Report Writing is, in a sense, the ultimate in business communication. It calls for considerably higher level of writing skills. Reports are of various kinds, varying in terms of complexity and size. Reports are such common feature people in organizations, businesses and institutions, at various levels, are called upon to not only read related reports, but also write or associate with the preparation of reports. It is desirable, therefore, anyone who is keen on developing varied business communication skills acquires a good insight into the art of report writing.

Structuring the Report

Structuring the report assumes great significance for any business communicator associated with report writing. It calls for superior skills in observing and absorbing the deliberations, making notes on an ongoing basis, and putting them in an organized and light-bearing fashion while presenting the report. There is greater similarity writing a book and preparing a report. The author puts forth his/her thoughts in a systematic way; the reporter presents the consensus of deliberations in a objective and lucid manner. The thorough understanding of the subject, the command over language, organization of chapters and elucidation of

chapters are the components of quality report writing. In structuring the report, the following aspects are to be taken care of:

1. Outlining the name of organization
2. Length
3. Sequence of presentation
4. Annexures
5. Dissenting notes, if any

The report writer, while structuring the report, should clearly outline what the committee work consists of, and rule out any temptation to go beyond what is useful and relevant. The designing of the report varies from committee to committee. However, the standard format covers the following elements:

1. Table of contents
2. Executive summary
3. Background of study
4. Scope and objective of study
5. Findings and observation
6. Recommendations
7. Annexures

Types of Report

Reports are of various kinds. There are big or small, individual or group, routine or special, formal or informal, interim or final.

An elucidation of various kinds of business reports are presented below:

1. Routine reports such as monthly reports, performance report, review report or press report
2. Research reports, survey reports and special reports
3. Enquiry reports and investigation reports

4. Confidential reports
5. Information reports and Analytical reports
6. Technical reports
7. Directors' report
8. Annual Reports
9. Committee reports

Interview Skills

Job interview has become a crucial component of the selection process in any industry. Just as an interviewee searches a job befitting his eligibility, the interviewer is also keen on recruiting an employee who will be an asset to the organization. Nobody wants a square peg in a round hole. The right man for the right job is the call of the day. The member of selection committee evaluates the hard skills and personality traits of the candidates being interviewed. The interviewee, on the other hand, gets an opportunity to ascertain if the particular post suitable for him.

Types of interviews

Patterned interview is conducted in order to screen the applicants. The same type of question is asked by the panelists to each candidate in this selection procedure. The best comparison of answers are examined by the members of selection committee. The intent of the method is to select the suitable candidate for the post.

Open ended questions are asked to the candidates in non-directive interview prevailed in the organization. It offers opportunity for the candidates to open up and what they feel about a certain matter. The experts frame the following questions in this selection procedure:

Please tell us about yourself?

What prompted you to apply for this job?

Reasonable and satisfying answers from the candidates will create positive impression for the experts.

Stress interview puts the candidate in stressful situation. Solving stressful situation is an important skill of the employee in an industry. The questions framed for the interview are presented below:

Why did you leave your last job?

What were you doing in a particular period when you were not attached to any organization?

These questions need proper clarification. The candidates have to be careful and tactful in answering the appropriate answers.

Success in the interviews solely depends on the groundwork, the proper articulation, dress code and appropriate use of body language of the aspirants in the interviews. Anticipating questions and preparing the model answer is another parameter for ensuring success. The preparation of resume reveals his personality. The interview pattern may be determined by the contents of resume. It needs to be prepared with utmost care and attention. Predictable questions may be thoroughly prepared for appearing interviews.

Group Discussion

Group discussion (GD) are now being used an important step in the selection procedure of the candidate. Regarded as an effective tool in the recruitment process, besides job interviews, a GD plays a pivotal role in selecting the best and most suitable candidate applied for the same post and position. It is also used as a tool to study behavioral and attitudinal responses of the participants. A GD is a formal discussion which involves six to ten candidates who sit in a group to discuss a topic. It is a methodology used by an organization to gauge whether a candidate's certain personality traits or skills that are desired by the organizers. It is like a football or hockey game where all the players pass the ball to their team players and aim for a common goal. In these games, the team which has better coordination and skill wins the game. In GD, the group members have to interpret, analyze and argue, so as to discuss the topic or case threadbare as a team.

A GD is not the same as a formal debate. In a debate, you are supposed to speak either for or against the motion. In GD, all the members of the team are expected to deliberate upon the issue extensively. It is possible for any of them to

change their stand if they find themselves convinced about the other side of the perspective. This kind of alteration in the stance does find a place in debates and the contestant is not supposed to argue for both the sides. The very nature of GD , therefore, demand flexibility or a consequent stubbornness or rigidity is seen as a serious flaw in leading the discussion in group communication techniques .

While participating in discussion, use facts and figures to lend credence and conviction to your arguments. The knowledge on contemporary affairs enhances the quality and standard of the discussion. It reveals the arguments in the light of present situations and circumstances prevailing inside the country and abroad. Leadership in GD is never pre-defined. It is through the person's performance that he/she emerges as a leader in GD. A person aspiring for that must display leadership qualities such as clarifies, objectivity, perception, poise and communication skill. A leader would be someone who facilitates discussion in a constructive manner. A leader shows direction to the group whenever the group drifts away from the topic. He/she contributes to the GD at regular intervals with valuable insights. He tries to steer the discussion towards a goal.

The participants must be open to the ideas of others as well as to the evaluation of their own ideas. It implies flexibility. Presume the topic of a discussion is:

Military Services are not for Women

Participating in this topic, the participants tend to get emotional and take a stand either in favour or against the topic. They present 'Yes, women are not meant for military services' or 'No, women can contribute significantly even in military services'. Whatever stand you might have taken, if you encounter an opposition with a very strong point, you end up in a typical catch -22 situation. If you change your stand, you are seen as fickle-minded or whimsical person. If you do not change your stand, you are seen as inflexible, stubborn and obstinate person. But if you maintain a stand that is open and not adverse to either side of the views, it will reflect your openness.

Presentation Skill

Presentation is a relatively developed form of interactive communication. Presentation are so much a part of the business world today that it is hard to think

of a profession or business that does not make use of presentations. Speeches and presentations have become an integral part of business transactions and relationships. The ability to make a good speech and an effective presentation adds value to a professional or business world.

Presentations are made in classrooms, seminars, conferences and to groups of persons on certain topics. The topic for presentation is predetermined and there is nothing rambling or disorganized about it. Presentations have specific objective. Quite often, the objective is just not to inform, but more importantly to influence, motivate, persuade and amplify. The verbal message is supplemented with the help of audio and visual aids for greater impact. The objective of the presentation is to present all relevant details to the interested target audience on a specific topic, concept or area of interest in a participative manner. Quality presentation is well structured, properly packaged and presented to create high impact.

Public speaking, like any other professional task, is an artistic work. It requires planning, preparation and perfect execution of ideas. Suppose you are a final year student and you have been asked to address your juniors. What do you do? Do you straightway go to the podium and start speaking without any preparation? No. For all such occasions, you need to prepare well before you start addressing the audience. All this requires a lot of hard work and patience on the part of the speaker.

As a speaker, he/she has to structure his speech. The speaker has to decide the pattern in which the idea will be put across to the audience. There are some widely recognized patterns; you can choose any one of these. The chronological pattern is one of the most commonly employed patterns for organizing a speech. In this pattern, we arrange ideas, keeping in mind the chronology of events. Unlike speaking from memory or manuscript, impromptu speeches are delivered at the spur of the moment. Such speech does not emanate from any such planning.

Module-2

Creativity is a way of living life that embraces originality and makes unique connections between seemingly disparate ideas. Creativity is about living life as a journey into seeing and communicating the extra-ordinariness of the simplest, most every day acts. When we are doing something creatively what is actually active in our brain? That is not easy to classify. What is important in today's world is not just learning a specific skill set. What prepares students for life beyond the classroom is learning how to be more creative.

Schools have started acknowledging the importance of creativity in classrooms. Courses in creativity are provided by academia because they know only creativity can help students succeed in life and not just bookish knowledge. Creativity is not restricted to certain subjects like English, art, etc. All subjects are creative.

Creativity – a crucial skill for professionals

Creativity is no longer just seen as what artists and musicians process. It's a crucial skill for professionals in all fields. The "20% rule" is practiced by most of the biggest and successful businesses in the world. This means that they are encouraging their employees to set aside 20% of their work time to exploring new ideas and thinking creatively. In the modern business world creativity is valued as the most important business skill, says recent survey.

For organizations the world over creativity and innovation are the number 1 strategic priorities. The annual strategy survey by the Boston Consulting Group shows innovation and creativity as the top ranked tactical imperative.

MYTH 1: Creativity is only needed at the top

TRUTH: In today's business environment, creativity applies to everyone. The organizations that win in these challenging times have creativity as a core priority at all levels of the organizational chart. We must embrace the concept of Everyday Creativity: fresh ideas and creative problem solving in every business setting. Every meeting. Every customer interaction.

MYTH 2: People are creative (or not) based on what they do

TRUTH: Your role has nothing to do with your creativity. There are professional musicians in major symphonies that are great technicians but don't use an ounce of creativity. There are also

statisticians that are brilliantly creative. Don't let labels dictate or limit your creativity.

MYTH 3: Creativity can't be developed

TRUTH: As human beings, we all have tremendous creative capacity; we just need to develop it. Your level of creativity isn't fixed at birth. Instead, think of creativity as an expandable muscle. You don't become a champion bodybuilder without hitting the gym. Similarly, to build creative capacity requires some practice and focus. There is an overwhelming amount of scientific research confirming that you can grow your creativity at any age.

Creative Thinking vs Critical Thinking

Creative Thinking and Critical Thinking are two expressions that show the difference between them when it comes to their inner meanings. Creative Thinking is going beyond the limitations and being original and fresh in one's ideas. Critical Thinking, on the other hand, is more evaluative in nature and analyses a particular thing. Hence, one can conclude that while Creative thinking is generative in purpose, Critical Thinking is analytical in purpose. This is one of the main differences between creative thinking and critical thinking. This article attempts to provide an understanding of the two terms while elaborating the difference.

What is Critical Thinking?

Now let us move on to Critical Thinking. Unlike in the case of Creative thinking, Critical thinking adopts a much more rigid position. One of the features of Critical thinking is that it is not so expansive like creative thinking. In fact, it can be said that critical thinking is judgmental in nature. It is interesting to note that critical thinking is selective too. On the other hand, creative thinking is not selective. It is quite free by nature. The mind is free to think anything creative in the case of creative thinking. On the contrary, the mind is limited to think in the case of critical thinking. Creative thinking is employed in areas such as poetry, novel writing, short story writing and fiction writing. On the other hand, critical

thinking is employed in organizations, business areas and the like. Critical thinking is aimed at improving the quality of products produced by a company, customer care service, and the like. It analyses the factors governing the process of running a company. One can claim that when being critical, a person is employed in a process of assessing rather than imagining. He would be analytical and break down a particular concept into various parts and analyze them. This includes paying attention to the plus and minus, the pros and cons, when thinking critically. As human beings, we need to have some ability for both creative and critical thinking. Now let us sum up the differences in the following manner.

What is Creative Thinking?

First let us pay attention to Creative Thinking. In schools and even in universities the students are asked to be creative in their thoughts. This highlights a need to be original and to think outside of the box. If a person is continuously paying attention to the limitations and boundaries, it is quite difficult to be creative. Creative thinking is non-judgmental and expansive. There is no end to creative thinking. In fact, it can be said that the sky is the limit for creative thinking. This is the specialty of Creative thinking. It allows the person to break away from the usual barriers and imagine the unimaginable. Also, Creative thinking is not selective.

The mind is free to think anything creative in the case of creative thinking. Unlike in the case of Critical thinking where you are bound to make some choices, in Creative Thinking it is different. Various kinds of choices are not made in the case of creative thinking. In fact, creative thinking aims at generating new and thought provoking ideas. This is why one can claim that creative thinking is all about imagination and imagery. Hence, it is best suited to creative arts like poetry and painting.

What is the Difference between Creative Thinking and Critical Thinking?

- Creative thinking is generative in purpose whereas critical thinking is analytical in purpose.
- Critical thinking is selective, but creative thinking is not selective.
- The mind is free to wander about in Creative thinking, but in the case of Critical thinking it is not so.

Functions of LEFT Brain and Right Brain

Right Brain

Controls right side of body. Looks at the parts. Works on specifics and detail. Relies on facts. Uses words, speech and language. It is thought it can even inhibit the ability of the right side to produce communication. When problem solving uses logic, and analysis of the parts. Considers cause and effect. Mathematical, science and analytical abilities, Logical, step by step, sequenced and precision thinking. Present and past focus knows object name. Formulates strategies. Identifies faces by looking at each identifiable feature. Works from Facts, Optimism and jollity.

Functions of Left Brain

Controls left side of body. Looks at the whole rather than breaking things down. Takes a global approach, looks at the big picture. On-verbal but awareness and recognition of things. Works more from pictures. Problem solving – looks for patterns, connections, resemblances. Uses intuition. Development of art and musical skills, art and musical appreciation, Intuitive, uses insight, feelings, knowing. Present and future focus .Knows object function. Presents possibilities. Recognition of faces, resemblance.

Module-3

Group Dynamics Techniques

A group refers to two or more persons forming a collection, assembly or cluster, with or without any unifying objective. For the purpose of our discussion, we refer to groups of persons in organizations, institutions and business entities who are to be brought within the overall communication framework for achieving a set of objectives. Although groups constitute a collection of individuals, the very same individuals often respond differently when they belong to a group. In the business context, we may have varied groups, may be either homogeneous or heterogeneous in nature. There are group of employees, supervisors, executives, union members, trainees, suppliers, customers, prospects and investors.

It is important to note that groups often develop an identity that sets them apart from any collection or mere assembly of persons. While any collection of persons exhibits disparateness, groups often exhibit certain uniformity and congruity. Groups consisting of persons with identical expectations demonstrate a high level of integration in their behavior. This pattern gives rise to what is called as group dynamics. Effectiveness in communication in the context of a group needs to be viewed in two dimensions. First, communication constitutes the instrumentality through which members of the group express themselves and maintain their uniformity. Second, an outsider who is communicating with the group should take cognizance of the characteristics of group and change the style of communication accordingly.

Groups are of different types and vary in terms of objectives they set out to achieve. There are family groups, social groups, religious groups, professional groups, formal groups, informal groups and functional groups. The objective of a learning group imparts training and knowledge to the members and outside the member. The objective of functional groups like a group of sales personnel come together and deliberate issues of common concern to all of them. Groups come together and meet under various platforms Such platforms include conventions, symposia, classroom sessions, study groups, quality circles, workshops, discussion panels and brain-storming sessions. Communication is central to the successful functioning of all the groups.

Group behavior is distinct from individual behaviour and organizational dynamics calls for recognition and response to both. The statement, 'Men is kind, but men are cruel' very easily brings out the metamorphosis that the same individual undergoes as a member of a collective body. Individuals in an organization behave differently when they respond as members of a group. Very often individuals in organizations wear different caps and accordingly play different roles. Experts and planners in HRD, industrial relations personnel and group leaders will have to be highly cognizant of this aspect of human behavior.

Within the organization , in dealing with staff members , joint conferences, negotiations and workshop are some of the forums assuming group dynamics and communicator should accordingly learn to deal with them tactfully and with due understanding of the group behaviour. The communicator should make every effort to talk to them at their wavelength, highlight the areas of agreement, so that the communication moves smoothly to its logical end.

Just as there are groups within the organization, there are groups outside the organization which have to be dealt with. In the context of marketing of products and services, public relations and information sharing and image building, there are there are external groups, which have to be positively influenced through communication strategies. It is also appropriate to note the reference groups and opinion leaders.

A reference group is a concept developed by Herbert Hyman in 1942 to describe the types of groups, which serve as a point of reference to individuals in their behavior, reference and judgement. The basic idea developed by Hyman has been further elaborated by others. The three references groups, which have been identified with reference to any individuals, are as follows:

1. Groups that serve as comparison points
2. Groups to which a person aspires to become a member
3. Groups whose perspectives are assumed by the individuals.

Team Dynamics

Team dynamics is best reflected for the growth and development of organization. The unity, the harmony and the achievement are the outcomes of a

team. The group faces turbulent situation, but the faces with the strength and vitality of the members. The team formed by the director or board of governance are careful in its formation. They form according to the interest and skill of the member.

The tem dynamics is comprehended in connection to the performance of Group Discussion as a team. Being a team player is one of the most important personality traits that candidates are expected to exhibit in a group discussion. In group discussion, a person must demonstrate to build up a team consensus around his position. He must also build on the strengths and position of others to develop a proposal that can rally the team around.

Module-4

Values

According to the dictionary, values are “things that have an intrinsic worth in usefulness or importance to the possessor,” or “principles, standards, or qualities considered worthwhile or desirable.” However, it is important to note that, although we may tend to think of a value as something good, virtually all values are morally relative – neutral, really – until they are qualified by asking, “How is it good?” or “Good to whom?” The “good” can sometimes be just a matter of opinion or taste, or driven by culture, religion, habit, circumstance, or environment, etc. Again, almost all values are relative. The exception, of course, is the value of life. Life is a universal, objective value. We might take this point for granted, but we all have the life value, or we would not be alive. Life is also a dual value – we value our own life and the lives of others.

Morals

Moral values are relative values that protect life and are respectful of the dual life value of self and others. The great moral values, such as truth, freedom, charity, etc., have one thing in common. When they are functioning correctly, they are life protecting or life enhancing for all. But they are still relative values. Our relative moral values must be constantly examined to make sure that they are always performing their life-protecting mission. Even the Marine Corps core values of “honor, courage and commitment” require examination in this context. Courage can become foolish martyrdom, commitment can become irrational fanaticism, honour can become self-righteousness, conceit, and disrespect for others. Our enemies have their own standard of honor, they have courage, and they are surely committed. What sets us apart? Respect for the universal life value sets us apart from our enemies.

Ethics

A person who knows the difference between right and wrong and chooses right is moral. A person whose morality is reflected in his willingness to do the right thing – even if it is hard or dangerous – is ethical. Ethics are moral values in action. Being ethical is an imperative because morality protects life and is respectful of others – all others. It is a lifestyle that is consistent with mankind’s universal values as articulated by the American Founding Fathers – human equality and the inalienable right to life. As warriors it is our duty to be protectors and defenders of the life value and to perform the unique and difficult mission of

taking the lives of those acting immorally (against life) when necessary to protect the lives of innocent others.

KOHLBERG AND GILLIGAN VIEWS:

Kohlberg Theory

These theories are based on the sorts of reasoning and motivation adopted by individuals with regard to moral questions.

Lawrence Kohlberg's Theory

According to Kohlberg, the people progressed in their moral reasoning through a series of stages. His theory is based on the foundation that morality is a form of reasoning that develops through structural stages.

The three levels of moral development, suggested by Kohlberg, are:

1. Pre-conventional level;
2. Conventional level; and
3. Post –conventional level.

1. Pre- conventional level

The pre-conventional level of moral development is based to derive benefits for oneself.

In the first level, individuals behave according to socially acceptable norms, which are taught mainly by parents and teachers.

At this level, individuals are motivated mainly by their interest to avoid punishment, or by their desire to satisfy their own needs, or by the external power exerted on them.

This is the level of development of all young children and some adults, who are unable to reach beyond a certain limit.

2. Conventional level

In the second level, the moral thinking and behavior of the individual are determined by the standards of their family, community, and society. That is, the norms or customs of one's family/community/society are accepted and adopted as the ultimate standard of morality. At this level, individuals are motivated by the desire to please others and to meet the social units 'expectations, without bothering much about their self-interest. Thus as per the second level, individuals give more importance to loyalty and close identification with others, than their own self-interest. Many studies of Kohlberg reveal that most adults are living at this level only. The second level of moral thinking is found in society generally. That's why it is named as 'conventional level' of moral development

Gilligan Theory

Carol Gilligan, a former student and colleague of Kohlberg, has criticized Kohlberg's theory as male biased. She also charged Kohlberg that Kohlberg's studies were concluded with male samples only and also his approach is dominated by a typical preoccupation with general rules and rights. According to Gilligan, males have tendency to over-ride the importance of moral rules and convictions while resolving moral dilemmas; whereas females have tendency to try hard to preserve personal relationships with all people involved in a situation. Also Gilligan felt that men mostly focus their attention on content of the problem, whereas women focus their attention on the context i.e., situation of the problem. Gilligan refers her context-oriented emphasis on maintaining personal relationships as the ethics of care, and contrasts it with Kohlberg's ethics of rules and rights.

Gilligan's Levels Of Moral Development

1. Pre-conventional level

This is almost the same as Kohlberg's first level. That is, in this level an individual is concerned with self-centered reasoning.

2. Conventional level

This level differs from Kohlberg's second level. According to Gilligan, women will not hurt others and have a willingness to sacrifice their own interests in order to help others.

3. Post-conventional level

This level also differs from Kohlberg's third level. In this level, the individual is able to maintain balance between his own needs with the needs of others. The balancing can be achieved through context-oriented reasoning i.e., examining all facts, people and circumstances involved, rather than by applying abstract rules ranked in a hierarchy of importance.

Gilligan's Stages of the Ethic of Care		
Approximate Age Range	Stage	Goal
not listed	Preconventional	Goal is individual survival
Transition is from selfishness -- to -- responsibility to others		
not listed	Conventional	Self sacrifice is goodness
Transition is from goodness -- to -- truth that she is a person too		
maybe never	Postconventional	Principle of nonviolence: do not hurt others or self

Consensus and Controversy

Literally, consensus means agreement', and controversy means disagreement'.

When an individual exercise moral autonomy, he may not be able to attain the same results as other people obtain in practicing their moral autonomy. Here there might be some differences in the practical application of moral autonomy. This kind of controversies i.e., disagreements are inevitable. Since exercising moral autonomy is not as precise and clear-cut as arithmetic, therefore the moral disagreements are natural and common. So in order to allow scope for disagreement, the tolerance is required among individuals with autonomous, reasonable and responsible thinking. According to the principle of tolerance, the objective of teaching and studying engineering ethics is to discover ways of promoting tolerance in the exercise of moral autonomy by engineers. Thus the goal of teaching engineering ethics is not merely producing always a unanimous moral conformity; it is about finding the proper ways and means for promoting tolerance in the practical applications of moral autonomy by engineers. In a way, the goal of courses on engineering ethics and goals of responsible engineering have some similarities. Both situations require the need for some consensus regarding the role of authority.

Relationship between autonomy and authority

1. Moral autonomy and respect for authority are compatible with each other. Exercising moral autonomy is based on the moral concern for other people and recognition of good moral reasons. Also moral autonomy emphasizes the capabilities and responsibilities of people. Authority provides the framework through which learning attitudes are encouraged.
2. Sometimes, conflicts will arise between individuals 'need for autonomy and the need for consensus about authority. This situation can be rescued by having open and frank discussion regarding a moral issue with the help of authority.

Illustration: Consider the relationship between autonomy and authority, with reference to a classroom. In the classroom, the teachers have authority over students. Authority of the teachers helps in maintaining the dignity and decorum of academic climate in a institution; also in restoring the confidence and respect between teachers and students.

As per the first point, there should be the acceptance of authority of authority by both the teachers and students, in order to conduct the classes in orderly ways.

When the authority is misused, conflicts may arise between autonomy and authority. As per the second point, allowing open discussions between teachers and students can reduce the unhealthy academic atmosphere.

Models of professional roles (Professional roles to be played by an engineer)

It is understood that an engineer has to play many roles while exercising his professional obligations. Some of the professional roles or models are given below:

1. Engineers as Savors

It is believed that engineers hold the key for any improvements in society through technological developments. Thus some people consider engineer as a savior because they redeem society from poverty, inefficiency, waste and the hardships drudgery of manual labor.

2. Engineers as Guardians

Engineers know the direction in which technology should develop and the speed at which it should move. Thus many people agree the role of engineers as guardians, as engineers guard the best interests of society.

3. Engineers as Bureaucratic Servants

The engineers' role in the management is to be the servant who receives and translates the directives of management into solid accomplishments. Thus the engineers act as a bureaucratic servants i.e., loyal organizations set by the management.

4. Engineers as Social Servants

As we know, engineers have to play the role of social servants to receive society's directives and to satisfy society's desires.

5. Engineers as Social Enablers and Catalysts

Besides merely practicing the management's directives, the engineers have to play a role of creating a better society. Also they should act as catalysts for making social changes. Sometimes engineers have to help the management and the society to understand their needs and to make decisions about desirable technological development.

6. Engineers as Game Players

In actual practice, engineers are neither servants nor masters of anyone. In fact, they play the economic game rules, which may be effective at a given time. Like managers, the engineers' aim is also to play successfully within the organization and moving ahead in a competitive world.

Module-5

A Framework for Considering Leadership

The leadership skill is a prominent soft skill. A good leader is an asset for the organizational growth. The capability of leading a team confidently to the satisfaction of stakeholders is an essential attribute of a good leader. The leader a visionary, an all pervading influential person in the organizational setting. The skills and qualities of a competent leader is elucidated below

- 1.A leader has the inherent power to influence and motivate human mind.
2. He has a unique blend of charisma and vision that attracts all those who come in contact with him.
3. His magnetic personality instills confidence amongst the members of his team who come forward and shoulder the responsibilities along with their leader.
- 4.A true leader is honest and true to his words.
- 5.He believes in fostering collaboration rather than competition. He believes in approaching his team with empathy rather than anger.
- 6.He is a visionary who can foresee the fortune and act accordingly.
7. He possesses mental toughness. A tough minded leader sees things as they are. He knows that no one can lead without being criticized or without facing frustration. He is never frustrated. He has magnetic quality of drawing people to him and listens to him.
8. Leadership qualities can be developed by combination of qualities such as courage, vision, integrity, quick thinking ability, persistence and strong will power.
9. A feeling of empathy for his team creates his qualities of leadership to grow and develop to a creative direction.

Leadership and communication are closely related. Good leaders master the art of communication. The crisis or the prosperity of the business is nicely ventilated by his/her excellent communication. Whatever be the profession or business, a leader communicates through verbal and non-verbal messages, especially by setting an example of role model. The followers keenly follow for

their messages. Business leaders are also team leaders. They motivate and inspire their teammates.

Transactional vs Transformational leaders

Transaction analysis attempts to analyze a transaction. A transaction forms the basic unit of communication, i.e. a stimulus from one person and response by the other. Such transactions keep taking place among people in a family, community and organization all the time. Transactions take place every time people meet and communication takes place. All such transactions are categorized into three types: complementary transactions, uncomplimentary transactions or crossed transactions and hidden transactions. Complementary transactions take place when the conversation proceeds smoothly with expected responses emanating from the listener. In crossed transaction, there is an unexpected responses leading to breakdown of communication. In a hidden transaction, real responses are conveyed through facial expressions and other actions, and words expressed do not convey the real meaning.

Transformational leaders understand the life position to create the essence of communication excellent, refined and supreme. It is ennobling and all-pervading for direction. The leaders in the stream of 'I am OK-You are OK' show a positive and mature approach in dealing with various kinds of people. The leaders are transformed beings. They have a flair for creative composition. They have inquisitiveness to make a substantial contribution for the growth and development of organization.

Vision

Vision serves the essential purposes for the leader. A clear vision helps the leader to stay motivated towards his work. The clearer the leader can see the mission, the better chance the leader has to achieve the mission. The leader with clear vision is better equipped to interact with and inspire the followers. It is not OK for a leader to be wishy-washy about what he/she intends to accomplish. The term leader implies that you have a mission or a cause and the vision is essential if the leader is to engage himself/herself and his followers in a clear direction.

The idea of having a vision and not sharing with employees and others in the organization is fruitless. For a vision to take hold, the leader must share it passionately. The following reasons support the need to share the vision

1. Followers are not mind readers
2. Sharing the vision reinforces the way in which the leader perceives the ideal future
3. Sharing the ideal future puts all the members of team on the same path.
4. Sharing the ideal future allows people to bring creative energy.
5. Sharing the ideal allows others in the organization to see the direction in which the leader is headed.

Formulate leadership

Building strong bonds with employees has many advantages for the leader. Most employees welcome sincere and genuine caring for the leader. The emotionally intelligent leader gains commitment, loyalty and trust by building sincere bonds with employees. Open communication from employees is critical to remain competitive and creative in our global world. The intelligent leader understands the need for and importance that must be placed on building sincere bonds with employees.

ALL THE BEST