



A Handbook on Preparing for placements (Special focus on GD & PI)



CHAPTER 1

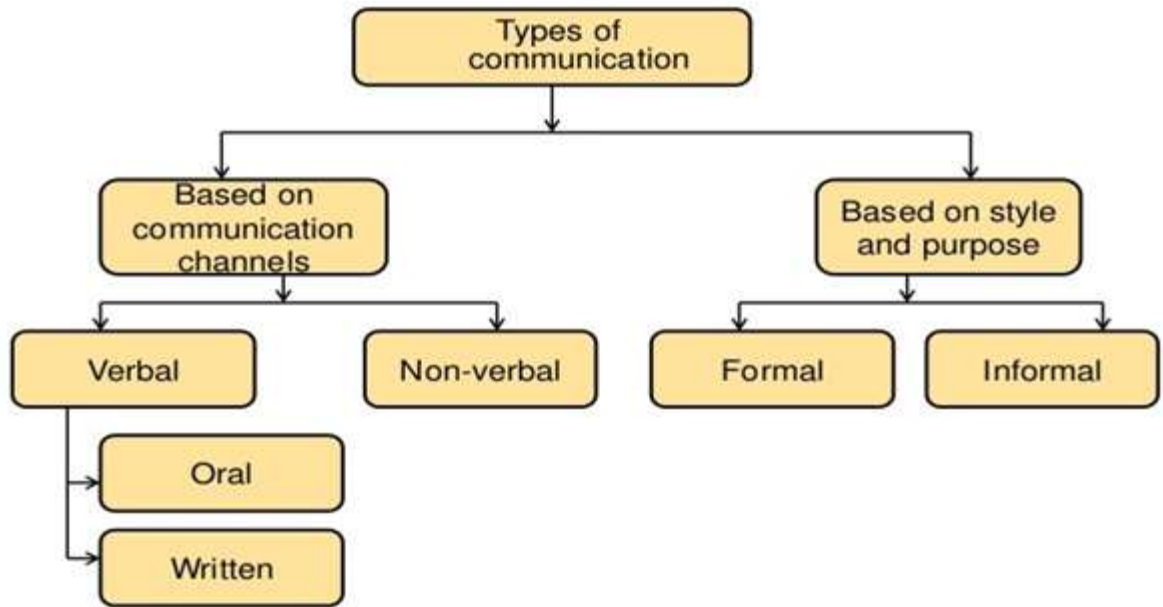
VERBAL COMMUNICATION & NON - VERBAL COMMUNICATION



1.1. Introduction: The English term 'Communication' has been evolved from Latin language. 'Communis and communicare' are two Latin words related to the word communication. Communis is noun word, which means common, communality or sharing. Similarly, communicare is a verb, which means 'make something common'. Some scholars relate the term communication with an English word community. Community members have something common to each other. Communities are {supposed to be} formed with the tie of communication. It is the foundation of community. Hence, where there is no communication, there can't be a community.

Communication may be broadly defined as the process of meaningful interaction among human beings. More specifically, it is the process by which meanings are perceived and understandings are reached among human beings. Communication is a learned skill. However, while most people are born with the physical ability to talk, not all can communicate well unless they make special efforts to develop and refine this skill further. Very often, we take the ease with which we communicate with each other for granted, so much so that we sometimes forget how complex the communication process actually is.

1.2. Types of Communication: Communication can be categorized on the basis of channels used for communication and on the basis of purpose of communication. The flowchart given below is a representation of the types of communication.



1.2.1. Verbal Communication: When a message is being exchanged or communicated through words is called verbal communication. It may be two types: **written** and **oral** communication. Verbal communication takes place through face-to-face conversations, group discussions, counseling, interview radio, television, calls, memos, letters, reports, notes, email etc. We use verbal communication to inform, whether it is about our needs or to impart knowledge. We can use verbal communication to correct a wrong. The power of the words, “I’m sorry,” is often more effective than an action. Verbal communication can also be used as a tool of persuasion.

1.2.2. Non-Verbal Communication: When a message is being exchanged or communicated without using any spoken or written word, it is known as non-verbal communication. Much of non-verbal communication is unintentional people are not even aware that they are sending messages. The types of Non-verbal communication (elaborated in the following chapter) include:

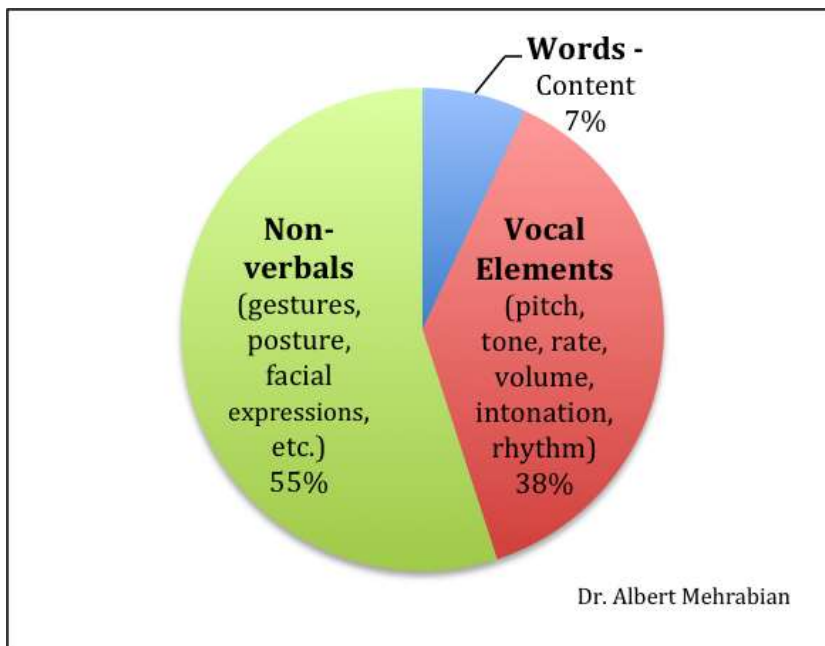
- **Body Movements** (*Kinesics*), for example, hand gestures or nodding or shaking the head.
- **Posture** or how you stand or sit, whether your arms are crossed, and so on.
- **Eye Contact**, where the amount of eye contact often determines the level of trust and trustworthiness.
- **Para-language** or aspects of the voice apart from speech, such as pitch, tone, and speed of speaking.
- **Closeness or Personal Space** (*Proxemics*), which determines the level of intimacy.

- **Facial Expressions**, including smiling, frowning and even blinking.
- **Physiological Changes**, for example, sweating or blinking more when nervous.

We can reinforce, contradict, substitute, complement or emphasize our verbal communication with non-verbal cues. The speaker’s body language must match his or her words. If a sender’s words and body language don’t match—if a sender smiles while telling a sad tale, for example—the mismatch between verbal and non-verbal cues can cause a receiver to actively dislike the sender. Being aware of both nonverbal and verbal messages gives an important edge to the speaker.

1.2.3. Formal Communication: Also termed as official communication, it is a type of communication in which the sender follows a pre-defined channel to transmit the information to the receiver and it is known as formal communication.

1.2.4. Informal Communication: Most commonly known as grapevine, the type of communication in which the sender does not follow any pre-defined channels to transmit the information is known as informal communication.



CHAPTER 2

BODY LANGUAGE



2.1. Introduction: Body language is the unconscious and conscious transmission and interpretation of feelings, attitudes and moods. It is conveyed through the following:

- Body Postures
- Hand Gestures (Movements of Hands)
- Facial Expressions
- Eye Movements

Ralph Waldo Emerson once said, “What you are speaks so loudly that I cannot hear what you say.” When you speak, people not only judge your speech but they also judge you. If they are not convinced of your earnestness and sincerity, they are also unlikely to accept your spoken message.

Body language is an outward reflection of a person’s emotional condition. It does not include voice, volume, variation and pauses. Its transmission and interpretation can be quite different from the spoken words. It is the cluster of different signals that constitute a body language. Hence, body language is all about “how you looked when you said it, not what you actually said.”

2.2. Importance of Body Language: Importantly, understanding body language enables better self-awareness and self-control. We understand more about other people’s feelings and meanings, as we understand more about these things ourselves. As a

result, we become better able to refine and improve what our body says about us, which generates a positive improvement in the way we feel, the way we perform, and what we achieve. Being able to 'read' body language therefore helps us greatly:

- To know how people feel and what they mean, and
- To comprehend better how people might be perceiving our own non-verbal signals, (Often overlooked).

It is safe to say that body language represents a very significant proportion of meaning that is conveyed and interpreted among people. Many body language experts and sources seem to agree that that between 50-80% of all human communications are non-verbal.

Body language is especially crucial when we meet someone for the first time. We form our opinions of someone we meet for the first time in just a few seconds, and this initial instinctual assessment is based far more on what we see and feel about the other person than on the words they speak. On many occasions we form a strong opinion about a new person before they speak a single word. Consequently, body language is very influential in forming impressions on first meeting someone.

2.3. Four Ways to Make your Body speak Effectively: Body language is an important aspect of communication. We can learn how to effectively put forth our message with positive body language. It is very important to eliminate distracting mannerisms. We need to understand that if our platform behaviors contain mannerisms, which are not related to the message, they call for undue attention, which takes the audience away from the message. Some of these mannerisms include:

- Tapping the fingers
- Licking the lips
- Adjusting hair and clothing
- Leaning on the podium
- Pacing on the stage

2.4. Ways to get Rid of Negative Body Language: The best way to get rid of such mannerisms lies in self-monitoring and consciously reasserting positive gestures. Others include:

- It is very important that we be as natural as possible, need to be more spontaneous and conversational. The most essential part to make our body speak effectively is by being ourselves.
- Let one's body mirror one's feelings. This can be accomplished only if one is interested and enthusiastic in what one is talking. If one is interested in the subject, believe in what one is saying and definitely want to share it with others, one's physical movements will come from within and be appropriate to what we are saying.

2.5. Different Forms of Body Language

2.5.1. Gestures: A gesture is a form of non-verbal communication in which visible bodily actions communicate particular messages, either in place of, or in conjunction with, speech. They include movement of the hands, face, or other parts of the body. Gestures differ from physical non-verbal communication and do not communicate specific messages, such as purely expressive displays, proxemics, or displays of joint attention. They allow individuals to transfer a variety of feelings and thoughts, from contempt and hostility to approval and affection, often together with body language in addition to words when they speak.

2.5.1.2. Why are gestures important?

- Gestures tend to be remembered and therefore the messages become more memorable. They can function as visual aids. It is a well-known fact that people get bored with static presentations and tend to get distracted easily. But when there are appropriate gestures that are accompanied with words they tend to remain alert and listen actively.
- The gestures add to the meaning and help to take proper punctuations while speaking. Unlike written communication, where there are proper punctuations marks which helps interpreting the message, when we speak we usually employ different sets of gestures to show the important parts of speech as well as it adds power and vitality to the words we speak.
- Nervousness and tensions are channelized. When we use appropriate gestures and body movements, it can help us harness our nervous energy and make it work for us.
- The gestures can be used to clarify and support the words that are spoken and can be very useful in stimulating audience participation.
- A well timed and smooth gesture can do wonders in any situation. It can be used for impression management.

2.5.2. Facial Expressions: Face is the reflection of inner feelings. In today's business world much of our communication takes place via electronic methods, such as email text messages. Often times, it's difficult to understand the context or meaning behind a message that is received electronically. But in person, facial expressions and other nonverbal cues boost our understanding.

Facial expressions include smiling, frowning, eye rolling, making eye contact, scowling, and appearing bored or interested. Other facial expressions might indicate excitement or even shock, like opening one's eyes or mouth widely. There are six basic facial expressions that are now recognized around the world and are used to express emotions. They are as follows:

- Happiness
- Sadness
- Fear
- Disgust
- Surprise
- Anger



The face that we present acts as a barometer of what is on our minds. The active listeners are quick to observe your facial expressions and make judgments regarding sincerity and your attitude. There are certain facial expressions which can be real distractions while communicating like biting lips, tightening of jaws, raising the corners of lips.



Note: The Monalisa Facial Expression (In the picture above): Eyes slightly curved and lips pursed but edges curved into a small smile represent:

- Smile shows happiness
- Pursed lips to show not wanting to share the cause of her happiness ex. A secret

2.5.3. Eye Contact: Eye contact is the most effective tool to involve the listeners. It is a known fact that everyone who is listening should feel important to the speaker and this can be achieved by good eye contact. Even in a short conversation or interaction if we are not able to maintain eye contact with the listeners, they would feel left out and alienated. The act of looking directly in the eyes is considered as a symbol of sincerity. When one looks in the eyes of the listeners, it increases the confidence and makes one realize that the audiences are interested in the talk. It can also be taken as a feedback tool. For example, if the listener is not interested, he or she may not like to establish an eye contact and therefore the speaker can change his or her delivery pattern to make it interesting.

2.5.3.1. Functions of Eye Contact

- Monitor feedback of the audiences
- Secure the attention and interest of audience
- Regulate or control conversation that is taking place
- Signal of the nature of relationship that is established between the speaker and the listener
- Compensates for increased physical distance



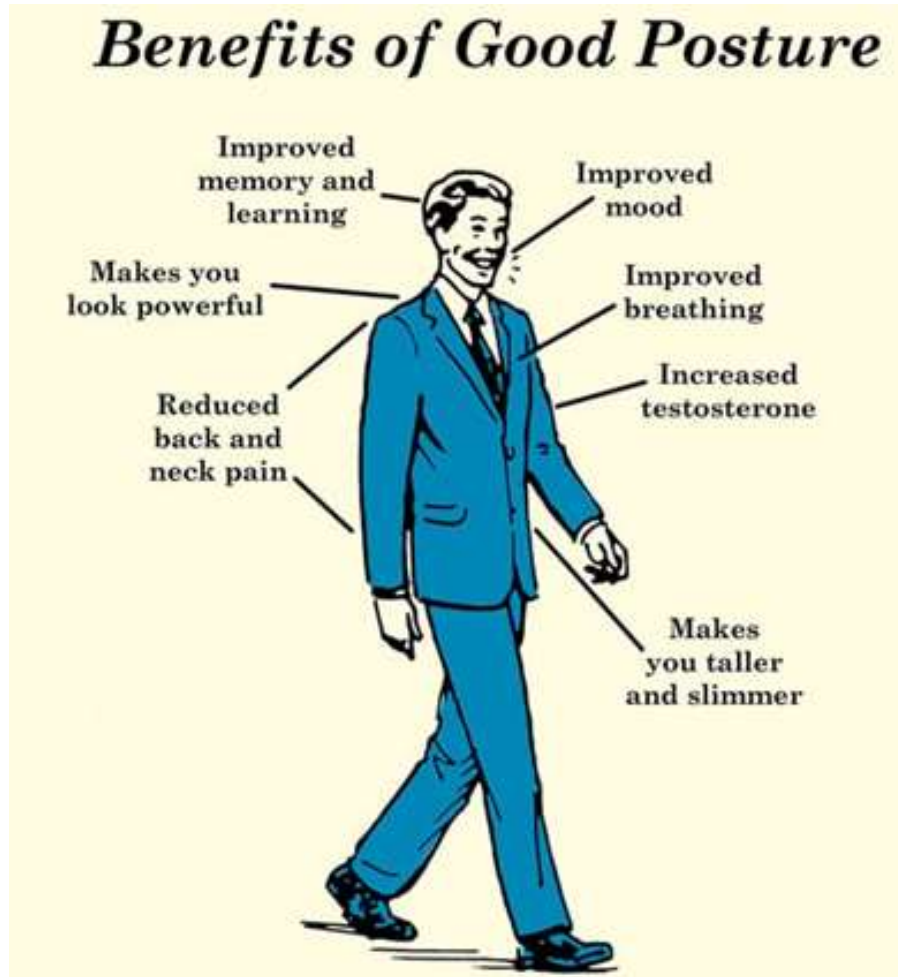
The table below is a brief description of the basic eye movements and its interpretation. It is an insight into the deeper meanings of various eye movements.

Interpretation of Various Eye Movements

Eye Movements & Signals	Possible Meanings & Explanation
Looking right	Creating, guessing, storytelling
Looking left	Recalling, remembering and often equates to telling the truths
Looking right up	Fabrication and lying, a person may be trying to state a fact which does not exist.
Looking right sideways	Imagining sounds and lending an ear
Looking left down	Self-talking and rationalizing
Looking left sideways	Recalling sounds
Direct eye contact when speaking	Indicates honesty, truthfulness
Direct eye contact when listening	Indicates attentiveness, interest and attraction
Widening eyes	Indicates invitation, interest and surprise
Rubbing of eyes	Indicates disbelief, tiredness and tension
Blinking frequently	Indicates both excitement and pressure
Infrequent blinking	It tends to indicate concentration
Eyebrow raising	It can be an acknowledgement, greeting as well as surprise and a question mark

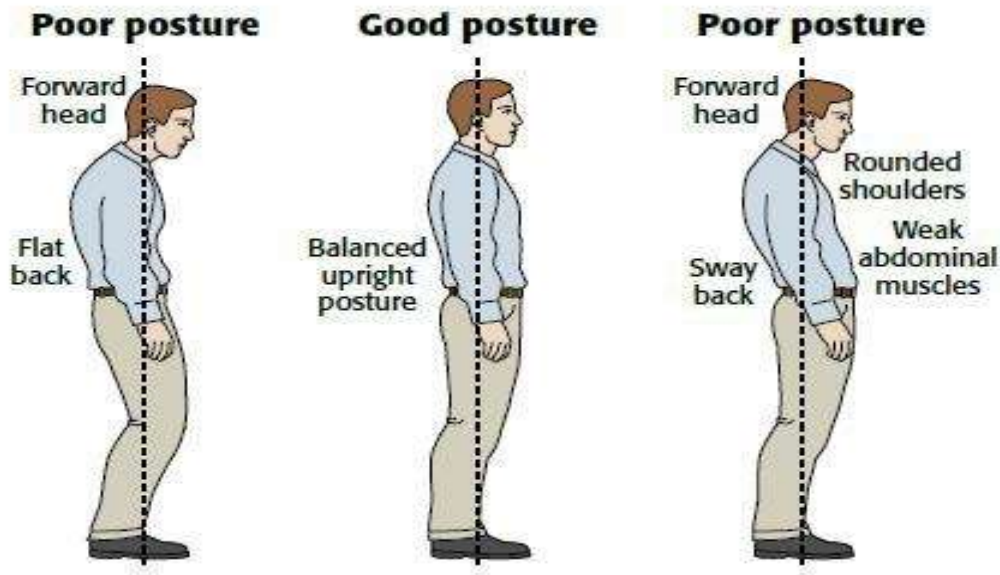
2.5.4. Postures: Postures can provide a significant amount of important information through nonverbal communication. Psychological studies have also demonstrated the effects of body posture on emotions. Body postures convey information about:

- Interpersonal relations
- Personality traits such as confidence, submissiveness, and openness.
- Social standing
- Current emotional states
- Characteristics of temperament



Interpretation of Different Body Postures

Body Postures	Meaning & Interpretation
Slumped posture	Low spirits and Disappointed
Erect posture	High spirits, energy and confidence
Lean forward	Open and interested and readiness to be interactive
Lean away	Defensive or disinterested
Crossed arms	Defensive, carries negative attitude and not willing to listen
Uncrossed arms	Willingness to listen, highly adaptable and approachable
Hands on hips	Impatient and has anxiety towards the surroundings



2.5.5. Silence: Silence can be a very effective communication tool. Communication is all about conveying a message, and sometimes silence can accomplish that task better than words. It's important to keep in mind that silence can be misused, too. Some people use it to express anger; others to hurt or punish their partner. It's commonly used in abusive relationships. But silence can be used for good as well as bad. So don't let any negative experiences with silence keep you from using one of the best forms of communication. Spending some moments in silence wherever and whenever possible allows us to connect to external environment also. Following are three reasons to use silence in a communication:

- ❑ **Communicate better:** Many of us talk too much. All of us occasionally can be guilty of over talking a subject to the extent that our point is missed. Silence forces us to shut up and get our message across in fewer words. Ironically, fewer words can result in a clearer, stronger message.
- ❑ **Hear what's really being said:** Keeping our tongue quiet frees us up to listen to our partner. When we're not running off at the mouth, we can focus on what the other person is saying, and also pay attention to their non-verbal communication.
- ❑ **Reach resolution faster:** The goal of communication should be to share information and reach a decision, not to win. Being silent at times not only reduces the noise but also speeds up resolution.

2.5.5.1. Importance of Silence

- ❑ **Time to think:** Silence gives time to formulate responses.
- ❑ **Weapon to hurt others:** Sometimes ‘being silent’ is the best treatment against anti-social forces.
- ❑ **Response to personal anxiety:** Silence can help in reducing stress and anxiety, especially for introverts in the company of strangers
- ❑ **Prevent communication:** Silence can act as defense mechanism against saying things that you can’t take back in the heat of the moment.
- ❑ **Communicate emotional responses:** Silence can also be conveyed through body language. For example: Pouting, anger, annoyance, long stares into another’s eyes among others.
- ❑ **Achieve specific effects:** Strategically placing pauses after or before sentences imply importance or seriousness.
- ❑ **Nothing to say:** Sometimes you just don’t have anything to say.

2.5.6. Smiles: Smiles are an important part of body language. The real smiles are very symmetrical and produce creases around mouth and eyes, whereas fake smiles tend to be only mouth gestures. Smiles can well be interpreted by the audiences as shown in the table below.

Interpretation of Different Types of Smiles

Different Kinds of Smiles	Interpretation
Pasted smile	It is a fake smile and can last longer than natural smile
Tight lipped smile	It represents that the person is withholding feelings
Twisted smile	Sarcasm
Forced laughter	It shows nervousness and stress

2.5.7. Head: Head movements can be an effective body language tool. Head tends to lead the general direction of body language. It is many times used as a defensive tool in body language. All the movements of head have certain meaning, which when paid attention can be understood and interpreted properly. The table below represents the various head movements and what they imply for.

Interpretation of Different Head Movements

Head Movements	Interpretation
Head nodding	It occurs when invited for response and it is interpreted as agreement
Slow head nodding	Attentive listening
Head held up	Alertness
Head held high	Reflects superiority, fearlessness and arrogance
Head tilted on one side	Submissive, thoughtfulness and non-threatening
Head forward	Shows interest and positive attitude
Head tilted downward	Shows criticism and admonishment
Head down in response to speaker	It shows negative attitude and disinterested
Head down while performing an activity	It reflects a person's shame, acceptance of defeat and tiredness

2.5.8. Arms: Arms are quite reliable indicators of different moods and feelings. Arms can act as defensive barrier when it is across the body and conversely indicates the feelings of openness and acceptance when in open positions. The hands are used for various purposes i.e. to explain, to emphasize a particular point etc. Similarly hands can also be used for illustration, specific signals such as ok, thumbs –up and the victory signs, to greet and bid goodbye etc.

Different Types of Arms' Movements and their Interpretations.

Arms' Movements	Interpretation
Crossed Arms	Defensiveness
Crossed Arms with Clenched Fists	Hostile in nature
Gripping own upper Arms	It shows insecurity
One arm across body clasping other arm by side	Nervousness
Arms held behind body with hands Clasped	Confidence

2.6. Grooming: You are what you wear. Dress sense has an impact on self and people around you. Your clothes convey the message that you are confident, presentable, and ambitious and sincere. Dressing appropriately for an occasion helps a person to become much more acceptable in his or her social circle. There are various benefits of grooming appropriately. The first and the most important benefit is that it makes one look attractive. For example, a person tends to get more attracted to a polished

diamond as compared to a raw diamond. Grooming helps both in building self-confidence and having an effective external appearance.

2.6.1. Do's for Men: A checklist on professional grooming pertaining to males is as follows:

- ✓ Dress for the audience and according to the occasion.
- ✓ Wear clothes that fit you and make you comfortable.
- ✓ Shirts with a simple collar and cuffs.
- ✓ A formal but simple watch always adds to your personality.
- ✓ Keep your hair neat and trimmed.
- ✓ Use mild fragrances.
- ✓ Tie should be conservative and reach the middle of your belt buckle.
- ✓ Lace-up shoes (usually black) with a suit.
- ✓ Hair, usually parted to one side, not reaching the top of your shirt collar

2.6.2. Don'ts for Men: There can be some serious pitfalls in the professional grooming. The checklist is as follows:




























- × Multiple buttons on your shirt.
- × Wear ill fitted (Too tight or too loose) clothes
- × Wear wrinkled clothing
- × Hair that falls in your face or obscures your eyebrows
- × Wear short-sleeved dress shirts
- × Wear short socks
- × Wear strong fragrances
- × Wear garish tie
- × Wear shiny tie pins or clips or big belt buckles.
- × Keep the collar button open.
- × Don't use loafers with a suit

2.6.3. Do's for Women: Dressing appropriately for the profession is a pre-requisite for creating a memorable first impression. The following points are a checklist pertaining to females:

- ✓ Dress up professionally when appearing for an interview or on job.
- ✓ Wear clothes that fit you.
- ✓ Make sure your clothes are ironed nicely.
- ✓ Keep your hair neat and trimmed and well tied up.
- ✓ Wear heels (up to 1 1/2" to 2"), with a high vamp, and formal attire
- ✓ Conservative business make-up, include a light lip color.

2.6.4. Don'ts for Women: The following checklist would help women avoid any wardrobe malfunctions and create great first impressions.

- × Wear dark colored clothes.
- × Wear wrinkled clothing.
- × Wear transparent fabrics.
- × Hair that falls in your face or obscures your eyebrows.
- × Wear earrings that are large and dangling.
- × Wear fragrance that smells from a distance.
- × Wear anything too bright, tight, sheer or short.
- × Wear open toed shoes.
- × Wear makeup in excess.
- × Wear big, shiny buckles or gaudy jewellery.

VIXEN • DAILY 27 BODY LANGUAGE TRICKS TO BE INSTANTLY LIKEABLE				
		1. STAND UP STRAIGHT AND RELAXED 		2. APPEAR OPEN AND UNDEFENDED <i>Keep your arms by your sides</i> 
3. KEEP A STRAIGHT SPINE WHILE SITTING 	4. KEEP YOUR FEET HIP WIDTH APART AND BALANCED 	5. BREATHE DEEP TO THE POINT JUST BELOW YOUR BELLY 	6. MIRROR/MATCH THE OTHER PERSON'S POSTURE 	7. STAND STILL <i>Avoid fidgeting</i> 
8. SMILE AS YOU WALK INTO A ROOM 	9. OFFER A FIRM BUT GENTLE HANDSHAKE 	10. KEEP EYE CONTACT WHILE SHAKING HANDS 	11. SMILE WHEN GREETING SOMEONE NEW 	12. DON'T LEAN ON WALLS OR OBJECTS 
13. KEEP YOUR NEUTRAL FACE A HAPPY FACE 	14. MAINTAIN EYE CONTACT WHILE SPEAKING TO SOMEONE 	15. USE A GENUINE SMILE 	16. ACTIVELY LISTEN TO YOUR CONVERSATIONAL PARTNER 	17. GIVE THE OTHER PERSON YOUR FULL ATTENTION 
18. LISTEN CAREFULLY FOR WHAT "LIGHTS THEM UP" INSIDE 	19. TREAT EVERYONE LIKE A FRIEND UPON MEETING THEM 	20. NOD SLIGHTLY WHEN LISTENING TO YOUR PARTNER 	21. PERFORM A GENEROUS GESTURE UPON MEETING SOMEONE 	22. BE RADICALLY CURIOUS WHEN YOU MEET SOMEONE NEW 
23. USE A GENTLE TOUCH TO SYMPATHIZE AND CONNECT 	24. RELAX AND BREATHE EASY TO RELAX YOUR PARTNER 	25. KEEP YOUR SHOULDERS DOWN AND RELAXED FOR OPENNESS 	26. DON'T FOLD YOUR ARMS OVER YOUR CHEST 	27. STAND "SOLID" <i>Even weight on both feet</i> 

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CHAPTER 3

ACTIVE LISTENING

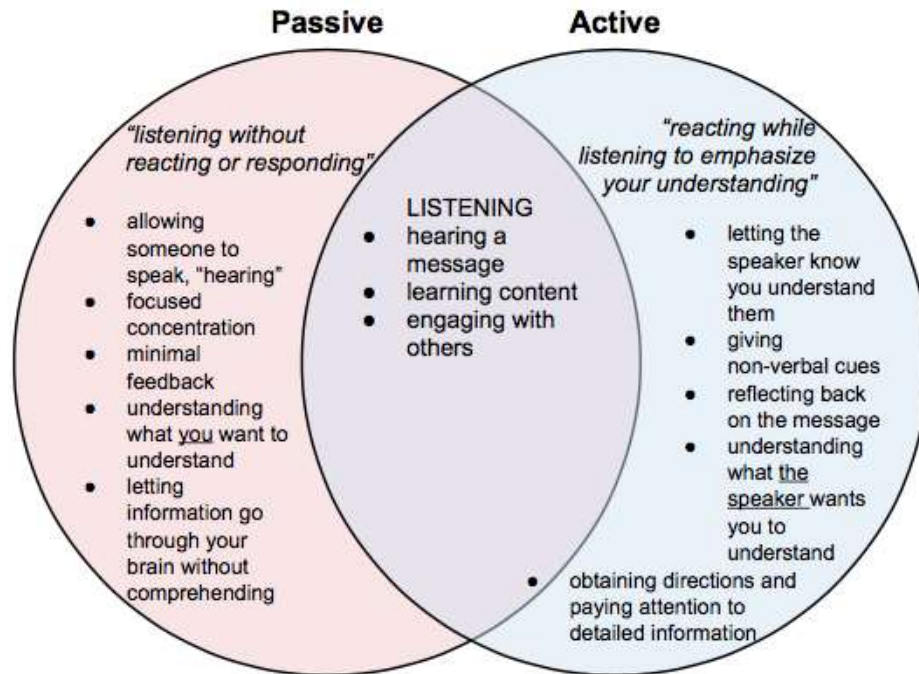


3.1. Introduction: Listening is the most fundamental component of interpersonal skills. Listening is not something that just happens, it is an active process in which conscious decision is made to listen to and understand the message of the speaker. Listeners should remain neutral and non-judgmental. Active listening is all about patience, pauses and short periods of silence. The skill gives the other person time to explore their thoughts and feelings. Active listening is a skill that can be acquired and developed through practice.

Note: It is important for us to understand the difference between ‘hearing’ and ‘listening’. It is rightly said, “Hearing is through ears, but listening is through the mind”. The two activities hearing and listening involve the use of ears, but in a different way. Hearing is simply the act of perceiving sound by the ear. If you are not hearing impaired, hearing simply happens. Listening is something you consciously choose to do. It requires concentration so that your brain processes meaning from words and sentences.

3.2. Active & Passive Listening: The main difference between two types of communication; active listening and passive listening is that in active listening, listener pays full attention to the speaker and his words while in passive listening, listener acts passively (without attention and concentration) by receiving the message only without giving further external indications. Passive listening is not much different from hearing.

Passive Listening vs. Active Listening



An active listener can convey interest to the speaker by using both verbal and non-verbal messages such as maintain eye contact, nodding your head, smiling and agreeing by using words like yes, indeed, to encourage them to courage. By providing this feedback, the person speaking will usually feel more at ease and therefore communicate more easily, openly and honestly.

3.3. Non-Verbal Signs of Active Listening

- Smile:** A smile indicates that the listener is paying attention to what is being said.
- Eye Contact:** It is normal and usually encouraging for the listener to look at the speaker. Combine eye contact with smiles to encourage the speaker.
- Posture:** The attentive listener tends to lean forward while sitting.
- Mirroring:** The reflective facial expressions can help show sympathy and empathy in more emotional situations.

3.4. Verbal Signs of Active Listening

- Positive Reinforcement:** Positive words of encouragement are a strong signal of attentiveness and may be beneficial to the speaker.
- Remembering:** Remembering a few points and then conveying back reinforces the fact that the message sent have been received and understood.
- Questioning:** The listener can demonstrate that that they have been paying attention by asking relevant questions.
- Reflection:** Reflecting is used to paraphrase what the speaker has said in order to show comprehension.
- Clarification:** Clarifying involves asking questions to the speaker to ensure that the correct message has been received.
- Summarization:** Repeating a summary of what has been said back to the speaker is a technique used by the listener to repeat what has been said in their own words.

3.5. Tips for Effective/ Active Listening:

Here are some great tips from Michelle Tillis Lederman's book, "The 11 Laws of Likeability which are as follows:

Do's:

- ✓ Maintain eye contact
- ✓ Limit your talking
- ✓ Focus on the speaker
- ✓ Ask questions
- ✓ Manage your emotions
- ✓ Listen with your eyes and ears
- ✓ Listen for ideas and opportunities
- ✓ Remain open to the conversation
- ✓ Confirm understanding, paraphrase
- ✓ Give nonverbal messages that you are listening (nod, smile)
- ✓ Ignore distractions

Don'ts

- × Interrupt and show signs of impatience.
- × Judge or argue mentally.
- × Multitask during a conversation.
- × Project your ideas.
- × Have expectations or preconceived notions.
- × Become defensive or assume you are being attacked.
- × Use condescending, aggressive, or closed body language.
- × Listen with biases or closed to new ideas/opinions.
- × Jump to conclusions or finish someone's sentences.

CHAPTER 4

ROLE PLAY



4.1. Introduction: A role play is to assume the attitudes, actions, and discourse of (another), especially in a make-believe situation in an effort to understand a differing point of view or social interaction. The objective of a role playing activity is to experiment with or experience (a situation or viewpoint) by playing a role. For example: Management trainees were given a chance to role-play labor negotiators.

4.2. Benefits of Role Play

- Ice breakers:** An ice breaker is an activity, game, or event that is used to welcome and warm up the conversation among participants in a meeting, training class, team building session, or another event. Any event that requires people to comfortably interact with each other and a facilitator is an opportunity to use an ice breaker. They help to get attention and involve people quickly and break down barriers that exist between people. People soon get to know one another quickly.

- **Confidence building:** Role-plays engage students in real life situations thus improving their confidence and perceptions of communication. During the role-play, students assume authentic roles and responsibilities of professionals and communicate through interdisciplinary team discussions, etc.
- **Gives a reason to speak:** This is probably the easiest one to do. Role plays help people speak and remove their hitch related to communication. In short, activities related to role playing help in developing speaking skills.
- **Observe and react:** This is a little more subtle. If you don't want to simply barge in, \ sit somewhere nearby and emote some reactions to what's going on around you.



4.3. What if you draw a blank?

If you have time before your speech, create an outline of the major themes or points and commit it to memory with a memorization trick, like an acronym. Don't try to remember the entire speech in detail as it is. Just remember the order of important points. If you suddenly lose your train of thought or draw a complete blank, there are a few things you can do to keep from panicking. Pretend like you're pausing on purpose. Walk back and forth slowly, as if you're letting your last point sink in. There is always a joker or popular person who will stand out in the crowd. Stare at someone like this and try to draw a response from him or her while you think. If you need more time to think, you may want to ask the audience a question.

“The essence of a role-playing game is that it is a group cooperative experience”

-Gary Gynax

CHAPTER 5

EXTEMPORE



5.1. Introduction: An Extempore Speech is an impromptu speech which the candidate is required to make on a topic given then and there. In some instances, the panel provides the candidate with about a minute or so to organize his/her thoughts before speaking. In other cases, you will be expected to start speaking as soon the topic is given. Extempore tests the candidates on the following:

- Ability to think on the spot.
- Analysis of the topic and identification of the issue to be addressed
- Idea generation
- Prioritization and sequencing displaying logical thinking
- Ability to connect with the panel
- Communication skills
- Overall presentation skills-body language, confidence, poise, composure

There comes a time in any person's life when he'll have to give an impromptu speech. It may be for anything – a friend's bachelor party, a teacher trying to get you to speak up in class, or even in a casual debate. It happens more often than most people would think. When caught off guard, many people can suffer extreme anxiety about speaking off the cuff. That's why smart people are always prepared. Teachers will sometime assign impromptu speeches based on homework assignments. There are a few things you can do to avoid panic and embarrassment. Grab a pen and a piece of paper, whether it is a napkin, envelope, or the back of a piece of paper you have on hand.

5.2. Tips to make Extempore Effective

- **Mental preparation:** Know what to speak before delivering the speech. Ponder over the topic for some time and prepare the flow of delivery. Your previous extempore practice sessions would surely help here. Understanding the audience, the direction they are most likely to accept, helps in framing the flow of speech. Start speaking at an even pace: Do not start really fast, as you are likely to end much earlier than the given time.
- **Hijack the topic.** Your goal is to deliver a one-sided conversation, off the cuff, so you are in complete control of the Relax and make it your own. If you want to make this a funny story about your pesky little brother who always bothers you during homework time, then do it. Everyone will applaud your effort.
- **Begin with an introductory sentence:** Give an introduction to topic followed by its elaboration, and then starts working your way to your ending sentence. Fill in the middle space with as many points as you can, explaining on each one as you go. Just concentrate on the zinger you've reserved for the end.
- **Confidence:** Confidence, along with knowledge, always helps, even in abstract topics where you are tested on presence of mind, spontaneity and analytical skills.
- **Handle mental blocks smartly:** At times, when you go blank, try to maneuver yourself out of the situation gracefully by avoiding being nervous. For such situations it is better to have back up plans.
- **Control on Speech:** Don't get emotional about the topic, avoid getting too personal on sensitive matters, don't deviate from the topic and talk about irrelevant stuff.
- **Presenting both sides :** Incase of controversial topics (E.g. should Republic day celebrations be redefined?), you may choose to explore both sides, a stand which becomes difficult to take in case of GDs due to challenges of group dynamics. In an extempore, since you are the only person speaking, it becomes possible for a smart, strategic speaker to discuss both aspects of the controversial topic. However, one has to be careful about the time constraints while taking this stand.
- **Conclusion:** As you deliver your speech, concentrate on diction and tone. If you are thinking about this, you are not thinking about the eyes watching you. This really works! Your mind can't think about too many things at once, so think about enunciating your words and controlling your tone, and you'll maintain more control.

- **Competence, Enthusiasm & Adaptability is the key:** Work on your competitive advantage which may be excellent vocabulary, good general knowledge, etc. How well and quickly a candidate adapts to the situation he/she is put in and with what enthusiasm and energy level does he/she deliver the speech are some of the other desirable evaluation parameters. More often than not, you can use the following guidelines to talk on an extempore topic:
 - ❖ If possible give definition of the topic or specific terms of the topic.
 - ❖ If there are any widely known classifications of the topic, talk about the classifications.
 - ❖ Provide supporting evidence in the form of data or examples.
 - ❖ If the topic provides scope for narrating personal experiences, you can use the opportunity to do so.
- **Most importantly,** use the time well. If the panel has given you one minute, try using one or more of above mentioned points and complete the extempore logically.

5.3. Difference between a Debate & Speech: Although both debate and speech can be viewed as formal addresses made in front of an audience, there is a key difference between these two types of address. A debate is a more engaging form of public speaking, involving some sort of argument or points of contention, whereas a speech can be called a monologue, which doesn't involve any arguments. The basic differences are as follows:

Debate	Speech
A formal discussion between sets of individual	It's formal address in front of the audience.
More than one person is involved	Speech by an individual
Contrary (Opposing) views are presented	Single point of view of an individual (Informative in nature)
More room (Time) for exchange of ideas between the individuals.	Less room (Time) for an interactive process of exchanging ideas.

“A Good orator is pointed and impassioned”

-Cicero

CHAPTER 6

CIVIC SENSE



6.1. What is Civic Sense?

The term civic sense is composed of two words, “Civic” and “Sense”. Civic means city or town, and the word sense means awareness about something. Hence, the understanding of the structure, formation and ingredients of a society along with the responsibility of a citizen towards them is known as Civic Sense.

Civic sense is nothing but social ethics. It is consideration by the people for the unspoken norms of society. A lot of people assume that civic sense is just about keeping the roads, streets and public property clean. But civic sense is more than that; it has to do with law-abiding, respect for fellow men and maintaining decorum in public places. A lot of foreign countries function in a smooth manner because of the strong civic sense amongst its people.

6.2. Why is Civic Sense Important?

Separatism, vandalism, intolerance, racism, road rage etc. are all examples of lack of civic sense. People are becoming less and less tolerant of each other, of other's cultures, backgrounds, and other similar traits. India has really diverse people and the need of the hour is general civic sense. It is not uncommon to read or hear about communal friction. Even living in the city has become difficult because people have no consideration whatsoever for fellow city-dwellers. When civic sense is absent in a society, it leads to a lot of problems. Disregard for the law is a primary cause for lacking civic sense. A person who has high civic values does not resort to shortcuts and unethical tactics to get his work done.

Being unethical in daily activities does not benefit anyone, as the behaviour only gets emulated by other members of society. Ultimately, the situation will reach a point where hardly anything can be done to restore it. For example, being inconsiderate towards fellow society members will only come right back at you. You have to be social, mature and unbiased when it comes to situations in public. The current state of public transport, for example, is disheartening. And we have no one to blame but ourselves for this condition. There are spit marks, vulgar graffiti, random garbage and overflowing sewers at every nook and corner of India. No city in India has managed to fight the menace. It is easy to pin everything on the government, but people must first question themselves and their own civic sense. Roads are not dirty because nobody cleaned it, but because somebody dirtied it in the first place.

With the exception of a couple of lessons in school, not a lot of attention is given to civic behaviour. Schools and homes do not teach their children about the importance of civic sense and how it could make a difference to the country as well as the quality of their lives.

6.3. How to inculcate Civic Sense at an Early Stage

Civic sense should be taught early because unlike a specific skill, civic sense is a school of thought in itself. Early inculcation of civic sense ensures lifelong practice. It is belief in hygiene, respect for other members of society and humane behaviour. So how do you go about teaching your child civic sense? Begin by making your child learn the importance of keeping his or her immediate surroundings clean and tidy. If he or she learns to appreciate cleanliness, he or she will be able to practice it outside of home as well.

Thus, practice of civic sense is a hallmark of civilization and culture. A high level of civic sense in communities facilitates better than policing.

CHAPTER 7

PUBLIC SPEAKING & PRESENTATION SKILLS



7.1. Introduction: A presentation is a speech or talk in which a new product, idea, or piece of work is shown and explained to an audience. A presentation is a means of communication which can be adapted to various speaking situations, such as talking to a group, addressing a meeting or briefing a team.

A presentation is a form of public speaking and sometimes the two terms are interchanged. However in business practice, presentation usually means presenting your point of view on a subject orally, formally and with preparation. A presentation may be to inform, argue out your case, persuade. For an effective presentation, step-by-step preparation and the method and means of presenting the information should be carefully considered

7.2. Pre -requisites for an Effective Presentation

- Knowing your topic
- Knowing your audience
- Understating & utilizing the space available
- Research about your topic & develop appropriate content with relevant indepth information.

7.3. Key Points to be kept in mind while delivering a Presentation

- Time Management
- Body Language
- Voice Modulation & Tone
- Present with relevant examples
- Assertiveness is the key to success
- Accept Criticism
- Be prompt to answering the queries
- Summarize & conclude the topic

7.4. Ways to improve Presentation Skills

- Take a Moment:** Just before you start speaking, take a moment and look around the room. This allows your audience to settle down (if they have not) and once they see you on stage, they would you that you are about to start. No point in you starting when the crowd is still rowdy.
- Eye Contact:** Making eye contact is one of the ways to know if your audience is interested in your presentation or otherwise. Make meaningful eye contact with the audience instead of watching the floor or the horizon.
- Breathe and Pause:** When you are nervous, your muscles tighten and you may even catch yourself holding your breath. What you can do is go ahead and take those deep breaths to get oxygen to your brain and relax your body. When you are nervous, your speech tends to speed up and you would end up talking too fast, which causes you to run out of breath, get more nervous or even panic!
- Audience Engagement:** People love to make their opinions heard, so be prepared for a couple of interruptions between slides. It is your choice if you would want to take a question or politely inform them that there will be a Q&A session after the presentation. Taking a question between slides could actually help the audience by taking a tiny break from the screen or even catch up with their own notes. Another way to improve your presentation skills is by including a couple of brainteasers (that are related to your topic of discussion). Welcoming audience participation can boost engagement and make audience feel like a part of a discussion.
- Be Entertaining:** Even if your presentation is packed with useful information, try to include some light-hearted jokes, as they are a great way to help the audience feel more comfortable. Do not hesitate to add a little humor in your presentation.

- **Questions & Answers (Q&A):** It is typical for you to feel daunted during the ‘questions & answers’ round after your presentation. You could possibly be worried that your audience would ask you questions that you do not have the answer for. It is acceptable to admit that you do not have all the answers to the questions that are being asked.
Very few presenters are prepared to publically admit that they do not know everything because they feel it damages their reputation. Instead of replying that you are not sure, ask the audience member to come up to you after the presentation and discuss about it. This shows that you are actually interested in helping them and this improves your presentation skills.
- **Meet and Greet:** Do not run off the moment you finish your presentation. Stay a while longer and mingle with the audience, as they may have questions which there was not enough time for. This is also a good time to ask the audience what they thought of the presentation. By doing so, you can get feedback and learn from it for your next presentation.
- **Thank You Note:** The perfect way to improve your presentation skills is to write a ‘Thank You’ note to your audience. Well perhaps not all of them if there are hundreds, but those who asked questions or those who come up to you after the presentation.



CHAPTER 8

GROUP DISCUSSION



“The aim of argument, or of discussion, should not be victory, but progress.”

8.1. Introduction: Group Discussion (GD) is a process where an exchange of ideas and opinions take place and are discussed upon. It is a part of recruitment process and other types of selection (Higher studies). Group discussion is a tool that is widely used by the corporate world to shortlist the candidates for interview. It is both a technique and an art to judge the worthiness of the candidate and his appropriateness for the job.

A typical GD comprises a small group of candidates. Each group is then given a topic for discussion. The topic can be general or specific. **Examples:** Kashmir conflict” or just a phrase saying "Where there's a will there's a way". There are different types of GDs are as follows:

Types of Group Discussion	
Topic-Based	Case Study Based
<ul style="list-style-type: none"> <input type="checkbox"/> Knowledge-Based: This type of GD involves facts and figures with substantial information. Examples: Cold War, Is terrorism the price we have to pay for democracy? Globalization & Privatization, Is Mixed Economy preferred? 	<p>This type of GD involves a discussion around a situation or a scenario provided to group. A participant will be provided with a scenario, along with a problem which he or she needs to resolve.</p>
<ul style="list-style-type: none"> <input type="checkbox"/> Abstract: This type GD involves out of the box topics checking one's creativity. One can come up with various interpretations. Examples: 26 alphabets, A walk to remember, Orange is the new black etc. 	
<ul style="list-style-type: none"> <input type="checkbox"/> Controversial: This type of GD tests one's analytical skills as well as maturity level. Examples: Reservation should be removed., Beauty Pageants have a wrong impact on the women of India., etc 	
<ul style="list-style-type: none"> <input type="checkbox"/> Opinion Seeking: It's an opinion based GD checking one's presentation skills and leadership qualities. <input type="checkbox"/> Examples: Love Marriage or Arranged Marriage, Nuclear family or Joint family, etc. 	

8.1.1 . A Candidate is evaluated on the following parameters :

- Personality:** Smart, cheerful & enthusiastic
- Communication Skills:** Fluent, clarity of thoughts, application of logic
- Knowledge Relevance:** Dissemination of the information should be related and relevant to the topic given for GD.
- Depth/In / Outside Topic:** Information should be supplemented with factual information & data to make one's viewpoint strong.
- Leadership & Team Work:** Taking the initiative, team spirit, co-operation & consolidation of the important points can get you brownie points in the end

8.2. Pre-requisites for an Effective Group Discussion

- A candidate must understand that it is a platform to express your opinion and should not consider it as a debate.
- The student should have extensive knowledge of current affairs, areas like politics, sports, science and trade, social and economic issues around the world.
- The topics are generally provided by the observers.
- 2-5 minutes are given to the students to synchronize their thoughts and examples.

8.3. Most Desirable Attributes required in a Candidate for/ during a GD

- Interpersonal skills**
 - ❖ Ability to interact with others.
 - ❖ Emotional balance.
 - ❖ More people centric, than self-centered.
- Persuasive skills**
 - ❖ Ability to analyze and persuade others to see the problem from a different perspective.
 - ❖ Pressure Handling
 - ❖ Calm, Balanced and ability to withstand pressure
- Idea generation**
 - ❖ Conceptualizing skills
 - ❖ Create new ideas.
- Leadership**
 - Taking initiative
 - Giving equal chance to others to put their point forward
- Be a patient listener**
- Being analytical and fact oriented.**

8.4. The DO'S and DON'TS of an Effective Group Discussion

8.4.1. Do's of GD

- ✓ Be relaxed but not lethargic.
- ✓ Eye Contact should follow a pattern.
- ✓ Be natural in your interaction
- ✓ Talk appropriate to the issue
- ✓ Be Polite
- ✓ Make original points and support them by substantial reasoning and examples.
- ✓ Listen to the other participants carefully and actively.
- ✓ Be considerate to the feelings of others.
- ✓ Try to grab your chance to speak regularly.

8.4.2. Don'ts of GD

- × Have an eye contact with the observers.
- × Sit with crossed legs/hands, bending forward too much.
- × Point fingers towards other participants.
- × Shake your legs/body, too much nodding.
- × Shout and get involved in sub group conversations.
- × Do not change opinions during discussion.
- × Do not make fun of other participants even if his or her arguments are funny.
- × Do not interrupt another participant before his or her arguments are over.

8.5. Body Language (Types) and its Interpretations during a GD

Aggressive	Passive	Assertive
I and not We	Others are superior	Believes in self and others
Poor Listener	Always agrees	Win-Win attitude
Interrupting & Monopolizing	Hesitant	Effective
Closed mind	Apologetic	Active listener
Dominating & Bullying	Trusts others, but not self	Honest
Bossy	Permission seeking	Open & Flexible
Points fingers	Monotonous & low confidence	Open & Natural gestures
	Nods head often and low volume	Confident & Relaxed

8.6. Tips to handle Group Discussion successfully

- Take the initiative to participate and contribute your thoughts.
- Express your positive attitude towards providing the solution.
- Accept criticism and point out flimsy criticism very politely.
- Praise everyone's opinion and don't try to bluff.
- Remember! Speech is a powerful weapon.

8.7. Sample Topics

- Do we really need smart cities?
- Caste based reservation system is curse for India.
- How demonetization is affecting common people more than black money holders?
- Advantages & disadvantages of globalization.
- Indian villages - our strength or our weakness?
- Women are not fit for defence services.
- Freshers are better than laterals.
- Capital Punishment should be banned or allowed?
- Position of women in India as compared to other nations.
- Should National Anthem be played in cinema halls?
- EQ or IQ - What's more important to be successful?
- Should jawans take their problems to social media?
- Education and success - is there a correlation between them?
- Six billion and one bronze.
- Our culture is decaying.
- Is the youth of India confident or confused?
- Being rich is being successful.
- Yesterday is history. Tomorrow a mystery. Today is a gift.
- Book smart or Street smart - Who would be your choice?
- Are women as good as Men or Inferior?
- Facebook – is it a curse to personal space?
- Effect of television on youth.

“Having a good discussion is like having riches”

- Kenyan Proverb

CHAPTER 9

RESUME WRITING



9.1. Resume: A resume is a written compilation of your education, work experience, credentials, and accomplishments. Most professional positions require applicants to submit a resume and cover letter as part of the application process. In many cases, your resume is the first document a hiring manager will look at when reviewing your application, and therefore is a true “first impression.” Accordingly, it’s important to put time and effort into developing and maintaining an updated, accurate resume.

Note: A wordy resume is a hindrance. “What decision-makers want is a solution to their problem,” Katy Piotrowski, longtime career columnist for The Coloradoan, reminds job seekers, “The goal is to present you well and quickly.” Your resume isn't an autobiography.

9.2. Curriculum Vitae: A curriculum vitae, commonly known as a CV, is an alternative to writing a resume to apply for a job. While a resume is typically a page or two in length, a CV is more detailed and longer. A CV often contains more information on one’s academic background than a resume. CVs are commonly used in academia, research, and medicine. They are also used for almost all job applications outside of the United States.

9.3. Bio-Data: Bio -Data is the short form for biographical data and is an archaic terminology for Resume or C.V. In a bio data, the focus is on personal particulars like date of birth, gender, religion, race, nationality, residence, marital status, and the like. A chronological listing of education and experience comes after that.

Difference among Resume, Bio-Data & CV

Bio –Data	Resume	CV
It is short form for “biographical”	Resume is a French word meaning “summary”	Latin word meaning “course of life.”
One page	One or two pages long.	It is more detailed than a resume, generally 2 or 3 pages, or even longer as per the requirement.
In a bio-data, the focus is personal particulars i.e. date of birth, gender, religion, race, nationality, marital status, residence, etc.	A resume is ideally a summary of one’s education, skills, and employment. A resume does not list out all the details of a profile but only some specific skills customized to target job profile.	A C.V. lists out every skill, all the jobs and positions held, degrees, professional affiliations the applicant has acquired, and in chronological order. A C.V. is used to highlight the general talent of the candidate rather than specific skills for a specific position.
Not popular in the international market. Particularly used in India.	Use it as a fresher	After some experience

9.4. Effective Resume Writing (Eye Openers)

- ✓ 10 seconds is all it takes for an employer to go through a resume.
- ✓ Keep it as brief as possible without sacrificing essential qualifications.
- ✓ Resume should be of 2 pages or less.
- ✓ Email id should be professional looking.

9.5. Contents of a Resume (For Freshers)

9.5.1. Mandatory: The resume must begin with the following:

- Name
- Name of the degree and college
- Email id
- Contact No.

9.5.2. Career Objective (Optional)

9.5.3. Academic Credentials: Qualifications should be written/ typed in reverse chronological (From recent to past) order.

9.5.4. Professional Experience (If any)

9.5.5. Industrial Training / Internship: It includes:

- Organization
- Duration (Mention in days and date)
- Description: Include objectives and learning
- Industrial Projects**
 - ❖ Title:
 - ❖ Year: (Mention your class or year in which you are studying)
 - ❖ Description: (Include objective, your role in the making of the project, languages and software used and concepts applied)

9.5.6. Key Competencies

- Technical Skills**
 - ❖ Programming languages:
 - ❖ Softwares:
 - ❖ Certifications
- Soft Skills (Optional)**

9.5.7. Conferences/ Seminars/ Workshops

9.5.8. Achievements

- Co-curricular
- Extra-curricular
- Memberships of Professional Associations

9.5.9. Personal Details

- Date of birth
- Address with pin code
- Interests(optional)

Note: Following things should be kept in mind while framing a Career Objective

- Optional
- Should be used at top of your resume.
- Normally preferred for people with 2 or less years of experience.
- Avoid flowery language and be specific.
- For more than two years of experience use summary to provide profile briefing** :It should talk specifically about what you would like out of the company and what you can provide to the company you are applying to.

9.6. Basic Checklist to be kept in mind while making a Resume

- ✓ Neat, clean, and professional looking.
- ✓ Uniform format
- ✓ Chronological (From recent to past)
- ✓ Visually powerful and free of gimmicks
- ✓ Layout makes reading easy. Use of white space is effective
- ✓ Important titles should be emphasized.
- ✓ Information should be logically recorded.
- ✓ One page or at most two pages long.
- ✓ Use action verbs for accomplishments & results.
- ✓ Bullet points when possible for accomplishments.
- ✓ Quantify your results whenever you can.

“The right resume can open many doors of opportunities”

CHAPTER-10

SWOT ANALYSIS

SWOT Analysis is an acronym for *strengths*, *weaknesses*, *opportunities*, and *threats* and is as structured planning method that evaluates those four elements of an organization, project or business venture. A SWOT analysis can be carried out for a company, product, place, industry, or person. It involves specifying the objectives of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective. SWOT analysis enables participants to identify internal and external factors that affect strengths, weaknesses, opportunities and threats to activities or operations.



10.1. Factors affecting an individual can usually be classified as:

- **Internal Factors:**
 - ❖ **Strengths (S)** :Characteristics of an individual that give him or her an advantage over others
 - ❖ **Weaknesses (W)**: Characteristics of an individual at a disadvantage relative to others.
- **External Factors**
 - ❖ **Opportunities (O)**: Elements in the environment that an individual could use to his or her advantage.
 - ❖ **Threats (T)**: Elements in the environment that could cause trouble to an individual.



10.2. Importance of identifying Strengths & Weaknesses.

- It is used in business management or Self Improvement.
- SWOT analysis of people will help you make the most of your professional relationships.
- Can be used for employees, potential employees, colleagues, coworkers, competitors etc.

10.3. Ways to identify Strengths:

When examining the strengths of a person or group, think about internal things such as

- ❖ Skills
- ❖ Personality traits
- ❖ Experience
- ❖ Education

And then ask the following two questions on each of the attributes identified in above categories and the ones satisfying both would be your strengths:

- Ask yourself what situations bring out the best in the person
- See what sets them apart from competition

10.4. Ways to identify Weaknesses:

Identifying the weaknesses of the person or group can be done by internal qualities that can be improved

- ✓ What tasks that person normally avoids?
- ✓ What are his negative work habits?
- ✓ What will the people around him see as his weaknesses?

10.5. Ways to identify Opportunities:

To discover the opportunities available for the person or group to take advantage of, think about:

- Promotions that they may be qualified for
- What training or educational opportunities they can take part in.
- Ask yourself what the person or group can do to enhance their strengths.

10.6. Ways to Identify Threats

To discover the opportunities available for the person or group to take advantage of, think about:

- Promotions that they may be qualified for
- What training or educational opportunities they can take part in.
- Ask yourself what the person or group can do to enhance their strengths.

**Build your weaknesses
until they
become your
STRENGTHS.**
- Knute Rockne

CHAPTER 11

PERSONAL INTERVIEW



11.1. Introduction: Personal Interview (PI) is the foremost tool to evaluate the abilities of a person. In the face-to-face contact between the interviewer & interviewee, it is possible to record more than only verbal responses; which are often superficial. When human beings communicate directly with each other, much more information is communicated. The nature of words used, facial expressions and body language together contribute in evaluating a person and hiring the right candidate.

11.1.1. Benefits of a Personal Interview: Interviews have benefits for both applicants and interviewers. As an interview subject, you get a chance to speak in your own words and present yourself to a potential employer. You'll likely have a chance to speak freely and describe your special skills that make you a good fit for the position. The interviewers use interviews to get a sense of an applicant's personality, which may be difficult to discern from a resume or application on paper

11.2.2. Drawbacks of a Personal Interview: Interviews have definite limitations. Some applicants may feel uncomfortable during personal interviews, causing them to forget key points about themselves or give a bad impression. Sometimes interviews take up a great deal of time, including preparation time, which may make resume screening an essential first step toward narrowing the field of applicants before performing interviews. Finally, interviews rely on the interviewer's own sense of judgment and don't guarantee the best outcome.

11.2. Points to Ponder & Consider before appearing for an Interview

11.2.1. Research the Company/Organization

- Service/Product offering
- Basic information of company finances
- Areas of operation
- Latest news related to the company
- Awareness about the sector.

Things to Remember:

- ❖ Visit the website
- ❖ Know about their Competition

11.2.2. Dress up for the Interview

- Formal attire is a must.
- Wear ironed & well-fitted clothes
- Minimal make up for ladies
- Light fragrance cologne/perfume
- Polished shoes / footwear
- Socks should be matching with the Trousers
- Indian formals should not be gaudy and too much colorful. (For females)
- Colors recommended :**
 - ❖ **Trousers:** Black, navy or grey colour
 - ❖ **Shirts:** White, Sky Blue or Light colours

11.2.3. Just before the Interview (While waiting for your turn)

- Always arrive 15 minutes prior to the interview
- B+: Keep your smile on always once you arrive for the interview.
- Start your mental preparation by taking deep breaths and thinking "You are" as you inhale and "relaxed" as you exhale .
- Picture the interview going smoothly.
- The interviewer is asking questions and you are answering them perfectly.
- Imagine the interviewer telling you that you seem perfect for the job.

11.3. Most Important Question: Tell me something about yourself? / Self Introduction

Structuring the Self Introduction when one is a Fresher:

Following points should be touched upon in one's self introduction:

- ✓ Name
- ✓ Native Place
- ✓ Educational Background
- ✓ Technical Skills
- ✓ Talk about your Internship and Projects
- ✓ Achievements
- ✓ Strengths – In a modest manner
- ✓ Interests

Points to Remember:

- ✓Be honest
- ✓Be positive
- ✓Give examples
- ✓Prepare your own answer
- ✓Do your homework
- ✓One can talk about philosophy of life, role model in one's self introduction (Optional)

11.4. Reading One's Own Resume: Following points should be kept in mind:

- No typing mistakes in the i resume.
- Aware yourself of all acronyms used in the resume.
- One should be able to answer all the questions related to the information given in the resume.

11.5. Interview Killers

- Being late
- Inappropriate attire
- Avoiding eye contact
- Being too candid
- Unprofessional behavior
- Being unprepared
- Indifferent
- Dishonesty

11.6. Three Step Process to crack Interviews

- Step 1:** Identify your key strengths in relation to the job they are offering
- Step 2:** Prepare stories and examples that illustrate your strengths
- Step 3:** Rehearse talking about your stories and examples

11.7. Most Frequently Asked Questions (FAQs)

- Tell me about yourself.
- What do you know about this organization?
- What are your greatest strengths?
- What are your greatest weaknesses?
- Tell me about something you did – or failed to do – that you now feel a little ashamed of?
- Sell me this pen?
- Tell me your dream job?
- Why should I hire you?
- Where do you see yourself five years from now?
- Describe your ideal company, location and job.
- Why do you want to work at our company?
- Why do you feel that you are suitable for this position?
- How will you remain motivated?
- What are your greatest strengths?
- What are your greatest weaknesses?
- Tell me about something you did – or failed to do – that you now feel a little ashamed
- Why are you leaving (or did you leave) this position?
- Why should I hire you?
- Aren't you overqualified for this position?
- Where do you see yourself five years from now?
- Describe your ideal company, location and job
- Why do you want to work at our company?
- What are your career options right now?
- What good books have you read lately?
- Tell me about a situation when your work was criticized
- What is your outside interest?
- How do you feel about reporting to a younger person (minority, woman, etc)?
- On confidential matters
- Would you lie for the company?
- Looking back, what would you do differently in your life?
- Can you work under pressure?

- What makes you angry?
- Who has inspired you in your life and why?
- What was the toughest decision you ever had to make?
- What changes would you make if you came on board?
- How do you feel about working nights and weekends?
- Are you willing to relocate or travel?
- What would you say to your boss if he's crazy about an idea, but you think it stinks?
- How could you have improved your career progress?
- Give me an example of your creativity (analytical skill...managing ability, etc.)
- Where could you use some improvement?
- What do you worry about?
- How many hours weeks do you normally work?
- What's the most difficult part of being a (job title)?
- The "Hypothetical Problem".
- What was the toughest challenge you've ever faced?
- Have you considered starting your own business?
- What are your goals?
- "The Salary Question" – How much money do you want?
- How do you define success...and how do you measure up to your own definition?
- "The Opinion Question" : Example : What do you think about abortion? (Or any other controversial subject)?
- If you won \$10 million lottery, would you still work? (Hypothetical question)
- Why should I hire you from the outside when I could promote someone from within?
- Tell me something negative you've heard about our company.
- On a scale of 1 to 10, rate me as an interviewer

Confidence
never comes from
having all the
answers;
it comes from
being open
to all the
questions.
- Earl Stevens

WUJITEDIAART...RD

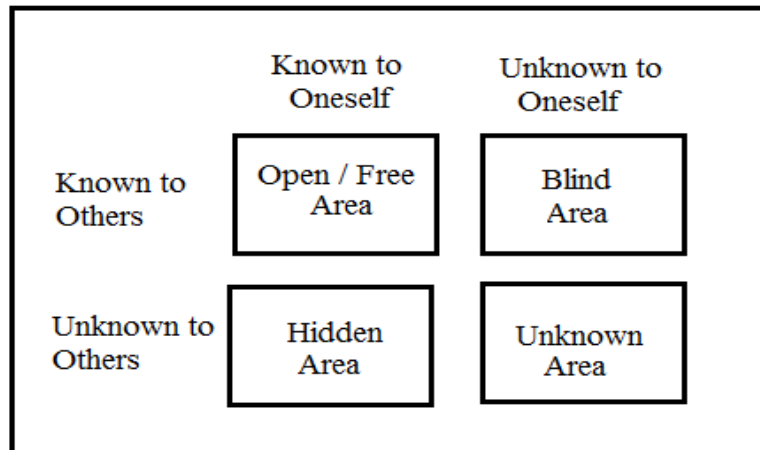
after Joseph Luft and Harry Ingham. It was first used in an information session at the Western Training Laboratory in Group Development in 1955.

The Johari window model is used to enhance the individual's perception on others. This model is based on two ideas- trust can be acquired by revealing information about you to others and learning yourselves from their feedbacks.

12.2.1.1. The Four Panes of the Johari Window represent the following:

- **Open:** The open area is that part of our conscious self - our attitudes, behavior, motivation, values, and way of life - of which we are aware and which is known to others. We move within this area with freedom. We are "open books". It is through disclosure and feedback that our open pane is expanded and that we gain access to the potential within us represented by the unknown pane.
- **Blind:** There are things about ourselves which we do not know, but that others can see more clearly; or things we imagine to be true of ourselves for a variety of reasons but that others do not see at all. When others say what they see (feedback), in a supportive, responsible way, and we are able to hear it; in that way we are able to test the reality of who we are and are able to grow.
- **Hidden:** Our hidden area cannot be known to others unless we disclose it. There is that which we freely keep within ourselves, and that which we retain out of fear. The degree to which we share ourselves with others (disclosure) is the degree to which we can be known.
- **Unknown:** We are more rich and complex than that which we and others know, but from time to time something happens – is felt, read, heard, dreamed - something from our unconscious is revealed. Then we "know" what we have never "known" before.

Johari Window Model



12.2. The Myers–Briggs Type Indicator (MBTI): It is an introspective self-report questionnaire of indicating differing psychological preferences in how people perceive the world around them and make decisions.

The MBTI was constructed by **Katharine Cook Briggs** and her daughter **Isabel Briggs Myers**. It is based on the conceptual theory proposed by Carl Jung, who had speculated that there are four principal psychological functions by which humans experience the world – sensation, intuition, feeling, and thinking – and that one of these four functions is dominant for a person most of the time.

The MBTI was constructed for normal populations and emphasises the value of naturally occurring differences. "The underlying assumption of the MBTI is that we all have specific preferences in the way we construe our experiences, and these preferences underlie our interests, needs, values, and motivation."

The MBTI Manual states that the indicator "is designed to implement a theory; therefore the theory must be understood to understand the MBTI". Fundamental to the MBTI is the theory of psychological type as originally developed by Carl Jung. Jung proposed the existence of two dichotomous pairs of cognitive functions:

- **The "Rational" (Judging) Functions:** Thinking and Feeling
- **The "Irrational" (Perceiving) functions:** Sensation and Intuition

Jung believed that for every person each of the functions is expressed primarily in either an introverted or extraverted form. Based on Jung's original concepts, Briggs and Myers developed their own theory of psychological type, described below, on which the MBTI is based. However, although psychologist Hans Eysenck called the MBTI a moderately successful quantification of Jung's original principles as outlined in *Psychological Types*, he also said that "[The MBTI] creates 16 personality types which are said to be similar to Jung's theoretical concepts. I have always found difficulties with this identification, which omits one half of Jung's theory (he had 32 types, by asserting that for every conscious combination of traits there was an opposite unconscious one). Obviously the latter half of his theory does not admit of questionnaire measurement, but to leave it out and pretend that the scales measure Jungian concepts is hardly fair to Jung." In any event, both models remain hypothetical, with no controlled scientific studies supporting either Jung's original concept of type or the Myers–Briggs variation.

"In general there is an increasing use of psychometric tests, and some are designed to test things like honesty."

-Allan Schweywer

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