Techno India NJR Institute of Technology

Soft Skills Lab

(7CE4-23)

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RAJASTHAN TECHNICAL UNIVERSITY, KOTA
Syllabus
IV Year- VIII Semester: B. Tech. (Civil Engineering)

7CE4-23: Soft Skills Lab

Credit 1   **Max. Marks: 50(IA:30, ETE:20)**
0L+0T+2P

SOFT SKILLS- Introduction to Soft Skills, Aspects of Soft Skills, Identifying your Soft Skills, Negotiation skills, Importance of Soft Skills, Concept of effective communication. SELF-DISCOVERY- Self-Assessment, Process, Identifying strengths and limitations, SWOT AnalysisGrid.

PREPARING CV/RESUME – Introduction, meaning, difference among bio-data, CV and resume, CV writing tips. Do's and don'ts of resume preparation, Vocabulary for resume, common resume mistakes, cover letters, tips for writing cover letters.

INTERVIEW SKILLS - Introduction. Types of interview, Types of question asked, Reasons for rejections, Post-interview etiquette, Telephonic interview, Dress code at interview, Mistakes during interview, Tips to crack on interview, Contextual questions in interview skills, Emotional crack an interview, Emotional intelligence and critical thinking during interview process.

DEVELOPING POSITIVE ATTITUDE – Introduction, Formation of attitude, Attitude in workplace, Power of positive attitude, Examples of positive attitudes, Negative attitudes, overcoming negative attitude and its consequences,

IMPROVING PERCEPTION- Introduction, Understanding perception, perception and its application inorganizations.

CAREER PLANNING – Introduction, Tips for successful career planning, Goal setting immediate, short term and long term, Strategies to achieve goals, Myths about choosing career.

TEAM BUILDING AND TEAM WORK - Introduction, Meaning, Characteristics of an effective team, Role of a Team Leader, Role of Team Members, inter group Collaboration Advantages, Difficulties faced, Group Exercises-Team Tasks and Role-Play, Importance of Group Dynamics.

TIME MANAGEMENT: The Time management matrix, apply the Pareto Principle (80/20 Rule) to time management issues, to prioritize using decision matrices, to beat the most common time wasters, how to plan ahead, how to handle interruptions , to maximize your personal effectiveness, how to say "no" to time wasters, develop your own individualized plan of action.

STRESS MANAGEMENT – Introduction, meaning, positive and negative stress, Sources of stress, Case studies, signs of stress, Stress management tips, Teenage stress.
Group discussion practice on current topics, Quantitative aptitude and reasoning preparation.

Office of Dean Academic Affairs
Rajasthan Technical University, Kota

Course Overview:

A soft skills course would typically cover a wide range of interpersonal and professional skills that are essential for success in the workplace. These skills include:

1. Communication: Understanding how to effectively convey ideas and information, both verbally and in writing.
2. Teamwork: Learning how to collaborate and work effectively with others in a team environment.
3. Leadership: Developing the skills needed to lead and manage others, including decision making, problem solving and conflict resolution.
4. Time management: Learning how to prioritize tasks and manage one's time effectively.
5. Interpersonal skills: Understanding how to build and maintain positive relationships with colleagues, customers and clients.
6. Problem solving: Developing the ability to identify and solve problems in a logical and efficient manner.
7. Adaptability: Being able to adjust to new or changing situations and environments.\
8. Emotional Intelligence: Being able to understand and manage one's own emotions and the emotions of others.
9. Professionalism: Understanding the importance of ethics, integrity and professionalism in the workplace.
10. Presentation skills: Developing the ability to present information in a clear and organized manner.

The course may also include interactive activities, group discussions and role-playing exercises to help students practice and apply the skills they are learning.

Course Outcomes:

CO.NO.	Cognitive Level	Course Outcome
1	**Analysis**	To encourage the all-round development of students by focusing on soft skills.
2	**Evaluation**	To make the engineering students aware of the importance, the role and the content of soft skills through instruction, knowledge acquisition, demonstration and practice
3	**Synthesis**	To test the practices about Time management
4	**Synthesis**	To develop and nurture the soft skills of the students through individual and group activities.
5	**Application**	To expose students to right attitudinal and behavioral aspects and to build the same through activities

Prerequisites:
1. Knowledge of basic ethics and English grammar.

Course Outcome Mapping with Program Outcome:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
Course Outcome	3	3	3	3	2	2	2	1	1	1	2	3	2	1	1
	3	2	2	3	2	1	2	1	1	1	1	1	2	1	1
	2	2	2	1	2	2	2	2	1	1	2	1	1	1	1
	3	2	2	3	2	1	2	1	1	1	1	1	2	1	1
	2	2	2	1	2	2	2	2	1	1	2	1	1	1	1
CO475 (AVG)	2.6	2.2	2.2	2.2	2	1.6	2	1.4	1	1	1.6	1.4	1.6	1	1

Course Coverage Module Wise:

Lab No.	Exp. No.	Topic
1	1	SOFT SKILLS- Introduction to Soft Skills, Aspects of Soft Skills, Identifying your Soft Skills
2	2	Negotiation skills, Importance of Soft Skills, Concept of effective communication
3	3	SELF-DISCOVERY- Self-Assessment, Process, Identifying strengths and limitations, SWOT analysis grid
4	4	PREPARING CV/RESUME – Introduction, meaning, difference among bio-data, CV and resume, CV writing tips
5	5	Do's and don'ts of resume preparation, Vocabulary for resume, common resume mistakes, cover letters, tips for writing cover letters
6	6	INTERVIEW SKILLS - Introduction. Types of interview, Types of question asked, Reasons for rejections, Post-interview etiquette
7	7	Telephonic interview, Dress code at interview, Mistakes during interview, Tips to crack on interview
8	8	Contextual questions in interview skills, Emotional crack an interview, Emotional intelligence and critical thinking during interview process
9	9	DEVELOPING POSITIVE ATTITUDE – Introduction, Formation of attitude, Attitude in workplace, Power of positive attitude, Examples of positive attitudes, Negative attitudes
10	10	Overcoming negative attitude and its consequences,
11	11	IMPROVING PERCEPTION- Introduction, Understanding perception, perception and its application in organizations
12	12	CAREER PLANNING – Introduction, Tips for successful career planning, Goal setting immediate, short term and long term, Strategies to achieve goals, Myths about choosing career
13	13	TEAM BUILDING AND TEAM WORK - Introduction, Meaning,

		Characteristics of an effective team, Role of a Team Leader
14	14	Role of Team Members, inter group Collaboration Advantages, Difficulties faced, Group Exercises-Team Tasks and Role-Play, Importance of Group Dynamics
15	15	TIME MANAGEMENT: The Time management matrix, apply the Pareto Principle (80/20 Rule) to time management issues, to prioritize using decision matrices, to beat the most common time wasters, how to plan ahead, how to handle interruptions , to maximize your personal effectiveness, how to say "no" to time wasters, develop your own individualized plan of action
16	16	STRESS MANAGEMENT – Introduction, meaning, positive and negative stress, Sources of stress, Case studies, signs of stress, Stress management tips, Teenage stress.
17	17	Group discussion practice on current topics, Quantitative aptitude and reasoning preparation

Faculty Lab Manual Link

> https://drive.google.com/file/d/1CoPUT2MAcwf5TbHPV46rZ6Wo6vXQqix8/view?usp=share_link

Assessment Methodology:

1. Practical exam Of Environmental lab Experiment
2. Internal exams and Viva Conduct.
3. Final Exam (practical paper) at the end of the semester.

SOFT SKILLS- Introduction to Soft Skills, Aspects of Soft Skills, Identifying your Soft Skills

INTRODUCTION

According to researches conducted in Harvard and Stanford Universities only 15% of your career success is provided by your hard skills, whilst other 85% by so called soft skills. "Soft skills get little respect but will make or break your career" *(Peggy Klaus).*

"Soft Skills" correlates with some terms of a very close meaning: "Life Skills", "Emotional Intelligence Quotients", "Social Skills", and "Interpersonal Skills".

Soft skills is a term often associated with a person's Emotional Intelligence Quotient, the cluster of personality traits, social graces, communication, language, personal habits, friendliness, managing people, leadership, etc. that characterize relationships with other people. Soft skills, also known as people skills, complement hard skills to enhance an individual's relationships, job performance and career prospects. It's often said that hard skills will get you an interview but you need soft skills to get –and keep – the job.

Unlike hard skills, which comprise a person's technical skill set and ability to perform certain functional tasks, soft skills are interpersonal and broadly applicable across job titles and industries. Many soft skills are tied to individuals' personalities rather than any formal training, and are thus considered more difficult to develop than hard skills. Soft skills are often described in terms of personality traits, such as optimism, integrity and a sense of humor. These skills are also defined by abilities that can be practiced, such as leadership, empathy, communication and sociability.

Soft skills could be defined as **life skills** which are behaviors used appropriately and responsibly in the management of personal affairs. They are a set of human skills acquired via teaching or direct experience that are used to handle problems and questions commonly encountered in daily human life. The subject varies greatly depending on social norms and community expectations. Life skills have been defined by the World Health Organization (WHO) as "abilities for adaptive and positive behavior that enable individuals to deal effectively with the demands and challenges of everyday life". They represent the psycho-social skills that determine valued behavior and include reflective skills such as problem-solving and critical thinking, to personal skills such as self-awareness, and to interpersonal skills. Practicing life skills leads to qualities such as self-esteem, sociability and tolerance, to action competencies to take action and generate change, and to capabilities to have the freedom to decide what to do and who to be.

Life Skills-Based Education has a long history of supporting human development. Life skills- based education is now recognized as a methodology to address a variety of issues of youth development and thematic responses including as expressed in World Youth Report (2003), World Program for Human Rights Education (2004), UN Decade on Education for Sustainable Development (2005), the World Development Report (2007), and so on. Expected learning outcomes include a combination of knowledge, values, attitudes and skills with a particular emphasis on those skills that related to critical thinking and problem

solving, self-management and communication and inter- personal skills.

Social skills are any skills facilitating interaction and communication with others. Social rules and relations are created, communicated, and changed in verbal and nonverbal ways. The process of learning these skills is called socialization.

Interpersonal skills are sometimes also referred to as people skills or communication skills. Interpersonal skills are the skills a person uses to communicate and interact with others. They include persuasion, active listening, delegation, and leadership. The term "interpersonal skills" is used often in business contexts to refer to the measure of a person's ability to operate within business organizations through social communication and interactions. Interpersonal skills are how people relate to oneanother.

WHY SOFT SKILLS?

Self

- An awareness of the characteristics that define the person one is and wants to become.

Opportunity

- An awareness of the possibilities that exist, the demands they make and the rewards andsatisfactions they offer.

Aspirations

- The ability to make realistic choices and plans based on sound information and on self–opportunity alignment.

Results

- The ability to review outcomes, plan and take action to implement decisions andaspirations, especially at points of transition *(Kumar, A., 2007)*.

In order to **SOAR** students need two things:

Academic Roots

  – Discipline based knowledge and understanding

Academic Wings

  – The ability to enhance that knowledge and understanding with awareness (self andothers), critical thinking, reflective practice.

The specificity of Soft Skills
- Discipline specific
- Placement / employability preparation
- Lifelong learners
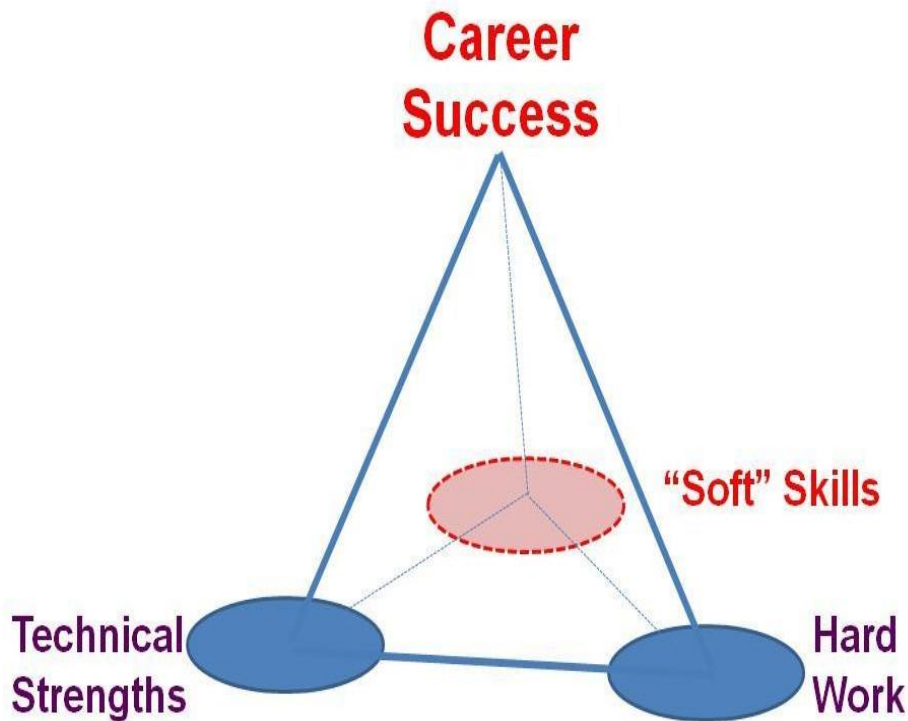 - Learning how to learn
  - Reflective practitioners

Fig. 1. Soft Skills

Soft skills focus more on people than processes. Today‟s service economy and ascendance of work teams in large organizations puts a new premium on people skills and relationship-building (Kocon, L.).

Soft skills = People skills=Street Smarts

THE LEARNING OBJECTIVES:

The module content is centered on students‟ learning and development. It seeks to motivate students by helping them to be more effective, independent and confident self-directed learners by improving their capacity to understand what they have learned, how and when they are learning, and to encourage them to monitor, reflect on, evaluate, plan and take responsibility for their own learning.

The Main tasks of the Soft Skills module are *to develop and enhance:*

- Critical and reflective thinking;
- Self-management and self awareness skills;
- Communication skills, including interpretation and use of feedback;
- Team working and peer support strategies.

DEFINITIONS

"What exactly are soft skills?" This basic question is not easy to answer, because the

perceptionof what is a soft skill differs from context to context. A subject may be considered a soft skill in one particular area, and may be considered a hard skill in another. On top of it the understanding of what should be recognized as a soft skill varies widely.

Generally, soft skills may be subdivided into three basic categories:

1. Personal qualities   *Table 1.*
2. Interpersonal skills
3. Additional skills/knowledge

<div align="center">Soft Skills:</div>

Critical thinking	Communication Skills
Listening to	others
	Reflecti
ve Practice Group Work / working with others	CV
and ApplicationsSelf assessment	
	Professi
onal practice	
Assertiveness	Creative problem solving
Mentoring and peer support	Information Literacy
Digital Literacy	Portfolio management
	(tools for delivery, recording and reflection)

Soft skills complement hard skills to enhance an individual's relationships, job performance andcareer prospects. Unlike hard skills, which tend to be specific to a certain type of task or activity, soft skills are broadly applicable.

While your technical skills may get your foot in the door, your people skills are what open mostof the doors to come. Your work ethic, your attitude, your communication skills, your emotional intelligence and a whole host of other personal attributes are the soft skills that are crucial for career success.

Soft skills are often broken down into categories, or types of skills according to the level of complexity and interaction. An example of one way of categorizing social skills can be found in the table below:

<div align="center">**Soft Skills Categorizing**</div>

Skill Set	Used for	Examples
Foundation Skills	Basic social interaction	Ability to maintain eye contact, maintain
		Skills needed for
Interaction Skills	Skills needed to interact with others	

		appropriate personal space, understand gestures and facial expressions	determining appropriate topics for conversation, interacting with authority figures

| Category	Description	Examples
	Resolving conflicts, taking turns, learning how to begin and end conversations,	
Affective Skills	understanding oneself and others	Identifying one's feelings, recognizing the feelings of others, demonstrating empathy, decoding body language and facial expressions, determining whether someone is trustworthy
Cognitive Skills	Skills needed to maintain more complex social interactions	Social perception, making choices, self-monitoring, understanding community norms, determining appropriate behavior for different social situations.
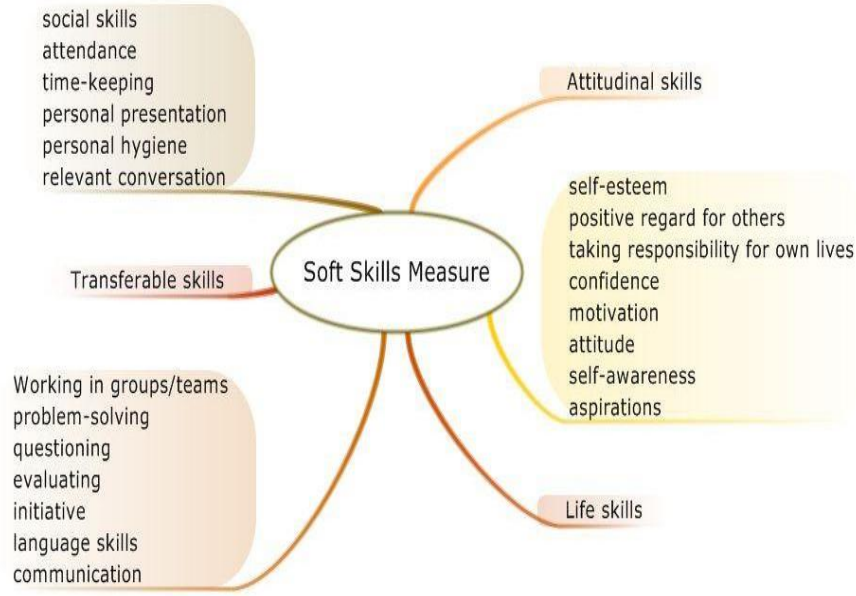
Fig. 2. Soft Skills Differentiation
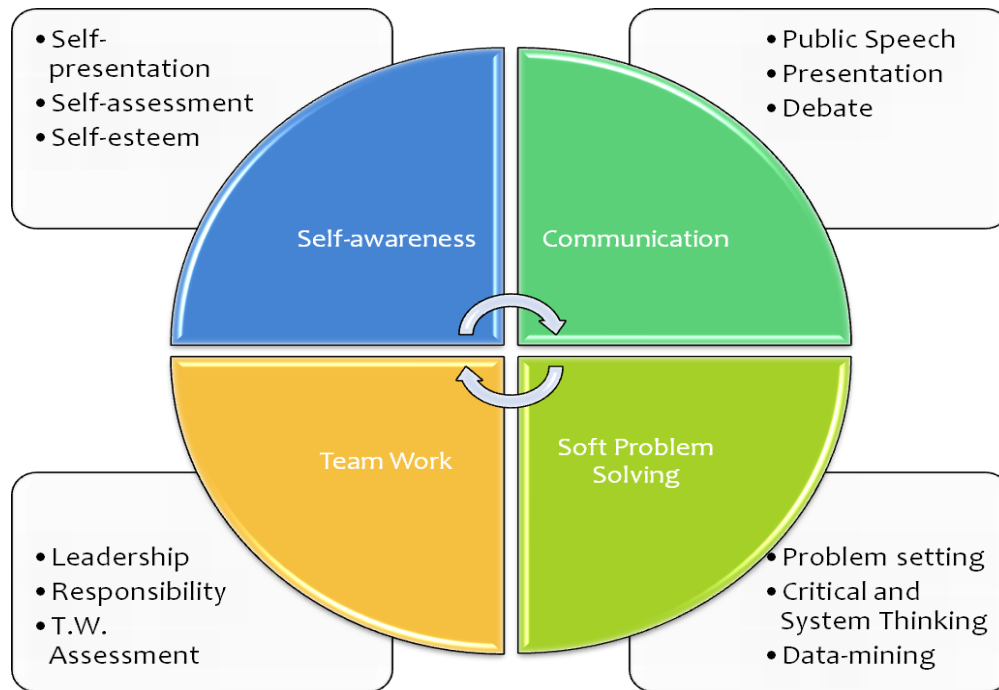
Fig. 3. Soft Skills and Outcomes

Self-awareness includes identifying knowledge gaps, taking responsibility for own

learning and development, understanding the impacts of self-efficacy, dealing with pressures and emotions, reflective practice, professional development and current awareness.

The mentioned skills assist students in understanding the learning process and constructing their own Selves in academic and professional activities. They become apparent in

- Surface / deep / strategic learning
- Self-efficacy
- Requires reconstruction of known events in their own lives
- Constructing a self-MAP
  - Motivation
  - Ability
  - Personality

INTEGRAL PARTS OF SOFT SKILLS

I. Self-Management System consists of Self-motivation, taking responsibility, task setting/prioritizing, time-management. The structure of Self-Management System is detected in the Table below.

Commitment and determination	Ability to work unsupervised	Time-management and working to deadlines
Prioritizing tasks	Working under pressure	Independence, self-reliance and initiative
Ability to concentrate and focus your attention	Reliability	Punctuality
Awareness of equal opportunities and related issues	Ability to evaluate and assess your own performance	

Fig. 4. Self-Management Structure

II. Critical Thinking:
- «thinking about thinking» (Raiskums, B. W.)
- «this way of thinking, which does not accept the arguments and conclusions blindly, rather, it examines assumptions, recognize hidden values, evaluates the data and conclusions» (Mayers, D.)
- «reasonable reflective thinking, aimed at deciding what to trust and what to do» (Ennis, R.)
- ➢ "An expert is a man (*woman*) who has made all of the mistakes which can be made in a very narrow field" *(Bohr, N.)*
- ➢ "Imagination is more important than knowledge" *(Einstein, A.)*
- ➢ Critical thinking is the ability to question and to cope with uncertainty, without which none of the above would be possible.

Critical Thinking Characteristics include logic; imagination; risk; "accepting nothing, questioning everything", reaching your own conclusion; being prepared to change that conclusion in the light of emerging evidence; "The world was flat until we discovered it wasn"t...at the minute we believe it"s a sphere...".

Example of Critical Thinking:
- Experimentation (lab / hypothesis testing)
- Social research
- Data interpretation and explanation
- Creative problem solving
- Identify the issue
- Come up with alternative solutions
- Learning to cope with uncertainty and embracing it as a learning tool *(Pickard, A., 2010).*

III. Reflection is a form of thinking used to fulfill a purpose or to achieve some anticipated outcome and is largely based on the further processing of knowledge and

Now what? → Do it → What was it? → So What? → Now what?
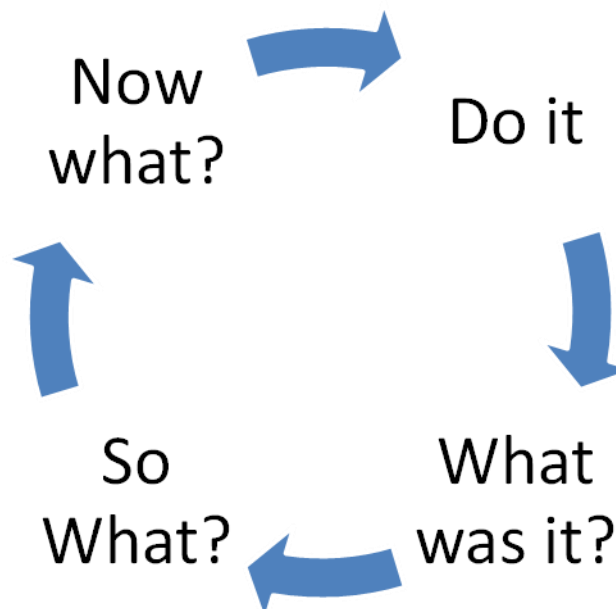
understanding that we alreadypossess.

<p align="center">***Fig. 5.*** Reflective Practice Circle</p>

Reflective Practice is triggered with the help of Self assessment questions:

- What am I trying to do exactly?
- Why am I doing it?
- What went well and why?
- What went less well and why?
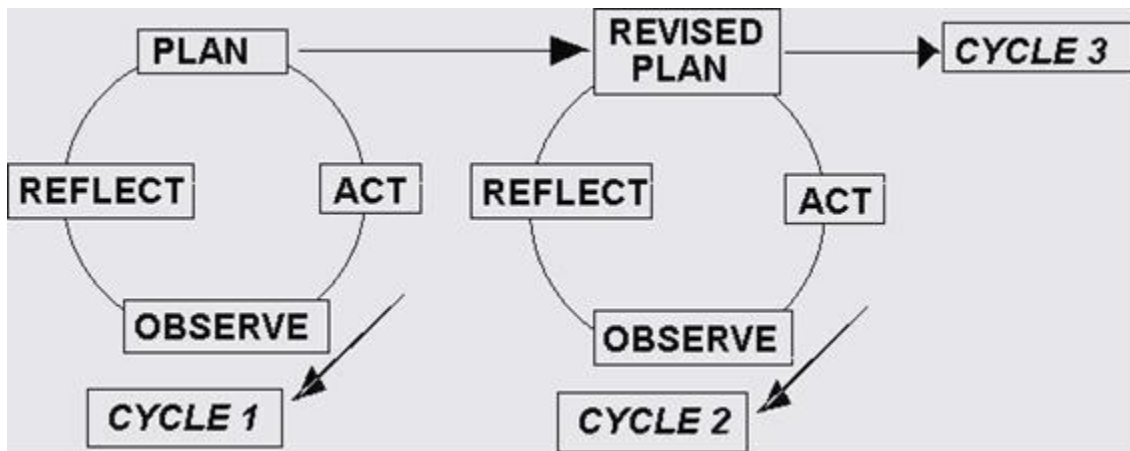- How could I do better next time? *(Shenton, A., 2012)*

Fig. 6. Reflective Practice *(Kolb, 1984; Carr & Kemmis, 1986)*

Another scheme of ***reflective practice*** consists of 1) the reflective diary; 2) description;

3) interpretation; 4) outcome which involves hard systematic thinking and soft insight, intuition andtacit knowledge leading to a plan of action based on critical evaluation of all the available evidence.
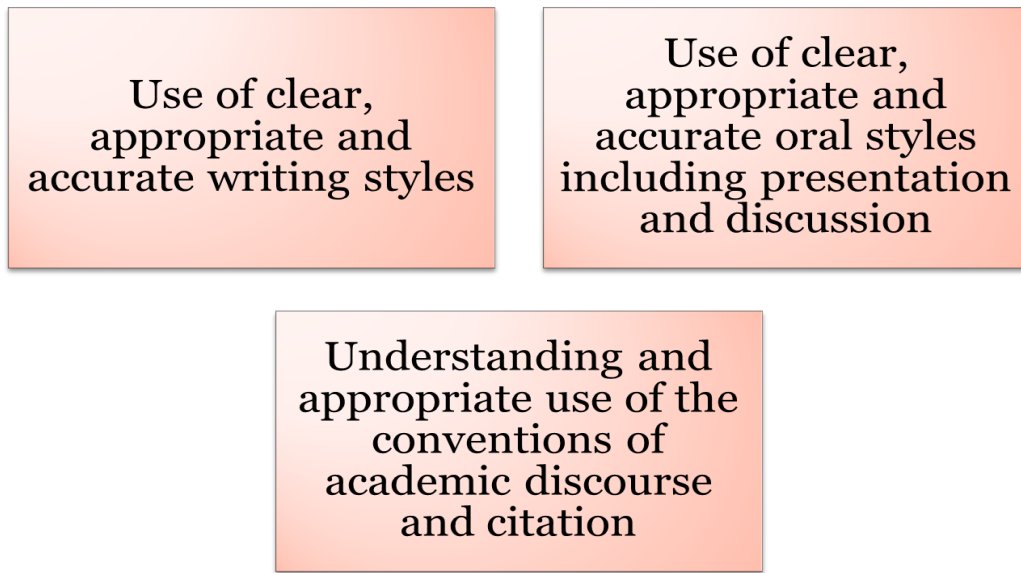
IV. Communication and Interaction

Use of clear, appropriate and accurate writing styles	Use of clear, appropriate and accurate oral styles including presentation and discussion

Understanding and appropriate use of the conventions of academic discourse and citation

Fig. 7. Effective Communication

Effective communication provides for high level of ***presentation skills:***

- to increase both skills and confidence levels
- to improve research, design and communication skills
- to develop team working and project management skills
- to strengthen learning and enthusiasm for further knowledge
- to promote critical and analytical thinking

academic debates:

- Content and formats of academic debate
- Listening skills
- Giving and receiving feedback
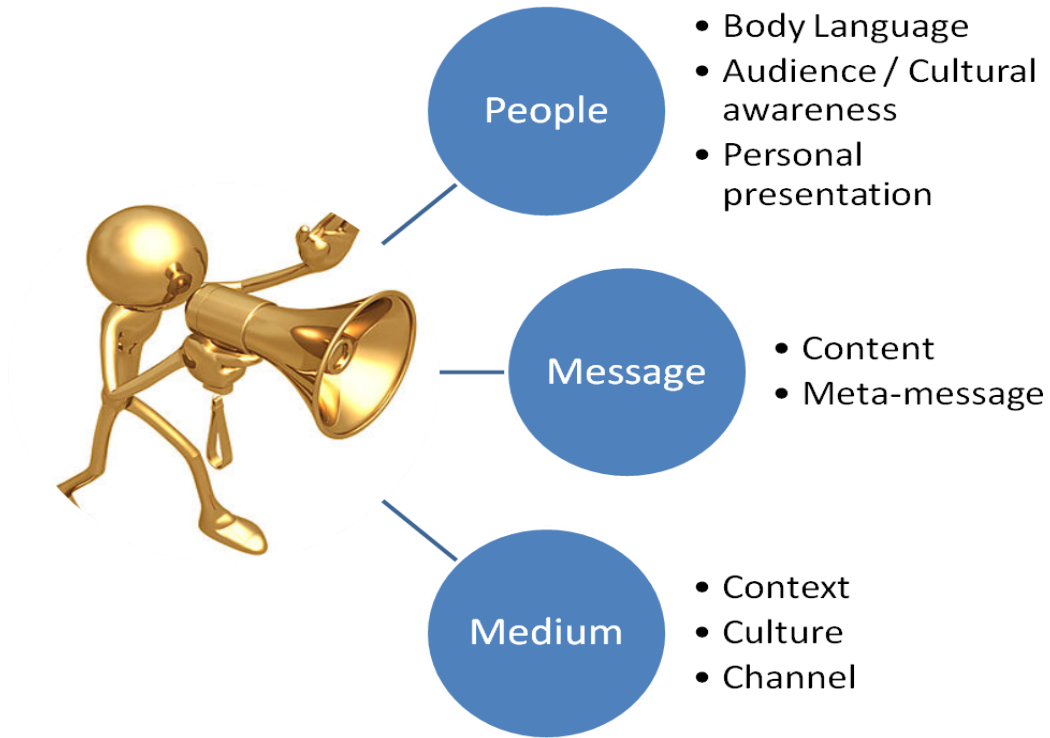- Reacting to grounded criticism and ***effective writing and listening:***

Fig. 8. Skillful Writing

Skillful writing examples:

– Technical Writing
– Script writing / audience analysis / performance / reflection
– Observation (self and others)
– Press release;
  • Same incident from multiple stakeholder perspectives
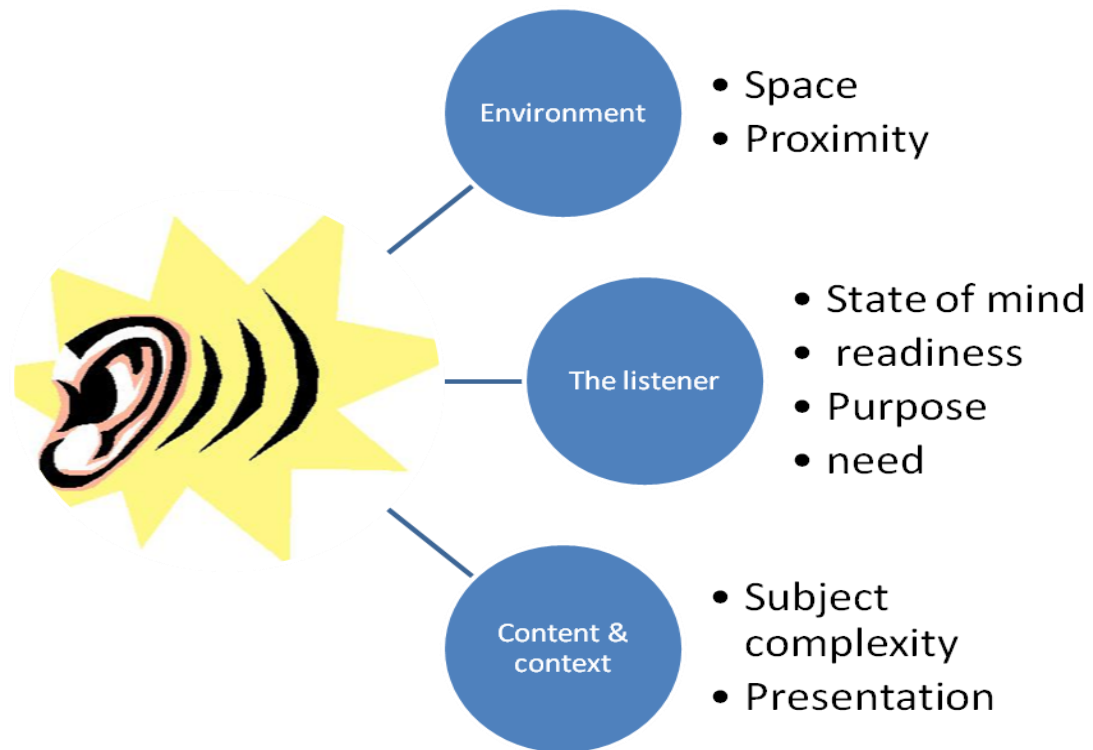– Sign language qualifications *(Strachan, R., 2010)*

Listening to Others

Fig. 9. Listening to Others

The examples of effective listening include:

➢ Role play
  ▪ Sender / receiver
➢ Same audience, same message, how many interpretations?
➢ Constructed conversations

V. Group work is one of the most useful ways of learning about cooperation, shared responsibility, project planning, and time management. Learning how to work successfully in a group has a close association with how we participate in the work place and includes:

• Social responsibility
• Using logical and rational arguments to persuade others
• Identifying the needs of others and building positive relationships
• Understanding group dynamics
• Understanding yourself in relation to others and how they might perceive you.
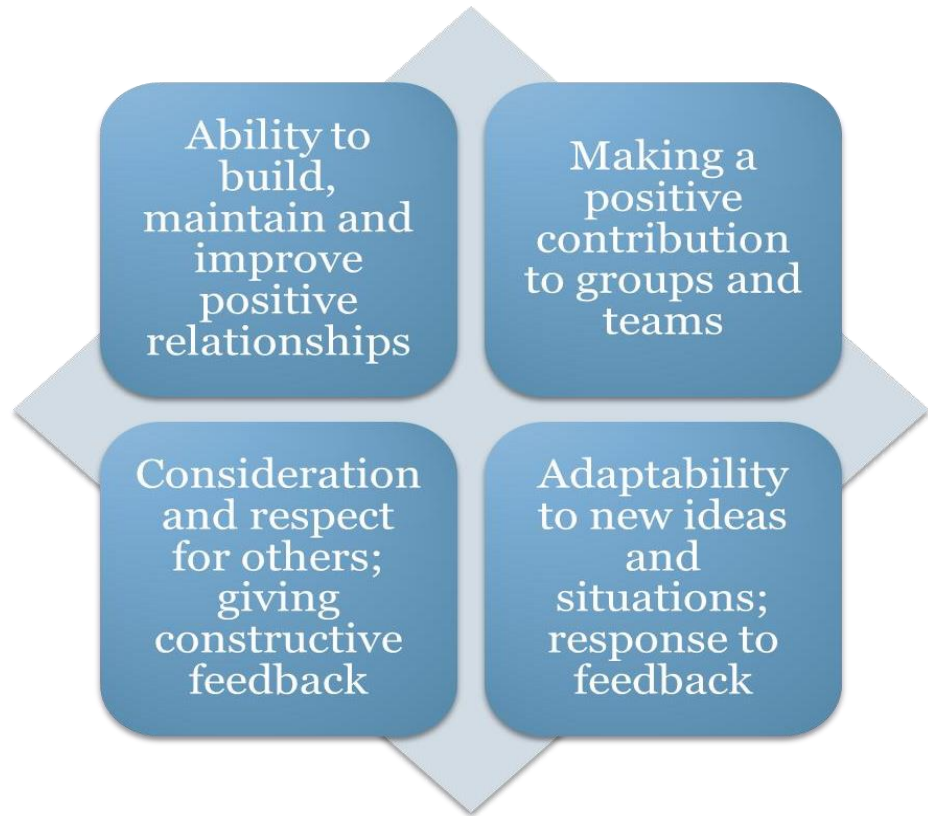• Reflection on the image you portray

Fig. 10. Group Work Productive Skills

VI. Assertiveness

Assertiveness means "confident behaviour" and "self-confidence". It is an individual ability to advance and come true own aims, needs, wishes, claims, interest and feelings. Phenomenon of assertiveness presupposes an existence of: **a)** subjective attitude toward Self (self-allowance to have the own claims); **b)** social readiness and ability to realize it in adequate manner (to have the own claims and achieve their realization); **c)** freedom from social fear and inhibition (ability to register and reveal own claims).

Fig. 11. Assertive Behavior

Assertiveness training helps to:

➢ recognise the three main categories of behaviours, advantages and disadvantages and howto respond to them

➢ explore strategies for assertiveness and influence

➢ understand and use the „Assertiveness Model" for greater effectiveness

➢ develop and enhance self confidence and self esteem

➢ create an action plan to move forward with assertiveness skills In order to develop assertive behaviour we need to explore how to:

➢ Create boundaries and say „No"

➢ Deal with disagreement, conflict and aggressive behaviour

➢ Negotiate win-win solutions

➢ Use assertiveness techniques and strategies in a variety of work settings

VII. Peer-to-Peer is an interaction and learning method (technology) when the source of knowledge is not a professor but a peer student (peer instructor). It promotes participation and interaction. Peer-to-Peer activity includes both trainers and trainees into campus life and promotes a sense of belonging that combats the anonymity and isolation many students experience at large universities during the first year of study.

Mentoring

• Developed their personal and professional skills such as leadership, team working, organising, time management, listening, interpersonal communication, facilitation and presentation skills

• Enabled them to gain confidence especially in situations when teamwork is required toattain a goal

• Provided valuable experience to enhance their CVs

• Enabled them to revise and practise their subject, and gain a deeper understanding of it

(Pickard, 2008).

• Not just doing the evaluating but also actively engaged

• Mentoring at point of need

• Evidence of strong success rate

• Number of models:

• Mentoring (PAL"s)

• Learning Leaders

• Student ambassadors

OUTCOMES OF SOFT SKILLS DEVELOPMENT

Oral communication skills

Students are able to communicate confidently and effectively with a range of

audiences, in a variety of modes or registers and settings, including persuasion, argument and exposition, and they are able to make use of different support tools, including visual, audio-visual and technological.

Interpersonal Skills

Students have the skills to be able to work effectively with a range of people in a range of different contexts, including teams, where they can be effective members and, if required, leaders,
including organizing team roles and activities. Students are open to the ideas of others. Students are capable of listening and understanding in a range of contexts.

Problem Solving Skills

Students are able to identify and define problems and through the use of skills of analysis and critical evaluation plan an appropriate course of action and devise solutions. Students are able to make judgments concerning different possible solutions. They will be able to make use of creative and lateralthinking.

Organizational Skills

Students are able to set priorities, and anticipate potential problems or needs. They are able to set and achieve targets in relation to both study and workplace tasks. Students are able to manage their time effectively.

With these soft skills you can excel as a leader. Problem solving, delegating, motivating, and team building are all much easier if you have good soft skills.

PERSONAL DEVELOPMENTAL PLAN (PDP)

Personal Development Plan is a form of summative assessment.

What is PDP? It is „a structured and supported process undertaken by an individual to reflect upon their own learning, performance and/or achievement and to plan for their personal, educational and career development‟.

The primary *objective for PDP* is to improve the capacity of individuals to understand what and how they are learning, and to review, plan, and take responsibility for their own learning, helping students:become more effective, independent and confident self-directed learners;

➢ understand how they are learning and relate their learning to a wider context;
➢ improve their general skills for study and career management;
➢ articulate personal goals and evaluate progress towards their achievement;
➢ and encourage a positive attitude to learning throughout life.

PDP Structure:

• What are my development objectives?
• Priority

n

Table 2.

Benefits for Students	Benefits for Staff
A structured, systematic framework for recording, and reflecting on, *all* aspects of their HE experience	A framework for encouraging, and enabling, greater independent learning
Drawing together different aspects of their degree programme	A structure for tracking student progress, identifying and addressing areas of concern

Scope for including extra-curricular activities	Student retention
Identifying, and addressing, areas of strength and weakness	Student achievement
Improving performance on assessed work	More and better information for preparing student references
Job seeking	A systematic approach
Identifying and developing skills valued by employers	Drawing together, and making explicit, existing good practices
Evidence for use in job applications, interviews etc	Useful evidence for (e.g.) • institutional audit • addressing HE agendas (progress files, „student success", employability)
Skills for continuing professional development (CPD)	
Feeling good about achievements	

Motivating Staff:

- o Ensure that it „fits" with existing practices & priorities
- o E.g. personal/guidance tutor system – avoid duplication of work
- o Use to support student retention & achievement
- o A reflective approach is something that we already use and value
- o PDP need not be something „different" or „extra"
- o „Lifelong learning" approach

- Motivating Students:
  - o Ensure that we communicate (explicitly) the potential benefits of PDP
  - o Lead by example! – if staff value PDP, so will students
  - o Recognize their efforts (accreditation?)
  - o Emphasize link with employability
  - o Employers value graduates who are reflective, and capable of managing their ownlearning, personal & professional development.

PDP skills set insight, perception, Self-evaluation, and awareness and lead to autonomy andhigh levels of self-efficacy.

ACTIVITIES

Learning styles questionnaire (P. Honey, A. Mumford)

This questionnaire is designed to find out your preferred learning style(s). Over the years you have probably developed learning „habits" that help you benefit more from some experiences than from others. There is no time limit to this questionnaire. The accuracy of the results depends on how honest you can be. There are no right or wrong answers. If you agree more than you disagree with the statement, put a tick against the appropriate number on the score sheet. If you disagree more than you agree, put a cross against the appropriate number on the score sheet. Be sure to mark each item with either a tick or cross.

LEARNING-STYLE PREFERENCE QUESTIONNAIRE

How well do you learn from these methods?

Whole Class Activities	Very well	Well	Okay	Not Well	Badly	Notes
Lecture/Teacher talk						
Question & Answer						
Demonstration						
Watching a video/film						
Notice board style displays						
Overhead projector						
White/blackboard						
Teacher led whole class discussion						
Free flowing whole class discussion						
Visits						
Dictation						
Individual Activities	**Very well**	**Well**	**Okay**	**Not Well**	**Badly**	**Notes**
Essay writing/formal reasoning						
Exam paper questions						
Worksheets or other individual work						
Self produced handouts						
Commercially produced handouts						
Homework/private study						
Individual assignments						
Student personal choice in an assignment						
Individually negotiated activities						

Negotiation skills, Importance of Soft Skills, Concept of effective communication

Negotiation Skills: Definitions, Benefits And Examples

Negotiation is a dialogue between two parties to resolve conflicts or issues so that both parties find the solution acceptable. Usually, it is a compromise involving give and take. Negotiation results when each party compromises to resolve a conflict for everyone's benefits. In the workplace, negotiations may take place between managers, departments, colleagues or between a team member and a manager. Even before you join the workplace, you may negotiate the job offer with the interviewer or HR manager.

In this article, we will discuss what negotiation skills are, its benefits, examples and tips for improving your negotiation skills.

What Are Negotiation Skills?

Negotiation skills are inherent qualities that help two or more parties agree to a common logical solution. In the workplace, you may have to display your negotiating skills in various situations such as:

- Negotiating a salary hike with the HR manager after promotion
- Negotiating a project deadline with your team lead or manager
- Negotiating few days off for a family holiday with your manager
- Negotiating contract terms with a potential customer

Lack of negotiation skills affects the business bottom line and could ruin customer relationship. Negotiation skills are soft skills and essential to become a negotiator and resolve workplace conflicts.

However, this skill set depends on the work environment, the parties involved and outcome desired. Often, when one party is ready for reaching a compromise, the other party may be resistant. This makes negotiation difficult and you are likely to encounter such situations in the workplace. That is why you need to master your negotiation skills.

Benefits Of Negotiation Skills
Negotiation is a coveted leadership skill which helps businesses reach their business objective. Here are a few reasons negotiation skills are essential in the workplace:

Builds a relationship: Despite the difference in opinion, negotiation skills help strike a solution and focus more on creating goodwill and value. This builds a long-term relationship.
Delivers excellent solutions: Good negotiation skills ensure that solutions to the conflicts are not short-term. It focuses on creating long-lasting solutions because both parties make a concession only when the solution is satisfactory.
Avoids future conflicts: As both parties agree to a common solution, the chances of future conflicts reduce to a great extent.
Create an environment of business success: Good negotiation skills ensure the accomplishment of business goals, which creates an environment of business success. This also increases the chances of future business transaction.

Examples Of Negotiation Skills
Here are a few examples of negotiation skills that can make you an excellent negotiator at the workplace:

Communication
Communication is the backbone of negotiation. The way you communicate decides the fate of the negotiation. It involves identifying the nonverbal cues, using the right words and expressing your thoughts in a compelling and engaging way. Without being verbose, you need to communicate the right message to the party. Often, negotiators are active listeners that help them understand the other party's message. A healthy conversation ensures a mutually beneficial deal and avoids misunderstanding that could prevent the parties from reaching a compromise.

Strategising
There may be instances where the other party disagree with the solution you provide. Good negotiators often come with one or more backup plans. Consider all solutions to the problem before entering a negotiation. For example, when negotiating your salary, the HR manager may refuse to increase your dearness allowance (DA). Instead of focusing on the DA, you could ask for better retirement or gratuity benefits.

Planning
Proper planning before the negotiation ensures you know the long-term consequences of the negotiation terms. Planning comes in handy during the negotiation process and ensures the successful execution of the decision.

Persuasion
Successful negotiators can influence other parties. Unless you possess the persuasion skills, it becomes difficult to justify how your solution will benefit both parties. Your persuasion skills decide whether the other party agrees to your solution.

Listening
Active listening is the key to a successful negotiation as it ensures that you listen to the other party and understand what they are trying to say. Also, with active listening, you do not miss out on crucial information, which builds trust and helps reach a consensus faster.

Problem-solving
Most negotiations occur to find a solution to an issue. With excellent problem-solving skills, you propose viable and intelligent solutions that are beneficial for both parties.

Emotional intelligence
The ability to control and manage your emotions and deal with the other party's emotions differentiates a successful negotiator from an unsuccessful one. People high on emotional intelligence (EI) can accurately perceive and express their emotion, recognise others' emotions and use these emotions to facilitate solutions.

Related: Soft Skills: Definitions and Examples

Types Of Negotiation Strategies
The negotiation strategies or approaches to negotiation you use depends on your situation. Most workplace negotiation are "win-lose" or "win-win". Here are 4 types of negotiation strategies:

Distributive negotiation

It is also sometimes called "hard bargaining" because both parties argue over a single conflict. Distributive negotiation is a win-lose strategy because each party considers that their loss would benefit the counterparty. For example, when purchasing a SaaS tool, you may not want to lower the price as it would cause financial loss, whereas your customer feels you are overcharging them for your product by not giving discounts.

Integrative negotiation
It is also sometimes called "interest-based bargaining" because it asserts that both parties can gain something and create value by offering trade-offs. This is a win-win strategy because the negotiation creates mutual gains for both parties. For example, when purchasing a SaaS tool, you quote the price as ₹ 2,000 per month, but the customer is adamant about paying only ₹1,600 per month. Both you may negotiate ₹1,800 per month price. It is a win-win situation because both parties win ₹ 200 per month.

Negotiation with coworkers
Your job may require working closely with different departments and without strong negotiation skills, it might be difficult for you to reach your goals. For example, when working as a software developer, a test automation engineer may flag a part of your code as a critical error. When you negotiate with the automation engineer, you both agree that the error is no longer valid because of the product's changed functionality. As a result, you develop a plan to ensure such instances do not happen again.

Negotiation with management
One of the most challenging types of negotiation is with your manager or senior management. Often, you negotiate with such senior-level people for your job duties and salary benefits. This is a crucial workplace negotiation because your job satisfaction depends on it. Therefore, when negotiating about your salary and other perks, be clear and polite with what you expect.

Tips To Improve Your Negotiation Skills
As negotiations skills are paramount in every business, you need to hone these skills continually. Here are a few important tips to improve your negotiation skills:

Prepare for the negotiation
Enter a negotiation only after you know what you want and how willing you are to compromise to resolve the conflict.

Be ready to compromise
Without compromise, it is impossible to reach a common consensus that is beneficial for both parties. Leave your ego behind when negotiating at the workplace and be ready to compromise on best fit terms.

Set a timeline
Without setting a timeline, a negotiation may go on for months or years. Setting a deadline or timeline motivates the parties to reach a compromise before the deadline.

Offer multiple solutions
If a conflict is solvable in more than one way, it makes sense to present all the possible solutions at the beginning of a negotiation. This saves time and increases the probability of both parties choosing one solution of their preferred outcome.

Speak with confidence

Negotiation is not about what you say, it is more about how you say. Therefore, it is imperative to speak confidently to make the other party believe that your solution is beneficial. Lack of confidence and self-assurance could result in negotiation terms that are more beneficial for the other party.

Learn to accept failures
Often, when both parties' requirements are a world apart, reaching a compromise becomes difficult. You may fail at negotiation but never take this failure personally. Instead, accept it and revisit the entire negotiation to understand ways to improve your efforts.

Work on your weakness
Your planning, communication, persuasion, problem-solving and listening skills will always complement your negotiation skills. So, it becomes essential to sharpen these skills. If you lack the power of persuasion or find it difficult to listen to others, you should work on these weaknesses to improve your negotiation skills.

Practise negotiation
One of the best ways to improve your negotiation skills is by practising. Create a mock negotiation scenario and practise it with your family or friends. The more you practise, the better negotiator you will become.

SELF-DISCOVERY- Self-Assessment, Process, Identifying strengths and limitations, SWOT analysis grid

Using SWOT for Self-Assessment

Objective

To use the SWOT approach to analyze internal and external factors and resources to increase clarity in decision-making.

You Should Know

Challenging situations, including sudden change, make it difficult to think clearly. To decrease the likelihood you will be overwhelmed by fear and self-doubt, you can do a SWOT analysis to take inventory of your inner and outer resources to develop a plan.

SWOT analysis was designed by business leaders looking for ways to evaluate their companies and make good decisions on how to move forward. It is just as effective when applied to other kinds of groups, projects, individuals, or even relationships.

A SWOT analysis is a visual matrix that evaluates the **Strengths, Weaknesses**, **Opportunities**, and **Threats** of a situation. It is helpful for any decision you need to make, such as when:

- You are preparing to apply or interview for a job.
- A responsibility or goal feels challenging (parenting, completing a degree).
- You have two or more choices and are having a hard time deciding between them.
- You have an opportunity and you are unsure if you should go for it.

A SWOT analysis is helpful because it is easy: you do not need any prior knowledge or technology to get benefit from it. It brings clarity; writing slows down your thoughts. It looks at the whole picture, including the strengths and weaknesses you bring to the situation, as well as the opportunities and challenges in your environment.

There are three steps: gathering data, evaluating it, and creating an action plan based on the results. This worksheet will help you use the SWOT approach to analyze internal and external factors and resources to increase clarity in your decision-making.

What to Do

Describe a decision you are having difficulty making. Be as detailed as possible.

_____

_____

_____

_____

_____

_____

1. Gather data. Use the chart below or divide a piece of paper into four quadrants.

Strengths	Weaknesses

Opportunities	Threats

Considering the decision you described on the previous page, fill in each box.

- **Strengths.** What qualities, knowledge, skills, and experience do you have that are useful in this situation?
- **Weaknesses.** What qualities might keep you from success in this circumstance? Where do you lack confidence? What could you improve about yourself that would help?
- **Opportunities**. What external factors are on your side? Examples: new technology that can help; trends you can take advantage of; needs you can fill; contacts who can be a resource or mentor you, etc.
- **Threats.** What external factors hurt your chances or block your success? One way to identify threats is to ask yourself what worries or stresses you. Obstacles, competition, and change can all be threats to getting where you want to be.

Tips
- **No need to complete the chart all at once.** Jot down some notes and come back to

it later. Sleep on it and see what insight you have in the morning. Let the process stretchout over days.

- **Try looking at yourself and the situation as if you are watching a movie.** Do not let your inner critic take over, but do not shy away from taking a good hard look at yourself, either.
- **Unsure of your strengths or weaknesses?** Look at a list of personal qualities on the Internet for ideas.
- **Come up with examples as evidence for each strength and weakness.** This will help you be concrete and realistic.
- **If you are working on a particularly difficult or complex challenge, consider asking others for input**. Ask people who know you well and can be honest with you.
- **You do not need to fill in the boxes in order.** If you get stuck defining the opportunities, focus on threats first.

2. Evaluate the data.
- Look at Strengths and Opportunities to leverage your positives into action and reinforce your confidence.
- Look at Weaknesses and Threats to find areas you can work on or circumstances to avoid.
- Consider what you can do change your weaknesses into strengths or transform threats into opportunities. For example, planning to get the license or certificate a job demands converts a threat into a strength. If you are shy and consider that a weakness, deciding to apply for a job that does not require a lot of interaction turns your weakness into a strength.

3. Plan. Use your reflections to guide you into action or implementation.
- Write down your conclusions and ideas on how to proceed.
- Define any goals you have developed to respond to your weaknesses or threats.
- Break them down into measurable steps and milestones.
- Identify any support you need (equipment, knowledge, support from others).
- Calendar your action steps and track the results.

If this process has been helpful to you, you may want to keep a record of it. Next time you do a SWOT analysis, you can compare the two exercises for additional insight and to remind yourself of your previous accomplishments.

PREPARING CV/RESUME – Introduction, meaning, difference among bio-data, CV and resume, CV writing tips

The Difference Between CV, Resume And Biodata

Professional documents such as a CV, resume and biodata are considered highly important for finding jobs. When looking for jobs, applicants submit these documents, which may increase chances of getting shortlisted and hired. By considering the job profile and understanding the nuances between the three, you can make the best of your professional growth. In this article, we understand the differences between CV and resume and biodata, learn the elements in each and look at some examples.

Difference between CV, resume and biodata

Learning the differences between CV, resume and biodata can help you write each individually upon the requirement and understand their use cases. Here are some of the ways you can differentiate them:

Details: A CV tends to be more detailed than a resume. Biodata is a detailed document that provides a comprehensive summary of a candidate's life along with career information. Resumes are more of an overview of a candidate's career.

Length: Typically, a CV can be over two pages long. You can limit resumes to one or two pages. A biodata is usually over two pages long.

Content: A CV includes all your skills and certifications and is customisable for a larger audience. A resume includes only relevant and active certifications. You can customise your biodata as per the intent.

How to write a CV

A CV or curriculum vitae is a detailed document that describes your career progression step by step, including all kinds of personal and professional information. It allows you to summarise your education, skills and experience to successfully list your skills to prospective employers. You can also include a small section about your personal hobbies and interests. Here are the 5 elements to include in a CV:

1. Contact information

This is the first section of your CV. It contains important contact details such as full name, job title, email address, location and phone number. Ensure to use a professional email address and updated address in your CV. You can also include relevant social media profiles.

Here's an example:

Ashish Mishra

Content Writer

JP Nagar, Delhi

ashish@email.com

112-112-1123

2. Personal statement

A professional statement or CV objective is the introduction to your CV. A well-written CV consists of a three or four sentence summary, highlighting the work history. The summary also includes your professional title, job experience, some of your key achievements and skills.

Here's an example:

I recently graduated from MK University with a Bachelor of Arts in Fashion Design and I would like to apply for the role of a Design Assistant at BeYou Designs. In addition to my studies, I have spent over three years designing dresses at a boutique and art marketplace. I am a creative individual who is actively seeking full-time roles in the fashion industry, which I believe I would find at your design house.

3. Work experience

This is an important part of your CV that includes your past position, company name, date, job responsibilities and achievements. It is often a good idea to include metrics and data to substantiate your work achievements. You can also include summer jobs and internships if you are a fresher.

Here's an example:

AltLife | New Delhi
Content Writer | Nov. 2019- March 2021

Curated ideas for different social media handles
Proofread and edited articles written by SMAs
Write blog posts on health and lifestyle niche
Received recognition as Employee of the Year 2020
Related: How To Write Work Experience On Your CV

4. Education

The education section of your CV includes your degrees, the name of your university and dates. You can also include additional information such as your GPA, top academic achievements and courses you took at your university. The education section can come after your CV objective if you have just graduated from university and lack relevant work experience.

Below is an example:

JP University, Delhi
BA in Arts
7.51 GPA

5. Skills

A well-written CV includes relevant skills that align with the job description. The first step is to identify the skills that you garnered from important life experiences, education, past jobs and hobbies. The second is to understand the job requirements and employability skills.

Additionally, a CV can include volunteer experience, additional training and courses, professional certifications and associations, awards and languages.

For example:

conscientious
quick learner
proficient in custom CMS
teamwork
Related: How To Write A CV (With Template, Sample and Tips)

How to write a resume
Job candidates often use resumes to summarise their education, skills and employment when they are looking for a new job, networking or applying for an internal position. The contents of a resume are similar to that of a CV except that a CV is more detailed in nature. Here are 6 pointers to help you write a professional resume:

1. Choose a resume format
There are three formats of standard resumes - functional, chronological and hybrid (also called combined resumes). For most applicants, a hybrid resume format is a good choice, since it puts equal emphasis on work experience and skills. In some instances, a chronological or functional resume could work better.

Related: Resume Format Guide (With Examples)

2. **Add your personal details**
This section is similar to that of a CV. Your personal details include your name, contact number, professional email address and location. Ensure you double-check your address and other details so that recruiters can reach out to you conveniently.

3. Write a resume headline
A resume headline is a concise one-line description of who you are as a candidate. A well-written headline can draw a recruiter's attention and encourage them to go through your qualifications. Review the job description and look for relevant keywords to bolster your chances of getting shortlisted in the applicant tracking system (ATS).

4. Detail your work experience
The work experience section of a resume is similar to that of a CV. List the jobs in reverse chronological order and include specific and measurable details wherever possible. Present the information in this section by emphasising relevant competencies as per the job for which you are applying.

5. Add your education and relevant certifications

Just like in a CV, a resume has a section dedicated to educational qualifications. Your educational background shows that recruiters can rely on you with job responsibilities, which can lead you to better opportunities. You can also add skill training courses and certifications to increase your chances of getting hired.

6. Tailor your resume

It is important to customise your resume for each individual role and job description. Customised resumes that include relevant keywords from the job description and align with job requirements often stand out to recruiters. It also encourages them to take an interest in your background.

How to write a biodata

Abbreviation for "biographical data", biodata is an out-of-date term for a resume or CV. On a biodata, you would include information like your gender, religion, marital status, hobbies, postal address and all your professional details. Here are the 5 elements to include in a biodata:

1. Objective

State the rationale for sending the biodata in this section. Determine your career and life objectives and how this position addresses them. Also, include why you ought to be considered for work or what makes you the perfect fit.

For example:

Experienced content writer actively looking to work as a digital marketing strategist.

2. Personal details

A biodata mostly contains basic information such as your name, date of birth, gender, address and email address. You can also include information about your hobbies, what activities you excel at and other relevant details you think the employer might require to understand you as an individual. You can also consider attaching your photo sticker at the top of your biodata.

Here's an example:

Name: Ashok Sahoo
DOB: 20/3/1996
Address: AP Nagar, Delhi
Gender: Male
Email address: ashok@email.com
Call number 111-111-1111

3. Work experience

Work experience is another important section in your biodata. List your jobs in chronological order along with dates employed and job details. You can also mention your work accomplishments and day-to-day activities.

For example:

Data entry specialist | SK Enterprises

Executed on-time delivery of consumer assessment packets
Ensured precise demographic information data entry
Actively cultivated strong work relations with colleagues and assisted them in improving work productivity

4. Skills

Skills are important information recruiters look for when skimming your biodata. By writing industry-relevant skills, you can improve your chances of getting hired. You can also include certifications, familiarity in using job-relevant computer software and other hard and soft skills.

Here's an example:

SEO | Mobile advertising | Blogging | Content Management Systems | Communication | Teamwork | Adaptability | Data-driven | Passionate

5. Education

This section includes elements such as education, awards and distinctions, volunteer experience and certifications. You can write your educational background in a chronological manner if you are a few years into your career. If you have recently graduated with a college degree, your education section goes beyond your work experience and includes more details.

For example:

Named house captain in high school
Awarded with medals in inter-state badminton tournaments
Received several scholarships
Reached B1 level in French

INTERVIEW SKILLS - Introduction. Types of interview, Types of question asked, Reasons for rejections, Post-interview etiquette

Interview Skills

There are some easy steps that you can take that will increase your chances of success at interviews.

First, remember that job interviews should be a process of two-way communication. Not only are they a tool for employers to use to evaluate you, but they are also an opportunity for you to assess the job, the organization, and to see if there is a "fit."

The keys to a successful interview are preparation and practice. The following suggestions will help you prepare for an interview:

Self-evaluation It is important for you to think about yourself and your past experiences in order to be ready to articulate what you have to offer an employer. Consider the following topics:

- How your present and past experience relate to the position
- Your current and future career goals
- What skills and expertise you have to offer
- The skills that you would like to develop or improve
- Location, salary, and lifestyle priorities
- Kinds of people and environments you prefer
- Past experiences you want to highlight such as volunteer work, hobbies, travel

Before the Interview

Research the Company - A company's website is an excellent place to begin. It usually gives you information on whether it is international or domestic, what its revenues are, how many locations it has, and the nature of its major roducts. Most companies are very proud of their websites. Don't be surprised if one of the first questions interviewers ask when you arrive is, "Have you have had a chance to look at our website?"

Practice interviews - Write down a list of possible questions that you think may be asked, then have a friend act as an interviewer and direct them to you in a practice interview situation. Don't stop until you feel comfortable answering each question. Practicing beforehand will make you feel more comfortable and relaxed during the interview.

Dress Professionally - In today's environment, wearing a suit isn't always necessary. Contact the HR Manager of the company or your recruiter, and find out what the dress code is for the company at which you are going to interview. Then dress one level above. For instance, if it is business casual, men can wear dress pants, dress shirt, and sport coat. Women can wear a pantsuit, dress, or a skirt and blouse. Visual impressions are very important. Therefore, if in doubt, always dress on the conservative side.

Arrival - Try to arrive at the interview location a little early. This gives you time to determine where you need to go, and will give you a few minutes to collect your thoughts. DO NOT arrive late. Nothing destroys your chance at impressing an employer more than arriving late and offering no explanation. If you learn at the last minute that you are going to be arriving late at the interview, call and let the interviewer know. Interviewers understand that things can come up suddenly. You are never considered late if you call and make them aware of the fact.

During the Interview

First impressions - First impressions take only thirty seconds. Establishing rapport, direct and sustained eye contact, a firm handshake, a warm smile, good posture, and introducing yourself in a confident manner are important ingredients. A well-groomed, professional appearance is critical. Greet the interviewer with a firm
handshake, whether it is a woman or a man. (No one likes a weak handshake.) Always maintain eye contact while shaking hands.

Smile - A smile denotes confidence in a candidate. Try to smile often. Also, don't be afraid to use some hand animation while answering questions. This suggests enthusiasm in a candidate.

Body Language - Use good posture, and look the interviewer right in the eye. Sit up straight. Never slouch.

Speak Clearly - Don't mumble. It portrays a lack of confidence. Speak with assurance. This indicates confidence.

Listen Before Answering - Allow the employer to begin the interview, but be prepared with some opening statements or questions such as, "I understand that this position involves…," or "What are you looking for in a job candidate?" Make sure you understand the question. If not, ask the interviewer to clarify it. Don't be afraid to take some time to think before answering. Interviewers are impressed with someone who thinks out an answer before speaking.

Give Brief Answers - Make your answer concise and to the point. Rambling tends to suggest that you really don't have the answer to the question(s) asked.

Previous Employers - Never, ever say anything negative about your present or previous employers. No matter how much you may have disliked someone, find a way to give your experiences a positive spin.

Be Truthful - Don't lie when asked about something you haven't done. The next question will be "tell us about it."

Know Your Resume - Be prepared to talk about every fact that is on your resume. Many people embellish their accomplishments on their resumes. Avoid this, since the only point of reference an interviewer has about you is the resume you provide to him/her beforehand.

Keep things at a professional level - Sometimes near the end of an interview, the two parties start feeling comfortable with each other. Don't let this comfortable feeling leadyou to telling them something about yourself that they really shouldn't know. Always keep things at a professional level.

Look for Something in Common - This is something that has given an edge in the past. Try to find a common bond between yourself and your interviewer. If you are being interviewed in an office, look at how the office is decorated. Look for something you can identify with. Is his/her college diploma hanging on the wall? Did you attend a nearby school, or perhaps one in the same Division? If so, make a quick comment about it: "Did you attend Penn State? I attended the University of Michigan. What a great football conference."
Interviewers sometimes feel more comfortable with people with whom they have something in common. This approach has helped several candidates obtain a position over other qualified candidates. Above all, be sincere.

After the Interview

Back in Touch - Ask the interviewer when s/he expects to get back to you on her/his decision.

Get Everyone's Business Card - Before you leave, be sure to get the business cards of all of the people with whom you visited. If you cannot do that, ask a secretary for their names and e-mail addresses.

Thank the Interviewer - Verbally thank the interviewer for taking the time to interview you, before leaving. Within a day, send thank-you letters to all of the interviewers with whom you spoke. This does not need to consist of a written letter sent via snail mail; an e-mailed thank-you works just as well.

Do not give up - Sometimes, within ten minutes of the start of an interview, you will know that the job is not one you want to pursue. If you begin to feel this way, don't give up on the interview. Continue to interview as if the job was the most important thing in the world. This provides you with practice for your next interview, which may be for your dream job! Not all interviews will lead to offers of employment, but, if you approach every interview as if it's the most important interview you ever had, you will come out a winner!

Additional tips

- Focus on presenting a positive, enthusiastic tone.
- If you are asked to describe a weakness, mention lessons learned, and steer away from negative descriptions.
- Think about three or four key points that you want to make about your personal characteristics, skills you have learned, and relevant experiences that demonstrate that you could perform the job well.

- Find specific, rather than general, examples from your experience that illustrate important points about yourself.
- When answering questions, focus on experiences that demonstrate flexibility, adaptability, responsibility, progress, achievement, creativity, initiative, and leadership.If the employer signals the end of the interview and asks you for questions, and you haven't discussed some key points, say: "There are a couple of points I would like to mention."

After the interview, write a brief thank you letter. Express your appreciation for the opportunity to interview and learn about the organization, re-confirm your interest, and re-emphasize how your background and skills might be of interest to the organization.

Some Interview Questions

You can expect to be asked some of the following types of questions in an interview.

Case Questions are often used by consulting companies to assess analytical and problem solving skills. The interviewer presents a situation and asks you to discuss possible solutions. A sample case question is, "Describe a managed care company that you think is successful and explain why. What do they do that works? What are their potential problems? What is your outlook for their future? What suggestions do you have for their future?"

Behavioral or situational questions are used to assess how you would behave in different circumstances and to predict your behaviour in future, similar situations. An interviewer may ask, "Tell me about a time when a team you were working on was unable to proceed due to some interpersonal conflict. How did you respond, and what role did you play on the team?"

Role-play questions entail the interviewer asking you to put yourself in another role and decide how you would handle a specific problem.

Industry-specific questions are questions regarding the latest trends or issues in the industry. An interviewer may ask, "If you were a CEO of Microsoft's main competitor, what actions would you take in the on-line services market?"

Brainteasers are quick questions where the obvious answer is not necessarily the right answer such as, "Which would you rather receive: fifty thousand pennies or a 10x10x10 room filled with pennies?"

General questions

- Tell me about yourself.
- What are your key experiences and accomplishments?
- How would you rank your achievements?
- What are your strengths and weaknesses?
- How would your friends describe you?

- Explain your reason for leaving your current job.
- What are the most important things to you in a job?
- What do you value in a supervisor?
- How would you describe your management style?
- What appeals to you about this job and organization?
- Describe the ideal position in our company.
- What qualities do you think make someone successful in our industry?
- What would you like me to know most that is not on your resume?Explain your understanding of the issues and trends in your specialty and in the overall industry.
- Why are you qualified for this position?
- Give an example of a situation where you demonstrated leadership.
- Give an example of how you worked on a team.
- What questions do you have about the organization? Questions for the interviewer are queries that usually focus on the culture or mission of the organization, and job responsibilities. This is not the time to bring up questions about salary, benefits, and vacation about which you can inquire after you have been offered the job.

The Phone Interview

Due to a company's geographic location, travel costs, and divergent schedules, a phone interview may often be your initial contact with a prospective employer. Therefore, we're offering some phone interview tips.

Objective - The idea behind a phone interview is to gain an invitation for a personal interview, and to gather more information for future steps in the process.

Preparation - Have a pad, pen, and a copy of your resume near the phone. Use a phone in a quiet area. Avoid any background noise. Also avoid using a cordless phone, because they tend to transmit poorly.

Speaking

a. Smile and be enthusiastic. Your enthusiasm will carry through to the interviewer.

b. Speak in a conversational manner, and be sure to speak loudly enough to be heard. Speak with some inflection and tone.

c. Let the interviewer do most of the talking. When s/he asks you a question, expound upon the answer. Use the opportunity to sell your skills and experience.

d. When the interview is over, let her/him know that you are very interested in scheduling a personal interview at her/his place of business.

DEVELOPING POSITIVE ATTITUDE – Introduction, Formation of attitude, Attitude in workplace, Power of positive attitude, Examples of positive attitudes, Negative attitudes

Know Thyself/Understanding Self

Introduction to soft skills-Self-Discovery-Developing positive attitude-Improving Perceptions-Forming Values.

KNOW THYSELF/UNDERSTANDING SELF

Know Thyself is a term coined by the great Greek philosopher Socrates meaning "Know Yourself". Knowing yourself is to know your true identity. If you know yourself you will be able to know your strength and weakness then you will be able to remove your weak portion. You must know yourself in order to be useful to yourself and others.

Importance of knowing yourself

Helps to Control emotions

Knowing yourself helps you to take control your emotions and helps in decisions and choices when you are in an emotional state.

Helps to reach your goal

When you know who you are, and clearly understands what you want, you have a better chance of discovering how to reach your goal, personal fulfilment and happiness.

Helps to reach better decisions

You will be able to improve those things that you want to and let go of the things that you can't. Helps you to take better decisions and be a better person.

Helps to Improve relationship

Knowing your inner self help in working to reach your goals effectively, improve your attitude and relationship with others in your life.

Helps to Realize you're potential

If you know yourself, then you can develop your potential fully. It will ensure success in business, Friendship, love or altogether

Helps to Experience happiness and joy

When you reach your goals, you turn out to be a happy person and improve your mindset in positive way.

Process of Knowing yourself

Maintain Personal Diary

It helps you in learning who you are, likes and dislikes your passion and what you want to be in your life. Use a comfortable place to write About how you feel what bothers you What exercise you and establish a connection between you and yourself.

Practice Meditation

it helps you to observe yourself in the present moment it helps in empty yourself of worries, excitement and so on.

Exercise and go for walk regularly

Exercise helps a person physically and mentally if exercising is not possible opt for walking. if you are a person facing hard times then exercise is a best way to slow you down.

Do some riding or driving or outing

Driving proves to be a good process particularly when you find it hard to locate a quiet place.

practice habit of going out for sightseeing particularly went down withsomething in life.
Develop Some Hobbies and New Interest

it will give you a chance to identify your passion within you it will help you to find some time to relax allow yourself to think something new and differentit will take you sky high in the ladder of your personal and professional life

(Source: Dr.K.Alex, Soft Skills Know yourself and Know the World,S.ChandPublishing,2014)

INTRODUCTION TO SOFT SKILLS

Soft skills are character traits and interpersonal skills that characterize a person's relationships with other people. These skills make it easier to form relationships with people, create trust and dependability, and lead teams.

Attributes regarded as soft skills

Figure 2:Attributes regarded as soft skills.

➢ **Interpersonal skills**

The behaviours and tactics a person use to interact with others effectively. In the business world, the term refers to an employee's ability to work well with others. Interpersonal skills range from communication and listening to attitude and deportment. (https://www.investopedia.com/)

➢ **Team working**

Teamwork is the collaborative effort of a group to achieve a common goal or to complete a task in the most effective and efficient way. It is crucial to work with other teammates to share ideas, improve each other's work and help one another to form a good team.(https://www.indeed.com)

➢ **Negotiation skills**

Negotiation is a method by which people settle differences. It is a process by which compromise or agreement is reached while avoiding argument and dispute. Negotiation

skills can be of great benefit in resolving any differences that arise between you and others. (https://www.skillsyouneed.com)

➢ **Communications Skills**

Communication skills are the abilities you use when giving and receiving different kinds of information. Some examples include communicating new ideas, feelings or even an update on your project. Communication skills involve listening, speaking, observing and empathising.(https://www.indeed.co.in)

➢ **Time Management**

Time management" refers to the way that you organize and plan how long you spend on specific activities. Good time management enables you to work smarter – not harder – so that you get more done in less time, even when time is tight and pressures are high. (https://www.mindtools.com)

➢ **Stress management**

Effective stress management helps you break the hold stress has on your life, so you can be happier, healthier, and more productive. The ultimate goal is a balanced life, with time for work, relationships, relaxation, and fun—and the resilience to hold up under pressure and meet challenges head on. (https://www.helpguide.org)

SELF-DISCOVERY

Self-discovery is the process of learning more about yourself and who you are. Self-discovery is a lifelong journey of exploration through to our inner self trying to discover who we are, our potential, our purpose in life. it is a fundamental component of a personal growth it takes the time to Discovery who we are as a person this is accomplished through self-reflection

Process of self-Discovery

It is one in which people are guided through self-questioning and examination of one's own thoughts, words and actions in order to reach his or her own conclusion regarding who they truly are through the process. The person gets a deeper understanding of his or her own self character values. process of self-Discovery is divided into four segments

Figure 3:Process of self-Discovery

1. Self-awareness
It will increase the understanding of Increase understanding of who you are, your characteristics emotions, needs and values
2. Interest Awareness
Establishing your personal interest.
3. Hopes and Dreams
Listing your hopes and dreams for future.
4. Career Discovery
Finding a career that corresponds to your personality and interest.

(Source: https://destinysodyssey.com/personal-development/self-discovery/)
SWOT Analysis

SWOT analysis is the examination of your (or your organisation's) situation by looking
at Strengths, Weaknesses, Opportunities and Threats.

SWOT analysis is a way of looking at your situation by identifying:
- ✓ **Strengths**, or those areas where you have an advantage over others, or some unique resources to exploit;
- ✓ **Weaknesses**, or areas where you or your organisation may be weaker than others, and may find that others can do better than you;
- ✓ **Opportunities**, or possibilities that you can take advantage of to help you achieve your goals and ambitions; and
- ✓ **Threats**, or things that may prevent you or your organisation from making a profit or achieving your goals.

(Source: https://www.skillsyouneed.com/ps/personal-swot-analysis.html)

Benefits of SWOT analysis

The main advantages of conducting a SWOT analysis is that it has little or no cost – anyone who understands your business can perform a SWOT analysis. You can also use a SWOT analysis when you don't have much time to address a complex situation. This means that you can take steps towards improving your business without the expense of an external consultant or business adviser. (Source: https://www.business.qld.gov.au/starting-business/planning/market-customer-research/swot-analysis/benefits-limitations)

DEVELOPING POSITIVE ATTITUDE

Values help to guide our behaviour. Attitudes are the response that is a result of our values. Values decide what we think as for right, wrong, good, or unjust. Attitudes are our likes and dislike of things, people, and objects.

An attitude is a predisposition to act or feel a certain way towards a person or thing. A person with a negative attitude will find a complaint at anyone, while a person with a positive attitude will find only positive things at others. They are optimistic.

Features of Attitudes
- ✓ Multiplexity (attitudes are constituted by number of elements like family societyand environment)
- ✓ Attitude vary in relation to the needs they serve.
- ✓ Valence (refers to the magnitude. low valence means a person have indifferent attitude towards something. high valence refers to a person having an extremely favourable or unfavourable Attitude toward something)
- ✓ Attitudes are related to feelings and beliefs.
- ✓ Attitude affect behaviour
- ✓ Attitude undergo changes.

Formation of Attitudes
Attitudes are acquired and learnt by individual from the situation they face in their life. factors that play a significant role in formation of attitude are

➢ **Psychological Factors**
Psychological factors are the elements of your personality Like values ideas beliefs

perception except that limit or enhance the ways that you think.

➢ **Family**

It plays a significant role in the primary stage of attitudes held by individuals. person developed certain attitude from his parents, brothers, sisters and elders inthe family.

➢ **Society**

Culture, tradition, language Influence person's attitude. It is the society, the tradition and the culture which teach an individual what is acceptable and whatis not acceptable.

➢ **Political Factors**

Ideologies of political parties' political leaders and political stability affect the attitudes of the people.

➢ **Economic Factors**

Persons attitude also depends on the issues such as his salary, status, work etc.,

Ways of changing attitude in person

- Filling the information gap (in the circumstances providing the students with asufficient information can change the attitude of the students)
- Attitude can be changed by the use of fear in a person. A moderate level of fearmakes people change their attitude.
- If there is a discrepancy between attitude and behaviour then it can be resolved.
- Peers with high credential can cause change in the attitude of a person.
- co-opting approach (people are taught to co-operate with each other)

Attitude in Workplace

Attitude represents a powerful force in any organisation and attitude of Trust can pave the way for better communication between employee and supervisor. You are expected to have the following attitude in your workplace.
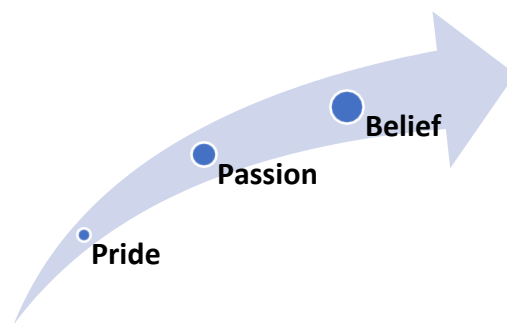

Figure 4:Attitude in Workplace

Pride

It refers to arrogance. Especially when one has too high an opinion of oneself. Pride prevents you from doing just enough to get by. If you know everything you do at workhas your name and signature on it then you will give it your best shot and nothing less.**Passion**

An intense enthusiasm for all things worth doing will pull you through the toughesttime.

Belief

In order to have passion it is important to believe. you can achieve all that you set outto do for yourself if you start believing yourself.

Positive attitude manifest in the following ways:
- Positive Thinking
- Constructive Thinking
- Creative Thinking
- Expecting Success
- Optimism
- Being Inspire
- Choosing Happiness
- Not Giving Up
- Looking at The Failure and Problems As Blessing In Disguise.

Benefits of Positive Attitude
- Helps achieving goals and attaining success.
- Ability to inspire and motivate yourself and others.
- Fewer difficulties encountered along the way.
- More happiness, energy.
- Greater inner power and strength.
- People respect you.
- Ability to face any difficulty

Developing Positive Attitude
Here are some ways to help you develop a more positive attitude:

Figure 5: Developing Positive Attitude

✓ **Listen to Internal Dialogue:**
Divide a sheet into two columns in the left side write down all negative thoughts that comes into your head rewrite each thought in a positive way in the second column. practice doing this in your mind until it becomes a habit.

✓ **Learn to Communicate:**
If you find communicating difficult or afraid of arguments take a course and communicating effectively.

✓ **Get Back to Basics:**
Reconnect with old friends listen to your favourite music relax bath, read a book it is a simplest thing in life that gives us the most pleasure.

✓ **Help Someone Out:**
Helping others helps us to feel good

✓ **Find Your Spirituality:**

Persons those who developed their spirituality through associating with others ritual individuals are having their own personal and unique believes live longer a more satisfying life.

✓ **Allow Yourself to Be Loved, Laugh and Find Humour in The Simplest Of Things:**
The ability to love and to be loved is the most basic human quality finding ways to reconnect with others is extremely helpful in developing a positive attitude. laughter is a powerful mode elevator. if you are feeling down read some jokes watch funny movies.

✓ **Participate in New Physical and Mental Activities:**
To improve the confidence level or coping mechanism it would be a easy as learning the meaning of new words on new topics to build confidence.

✓ **Follow the Principles of Holistic Health**
Better nutrition and exercise help improve mood and attitude.

Obstacles in Developing Positive Attitude:
- Exaggerating (overestimating problems and underestimating abilities)
- Overgeneralizing (taking an isolated event and assuming it always happened).
- Personalising (thinking everything revolves around you).
- Thinking (seeing things as mutually exclusive even when they are not).
- Jumping to conclusions (drawing conclusion from limited information).
- Ignoring the positive (focusing on one negative and forgetting about all the positives).
- Avoid perfectionism (try to recognise that falling short of perfection is not failure)

Five Types of Negative Thinking

Magnifying	Destructive labelling	Imperative thinking
	Mind reading	Divide and conquer

Magnifying:

Magnifying turns the consequences of an event into a catastrophe such as I am going to be fired.

Destructive labelling

This is an extreme form of overgeneralization. making a particular situation totally negative.

Imperative thinking

It's usually based on negative past experiences.

Mind reading

Attributes to motives that explain other people's action towards a person or event

Divide and conquer

This happens because of over magnification and wanting others to support a particular position

Overcoming Negative Attitude:

- Work on your personal strength.
- Counterpunch the negative self-talk with the substantial dose of positiveness.
- Look for alternative explanations.
- Do something that will place you in a positive mood.
- Control your frustration speak slowly, breathe deeply in to your heart.
- Stop looking at the rear-view mirror you are vision of each event or situation is totallyup to you.
- Watch with great care who you hang out with. Ask yourself these questions who am iaround with? What are they doing to me? What have they got me saying?

Measuring Attitude

There are three components that you have to take into account while measuring once attitude there are cognitive component, affective component and behavioural component.

cognitive component includes beliefs models preferences another aspect that shapedhow person interprets the world.

affective component is the part of the attitude that people experience emotions andmake choice based on what they feel.

behavioural component is a part of the attitude that people say and do things.

Attitude measurement can be divided into two basic categories

Direct measurement:

Statements or and designed in such a way to find out what the person actually is.

Indirect measurement:

Persons are asked to respond how they react to certain situation and thereby it isfound out what the person actually is.

(Source: Dr.K.Alex, Soft Skills Know yourself and Know the World,S.ChandPublishing,2014)

IMPROVING PERCEPTIONS

Perception refers to the ways in which a person experiences the world. perception is the process by which people organise, interpret and experience ideas.
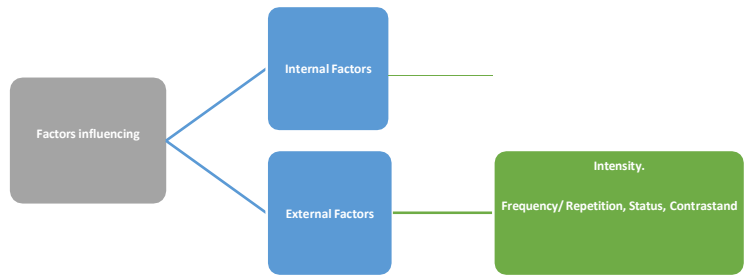
Factors Influencing Perception

Figure 7:Factors Influencing Perception

Internal Factors

These are the factors which remain with the person. the internal factors are

Needs and desires

Perception varies depending on variation in desires and needs. socially oriented people pay attention to interpersonal factors in connection with their perception.

Experience

Experience and knowledge have a constant influence on perception positive experience express one's person's ability and negative experience affects one's self confidence.

Personality

What is perceived in a given situation depends on personality type. optimistic people always perceive things favourable and Pessimistic people in negative terms.

External Factors

Intensity

It states that more intense the situation the more likely it is to be perceived.

Size

Size always attracts the attention of individual. for example, we see thousands of people on the road but we always remember the one who are unusually tall.

Frequency/ Repetition

Repeated external object is more attention getting than a single one. repetition increase our sensitivity to the object.

Status

Perception is always influenced by the status of the perceiver. people with high status can influence the perception of others more than the people of low status.

Contrast

Person objects of contrasting nature generally receive more attention and influence one's perception.

Movement

people pay more attention to the moving things than that of the stationary ones.

Improving Perception

- ➢ **Perceiving oneself accuracy**
  Frequent interaction with peers free and Frank communication with others will help oneself understand better.
- ➢ **Be empathetic**
  Looking at an issue from others point of view will enable you to understand better.
- ➢ **Have a positive attitude**
  It makes one perception positive. to perceive better you need to overcome your personal bias.
- ➢ **Avoid perceptual distortion**
  Sincere efforts should be made to Guard oneself again distortion such as attribution first impression.
- ➢ **Open communication**
  Ensure that the right message reach the right person at right time in a right way.

FORMING VALUES

Values

Values of general beliefs containing and individual's idea about what is right and what is wrong.

Values Relating to Education
- Accepting the importance of learning and knowledge.
- Encouraging curiosity and questioning mind.
- Promoting logical and critical thinking based on evidence
- Recognising the partnership between School home and community in education.
- Seeing education as a lifelong process.

Values Relating to Self and Others
- Accepting our own worth as individuals.
- Accepting the importance of developing personal belief and value system.
- Working cooperatively with others.
- Being honest and open in dealing with the others.
- Promoting positive welfare of others.
- Being punctual and fulfilling commitments.

Values Related to Civic Responsibilities
- Being committed to democratic process.
- Developing pride in being an Indian and sharing in our rich and diverse heritage.
- Showing respect for the rights and property of others.
- Accepting lawful and just authority
- Actively supporting economic development and the conservation of environment.

Importance of Values

Personal value system influences one's perception of individuals, situation and decision-making process.

Similarities Between Values and Attitudes

Both are learned, acquired from the same source, affect the behaviour of the people, both are endurable, difficult to change and influence each other's.

Differences Between Attitude and Value

Attitude represents predisposition, value represents judgement. Attitude refers to several believes; value refers to single belief.

Attitude are one's personal experiences, values are derived from social and cultural aspects.

Formation of Values

It is believed that a significant portion of one's value is genetically acquired or determined. The rest is acquired through experiences and situation faced. major source of formation of values his parents, teachers, friends, peers, role models, reference group.

Types of values

According to Milton Rokeach human values are divided into two types they are terminal values and instrumental values. Terminal values are ones an individual would like to achieve in his lifetime. instrumental values are ones an individual employs to achieve terminal values.

Personal value are evolve from circumstances with external world and can change over time. they may be derived from those particular group or system such as culture and political party.

Social Values

Values can be either individual or social values. Individual values are absolutely necessary in the formation of the basic character of a person and social value hold the key knitting person together. In the present highly competitive environment it is more focused on academic and individual values there is a risk of individuals becoming more self centred an insensitive to the needs of the society so it is decided to give more emphasis on social values

which are listed below:
- ✓ Universal love and compensation.
- ✓ Caring and sharing
- ✓ Politeness and courtesy
- ✓ Gratitude and appreciation
- ✓ Duty and responsibility towards society
- ✓ Tolerance and patience
- ✓ Ready to serve attitude
- ✓ Team Spirit
- ✓ Empathy and sensitivity
- ✓ Repentance
- ✓ Forgive and forget
- ✓ Patriotism and sacrifice
- ✓ Civic sense and love for nature
- ✓ Peace non violence

Unit-II

Interpersonal Skills/Understanding Others.

Developing interpersonal relationship-Team building. Groups-Definition, Characteristics, why are groups formed? Types of Group, Stages of group development, Group Cohesiveness-Definition, factors influencing group cohesiveness.

DEVELOPING INTERPERSONAL RELATIONSHIP

Interpersonal relationship refers to social and emotional interaction between two or more individuals in an environment.

TEAM BUILDING
Team

Team is a group of people working towards a common objective.

Skills Needed for Teamwork

besides technical proficiency you need to have a wide variety of social skills desire for successful teamwork they are
- ✓ Listening
- ✓ Questioning
- ✓ Persuading
- ✓ Respecting
- ✓ Helping
- ✓ Sharing
- ✓ Participating
- ✓ Communication

Team Building Process
Bruce Tuckman, an educational psychologist, identified a five-stage development process that most teams follow to become high performing. He called the stages as: forming, storming, norming, performing, and adjourning.
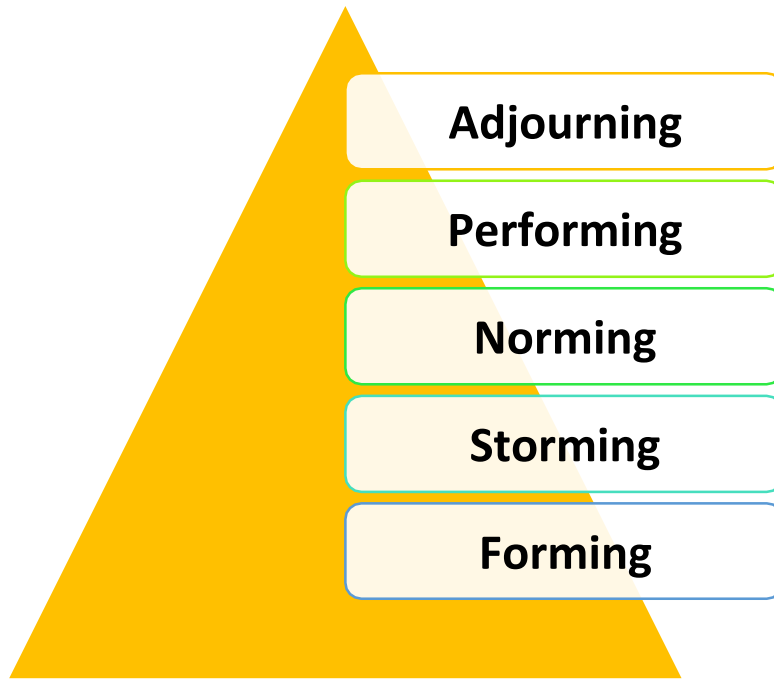
Figure 8: Stages of Team Building

Forming

This is a process of getting members acquainted with one another and start feeling themselves as a part of a group. In the stage the members of the team get to know one another and make new friends.

Storming

This is a process of conflict confrontation concern and criticism members question each other's intention but at the end the members come together towards achieving group task.

Norming

This is a process of developing close relationship among the members the group experience cohesiveness.

Performing

This is a stage of developing high level of maturity the group experience team work clarity and task accomplishment.

Adjourning

This is a stage of separation the members of the group were separated for two reason the group might have completed its task for the members decided to close the group

Characteristics of Effective Team

There are several characteristics of an effective team:

✓ **Clear purpose**

Vision mission goals for the task of the team has been defined and is now accepted by everyone.

✓ **Informality**

The climates tend to be informal comfortable and relaxed

✓ **Participation**

There is much discussion and everyone is encouraged to participate

✓ **Listening**

The members use effective listening techniques such as questioning paraphrasing and summarising to get out ideas.

✓ **Civilised disagreement**

If there is disagreement that it must be comfortable with this and shows no sign of avoiding or suppressing conflict

✓ **Consensus decision**

For important decision the goal is substantial but not necessarily anonymous agreement to open discussion of everyone ideas, avoidance of formal voting.

✓ **Open communication**

Team members feel free to express their feelings on the task as well as on the groups operations

✓ **Clear roles and work assignments**

There is clear expectation about the roles played by each team members work distributed among team members

✓ **Shared leadership**

Leadership function shift from time to time depending on the circumstances the needs of the group on the skills of the members

✓ **External relationship**

Team spend time developing ki relationship outside and mobilizing resources then building credit ability with important place in other parts of organisation

✓ **Style diversity**

The team has a broad spectrum of team players types including members who emphasize attention to task goal setting focus on process and questions about how the team is functioning.

✓ **Self-assessment**

Periodically the team stops to examine how will it is functioning on what maybe interfering with its effectiveness

Role of Team Leader

A **team leader** is someone who provides direction, instructions and guidance to a group of individuals, who can also be known as a team, for the purpose of achieving a certain goal. An effective leader will know her team members' strengths, weaknesses and motivations.

Team leaders serve various roles in an organization. Their job is to get tasks done by using all of the resources available to them, including other employees or **team members**. Below is a list of some important roles a team leader must often take on:

- Develop a strategy the team will use to reach its goal
- Provide any training that team members need
- Communicate clear instructions to team members
- Listen to team members' feedback
- Monitor team members' participation to ensure the training they are beingprovided is being put into use, and also to see if any additional training is needed
- Manage the flow of day-to-day operations
- Create reports to update the company on the team's progress
    - Distribute reports to the appropriate personnel

(Source: **https://study.com/academy/lesson/what-is-a-team-leader-description-role-responsibilities)**

Role of Team Members

- ✓ Care for each other
- ✓ Open and truthful
- ✓ High level of trust
- ✓ Consensus decision
- ✓ Commitment
- ✓ Address conflict
- ✓ Real listening
    - ✓ Express feelings

It is equally important for team members to ensure the following

- ✓ Be clear about the objectives of the team
- ✓ Identify individual skills
- ✓ Reflect the work methods
- ✓ Set targets for improvement
- ✓ Develop close relationship
- ✓ Have an open relationship

Nine persons A successful team should have

1. **Coordinator:** this person will have a Clear View of team objectives and the skill that extracting work from others.
2. **Shaper:** this person will make things happen and get things going. Tries to pull things together.
3. **Planner:** the person who come out with original ideas and challenges the

traditional one.

4. **Resource investigator:** this person with his strong contact a network brings lot of information and support from outside.
5. I**mplementer:** this person is well organised and effective of turning big ideas into manageable task.
6. **Completer**: this person is the one who reaches the deadline and targets.
7. **Evaluator:** person is good at evaluating all options. He judges the situations accurately.
8. **Specialist:** he has a single-minded approach to reach the target.
9. **Finisher:** sticks to deadlines and likes to get on with things. Person does notbelieve in relaxing at workplace.

GROUPS-DEFINITION

A group is a collection of individuals who interact with each other such that one person's actions have an impact on the others. In other words, a group is defined as two or more individuals, interacting and interdependent, who have come together to achieve particular objectives

TYPES OF GROUPS

Groups may be classified according to many dimensions, including function, the degree of personal involvement and degree of organization.Types of Groups are;

Formal Groups

Formal groups are created to achieve specific organizational objectives. People are brought together based on different roles within the structure of the organization. The nature of the task to be undertaken is a predominant feature of the formal groups. Formal groups chain to be related to permanent although there may be changes in actual membership. However temporary formal groups may also be created by management, for example, the use of project teams in a matrix organization.

Informal Groups

Informal groups are based more on personal relationships and agreement of group's members than on defined role relationships. They serve to Satisfy psychological and social needs not related necessarily to the tasks to be undertaken.

Managed Group

Groups may be formed under a named manager, even though they may not necessarily work together with a great deal. The main thing they have in common, at least the manager and perhaps a similar type of work.

Process Group

The process group acts together to enact a process, going through a relatively fixed set of instructions. The classic environment is a manufacturing production line, where every movement is prescribed.

Semi-Formal Groups

Many groups act with less formality, in particular where power is distributed across the group,

forcing a more collaborative approach that includes- negotiation rather than command and control.Families, communities and tribal groups often act as semi-formal ways as they both have nominal leaders yet members can have a high degree of autonomy.

Goal Group

The goal group acts together to achieve a shared objective or desired outcome. Unlike the process groups, there is no clear instruction on how they should achieve this, althoughthey may use some processes and methods along the way.

Learning Group

The learning group comes together to increase their net knowledge. They may act collaboratively with discussion and exploration, or they may be a taught class, with a teacher and a syllabus.

Problem-Solving Group

Problem-solving groups come together to address issues that have arisen. They have a common purpose in understanding and resolving their issue, although their different perspectives can lead to particular disagreements.
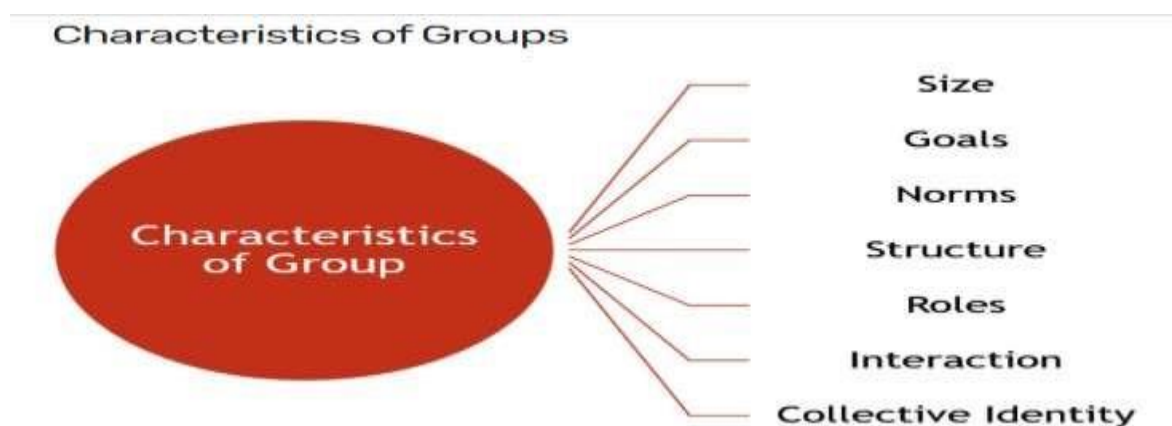
Friendship Group

Groups often develop because individual members have one or more common characteristics. We call these formations of friendship groups.Social alliances, which frequently extend outside the work situation, can be based on similar age or ethnic heritage, the holding of similar political views, to name just a few such characteristics.

Interest Group

People who may or may not be aligned into a common command or task groups may affiliate to attain a specific objective with which each is concerned. This is an interest group.

(Source: https://www.iedunote.com/group.)

CHARACTERISTICS OF GROUP

▪ **Size**: To form a group, it must be having at least two members. Practically, the number of group members ranges from 15 to 20. The more the members in the group, the

more complex it is to manage.

- **Goals:** Every group has certain goals, that are the reasons for its existence.

- **Norms**: A group has certain rules, for interacting with the group members.

- **Structure**: It has a structure, based on the roles and positions held by the members.

- **Roles**: Every member of a group has certain roles and responsibilities, which are assigned, by the group leader.

- **Interaction**: The interaction between the group members can occur in several ways, i.e. face to face, telephonic, in writing or in any other manner.

- **Collective Identity**: A group is an aggregation of individuals, which are separately called as members, and collectively called as a group.

(Source: https://businessjargons.com/group.html)

WHY ARE GROUPS FORMED?

People form groups basically for activities, interaction and due to sentiments. People living in proximity frequently discuss their problems. They try to reduce their tensions and achieve satisfaction. Individuals interest each other only when they have common attitudes and sentiments. The **group** members share beliefs, principles, and standards about areas of common interest and they come together to work on common tasksfor agreed purposes and outcomes.

(Source: https://www.shareyouressays.com, https://www.skillsyouneed.com/ips/groups.html)

STAGES OF GROUP DEVELOPMENT

Tuckman was responsible for coining the 5 main stages in the process of group discussion. They are also known as Tuckman's 5 stages of group development.   the stages are: forming, storming, norming, performing, and adjourning. (refer Team Building Process)

GROUP COHESIVENESS-DEFINITION

Group cohesiveness can be defined as a bond that pulls people toward membership in a particular group and resists separation from that group. Group cohesiveness Means the degree of attachment of the members or their groups. if group location is high then interaction between the members of the group Sky and the degree of agreement in group opinion

FACTORS INFLUENCING GROUP COHESIVENESS

The twelve major factors influencing group cohesiveness, i.e, (1) Similarities of Attitudes and Values, (2) Size of the Group, (3) Time, (4) Location, (5) Status, (6) Difficulty in Entry, (7) Inter Dependency, (8) Management Behaviour, (9) Member Turnover, (10) Threat, (11) Previous Successes and Shared Goals, and (12) Cooperation.

1. Similarities of Attitudes and Values:

One of the strongest sources of group cohesiveness is the similarity in attitudes and valuesamong group members. We enjoy the company of people who hold similar opinions, morals, beliefs and code of conduct, because the person who shares the same opinions aswe do provide us with

a kind of social validation for our beliefs. He provides us with a feeling that we are right. If someone disagrees with us, this might make us scared that we are wrong. Similarity of interest is very important when the group's primary goal is that of creating a friendly interpersonal climate.

2. Size of the Group:

Small groups are effective. The larger the size of the group, the less cohesive the group is.

3. Time:

It is quite natural that the more time people spend with one another, the more they will get to know each other and more tendency there will be to get closer to each other, thus, strengthening the degree of cohesiveness.

4. Location:

Location of the group plays an important role in determining the cohesiveness. Where members of a group are located close together separated from other groups, they will develop greater cohesiveness because of constant face to face interaction.

5. Status:

A high status group receives greater loyalty from its members which in turn makes the group more strong. That is why people are generally more loyal to high status groups.

6. Difficulty in Entry:

The more difficult it is to get in a group, the more cohesive that group becomes. The reasons is that in exclusive and elite groups the members are selected on the basis of certain characteristics and these characteristics being common to all add to the degree of liking and attraction towards each other.

7. Inter Dependency:

When each member of a group has independent activities, the cohesiveness among the members of such group will be less as compared to the group whose members are doing the operations which are dependent upon each other, thus, mutual dependency leads to greater cohesiveness.

8. Management Behaviour:

The behaviour of management has a direct influence on the degree of cohesiveness that exists within a group. The cohesive group can help attain the group goals more effectively, if the group members are properly inspired by the manager.

9. Member Turnover:

The higher the degree of member turnover, the less cohesive a group becomes, because the more frequently members leave a particular group the more time a new member takes to get attached to the group and the more time the old member takes to get attached to the new group.

10. Threat:

Threat is a very powerful force which unifies the group, particularly when it come from:

(i) Outside the group

(ii) Cooperation can help over-some the threat and

(iii) There is little or no chance for escape.

11. Previous Successes and Shared Goals:

When a group achieves a meaningful goal, the cohesiveness of the group increases because the success is shared by all the members and each one feels responsible for the achievement. , If the group agrees on the purpose and direction of its activities, this serves to bind the group together. For this reason, successful companies find it easy to hire newtalented employees.

12. Cooperation:

Sometimes the general atmosphere of group enhances cohesiveness. The overall atmosphere depends among other things on leadership.

(Source: https://www.yourarticlelibrary.com/organization/group-cohesiveness/top-12-factors-influencing-group-cohesiveness/63921)

Know Thyself/Understanding Self
Introduction to soft skills-Self-Discovery-Developing positive attitude-Improving Perceptions-Forming Values.

KNOW THYSELF/UNDERSTANDING SELF

Know Thyself is a term coined by the great Greek philosopher Socrates meaning "Know Yourself". Knowing yourself is to know your true identity. If you know yourself you will be able to know your strength and weakness then you will be able to remove your weak portion. You must know yourself in order to be useful to yourself and others.

Importance of knowing yourself

Helps to Control emotions

Knowing yourself helps you to take control your emotions and helps in decisions and choices when you are in an emotional state.

Helps to reach your goal

When you know who you are, and clearly understands what you want, you have a better chance of discovering how to reach your goal, personal fulfilment and happiness.

Helps to reach better decisions

You will be able to improve those things that you want to and let go of the things that you can't. Helps you to take better decisions and be a better person.

Helps to Improve relationship

Knowing your inner self help in working to reach your goals effectively, improve your attitude and relationship with others in your life.

Helps to Realize you're potential

If you know yourself, then you can develop your potential fully. It will ensure success in business, Friendship, love or altogether

Helps to Experience happiness and joy

When you reach your goals, you turn out to be a happy person and improve your mindset in positive way.

Process of Knowing yourself

Maintain Personal Diary

It helps you in learning who you are, likes and dislikes your passion and what you want to be in your life. Use a comfortable place to write About how you feel what bothers you What exercise you and establish a connection between you and yourself.

Practice Meditation

it helps you to observe yourself in the present moment it helps in empty yourself of worries, excitement and so on.

Exercise and go for walk regularly

Exercise helps a person physically and mentally if exercising is not possible opt for walking. if you are a person facing hard times then exercise is a best way to slow you down.

Do some riding or driving or outing

Driving proves to be a good process particularly when you find it hard to locate a quiet place. practice habit of going out for sightseeing particularly went down with something in life.

Develop Some Hobbies and New Interest

it will give you a chance to identify your passion within you it will help you to find some time to relax allow yourself to think something new and different it will take you sky high in the ladder of your personal and professional life

(Source: Dr.K.Alex, Soft Skills Know yourself and Know the World,S.Chand Publishing,2014)

INTRODUCTION TO SOFT SKILLS

Soft skills are character traits and interpersonal skills that characterize a person's relationships with other people. These skills make it easier to form relationships with people, create trust and dependability, and lead teams.

Attributes regarded as soft skills

Figure 2:Attributes regarded as soft skills.

➢ **Interpersonal skills**

The behaviours and tactics a person use to interact with others effectively. In the business world, the term refers to an employee's ability to work well with others. Interpersonal skills range from communication and listening to attitude and deportment. (https://www.investopedia.com/)

➢ **Team working**

Teamwork is the collaborative effort of a group to achieve a common goal or to complete a task in the most effective and efficient way. It is crucial to work with other teammates to share ideas, improve each other's work and help one another to form a good team.(https://www.indeed.com)

➢ **Negotiation skills**

Negotiation is a method by which people settle differences. It is a process by which compromise or agreement is reached while avoiding argument and dispute. Negotiation

skills can be of great benefit in resolving any differences that arise between you and others. (https://www.skillsyouneed.com)

> ➢ **Communications Skills**

Communication skills are the abilities you use when giving and receiving different kinds of information. Some examples include communicating new ideas, feelings or even an update on your project. Communication skills involve listening, speaking, observing and empathising.(https://www.indeed.co.in)

> ➢ **Time Management**

Time management" refers to the way that you organize and plan how long you spend on specific activities. Good time management enables you to work smarter – not harder – so that you get more done in less time, even when time is tight and pressures are high. (https://www.mindtools.com)

> ➢ **Stress management**

Effective stress management helps you break the hold stress has on your life, so you can be happier, healthier, and more productive. The ultimate goal is a balanced life, with time for work, relationships, relaxation, and fun—and the resilience to hold up under pressure and meet challenges head on. (https://www.helpguide.org)

SELF-DISCOVERY

Self-discovery is the process of learning more about yourself and who you are. Self-discovery is a lifelong journey of exploration through to our inner self trying to discover who we are, our potential, our purpose in life. it is a fundamental component of a personal growth it takes the time to Discovery who we are as a person this is accomplished through self-reflection

Process of self-Discovery

It is one in which people are guided through self-questioning and examination of one's own thoughts, words and actions in order to reach his or her own conclusion regarding who they truly are through the process. The person gets a deeper understanding of his or her own self character values. process of self-Discovery is divided into four segments

Figure 3:Process of self-Discovery

5. Self-awareness
It will increase the understanding of Increase understanding of who you are, your characteristics emotions, needs and values
6. Interest Awareness
Establishing your personal interest.
7. Hopes and Dreams
Listing your hopes and dreams for future.
8. Career Discovery
Finding a career that corresponds to your personality and interest.

(Source: https://destinysodyssey.com/personal-development/self-discovery/)
SWOT Analysis

SWOT analysis is the examination of your (or your organisation's) situation by looking at Strengths, Weaknesses, Opportunities and Threats.

SWOT analysis is a way of looking at your situation by identifying:
- ✓ **Strengths**, or those areas where you have an advantage over others, or some unique resources to exploit;
- ✓ **Weaknesses**, or areas where you or your organisation may be weaker than others, and may find that others can do better than you;
- ✓ **Opportunities**, or possibilities that you can take advantage of to help you achieve your goals and ambitions; and
- ✓ **Threats**, or things that may prevent you or your organisation from making a profit or achieving your goals.

(Source: https://www.skillsyouneed.com/ps/personal-swot-analysis.html)

Benefits of SWOT analysis

The main advantages of conducting a SWOT analysis is that it has little or no cost – anyone who understands your business can perform a SWOT analysis. You can also use a SWOT analysis when you don't have much time to address a complex situation. This means that you can take steps towards improving your business without the expense of an external consultant or business adviser. (Source: https://www.business.qld.gov.au/starting-business/planning/market-customer-research/swot-analysis/benefits-limitations)

DEVELOPING POSITIVE ATTITUDE

Values help to guide our behaviour. Attitudes are the response that is a result of our values. Values decide what we think as for right, wrong, good, or unjust. Attitudes are our likes and dislike of things, people, and objects.

An attitude is a predisposition to act or feel a certain way towards a person or thing. A person with a negative attitude will find a complaint at anyone, while a person with a positive attitude will find only positive things at others. They are optimistic.

Features of Attitudes
- ✓ Multiplexity (attitudes are constituted by number of elements like family society and environment)
- ✓ Attitude vary in relation to the needs they serve.
- ✓ Valence (refers to the magnitude. low valence means a person have indifferent attitude towards something. high valence refers to a person having an extremely favourable or unfavourable Attitude toward something)
- ✓ Attitudes are related to feelings and beliefs.
- ✓ Attitude affect behaviour
- ✓ Attitude undergo changes.

Formation of Attitudes
Attitudes are acquired and learnt by individual from the situation they face in their life. factors that play a significant role in formation of attitude are

➢ **Psychological Factors**
Psychological factors are the elements of your personality Like values ideas beliefs

perception except that limit or enhance the ways that you think.

➢ **Family**

It plays a significant role in the primary stage of attitudes held by individuals. person developed certain attitude from his parents, brothers, sisters and elders inthe family.

➢ **Society**

Culture, tradition, language Influence person's attitude. It is the society, the tradition and the culture which teach an individual what is acceptable and whatis not acceptable.

➢ **Political Factors**

Ideologies of political parties' political leaders and political stability affect the attitudes of the people.

➢ **Economic Factors**

Persons attitude also depends on the issues such as his salary, status, work etc.,

Ways of changing attitude in person

- Filling the information gap (in the circumstances providing the students with asufficient information can change the attitude of the students)
- Attitude can be changed by the use of fear in a person. A moderate level of fearmakes people change their attitude.
- If there is a discrepancy between attitude and behaviour then it can be resolved.
- Peers with high credential can cause change in the attitude of a person.
- co-opting approach (people are taught to co-operate with each other)

Attitude in Workplace

Attitude represents a powerful force in any organisation and attitude of Trust can pave the way for better communication between employee and supervisor. You are expected to have the following attitude in your workplace.
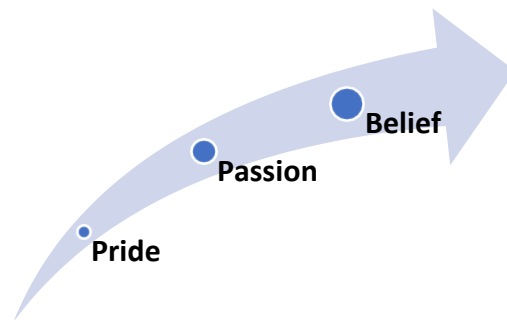

Figure 4:Attitude in Workplace

Pride

It refers to arrogance. Especially when one has too high an opinion of oneself. Pride prevents you from doing just enough to get by. If you know everything you do at workhas your name and signature on it then you will give it your best shot and nothing less.**Passion**

An intense enthusiasm for all things worth doing will pull you through the toughesttime.

Belief

In order to have passion it is important to believe. you can achieve all that you set outto do for yourself if you start believing yourself.

Positive attitude manifest in the following ways:

- Positive Thinking
- Constructive Thinking
- Creative Thinking
- Expecting Success
- Optimism
- Being Inspire
- Choosing Happiness
- Not Giving Up
- Looking at The Failure and Problems As Blessing In Disguise.

Benefits of Positive Attitude

- Helps achieving goals and attaining success.
- Ability to inspire and motivate yourself and others.
- Fewer difficulties encountered along the way.
- More happiness, energy.
- Greater inner power and strength.
- People respect you.
- Ability to face any difficulty

Developing Positive Attitude
Here are some ways to help you develop a more positive attitude:

Figure 5: Developing Positive Attitude

✓ **Listen to Internal Dialogue:**
Divide a sheet into two columns in the left side write down all negative thoughts that comes into your head rewrite each thought in a positive way in the second column. practice doing this in your mind until it becomes a habit.

✓ **Learn to Communicate:**
If you find communicating difficult or afraid of arguments take a course and communicating effectively.

✓ **Get Back to Basics:**
Reconnect with old friends listen to your favourite music relax bath, read a book it is a simplest thing in life that gives us the most pleasure.

✓ **Help Someone Out:**
Helping others helps us to feel good

✓ **Find Your Spirituality:**

Persons those who developed their spirituality through associating with others ritual individuals are having their own personal and unique believes live longer a more satisfying life.

✓ **Allow Yourself to Be Loved, Laugh and Find Humour in The Simplest OfThings:**

The ability to love and to be loved is the most basic human quality finding waysto reconnect with others is extremely helpful in developing a positive attitude. laughter is a powerful mode elevator. if you are feeling down read some jokes watch funny movies.

✓ **Participate in New Physical and Mental Activities:**

To improve the confidence level or coping mechanism it would be a easy as learning the meaning of new words on new topics to build confidence.

✓ **Follow the Principles of Holistic Health**

Better nutrition and exercise help improve mood and attitude.

Obstacles in Developing Positive Attitude:

- Exaggerating (overestimating problems and underestimating abilities)
- Overgeneralizing (taking an isolated event and assuming it always happened).
- Personalising (thinking everything revolves around you).
- Thinking (seeing things as mutually exclusive even when they are not).
- Jumping to conclusions (drawing conclusion from limited information).
- Ignoring the positive (focusing on one negative and forgetting about all the positives).
- Avoid perfectionism (try to recognise that falling short of perfection is notfailure)

Five Types of Negative Thinking

Magnifying	Destructive labelling	Imperative thinking
	Mind reading	Divide and conquer

Magnifying:
Magnifying turns the consequences of an event into a catastrophe such as I am going to be fired.

Destructive labelling
   This is an extreme form of overgeneralization. making a particular situation totally negative.
Imperative thinking
   It's usually based on negative past experiences.
Mind reading
   Attributes to motives that explain other people's action towards a person or event
Divide and conquer
   This happens because of over magnification and wanting others to support a particular position

Overcoming Negative Attitude:
- Work on your personal strength.
- Counterpunch the negative self-talk with the substantial dose of positiveness.
- Look for alternative explanations.
- Do something that will place you in a positive mood.
- Control your frustration speak slowly, breathe deeply in to your heart.
- Stop looking at the rear-view mirror you are vision of each event or situation is totallyup to you.
- Watch with great care who you hang out with. Ask yourself these questions who am iaround with? What are they doing to me? What have they got me saying?

Measuring Attitude
There are three components that you have to take into account while measuring once attitude there are cognitive component, affective component and behavioural component.
cognitive component includes beliefs models preferences another aspect that shapedhow person interprets the world.
affective component is the part of the attitude that people experience emotions andmake choice based on what they feel.
behavioural component is a part of the attitude that people say and do things.

Attitude measurement can be divided into two basic categories
Direct measurement:
Statements or and designed in such a way to find out what the person actually is.
Indirect measurement:
 Persons are asked to respond how they react to certain situation and thereby it isfound out what the person actually is.

(Source: Dr.K.Alex, Soft Skills Know yourself and Know the World,S.ChandPublishing,2014)

IMPROVING PERCEPTIONS
Perception refers to the ways in which a person experiences the world. perception is the process by which people organise, interpret and experience ideas.
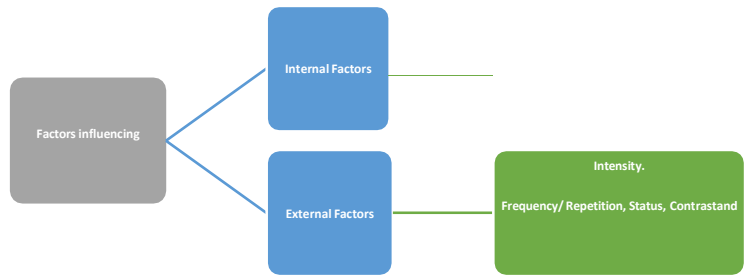**Factors Influencing Perception**

Figure 7:Factors Influencing Perception

Internal Factors
These are the factors which remain with the person. the internal factors are

Needs and desires

Perception varies depending on variation in desires and needs. socially oriented people pay attention to interpersonal factors in connection with their perception.

Experience

Experience and knowledge have a constant influence on perception positive experience express one's person's ability and negative experience affects one's self confidence.

Personality

What is perceived in a given situation depends on personality type. optimistic people always perceive things favourable and Pessimistic people in negative terms.

External Factors

Intensity

It states that more intense the situation the more likely it is to be perceived.

Size

Size always attracts the attention of individual. for example, we see thousands of people on the road but we always remember the one who are unusually tall.

Frequency/ Repetition

Repeated external object is more attention getting than a single one. repetition increase our sensitivity to the object.

Status

Perception is always influenced by the status of the perceiver. people with high status can influence the perception of others more than the people of low status.

Contrast

Person objects of contrasting nature generally receive more attention and influence one's perception.

Movement

people pay more attention to the moving things than that of the stationary ones.

Improving Perception

➢ **Perceiving oneself accuracy**

Frequent interaction with peers free and Frank communication with others will help oneself understand better.

➢ **Be empathetic**

Looking at an issue from others point of view will enable you to understand better.

➢ **Have a positive attitude**

It makes one perception positive. to perceive better you need to overcome your personal bias.

➢ **Avoid perceptual distortion**

Sincere efforts should be made to Guard oneself again distortion such as attribution first impression.

➢ **Open communication**

Ensure that the right message reach the right person at right time in a right way.

FORMING VALUES

Values

Values of general beliefs containing and individual's idea about what is right and what is wrong.

Values Relating to Education
- Accepting the importance of learning and knowledge.
- Encouraging curiosity and questioning mind.
- Promoting logical and critical thinking based on evidence
- Recognising the partnership between School home and community in education.
- Seeing education as a lifelong process.

Values Relating to Self and Others
- Accepting our own worth as individuals.
- Accepting the importance of developing personal belief and value system.
- Working cooperatively with others.
- Being honest and open in dealing with the others.
- Promoting positive welfare of others.
- Being punctual and fulfilling commitments.

Values Related to Civic Responsibilities
- Being committed to democratic process.
- Developing pride in being an Indian and sharing in our rich and diverse heritage.
- Showing respect for the rights and property of others.
- Accepting lawful and just authority
- Actively supporting economic development and the conservation of environment.

Importance of Values

Personal value system influences one's perception of individuals, situation and decision-making process.

Similarities Between Values and Attitudes

Both are learned, acquired from the same source, affect the behaviour of the people, both are endurable, difficult to change and influence each other's.

Differences Between Attitude and Value

Attitude represents predisposition, value represents judgement. Attitude refers to several believes; value refers to single belief.

Attitude are one's personal experiences, values are derived from social and cultural aspects.

Formation of Values

It is believed that a significant portion of one's value is genetically acquired or determined. The rest is acquired through experiences and situation faced. major source of formation of values his parents, teachers, friends, peers, role models, reference group.

Types of values

According to Milton Rokeach human values are divided into two types they are terminal values and instrumental values. Terminal values are ones an individual would like to achieve in his lifetime. instrumental values are ones an individual employs to achieve terminal values.

Personal value are evolve from circumstances with external world and can change over time. they may be derived from those particular group or system such as culture and political party.

Social Values

Values can be either individual or social values. Individual values are absolutely necessary in the formation of the basic character of a person and social value hold the key knitting person together. In the present highly competitive environment it is more focused on academic and individual values there is a risk of individuals becoming more self centred an insensitive to the needs of the society so it is decided to give more emphasis on social values

which are listed below:
- ✓ Universal love and compensation.
- ✓ Caring and sharing
- ✓ Politeness and courtesy
- ✓ Gratitude and appreciation
- ✓ Duty and responsibility towards society
- ✓ Tolerance and patience
- ✓ Ready to serve attitude
- ✓ Team Spirit
- ✓ Empathy and sensitivity
- ✓ Repentance
- ✓ Forgive and forget
- ✓ Patriotism and sacrifice
- ✓ Civic sense and love for nature
- ✓ Peace non violence

Unit-II

Interpersonal Skills/Understanding Others.

Developing interpersonal relationship-Team building. Groups-Definition, Characteristics, why are groups formed? Types of Group, Stages of group development, Group Cohesiveness-Definition, factors influencing group cohesiveness.

DEVELOPING INTERPERSONAL RELATIONSHIP

Interpersonal relationship refers to social and emotional interaction between two or more individuals in an environment.
TEAM BUILDING
Team

Team is a group of people working towards a common objective.
Skills Needed for Teamwork
besides technical proficiency you need to have a wide variety of social skills desire for successful teamwork they are
- ✓ Listening
- ✓ Questioning
- ✓ Persuading
- ✓ Respecting
- ✓ Helping
- ✓ Sharing
- ✓ Participating
- ✓ Communication

Team Building Process
Bruce Tuckman, an educational psychologist, identified a five-stage development process that most teams follow to become high performing. He called the stages as: forming, storming, norming, performing, and adjourning.
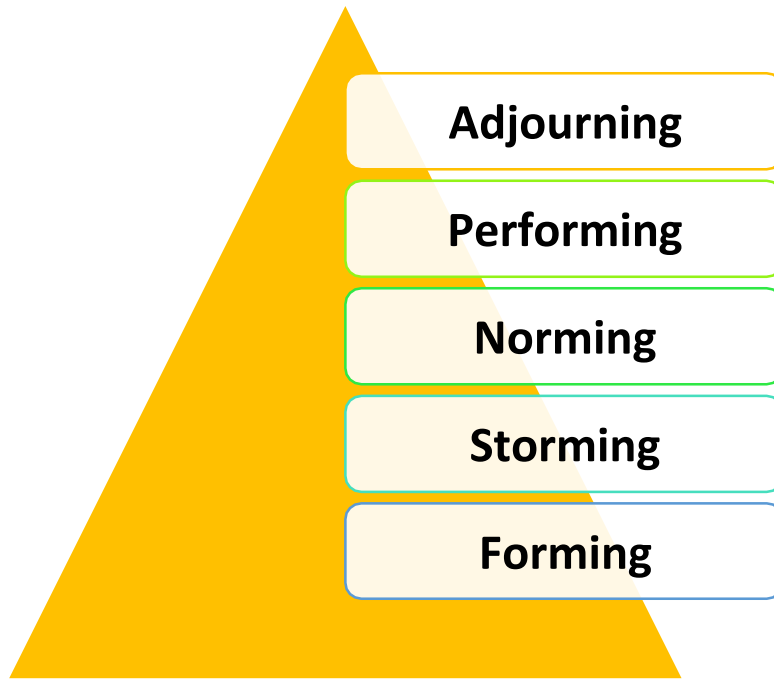
Figure 8: Stages of Team Building

Forming

This is a process of getting members acquainted with one another and start feeling themselves as a part of a group. In the stage the members of the team get to know one another and make new friends.

Storming

This is a process of conflict confrontation concern and criticism members question each other's intention but at the end the members come together towards achieving group task.

Norming

This is a process of developing close relationship among the members the group experience cohesiveness.

Performing

This is a stage of developing high level of maturity the group experience team work clarity and task accomplishment.

Adjourning

This is a stage of separation the members of the group were separated for two reason the group might have completed its task for the members decided to close the group

Characteristics of Effective Team

There are several characteristics of an effective team:

✓ **Clear purpose**

Vision mission goals for the task of the team has been defined and is now accepted by everyone.

✓ **Informality**

The climates tend to be informal comfortable and relaxed

✓ **Participation**

There is much discussion and everyone is encouraged to participate

✓ **Listening**

The members use effective listening techniques such as questioning paraphrasing and summarising to get out ideas.

✓ **Civilised disagreement**

If there is disagreement that it must be comfortable with this and shows no sign of avoiding or suppressing conflict

✓ **Consensus decision**

For important decision the goal is substantial but not necessarily anonymous agreement to open discussion of everyone ideas, avoidance of formal voting.

✓ **Open communication**

Team members feel free to express their feelings on the task as well as on the groups operations

✓ **Clear roles and work assignments**

There is clear expectation about the roles played by each team members work distributed among team members

✓ **Shared leadership**

Leadership function shift from time to time depending on the circumstances the needs of the group on the skills of the members

✓ **External relationship**

Team spend time developing ki relationship outside and mobilizing resources then building credit ability with important place in other parts of organisation

✓ **Style diversity**

The team has a broad spectrum of team players types including members who emphasize attention to task goal setting focus on process and questions about how the team is functioning.

✓ **Self-assessment**

Periodically the team stops to examine how will it is functioning on what may be interfering with its effectiveness

Role of Team Leader

A **team leader** is someone who provides direction, instructions and guidance to a group of individuals, who can also be known as a team, for the purpose of achieving a certain goal. An effective leader will know her team members' strengths, weaknesses and motivations.

Team leaders serve various roles in an organization. Their job is to get tasks done by using all of the resources available to them, including other employees or **team members**. Below is a list of some important roles a team leader must often take on:

- Develop a strategy the team will use to reach its goal
- Provide any training that team members need
- Communicate clear instructions to team members
- Listen to team members' feedback
- Monitor team members' participation to ensure the training they are being provided is being put into use, and also to see if any additional training is needed
- Manage the flow of day-to-day operations
- Create reports to update the company on the team's progress
  - Distribute reports to the appropriate personnel

(Source: https://study.com/academy/lesson/what-is-a-team-leader-description-role-responsibilities)

Role of Team Members

- ✓ Care for each other
- ✓ Open and truthful
- ✓ High level of trust
- ✓ Consensus decision
- ✓ Commitment
- ✓ Address conflict
- ✓ Real listening
  - ✓ Express feelings

It is equally important for team members to ensure the following

- ✓ Be clear about the objectives of the team
- ✓ Identify individual skills
- ✓ Reflect the work methods
- ✓ Set targets for improvement
- ✓ Develop close relationship

✓ Have an open relationship

Nine persons A successful team should have

10. **Coordinator:** this person will have a Clear View of team objectives and the skill that extracting work from others.
11. **Shaper:** this person will make things happen and get things going. Tries to pull things together.
12. **Planner:** the person who come out with original ideas and challenges the traditional one.
13. **Resource investigator:** this person with his strong contact a network brings lot of information and support from outside.
14. **Implementer:** this person is well organised and effective of turning big ideas into manageable task.
15. **Completer**: this person is the one who reaches the deadline and targets.
16. **Evaluator:** person is good at evaluating all options. He judges the situations accurately.
17. **Specialist:** he has a single-minded approach to reach the target.
18. **Finisher:** sticks to deadlines and likes to get on with things. Person does not believe in relaxing at workplace.

GROUPS-DEFINITION

A group is a collection of individuals who interact with each other such that one person's actions have an impact on the others. In other words, a group is defined as two or more individuals, interacting and interdependent, who have come together to achieve particular objectives

TYPES OF GROUPS

Groups may be classified according to many dimensions, including function, the degree of personal involvement and degree of organization. Types of Groups are;

Formal Groups

Formal groups are created to achieve specific organizational objectives. People are brought together based on different roles within the structure of the organization. The nature of the task to be undertaken is a predominant feature of the formal groups. Formal groups chain to be related to permanent although there may be changes in actual membership. However temporary formal groups may also be created by management, for example, the use of project teams in a matrix organization.

Informal Groups

Informal groups are based more on personal relationships and agreement of group's members than on defined role relationships. They serve to Satisfy psychological and social needs not related necessarily to the tasks to be undertaken.

Managed Group

Groups may be formed under a named manager, even though they may not necessarily work together with a great deal. The main thing they have in common, at least the manager and perhaps a similar type of work.

Process Group

The process group acts together to enact a process, going through a relatively fixed set of instructions. The classic environment is a manufacturing production line, where everymovement is prescribed.

Semi-Formal Groups

Many groups act with less formality, in particular where power is distributed across the group, forcing a more collaborative approach that includes- negotiation rather than command and control.Families, communities and tribal groups often act as semi-formalways as they both have nominal leaders yet members can have a high degree of autonomy.

Goal Group

The goal group acts together to achieve a shared objective or desired outcome. Unlike the process groups, there is no clear instruction on how they should achieve this, althoughthey may use some processes and methods along the way.

Learning Group

The learning group comes together to increase their net knowledge. They may act collaboratively with discussion and exploration, or they may be a taught class, with a teacher and a syllabus.

Problem-Solving Group

Problem-solving groups come together to address issues that have arisen. They have a common purpose in understanding and resolving their issue, although their different perspectives can lead to particular disagreements.

Friendship Group

Groups often develop because individual members have one or more common characteristics. We call these formations of friendship groups.Social alliances, which frequently extend outside the work situation, can be based on similar age or ethnic heritage, the holding of similar political views, to name just a few such characteristics.
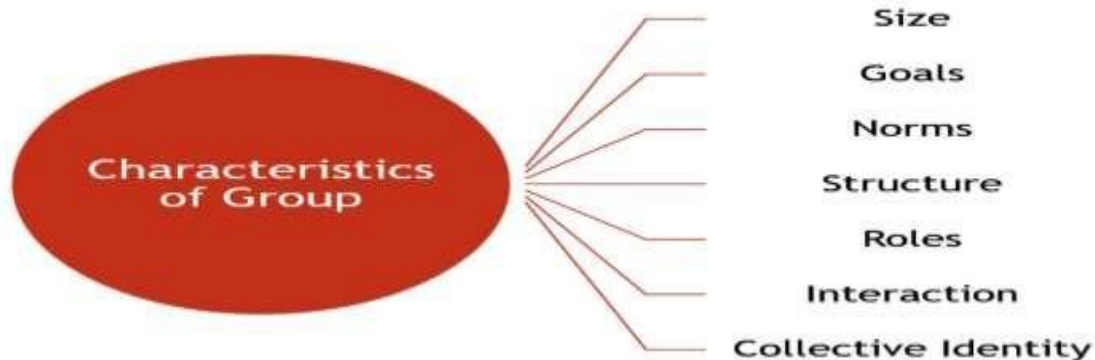
Interest Group

People who may or may not be aligned into a common command or task groups may affiliate to attain a specific objective with which each is concerned. This is an interest group.

(Source: https://www.iedunote.com/group.)

CHARACTERISTICS OF GROUP

Characteristics of Groups

Characteristics of Group
- Size
- Goals
- Norms
- Structure
- Roles
- Interaction
- Collective Identity

- **Size**: To form a group, it must be having at least two members. Practically, the number of group members ranges from 15 to 20. The more the members in the group, the more complex it is to manage.

- **Goals:** Every group has certain goals, that are the reasons for its existence.

- **Norms**: A group has certain rules, for interacting with the group members.

- **Structure**: It has a structure, based on the roles and positions held by the members.

- **Roles**: Every member of a group has certain roles and responsibilities, which are assigned, by the group leader.

- **Interaction**: The interaction between the group members can occur in several ways, i.e. face to face, telephonic, in writing or in any other manner.

- **Collective Identity**: A group is an aggregation of individuals, which are separatelycalled as members, and collectively called as a group.

(Source: https://businessjargons.com/group.html)

WHY ARE GROUPS FORMED?

People form groups basically for activities, interaction and due to sentiments. People living in proximity frequently discuss their problems. They try to reduce their tensions and achieve satisfaction. Individuals interest each other only when they have common attitudes and sentiments. The **group** members share beliefs, principles, and standards about areas of common interest and they come together to work on common tasks for agreed purposes and outcomes.

(Source: https://www.shareyouressays.com, https://www.skillsyouneed.com/ips/groups.html)

STAGES OF GROUP DEVELOPMENT

Tuckman was responsible for coining the 5 main stages in the process of group discussion.

They are also known as Tuckman's 5 stages of group development.   the stages are: forming, storming, norming, performing, and adjourning. (refer Team Building Process)

GROUP COHESIVENESS-DEFINITION

Group cohesiveness can be defined as a bond that pulls people toward membership in a particular group and resists separation from that group. Group cohesiveness Means the degree of attachment of the members or their groups. if group location is high then interaction between the members of the group Sky and the degree of agreement in group opinion

FACTORS INFLUENCING GROUP COHESIVENESS

The twelve major factors influencing group cohesiveness, i.e, (1) Similarities of Attitudes and Values, (2) Size of the Group, (3) Time, (4) Location, (5) Status, (6) Difficulty in Entry, (7) Inter Dependency, (8) Management Behaviour, (9) Member Turnover, (10) Threat, (11) Previous Successes and Shared Goals, and (12) Cooperation.

13.   Similarities of Attitudes and Values:

One of the strongest sources of group cohesiveness is the similarity in attitudes and values among group members. We enjoy the company of people who hold similar opinions, morals, beliefs and code of conduct, because the person who shares the same opinions as we do provide us with a kind of social validation for our beliefs. He provides us with a feeling that we are right. If someone disagrees with us, this might make us scared that we are wrong. Similarity of interest is very important when the group's primary goal is that of creating a friendly interpersonal climate.

14.   Size of the Group:

Small groups are effective. The larger the size of the group, the less cohesive the group is.

15.   Time:

It is quite natural that the more time people spend with one another, the more they will get to know each other and more tendency there will be to get closer to each other, thus, strengthening the degree of cohesiveness.

16.   Location:

Location of the group plays an important role in determining the cohesiveness. Where members of a group are located close together separated from other groups, they will develop greater cohesiveness because of constant face to face interaction.

17.   Status:

A high status group receives greater loyalty from its members which in turn makes the group more strong. That is why people are generally more loyal to high status groups.

18.   Difficulty in Entry:

The more difficult it is to get in a group, the more cohesive that group becomes. The reasons is that in exclusive and elite groups the members are selected on the basis of certain characteristics and these characteristics being common to all add to the degree of liking and attraction towards each other.

19. Inter Dependency:

When each member of a group has independent activities, the cohesiveness among the members of such group will be less as compared to the group whose members are doing the operations which are dependent upon each other, thus, mutual dependency leads to greater cohesiveness.

20. Management Behaviour:

The behaviour of management has a direct influence on the degree of cohesiveness that exists within a group. The cohesive group can help attain the group goals more effectively, if the group members are properly inspired by the manager.

21. Member Turnover:

The higher the degree of member turnover, the less cohesive a group becomes, because the more frequently members leave a particular group the more time a new member takes to get attached to the group and the more time the old member takes to get attached to the new group.

22. Threat:

Threat is a very powerful force which unifies the group, particularly when it come from:

(iv)   Outside the group

(v) Cooperation can help over-some the threat and

(vi) There is little or no chance for escape.

23. Previous Successes and Shared Goals:

When a group achieves a meaningful goal, the cohesiveness of the group increases because the success is shared by all the members and each one feels responsible for the achievement. , If the group agrees on the purpose and direction of its activities, this serves to bind the group together. For this reason, successful companies find it easy to hire new talented employees.

24. Cooperation:

Sometimes the general atmosphere of group enhances cohesiveness. The overall atmosphere depends among other things on leadership.

(Source: https://www.yourarticlelibrary.com/organization/group-cohesiveness/top-12-factors-influencing-group-cohesiveness/63921)

QUIIZ

1. References are mentioned in a resume.

a) True

b) False

2. A skill profile is same as that of a job description CV.

a) True

b) False

3. Which of these is not mentioned in a resume?

a) Address

b) Age

c) Nationality

d) Experience

4. How many references are usually given in a resume?

a) Two

b) Three

c) Four

d) Five

5. Which of these is not mentioned in a job description CV?

a) Date

b) Name

c) Nationality

d) Education

6. Where is the name and address mentioned in a skills profile?

a) Top left corner

b) Top right corner

c) Bottom left corner

d) Bottom right corner

7. How many references are usually given in a bio-data?

a) Two

b) Three

c) Four

d) Five

8. Which of these is not mentioned in a bio-data?

a) Name

b) Address

c) Career aim

d) References

9. Resume is a _____ word.

a) French

b) German

c) Indian

d) American

10. Which of these is not a medium for e-mail?

a) Intranet

b) Internet

c) Extranet

d) Paper

11. Which of these defined the internet?

a) The Federal Networking Council

b) The Federal Network Council

c) The Federal Networking Committee

d) The Federal Network Committee

12. Which of these is the easiest way of communication?

a) E-mail

b) Telephone

c) Fax

d) Letter

13. Which of these should be avoided in an E-mail?

a) Wrong E-mail address

b) Subject line

c) Smileys

d) Re-reading

14. Interviews are conversations with _____

a) fun

b) purpose

c) friendliness

d) informality

15. A job interview is a formal meeting between a job seeker and an employer.

a) True

b) False

16. All job interviews have the same objective.

a) True

b) False

17. Which of these is not a type of interview?

a) Screening interview

b) Stress interview

c) Music interview

d) Lunch interview

18. Which kind of interview includes a process in which the employability of the job applicant is evaluated?

a) Stress interview

b) Screening interview

c) Group interview

d) Behavioural interview

19. How many styles are used in a screening interview?

a) Two

b) Five

c) Three

d) Four

20. In which of these interviews, insults are common?

a) Screening interview

b) Stress interview

c) Behavioural interview

d) Group interview

21. In which of these, more than one candidate is interviewed?

a) The behavioural interview

b) The stress interview

c) The group interview

d) The audition

22.Which of these interviews is adapted for computer programmers?

a) The stress interview

b) The group interview

c) The screening interview

d) The audition

23. . Which of these are vital for any organisation?

a) Debates

b) Group discussions

c) Speeches

d) Arguments

24. Which of these qualities are important in a group discussion?

a) Emotional stability

b) Hostility

c) Ignorance

d) Aggressiveness

25. In a group discussion, one must communicate with _____

a) Hostility

b) Ignorance

c) knowledge

d) long sentences

26. In a group discussion, the discussion must be directed to its logical conclusion.

a) True

b) False

27. . When is the worst time to break into a discussion?

a) When everyone is silent

b) When one person is talking

c) When two or three people are talking simultaneously

d) When there is less time left

28. A group discussion must advance _____

a) truth

b) dishonesty

c) Personal glory

d) arguments

29. A _____ speaker looks into the eyes of the audience.

a) confident

b) impatient

c) rude

d) impolite

30. Which of these may convey arrogance ?

a) Jointed finger tips

b) A shoulder shrug

c) A pointed finger

d) Hands swinging loosely

31. The tone of the speaker should be _____

a) loud

b) clear

c) low

d) soft

32. A speech must be prepared with _____ in mind.

a) the result

b) praise

c) an audience

d) admiration

33. A speech must advance _____

a) dishonesty

b) truth

c) aggressiveness

d) negativity

34. Which of these is important in having mutual understanding with colleagues?

a) Effective listening

b) Speaking

c) Talking

d) Writing

35. Which of these does not enhance listening skills?

a) Attention

b) Frankness

c) Clear perception

d) Ignoring

SOLUTION:

1.a, 2.b, 3.a, 4.b, 5.c, 6.a, 7.a, 8.c, 9.a, 10.d, 11.a, 12.a, 13.a, 14.b, 15.a, 16.a, 17.c, 18.b, 19.a, 20.b, 21.c, 22.d, 23.b, 24.a, 25.c, 26.a, 27.c, 28.a, 29.a, 30.a, 31.b, 32.c, 33.b, 34.a, 35.d