

Course Objective

- To effectively acquire the skills towards corporate etiquettes and interview.
- To make them understand the difference in campus and corporate culture.

Course Outcome

- Students will have an overview of corporate, difference in corporate culture and campus.
- They will learn corporate etiquettes and the communication
- The students will be able to face interview with the confidence

Unit 1

Introduction: Corporate Readiness - Overview of Corporate - History of Corporate –Overview of BPO Industry - History of BPO - Benefits of BPO - BPO Industry in World - BPO Industry in India - TCS BPO.

Unit II

Campus vs. Corporate: Difference between campus and corporate – Change management - Learn the Culture - Impact of your attitude and behavior - Consider the language – Establish and maintain relationship – Respect others - Be Confident - Keep on learning - Consider the body language.

Unit III

Corporate Etiquettes: Dressing and grooming skills - Workplace etiquette - Business etiquette - E-Mail etiquette - Telephone etiquette - Meeting etiquette - Presentation Skills - Professional Competencies - Analytical Thinking - Listening Skills - Time management - Team Skills – Assertiveness - Stress Management - Participating in Group Discussion - Interview facing – Ownership - Attention to Detail.

Unit IV

Introduction to Communication: Communication – Grammar – Phonetics – One on one basic conversation skill practice - Reading Comprehension - Listening Comprehension - Improving Vocabulary - Improving Writing Skills - Comprehension while interacting face to face.

Unit V

Tips for Interview: Recitation of short stories - Interview Skills - Group Discussion - Social Conversation Skills – Presentation - One Act Plays.

Suggested Readings

Text Book

TCS study material



KARPAGAM ACADEMY OF HIGHER EDUCATION
(Deemed to be University Established Under Section 3 of UGC Act 1956)
Coimbatore – 641 021.

LECTURE PLAN
DEPARTMENT OF COMMERCE

STAFF NAME: Dr.V.GOWTHAM RAAJ

SUBJECT NAME: CAMPUS TO CORPORATE TRANSITION

SUB.CODE:16BPU504A

SEMESTER: V

CLASS: III B.Com (BPS)

Unit I			
S.No	Lecture Duration (Hr)	Topics	Reference Material
1	1	Corporate - Introduction	T1-4
2	1	Corporate Readiness	W1
3	1	Measuring corporate readiness- Tutorial	
4	1	skillset for corporate readiness	W2
5	1	Overview of Corporate	T1-4
6	1	History of Corporate	T1-4
7	1	BPO -Introduction	T1- 5
8	1	Nature of BPO	W3
9	1	Advantages of BPO	W3
10	1	Scope of outsourcing- Tutorial	
11	1	History of BPO	T1- 5
12	1	Benefits of BPO	T1- 6
13	1	BPO Industry in World -Tutorial	
14	1	AGILE	W4
15	1	Business 4.0	W5
16	1	BPO Industry in India	T1- 6
17	1	TCS BPO- Tutorial	T1- 7-9
18	1	BPO expected trends	W6
19	1	Recapitulation and discussion of important questions	
Total No. of Hour Planned for Unit I			19

Unit II			
S.No	Lecture Duration (Hr)	Topics	Reference Material
1	1	Introduction- Campus & Corporate	W7
2	1	Difference between campus and corporate	T1: 9-10
3	1	Expectation from fresher's by corporate	T1:11-12
4	1	Change management- Tutorial	
5	1	Steps in Change Management	W8
6	1	Impact of your attitude and behavior	T1:12
7	1	Developing positive attitude	T1:12-13
8	1	Consider the language	
9	1	Establish the relationship	T1:9-10
10	1	Maintaining the relationship	T1:9-10
11	1	Learn the culture	W9
12	1	Culture shock- Tutorial	
13	1	Stages of culture shock	W10
14	1	Respect others	W10
15	1	Be Confident - Tutorial	
16	1	Keep on learning	W11
17	1	Consider the body language	T1:84
18	1	Body Language- Tutorial	
19	1	Recapitulation and discussion of important questions	
Total No. of Hour Planned for Unit II			19

Unit III			
S.No	Lecture Duration(Hr)	Topics	Reference Material
1	1	Corporate Etiquettes	T1:14
2	1	Dressing and grooming skills	T1: 15-16
3	1	Personal grooming- Tutorial	
4	1	Workplace etiquette	T1:17-18
5	1	Business etiquette - Tutorial	
6	1	E-Mail etiquette	T1:19-22
7	1	Telephone etiquette	T1:23-25
8	1	Meeting etiquette	T1:26-28
9	1	Presentation Skills	T1: 29-31
10	1	Professional Competencies	T1:32-33
11	1	Analytical Thinking	T1:32-33
12	1	Listening Skills	T1:34-36
13	1	Time management	T1:37-39
14	1	Time management -Tutorial	
15	1	Team Skills	T1:40-41
16	1	Assertiveness	T1:42-43
17	1	Stress Management	T1:44
18	1	Participating in Group Discussion	T1:95
19	1	Group Discussion- Tutorial	
20	1	Interview facing	W12
21	1	Ownership	T1:45
22	1	Attention to Detail	T1:46
23	1	Recapitulation and discussion of important questions	
Total No. of Hour Planned for Unit III			23

Unit IV			
S.No	Lecture Duration(Hr)	Topics	Reference Material
1	1	Introduction to Communication	R1: 3-4
2	1	Types of Communication	R1:17-19
3	1	Importance of Communication	R1:4-5
4	1	Grammar- Parts of Speech	T1:48-56
5	1	Tenses	T1:57-60
6	1	Punctuations	T1:62-63
7	1	Sentence Constructions	T1:64-65
8	1	Phonetics	T1:68
9	1	Pronunciation- Tutorial	
10	1	One on one basic conversation skill practice	
11	1	Conversation Practice- Tutorial	
12	1	Reading Comprehension	T1:70
13	1	Listening Comprehension	T1:71
14	1	Improving Vocabulary	T1:71
15	1	Improving Writing Skills	T1:81
16	1	Idiom	T1:75
17	1	Idiom-Tutorial	
18	1	Comprehension while interacting face to face	T1:83
19	1	Face to face interaction-Tutorial	
20	1	Recapitulation and discussion of important questions	
Total No. of Hour Planned for Unit IV			20

Unit V			
S.No	Lecture Duration (Hr)	Topics	Reference Material
1	1	Introduction- Interview skills	T1:85
2	1	Stages in Interview	T1:87
3	1	Answering Strategies-Tutorial	
4	1	Skills-Tutorial	T1:88
5	1	Resume writing	T1:94
6	1	Formats of Resume structure- Tutorial	
7	1	Recitation of short stories	
8	1	Group Discussion - Tutorial	
9	1	Group Discussion	T1:96
10	1	Social Conversation Skills	T1:99
11	1	Presentation	T1:101
12	1	One Act Plays- Tutorial	T1:106
13	1	Recapitulation and discussion of important questions	
14	1	Discussions of Previous year ESE Question paper	
15	1	Discussions of Previous year ESE Question paper	
16	1	Discussions of Previous year ESE Question paper	
Total No. of Hour Planned for Unit V			16

TEXT BOOK

1. TCS BPS Material – Campus to Corporate Transition

REFERENCES

1. Guffey M E and Loewy.D (2010) Essentials of business communication
Manon,OH,south western

WEBSITES

1. <http://smallbusiness.chron.com/workplace-readiness-skills-11072.html>
2. <http://smallbusiness.chron.com/top-desired-skills-workplace-11647.html>
3. <https://linchpinseo.com/the-agile-method/>
4. <http://www.yourarticlelibrary.com/business-process-outsourcing/business-process-outsourcing-bpo-meaning-nature-and-advantages/69437>
5. <http://sites.tcs.com/insights/perspectives/category/business-4-0>
6. <https://www.iccs-bpo.com/BPO/Outsourcing%20trends-in-2018>
7. <https://www.slideshare.net/dharmaraj233/campus-to-corporate-66082857>

Unit I

Introduction: Corporate Readiness - Overview of Corporate - History of Corporate –Overview of BPO Industry - History of BPO - Benefits of BPO - BPO Industry in World - BPO Industry in India - TCS BPO.

CORPORATE

Firm that meets certain legal requirements to be recognized as having a legal existence, as an entity separate and distinct from its owners. Corporations are owned by their stockholders (shareholders) who share in profits and losses generated through the firm's operations, and have three distinct characteristics (1) Legal existence: a firm can (like a person) buy, sell, own, enter into a contract, and sue other persons and firms, and be sued by them. It can do good and be rewarded, and can commit offence and be punished. (2) Limited liability: a firm and its owners are limited in their liability to the creditors and other obligors only up to the resources of the firm, unless the owners give personal-guaranties.

CORPORATE READINESS

Workplace readiness skills are transferable to different work situations. Workplace readiness training helps fill the gaps between the skills workers' currently possess and the skills needed on the job. Employers strive to find workers with valuable work readiness skills and several job-specific training programs are available to help workers attain those skills.

A general definition of workplace readiness is the set of common traits possessed by competent and capable high school graduates as they continue education or enter the workforce. More technically, workplace readiness assessments are specific profile tests used to assess specific individuals and groups to determine how they score on expected workplace traits.

HISTORY OF CORPORATE

In the late 19th century, corporate histories were initially written by Victorian era businessmen, either the founder of a company himself, members of the surviving family owners or long-serving employees. Rather than being sequential histories, as is now done, many of them were diary-type personal recollections or short, superficial public relations exercises. One of the earliest corporate histories, that of a publishing company in the UK called the Catnach Press, was done in 1886. A notable early US corporate history, published in 1902, was that of Standard Oil.

Academic involvement probably started in 1924 when George Unwin and co-author George Taylor published a detailed history, *Samuel Oldknow and the Arkwrights: The Industrial Revolution at Stockport and Marple*. It was published by the Manchester University Press.

Between the World Wars, the majority of business histories, and especially in the UK, were house histories, consisting mainly of reminiscences and anecdotes. Only a tiny handful of serious work existed using business records which had found their way into museums, county record offices or the private possession of collectors. Corporate histories were typically unplanned. Relevant records were often discovered by chance and deemed interesting enough to turn into historical narratives which were funded either by the family descendants of the long-dead businessmen in question or, less frequently, the author in association with a publisher. They had one thing in common - they were generally records of companies that had died or otherwise dropped out of sight. One exception occurred In 1938, when the Bank of England commissioned a two-volume 250-year anniversary history. Written by J. H. Clapham, professor of economic history at Cambridge, it took six years to produce. It was a deliberately celebratory vehicle for this famous British institution.

Modern corporate history took a large conceptual step in 1947 when the then chairman of Unilever, Geoffrey Heyworth (later Lord Heyworth) approached G. N. Clark, who had led the national campaign against the destruction of business records, for his advice on writing the history of Unilever, an Anglo-Dutch manufacturing company. Clark, who had just become a professor of modern history at Oxford, suggested as author a younger colleague, Charles Wilson. The result was a classic, two-volume work that transformed the writing of business history in the UK from a public relations exercise into a reputable branch of scholarship. Wilson's work, about one of western Europe's most important companies, made him the father of modern corporate histories in the UK.

TOP DESIRED SKILLS IN THE WORKPLACE

Integrity

Your reputation is one of your most valuable assets. When coworkers, supervisors and customers believe you are communicating with them honestly and can be kept to your word, they feel more comfortable doing business with you. Integrity is also the cornerstone of upholding the company's image and values, respecting the rights of others and maintaining confidentiality.

Initiative

To stay viable in a competitive market, businesses not only have to stay abreast of consumer trends and technologies but also reinvent their products, services and methodologies to keep from becoming stagnant. Initiative is the ability to recognize when changes need to occur and then implement the steps -- including research -- to make them a reality.

Communication Skills

Excellent skills in reading, writing, public speaking, active listening and customer relations diplomacy are essential to sharing information, brainstorming solutions to problems, negotiating deals, working with the media and interpreting feedback.

Time Management

Many projects, activities and assignments associated with a business are time sensitive. Accordingly, the ability to organize and prioritize workload so that everything is completed accurately and on deadline is highly valued. Further, employers appreciate self-starters who know how to work efficiently, responsibly and with little or no supervision.

Analytical Abilities

Employers value workers who know how to approach problems from different angles, examine the pros and cons of proposed remedies and determine which course of action yields the most favorable outcome. Creative thinkers also fall into this category of desirability because of their imaginations and ability to apply fresh, unconventional methods.

Interpersonal Skills

Interacting positively with others is paramount to a healthy office environment and esprit de corps. This includes respect for cultural diversity, a willingness to help others, a team player attitude, leadership qualities, diplomacy in handling disagreements, taking responsibility for actions -- and mistakes -- and the ability to express appreciation for support and assistance.

BPO -INTRODUCTION

The idea of outsourcing is not new. It started way back in the 1700s when manufacturers started shifting the manufacture of goods to countries with cheaper labor during the Industrial Revolution, following the precepts of Adam Smith in his book 'The Wealth of Nations'. The history of outsourcing to India is an interesting story. Even after over a decade of competitive global outsourcing, most of it still goes to India. Reaching this pinnacle in outsourcing has been a long journey. As land, sea, and later, air routes developed between the 15th and 21st centuries, more nations started to outsource trade to other nations, eventually leading to outsourcing to India and other nations.

Why do companies actually outsource? In earlier times, cost and headcount reductions were the most common reasons to outsource. Today, the drivers are often more strategic, such as how a

company can best utilize its own core competencies. Though the outsourcing of manufacturing is an old story, outsourcing to services is a relatively new phenomenon. Services outsourcing to India started in the 1980s and rapidly accelerated in the '90s. In today's world where information technology has become critical to business, the meaning of outsourcing has undergone a drastic change over the years. Companies have started focusing on their core competencies and outsourcing many non-core functions, for which they had no competence internally.

NATURE OF BUSINESS PROCESS OUTSOURCING (BPO):

Nature of business process outsourcing could be described, in terms of, the following points:

(i) The idea behind outsourcing is that of specialization i.e. a business enterprise must concentrate its attention only on its core-activities like manufacturing, marketing, etc.; and get non-core activities done through some external agency.

Some examples of non-core activities may be:

1. After sales service to customers
2. Managing accounts receivables (i.e. debtors) (e.g., collection of debts)
3. Maintaining books of accounts.

In fact, outsourcing has its origin in the Core Competency Theory, propounded by Sh. C.K. Prahalad famous management consultant; who advised business enterprises to identify their core competencies and focus only on them; and getting everything else done through outside agencies.

(ii) Outsourcing is routine business activities got done through external providers on a regular basis.

ADVANTAGES OF BUSINESS PROCESS OUTSOURCING:

The need for business process outsourcing also refers to its advantages.

We can describe need for outsourcing or its advantages, in terms of the following points:

(i) Concentration on Core Competency Areas Leading to Specialization:

Business process outsourcing enables a business enterprise to concentrate its attention on core competency areas like manufacturing, marketing, capital budgeting etc.; and thus obtain advantages of specialized performance in those areas. As a result, organisational functioning is at its optimum performance level.

(ii) Advantages of the Expertise of Outsourcer:

The service provider is an expert his field. Moreover, he keeps in touch with the latest development in his field of expertise. Therefore, through outsourcing, a business enterprise can take full advantage of the specialized services of the outsourcer.

(iii) Better Accountability:

The outsourcer provides services at a fee. Therefore, he is more responsible for the quality of services provided than the internal staff of the client company.

(iv) Cheaper Services:

Outsourcers operate on a large scale. Therefore, the cost of services provided by them is much less than the cost the client company would have incurred had it performed the same services in the organisation itself.

(v) Less Labour Costs and Labor Problems:

Outsourcing of services reduces the need for staff in the client company. Hence, the labor costs of the company are reduced. Further with less staff; labour problems are also minimized.

(vi) Advantage of Consultancy from the Outsourcer:

The outsourcer often acts as a consultant for the particular function performed by it and may advise the client company (or the outsourced) on better ways of managing that function.

(vii) Avoiding Fixed Investment in Services:

If the client company plans to perform certain services within the organisation; there is a need for huge fixed investment in facilities required for performing those services. In fact, there is a problem of idle facilities; when they are not in use leading to unnecessary expenditure of fixed costs on the maintenance of those facilities.

(viii) Boost to Economic Development:

Business process outsourcing enables both – the client company and the external provider to perform according to the best of their abilities. This type of performance, all through the economy, is a boost to the economic development of the economy.

HISTORY OF BPO

Although the IT industry in India has existed since the early 1980s, it was the early '90s which saw the emergence of outsourcing. First, some global airlines began outsourcing their back office work to India—and then IT companies followed. Some of the earliest players in the Indian outsourcing market were Texas Instruments, American Express, Swissair, British Airways and GE, who started captive units in India. Over the years, the industry has built robust processes to offer world class IT software and technology-related services.

India offers a unique combination of attributes that have established it as the preferred destination for IT-BPO. Advances in technology and communication have allowed transnational companies to rapidly globalize at a very low cost. The cost of managing workers in a distant location had fallen drastically, and the need to outsource became stronger. Significantly, India also began efforts to open up its economy to the world. Since the onset of globalization in the early 1990s, successive governments have pursued programs of economic reform committed to

liberalization and privatization. The government started easing restrictions and liberalizing the economy, which has helped the country see rapid economic growth.

Developments in telephony, fiber optics and satellite communications made Internet-based communication and transfer of data possible, paving the path for outsourcing to India. The telecom industry in India used to be a government-controlled monopoly and the market was small. By 1999, the government introduced policies which played a key role in reshaping the structure and size of the telecom Industry, allowing commercial entities to participate in almost every industry segment. The new telecom policy brought in further changes with the introduction of IP telephony and ended the state monopoly on international calling facilities. The government's liberalized investment policies have resulted in several foreign companies entering Indian markets, which has been a major contributor to the growth of the Indian economy.

In addition to the central government's intervention, state governments are also competing with each other to offer more favorable business environments in order to attract IT/ITES companies to set up development units in their states. This kind of competition is helping the industry grow at an astronomical rate.

Indian companies are enhancing their global service delivery capabilities through a combination of greenfield initiatives, cross-border mergers and acquisitions, partnerships and alliances with local players. Global software giants like Microsoft, Oracle, SAP and many others have established captive development centers in India over the years. Indian authorities have made efforts to further strengthen the information security environment in the country, and special initiatives have been taken to enhance the legal framework. Many companies in India have already aligned their internal processes and practices to international standards such as ISO, CMM, Six Sigma, etc. which have helped establish India as a credible outsourcing destination.

The IT & BPO sector has been a key beneficiary in India's growth, with the cost of international connectivity declining rapidly and quality of service improving significantly. India's National Association of Software and Service Companies ([NASSCOM](#)) has played a critical role in outsourcing by acting as a coordinating body for the industry. It conducts surveys and conferences which help in the dissemination of knowledge and research in the outsourcing

industry. As per NASSCOM, "While India's low-cost talent pool has helped its businesses grow, global incumbents have also recognized India's inherent advantage and have mastered this capability by off-shoring more work out of India." India's competitive advantage lies in its ability to provide huge cost savings and thus enabling productivity gains.

According to NASSCOM, the major reasons behind India's success in ITES/ BPO industry are:

- Abundant, skilled, English-speaking manpower, which is being harnessed even by ITES hubs such as Singapore and Ireland.
- High-end telecom facilities and infrastructure which are on par with global standards.
- Better focus on maintaining quality and performance standards.
- Fast turnaround times, and the ability to offer 24x7 services based on the country's unique geographic locations that allow for leveraging time zone differences.
- A friendly tax structure, which places the ITES/BPO industry on par with IT services companies.
- Proactive and positive policy environment which encourages ITES/BPO investments and simplifies rules and procedures.

India has become the largest player in offshore delivery with levels of work delivered that are amongst the highest across several verticals. The supply-side elasticity of skilled English-speaking manpower across technology and non-technology spaces is unmatched. The success of the industry has resulted in Indian companies looking at acquisition targets worldwide, and the Indian service provider community is being viewed as a "strategic business partner" and not just an IT services vendor.

Over the years, BPO has become the second largest segment in Indian IT/ ITES industry and also the fastest growing. The scope of process outsourcing has widened over the past few years to also include KPO (Knowledge Process Outsourcing) operations. Customer Care is the largest contributor in the BPO segments. The last few years have witnessed the industry evolve from executing projects at the lowest end of the value chain, to one where Indian players are aggressively bidding for and winning large-scale turnaround projects. At the same time, the

Small and Medium Providers (SMPs) in this sector are holding their own during these difficult times. The SMPs in India are integral to the growth engine of the industry in particular, and the Indian economy in general. As per studies by NASSCOM:

- The compounded annual growth rate (CAGR) of the industry has been over 25% in the last five years. Over these years, four main components have formed the industry, IT services, BPO, Engineering Services and Hardware.
- Banking and Finance & Accounting Services, Telecom, Manufacturing are among the top 4 verticals for both export and domestic market.
- While hardware dominates the domestic market, IT services tops in the overall industry.

Today, Indian companies offer a wide variety of outsourced services ranging from medical transcription, customer care, medical billing services, database marketing to Web sales/marketing, accounting, tax processing, transaction document management, telesales/telemarketing, HR hiring and biotech research.

Outsourcing to India has been a satisfactory and profitable experience for most companies around the world. Indian outsourcing vendors have continuously adapted to internal and external challenges and the credit for this goes to Indian outsourcing companies and the successive enabling governments. Outsourcing in India has faced adversities due to the state of the world economy and the ongoing recession, but it is surely here to stay.

BENEFITS OF BPO

Outsourcing is not about what you can subtract from a business, it's about what you can add. BPO transforms existing processes to make them leaner, smarter and faster, and all the while reducing the cost. By outsourcing some of your business processes to Tursa Group, you would receive excellent results over a wide range of office tasks, and would benefit from expanding your team and pool of expertise.

Benefits you can expect to see:

- Productivity Improvements
- Improved HR
- Focus on Core Business
- Increased Capability and Quality
- Skilled work force
- Effective utilization of resources
- Cost restructuring
- Cost Savings (link to new tab)

The benefits of expat-shoring are available to any country that has expats living abroad in countries with a similar time zone, yet lower cost of living. For example businesses based in the U.S. and Canada can take advantage of the many skilled North American expats living in Mexico. Similarly companies in the UK can employ British expats living throughout Africa, and expats living in South-East Asia can serve Australian companies.

AGILE

The Agile Method is a particular approach to project management that is utilized in software development. This method assists teams in responding to the unpredictability of constructing software. It uses incremental, iterative work sequences that are commonly known as sprints.

Agile Process and Method Overview

Below you will find an overview of the agile process (and what has been called “agile project management for dummies”) as well as a simple definition of the agile methodology for any

beginners starting out in software design and development, or those who may want to integrate the methodology into their [seo agency](#) or [web design firm](#).

The Agile Method Defined

A sprint is a period of time allocated for a particular phase of a project. Sprints are considered to be complete when the time period expires. There may be disagreements among the members of the team as to whether or not the development is satisfactory; however, there will be no more work on that particular phase of the project. The remaining phases of the project will continue to develop within their respective time frames.

The general principles of the Agile Method

- Satisfy the client and continually develop software.
- Changing requirements are embraced for the client's competitive advantage.
- Concentrate on delivering working software frequently. Delivery preference will be placed on the shortest possible time span.
- Developers and [business](#) people must work together throughout the entire project.
- Projects must be based on people who are motivated. Give them the proper environment and the support that they need. They should be trusted to get their jobs done.
- Face-to-face communication is the best way to transfer information to and from a team.
- Working software is the primary [measurement](#) of progress.
- Agile processes will promote development that is sustainable. Sponsors, developers, and users should be able to maintain an indefinite, constant pace.
- Constant attention to technical excellence and good design will enhance agility.

- Simplicity is considered to be the art of maximizing the work that is not done, and it is essential.
- Self-organized teams usually create the best designs.
- At regular intervals, the team will reflect on how to become more effective, and they will tune and adjust their behavior accordingly.

History of Agile Method

Many of the Agile ideas surfaced in the 1970s. Studies and reviews were conducted on the Agile Method that explains its emergence as a reaction against traditional approaches to project development.

In 1970, Dr. William Royce published a paper that discussed the managing and developing of large software systems. The paper outlined his specific ideas about sequential development. His presentation stated that a project could be developed much like a product on an assembly line. Each phase of the development had to be complete before the next phase could begin. The idea required that all developers must first put together all of the requirements of a project. The next step was to complete all of its architecture and designs. This is followed by writing the code. The sequences continue in complete increments. As these steps are completed, there is little or no contact between specialized groups that complete each phase of the project.

Pioneers of the Agile Method believed that if developers studied the process, they would find it to be the most logical and useful solution to software development.

Companies That Use Agile Method

Although there is no official list of companies that use the Agile Method for their projects, IBM is one of the companies that openly uses this method to develop software. Many companies will adopt the use of this method within their development structure, but they aren't always open about their choice to use it.

According to IBM, the use of the Agile Method means that significant organizational changes will take place. They believe that many Agile software development teams will increase their chances of success by partnering with a trusted guide. They help clients implement their own Agile software development strategies for their projects. They provide critical guidance that will help Agile software development teams to avoid common adoption, expansion, and implementation pitfalls.

Benefits of Using the Agile Method

The Agile Method grew out of the experience with the real-life projects of leading software professionals from the past. Because of this, the challenges and limitations of traditional development have been discarded. Subsequently, the Agile Method has been accepted by the industry as a better solution to project development. Nearly every software developer has used the Agile Method in some form.

This method offers a light framework for assisting teams. It helps them function and maintain focus on rapid delivery. This focus assists capable organizations in reducing the overall risks associated with software development.

The Agile Method ensures that value is optimized throughout the development process. The use of iterative planning and feedback results in teams that can continuously align a delivered product that reflects the desired needs of a client. It easily adapts to changing requirements throughout the process by measuring and evaluating the status of a project. The measuring and evaluating allows accurate and early visibility into the progress of each project.

It could be stated that the Agile Method helps companies build the right product. Instead of trying to market software before it is written, the Agile Method empowers teams to optimize the release during its development. This allows the product to be as competitive as possible within the marketplace. It preserves the relevance of the critical market, and it ensures that a team's

work doesn't wind up collecting dust on a shelf. This is why the Agile Method is an attractive developmental option for stakeholders and developers alike.

There are many critics of the Agile Method; however, this method produces results that clients can take to the bank. Although a project may not turn out exactly as the client envisions, it will be delivered within the time that it needs to be produced. Throughout the process, the client and the team are changing the requirements in order to produce the quality needed by the client. Clients are happy with the results, and the team satisfies the client's needs. The ongoing change can sometimes give both the client and the team more than they had originally envisioned for the product. The Agile Method really is a winning solution for everyone involved in software development.

Criticism of Agile Development

- It is developer-centric rather than user-centric.
- Agile focuses on processes for getting requirements and developing code and does not focus on product design.
- Agile methodologies can also be inefficient in large organizations and certain types of projects.

Difference Between Agile and Traditional (Waterfall or Spiral) Development

Fundamental Assumptions

Traditional: Systems are fully specifiable, predictable, and can be built through meticulous and extensive planning.

Agile: High-quality, adaptive software can be developed by small teams using the principles of continuous design improvement and testing based on rapid feedback and change.

Control

Traditional: Process-centric

Agile: People-centric

Management Style

Traditional: Command-and-control

Agile: Leadership-and-collaboration

Knowledge Management

Traditional: Explicit

Agile: Tacit

Role Assignment

Traditional: Individual—favors specialization

Agile: Self-organizing teams—encourages role interchangeability

Communication

Traditional: Formal

Agile: Informal

Customer's Role

Traditional: Important

Agile: Critical

Project Cycle

Traditional: Guided by tasks or activities

Agile: Guided by product features

Development Model

Traditional: Life cycle model (Waterfall, Spiral, or some variation)

Agile: The evolutionary-delivery model

Desired Organizational Form/Structure

Traditional: Mechanistic

Agile: Organic

Technology

Traditional: No restriction

Agile: Favors object-oriented technology

Business 4.0**1. The imagination to see what others didn't**

Abundant imagination is essential. Twenty years ago, Netflix's Reed Hastings saw what others didn't – that the proliferation of high-bandwidth Internet networks would dramatically change the movie distribution market. Consider Amazon. Jeff Bezos has tapped into big technological trends. One of his pilot projects has been experimenting with putting machine learning to use in Amazon's delivery drones.

2. A voracious appetite for compelling and competing ideas

Senior leadership has to not only be imaginative, it also must inspire imagination in others. Steve Jobs and Apple's executive team believed that great ideas, and internal debates about them, were paramount — no matter where those ideas came from.

3. A relentless customer advocacy

Competition, product, business-model, and technology can make or break a company. But a laser-like attention to customer needs, increasing customer value, consistently improving customer experience, and building customer loyalty are equally potent.

4. Exuding calmness in the storm

Competition and market chaos affect all. But futuristic leaders are not distracted by the noise around them. When Netflix began distributing movie DVDs through the mail, it was competing against much larger companies. Unfazed, Netflix calmly marched on.

5. Loyalty to great people, but not to their current jobs

In today's digital first economy, there is immense confusion around deployment of AI and job losses. A hallmark of these successful leaders is their ability to identify valuable people and retain them – even if their current jobs must change.



BPO INDUSTRY IN INDIA

Below is given a description of some services which are popularly outsourced now-a-days:

(a) Financial Services:

Business enterprises often need the services of specialists in various aspects of business finance. Financial services providers maintain a pool of experts in legal, financial and managerial aspects of business finance.

Some examples of financial services which are outsourced are:

- (i) When a company needs to raise finances by the issue of shares, and debentures; a number of legal and procedural formalities have to be carried out. Investment banks or issuing houses on the stock exchange specialize in the issue of shares and debentures.
- (ii) An important type of financial service outsourced is debt-collection activity. A factoring agency (i.e. debt collection agency) performs the job of collecting money from debtors for some commission. Such factoring agency even makes advance money available to the client company. As such, the client company need not invest much capital in credit sales.
- (iii) A new trend in financial services outsourced is that companies even entrust the task of maintaining their accounts to specialized firms.

(b) Advertising Services:

In the present-day-times, many companies outsource advertising services. They hand over the task of designing advertisements, selecting media of advertising and arranging time and space for advertising to specialized advertising agencies. Advertising agencies also make audio-visual films for display through various media like TV, cinema, radio, Internet etc.

Companies such as Coca- Cola, Pepsi, Hindustan Levers and other have agreements with advertising agencies. These agencies undertake to provide advertising services in return for a fee.

(c) Courier Services:

These services are very popular now-a-days; not only with businessmen but also with the common man of society. Courier services are like postal services, but provided by private operators. These services are cheaper, faster and safer as compared with the Government run postal services. Through these services, we can send letters, documents, parcels, books, light goods and samples of products to various destinations.

Now-a-days, courier services are available on desk-to-desk basis i.e. the courier company or firm picks up things from the sender and delivers these to the recipient. The courier company gives a receipt in token of having received the mail etc.; and after sometimes hands over the receipt of the mail etc. having been delivered to the addressee. For their services, courier companies charge some commission.

(d) Customer Support Services:

Customer support services particularly mean two types of services to customers:

- (i) Home delivery of goods
- (ii) After-sales services.

Customer support services are needed in respect of durable goods used by industrial enterprises and final consumers.

Earlier, companies would provide these services themselves. However, with the scale of production and marketing increasing considerably; manufacturing companies find it difficult to cope with customer support services. Outside agencies now-a-days provide customer support services. They undertake to deliver goods at the house of consumers and also provide after sales services.

Companies require a high level of performance from the providers of customer support services; as the reputation of the company depends on the quality of these services provided by outside agencies. In any case, these outside agencies must ensure complete consumer satisfaction.

Business Process Outsourcing in India:

BPO is progressing at a fast pace in India. The first companies which experimented with India as an outsourcing base were multinationals; which started company owned back office operations and call centres. India has emerged as a major hub for back office operations.

Along with MNCs, an increasing number of Indian companies have entered BPO operations, viz. Infosys, Wipro, Satyam, HCL technologies, Tracanail, Daksh, Epicentre, Spectramind etc. India is on the threshold of being the global leader in BPO, pushing back its rivals China, Brazil and Russia. (The Statesman, December 22, 2004)

Major areas of outsourced services in India are HR (Human Resource), finance, IT (Information technology), logistics, sales and marketing. Call centres and IT enabled services have reached the stage of development.

The Government of India has Introduced Many Steps to Accelerate the Growth of the IT Enabled Outsourcing Market, like the following:

- (i) Removal of procedural bottlenecks hampering the growth of India calls Centre industry.
- (ii) Total tax exemptions on the export of IT enabled outsourcing services.
- (iii) FDI (Foreign Direct Investment) up-to 100% of the equity in BPO companies.
- (iv) Duty free import of capital goods for BPO companies.

According to NASSCOM-Mc Kinsey Report, 2002 (National Association of Software and Service Companies i.e. NASSCOM), BPO sector is likely to contribute up-to 3% to India's Gross Domestic Product (GDP); providing employment to 1.1 million persons by 2008.

A British author Mark Kobayashi Hillary in his latest book: 'Outsourcing to India: An Offshore Advantage', has stated that there has been a phenomenal annual growth of over 50% in India's BPO industry.

TRENDS IN BPO

1. Top priority will be given to Data Security:

Information Security is an issue of concern for everyone. No business can run properly if there is a threat to their data. Due to increased prevalence of IoT (Internet of things) and telematics, the risks have also risen. In 2018 data security will be a top priority. It is obvious that better solutions will be expected from the outsourcing companies. To avoid any information breach, more secure and encrypted servers, advanced security automation etc. are going to be the dominant factor.

2. The rise of Cloud Computing:

Cloud Computing means storing the data on online servers through a virtual medium. We are moving towards development at the pace of light and digital system storage is the result of that

development. When we talk about business sector, we are talking about small-scale companies too. With limited resources at hand, a small business cannot afford state of the art infrastructure and space. Therefore, there is going to be an expected rise in demand of Virtual Storage Systems.

Flexibility and scalability are the two advantages of cloud storage systems which makes them the trendsetters of 2018. More and more business groups are adopting the digital cloud computing, which is very safe and secure. The outsourcing industries prioritize security which makes it impossible to penetrate these servers. Moreover, as the data is saved at one place, chances of losing the data decrease. There is going to be a considerable rise of cloud computing in 2018.

3. Robotic Process Automation (RPA) will get more popular:

Robotic Process Automation is the new technology that is gaining popularity. RPA replaces the jobs that would be done by a human being by a bot (a robotic software agent). **BPO outsourcing companies** are going to face a severe competition due to the rise of RPA (Robotic Process Automation). It costs the business owners much less than it would have cost them if they hire a human to do that work. Automated Systems help the business owners to make huge savings and are hence gaining popularity.

Take India for example, it is one of the leading outsourcing destinations. There is a long history of **outsourcing to India**. With the rise in RPA, the **call centers in India** are going to face some problems as the automated systems provide better performance. A New kind of call centers, that will use RPA, are going to be formed as a result. 2018 will see the exceptional rise in the use of RPA systems in the outsourcing industry. This will affect **Outsourcing in India**, as well as other countries.

4. Improve in the quality of Outsourcing services and Rise of new outsourcing centers:

As there has been a rise in the Automated Systems, this, in turn, would greatly affect the quality of the outsourcing services. How? Let me explain. The demand of outsourcing centers like call centers will decrease, as explained in the last point. New kind of outsourcing centers with automated systems will rise. Those centers will provide round the clock services. As the bots can

deal with many customers at once, it would increase the customer satisfaction. Hence the quality will improve in 2018.

5. A wave of change in methods of marketing:

More and more business companies are choosing social media marketing, SEO services etc. to increase their popularity. They are outsourcing their requirements to different modes of marketing than traditional communication. 2018 will see a considerable increase in this wave of change.

6. Startups becoming new BPO customers:

Over the past few years, there has been a considerable rise in the startup industry. But the startups have limited resources which increase the requirement of cost-effective labor. Here BPOs are going to come to the rescue. In 2018, the relation between startups and BPOs are expected to become more pronounced as they are going to provide quality service at a rate that suits the owners of the startup.

POSSIBLE QUESTIONS

Part A- 1 marks
(online examination)

Part B - 2 Marks

1. What do you mean by corporate?
2. Write a note on Business Process Outsourcing.
3. What is Human Resource Outsourcing?
4. What is corporate readiness?
5. What is BPS in Finance and Accounts?

Part C – 8 marks

1. Enumerate classification of Business Process Services in India.
2. Define Corporate and explain the history of corporate.
3. Briefly explain various benefits of BPS.
4. Define Outsourcing and explain the history of BPS.
5. Discuss in detail about factors that influence Outsourcing.
6. Enumerate top desired skills required for workplace readiness.
7. Explain that nature of business process outsourcing (BPO)
8. What are the trends in BPO?

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S.N O	Question	Option A	Option B	Option C	Option D	Answer
1	what is a BPO?	Takes less time and is less detailed than an appraisal.	It is similar to a Comparative Market Analysis.	Provides an estimate of value.	Works with non-core business activities on behalf of client	Works with non-core business activities on behalf of client
2	The BPO sector make a contribution of ____% of GDP.	5	6	7	9	6
3	In Data Capture/Data Entry Operation, which of the following statement is FALSE	Data Capture BPO are usually specialized in capturing Data whereas Data Entry BPO transform the Data into meaningful information.	Data Capture and Data Entry are both Low End BPOs	Accurate Data Capture is as important as Accurate Data Entry	Data Capture is the input process of Data Entry operations	Data Capture and Data Entry are both Low End BPOs
4	which one of the following is a TRUE statement about Near-Shore Outsourcing characteristics	Use of providers in one's home country or region, typically a high skill, high cost country.	Use of providers in a different country or region, but with similar time-zone, culture or language skills.	Use of providers in a distant location with a different time-zone, culture or language skills.	No Use of providers	Use of providers in a different country or region, but with similar time-zone, culture or language skills.
5	which one of the following is a TRUE statement about Off-Shore	Use of providers in one's home country or region, typically	Use of providers in a different country or region,	Use of providers in a distant location with a different time-zone,	No Use of providers	Use of providers in a distant location with a different

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	Outsourcing characteristics	a high skill, high cost country.	but with similar time-zone, culture or language skills.	culture or language skills.		time-zone, culture or language skills.
6	How can you classify the government intervention to ensure adequate supply of skilled workforce in BPO in a specific country	Exogenous	Semi-Exogenous	Endogenous	Semi-Endogenous	Semi-Exogenous
7	The most common data conversion options are	Convert an video file into text	Converting raw data into Microsoft Office	Convert from PDF to Word	Convert an audio file into text	Converting raw data into Microsoft Office
8	Stages in the Growth Life Cycle in the BPO Sector can be categorised as:	Stage 1: Start Up > Stage 2: Value Addition > Stage 3: Competence Accumulation > Stage 4: Third Party Service	Stage 1: Third Party Service > Stage 2: Value Addition > Stage 3: Competence Accumulation > Stage 4: Start Up	Stage 1: Start Up > Stage 2: Value Addition > Stage 3: Third Party Service > Stage 4: Competence Accumulation	. Stage 1: Start Up > Stage 2: Competence Accumulation > Stage 3: Third Party Service > Stage 4: Value Addition	Stage 1: Start Up > Stage 2: Value Addition > Stage 3: Competence Accumulation > Stage 4: Third Party Service
9	What are the factors which have an impact when deciding on a BPO destination?	Reliable telecommunication s infrastructure	Cost of labour	Strong regulatory framework	All of the above	All of the above
10	The main characteristics of Knowledge Process Outsourcing are	Process are not easily codified	The agent has to interpret the information	The agent is expected to exercise judgment	All of the above	All of the above
11	organization is	Reliable	Workforce easily	Relatively cheap	Strategic	Relatively cheap

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	positioning itself as a challenging BPO destination due to the following factors:	Infrastructure	scalable	labour	location	labour
12	What is ITES?	Information Technology Enabled Services	Information Techonology Enhancement Services	Information Techonology Enabled Sector	Information Techonology Enhancement Sector	Information Techonology Enabled Services
13	The Mercantile Bank in the United States has contracted out its IT services to a company called "Mercantile Technology Inc" in Philippines and owned by Mercantile Bank US A. "Mercantile Technology Inc" could be categorized as:	Offshore Outsourcing	Captive Center	Bank Technology Center	Technology Center	Captive Center
14	In terms of cost characteristics, re-arrange the following outsourcing location decision from low cost to high cost (a:- Nearshore, (b:- Onshore, (c:- Offshore	a, b, c	b, a, c	c, a, b	b, c, a	c, a, b
15	What do you think is the most important justification for a company to consider	Overall cost reduction	Productivity improvement	Efficiency	Effectiveness	Overall cost reduction

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	offshore decision?					
16	Which of the following statement best describes as a cost effective destination	Organization has a large pool of global BPO talents working at a relatively low salary	The cost of telecommunication in Mauritius is much lower than in India	The cost of a specific BPO worker is 8 times lower than a similar worker which would work in a similar BPO company in the USA	Product Effectiveness	The cost of a specific BPO worker is 8 times lower than a similar worker which would work in a similar BPO company in the USA
17	A TRUE statement between Low End and High End BPO is	Both Low End and High End BPO are mainly Call Centers	Low End BPOs offer relatively much higher salary than High End BPO	High End BPO have more ruled based processes than Low End BPO and therefore require more skilled manpower	People working in Low End BPO companies usually stay much longer in that company than those working in High End BPO	High End BPO have more ruled based processes than Low End BPO and therefore require more skilled manpower
18	A FALSE statement between Low End and High End BPO is	Both Low End and High End BPO are mainly Call Centers	Low End BPOs offer relatively much higher salary than High End BPO	High End BPO have more ruled based processes than Low End BPO and therefore require more skilled manpower	People working in Low End BPO companies usually stay much longer in that company than those working in High End BPO	Both Low End and High End BPO are mainly Call Centers

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19	BPO companies involved in transcription normally	Capture data and translate it into text	Listen to a conversation on-line and translate it into text	Transforming an audio file into text	Translate from one language into a different language	Listen to a conversation on-line and translate it into text
20	_____ readiness is the set of common traits possessed by competent and capable high school graduates as they continue education or enter the workforce.	workplace	Intern	Client	Captive	workplace
21	workplace readiness assessments are specific profile tests used to assess specific _____ to determine how they score on expected workplace traits.	Individual	Group	Individual and Group	Organization	Individual and Group
22	A BPO company specializing in image processing may provide the following services	Image Scanning	Image Conversion	Archiving	All of the above	All of the above
23	Jenny was employed as Data Entry Operator at "Star Data Ltd". Last year Jenny was offered the same position but with a salary increase of MUR 2,000 at "Super Data Ltd", a company dealing with	Attrition	Poaching	Changing Job	Work Placement	Poaching

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	similar activities as "Star Data Ltd". In BPO, we usually refer to this situation as					
24	Outsourcing decisions by customers are influenced by whether to go on-shore, near-shore or offshore. Which ONE of the following dimensions is true about this statement	Offshore > Low Cost but High Control	Nearshore > Low Cost but High Control	Onshore > High Cost but High Control	Home shore > Low Cost but Low Control	Onshore > High Cost but High Control
25	Expand KPO	Knowledge Process Outsourcing	Knowledge Procedure Outsourcing	Knowledge Procedure Offshoring	Knowledge Process offshoring	Knowledge Process Outsourcing
26	_____ services providers maintain a pool of experts in legal, financial and managerial aspects of business finance.	Financial	HR	Market Research	Capital Market	Financial
27	BPO outsourcing companies are going to face a severe competition due to the rise of	Robotic procedure Automation	Robotic Process Automation	Robotic procedure Acceleration	Robotic Process Accerlation	Robotic Process Automation
28	"Atom Finance BPO" is a local company engaged in Finance Process Outsourcing. It specialises in billing and invoicing services and doing work	Atom Finance is a "Captive Outsourcing" center for the US Global FMCG sector.	Atom Finance is operating in the Financial sector but specialises in the invoicing and billing operations	Atom Finance could be categorized as Low end BPO	Atom Finance could be categorized as high end BPO	Atom Finance is a "Captive Outsourcing" center for the US Global FMCG sector.

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	for a US Global FMCG company and for other companies involved in the MFCG activities. Which of the following therefore best describes "Atom Finance" business category?					
29	In order to improve its global attractiveness index in BPO coming years, Mauritius should leverage on its:	Telecom Infrastructure	Skills and competencies of its BPO Workforce	Improving national competencies into global talents	High cost in capative	Improving national competencies into global talents
30	In terms of cost characteristics, which of the following are outsourcing location decisions from low cost to high cost	Overall cost reduction	Productivity improvement	Efficiency/Effectiveness	All of the above	All of the above
31	When working for a BPO company which is involved in Portal Management. It is critical that this company should:	Have on-line access for the BPO agents	Have off-line access for the BPO agents	Have confidentiality access for the BPO agents	All of the above	Have on-line access for the BPO agents
32	NASSCOM stands for _____	National Accreditation of Software and Service Companies	National Association of Software and Souldution Companies	National Association of Software and Service Companies	National Association of solution and Service Companies	National Association of Software and Service Companies
33	Which of the following	Low End BPO is	Both Low and	Telemarketing of	None of the	None of the Above

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	statement regarding Low End BPO and High End BPO is false?	Data Entry whereas Call Center is High End BPO	High End BPO focus on Domain Expertise	Cellular Phones is Low End whereas Data Entry of Supermarkets receipts for consumer behavior is High End BPO.	Above	
34	Most commonly used databases for making data entry is	Microsoft SQL Server, ASP, Ms Access, Oracle	My SQL, FoxPro, ASP, Ms Access	Oracle, My SQL, FoxPro, Visual Basic	All of the Above	All of the Above
35	what is BPO	Business Process Outsourcing	Business Process Outsource	Business Project Outsourcing	Business Product Outsourcing	Business Process Outsourcing
36	what is the THREE PDF formats commonly used in Data Capture/Data Entry Operation?	PDF Formatted Text, PDF searchable image, PDF Image Only	PDF Acrobat Reader, PDF Acrobat Writer, PDF Scanner	PDF to Word Conversion, Word to PDF Conversion, PDF to Image Conversion	All of the above	PDF Formatted Text, PDF searchable image, PDF Image Only
37	you were asked to do a BPO for ABC BPO Company. ABC Company handles the BPO requests for 123 Lender. When you call the homeowner who should you say you work for?	Your company or your Brokers.	123 Lender.	ABC BPO Company	You are a subcontractor for ABC BPO Company.	123 Lender.
38	who orders BPOs?	Banks	Wall Street Firms.	Private Mortgage Insurance Companies.	All of the above.	All of the above.
39	Innovation is defined as	the commercialization of a new	the invention of a new product or process.	a new product or process idea.	the implementation of a new	the commercialization of a new

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		product or process.			production method.	product or process.
40	Process innovation refers to:	the development of a new service.	the development of a new product.	the implementation of a new or improved production method.	the development of new products or services.	the implementation of a new or improved production method.
41	Innovation can help to provide a temporary competitive advantage when:	barriers to entry are high.	barriers to imitation are low and intellectual property rights are difficult to enforce.	there are few other competitors.	barriers to entry are low.	there are few other competitors.
42	Following establishment of a dominant design in the product life cycle, what would you expect to happen?	Emphasis on product innovation rather than process innovation.	Emphasis on process innovation rather than product innovation.	Competition to increase as new firms enter the industry.	Competition to decrease as more firms exit than enter the industry.	Emphasis on process innovation rather than product innovation.
43	Established firms relative to new firms are better at:	all types of innovation.	innovation which is competence-enhancing.	innovation which is competence-destroying.	Innovation which is disruptive.	innovation which is competence-enhancing.
44	In which markets are network effects likely?	Markets subject to increasing returns	'Tippy' markets	Hi-tech product markets	All of the above	All of the above
45	Which of the following are valuable in a standards war?	Competitive advantage	Late mover advantage	Early mover advantage	Technological advantage	Early mover advantage
46	The fundamental	transferring	transferring tacit	creating tacit	transferring	transferring tacit

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	challenge of knowledge transfer in multinational firms is:	explicit knowledge across borders.	knowledge across borders.	knowledge in overseas subsidiaries.	tacit and explicit knowledge across borders.	knowledge across borders.
47	What potential advantages can be gained from involving overseas subsidiaries in R&D activities?	Local subsidiaries offer financial advantages such as lower land and labour costs.	Local subsidiaries offer access to local companies.	Local subsidiaries offer access to technical knowledge and skills.	Local subsidiaries offer financial advantages as well as access to local markets, technical knowledge and skills.	Local subsidiaries offer financial advantages as well as access to local markets, technical knowledge and skills.
48	Outsourcing of innovation globally is more likely where:	Innovations are autonomous	Innovations are systemic	Innovations are systemic or autonomous	Innovations are made by service sector firms	Innovations are autonomous
49	Outsourcing is	Exporting	Importing	A firm having someone else do part of what it previously did itself.	Building a factory in another country to produce for that country's market.	A firm having someone else do part of what it previously did itself.
50	Offshoring is	Substituting foreign for domestic labor.	Subcontracting a part of production to another firm.	Exporting	Importing	Substituting foreign for domestic labor.
51	How does offshoring affect an industry's	It reduces productivity by	It increases productivity by	It increases productivity by	It has no measurable	It increases

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	productivity?	making workers anxious and unable to concentrate on their jobs.	scaring workers into working harder.	eliminating the activities at which the firm is least efficient.	effect on productivity, according to studies that have sought to measure it.	productivity by eliminating the activities at which the firm is least efficient.
52	Which of the following is not one of the policies recommended for dealing with outsourcing/offshoring in the United States?	Gather more data about it.	Prohibit imports that have been produced with foreign labor.	Provide wage insurance.	Repeal any tax laws that artificially increase the practice.	Prohibit imports that have been produced with foreign labor.
53	Which of the following are among the reasons that companies are engaging in “reshoring.”	Increased use of anti-dumping duties on products manufactured abroad.	The US House of Representatives passed legislation prohibiting offshoring.	Manufacturers are increasing their use of robots.	US wages have fallen below wages in China.	Manufacturers are increasing their use of robots.
54	A BPO company specializing in image processing may provide the following services	Image Scanning	Image Conversion	Archiving	All of the above	All of the above
55	Nearshoring is	Substituting Local for domestic labor.	Subcontracting a part of production to another firm.	Exporting	Importing	Substituting Local for domestic labor.
56	Onshoring is	Substituting Local for domestic labor.	Subcontracting a part of production to another firm.	Exporting	Importing	Subcontracting a part of production to another firm.

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57	The main characteristics of Knowledge Process Outsourcing are	Process are not easily codified	The agent has to interpret the information	The agent is expected to exercise judgement	All of the above	All of the above
58	In order to improve its global attractiveness index in BPO coming years, Mauritius should leverage on its:					
59	In terms of cost characteristics, which of the following are outsourcing location decisions from High cost to low cost	Overall cost reduction	Productivity improvement	Efficiency/Effectiveness	None of the above	All of the above
60	workplace readiness assessments are specific profile tests used to assess specific _____ to determine how they score on expected workplace traits.	Individual	Group	Individual and Group	Organization	Individual and Group

Unit II

Campus vs. Corporate: Difference between campus and corporate – Change management - Learn the Culture - Impact of your attitude and behavior - Consider the language – Establish and maintain relationship – Respect others - Be Confident - Keep on learning - Consider the body language.

INTRODUCTION

The transition from campus to a corporate environment is a big adjustment for many graduates. Expectations and responsibilities in the workplace are very different than those in College. There are unspoken nuances and social norms that many graduates are completely unaware of and adjusting to a professional environment can be extremely challenging as also traumatic to a few.

Transition is an on-going process in everyone's life that takes place at different stages. This might be from the final years of school to the early years of higher education, occupational training, independent living or social opportunities. Also it can be from the final years of college/campus to the early years of one's career. Transition from campus to career needs more attention as it involves a lot of planning. Planning for transition should take account of the personal goals and ambitions of the young person. The objective of the planning must ensure that the person possesses the necessary skills to enable the person to cope up with the corporate culture and climate. As the transition period is expected to be stressful and difficult, proper planning helps in reducing anxieties and facilitate the person to adapt to the new environment successfully. For an individual, starting to work in an organization is a unique and critically important phase that requires a special perspective and strategy to be successful as a fresher. Research suggests that the success of the transition period will have a major impact on aspects like salary, advancement, job satisfaction, and ability to have cordial relationships within the organization as well as on one's own feelings of success, accountability and commitment to the job. And, the impact will last for many years and not just for the first few years.

Preparing oneself to bridge the gap between the campus and corporate smoothly, requires a lot of effort. As a new graduate enters the work arena he is exposed to many career choices.

Carefully choosing a career will help to stay motivated and remain a star performer throughout one's career. Possessing better softskills, the required technical skills, effective communication skills and a winning resume will help to face the interview with courage and confidence. Making a first impression as an effective contributor will make the process of transition easier. Mannerism, behaviour, the way one dresses up, the way one carries himself are some of the personality traits that set the tone for future success on the part of the employer. In today's competitive market these factors are very necessary to get the job .It not only helps in securing a job, it also helps to build strong employability -a necessary attribute to be successful in the chosen occupation and aids in developing one's individuality.

The challenges are many, much to learn

- Confidence in their ability to perform the job,
- Demonstrate the fact that they understand.
- Blend into the new environment
- Peer Pressure
- Work effectively individually and as well be a team player

STRUCTURAL DIFFERENCE There is a difference in the structure and orientation of college and corporate, based on hierarchy. They are as follows.

College: College is a place where students have education and fun with their new friendships, mass bunks, informal communications, parties, cultural activities etc. It is a place for students and lecturers/professors. We hardly find formal communication among students and sometimes even with professors. Students communicate informally with peer groups.They communicate with their professors both in formal and informal way depending upon the level of familiarity.

Corporate: The student becomes an employee in corporate world. Generally, they use formal mode of communication. Sometimes, informal communication can be seen among the people with more rapport. Communication depends on hierarchy level. The communication among peer groups can be informal based on rapport. The communication of team member with team leaders and managers is formal but not very formal. But the communication with the director or CEO is

highly formal. It happens very rarely with a prior appointment. The picture here shows the hierarchy levels in an organisation.

COMMUNICATION: Communication is the process of sharing information, expressing ideas and views. Communication is classified as verbal and non-verbal communication. Verbal communication is the one where one uses words to communicate. Non-verbal communication doesn't need words, it goes with actions. Non-verbal communication (body language) has mainly five modes. They are Facial Expressions, Eye Contact, Gestures, Body Movements, Space Distancing

Students do not care about their verbal or non-verbal language. They speak both in formal and informal modes as and when needed. They do not even care about their body language especially the usage of gestures and body movements. Many do not know what body language means.

Coming to corporates, one should be always aware of both their verbal and non-verbal language. One has to know how to use the body language and what a gesture actually represents in order to avoid misunderstanding.

BEHAVIOURAL TRAITS Behaviour is a very important trait which makes a difference in individuals' growth. Behavioural traits include vitality, self-motivation, competitiveness, leadership, conversations, approachable attitude, patience, optimism, tolerance, harmonious etc. As a student one may have all those traits and is in the stage of development.

But as an employee of a corporate one should accede to these qualities. There will be a great shift from the behaviour of student life to corporate life. As a student one might have behaved rude with others, posh, impolite etc. But now as an employee of an esteemed organisation one should change one's behaviour in tune with the organisation. One has to be polite, vital, optimistic and harmonious.

ETIQUETTE AND MANNERS: Etiquette is nothing but a customary code of polite behaviour in the society and manners are a well-bred social behaviour. Both are very important for an individual's growth. This includes your punctuality, Discipline, Sincerity, values and ethics.

Punctuality: In your student life, you might be late for your class as a late Kate. But this is not a school, it's an organisation. One should maintain punctuality to reach in time and have time management skills.

Discipline: One may be a disciplined student or may not be the same in college life. But one should be a disciplined employee of an organization. Discipline sets a perfect environment to achieve the goal one has. A perfect environment means not being disturbed by other factor or attracted to our weaknesses.

CORPORATE ATTIRE: From the schooling one has the habit of wearing a uniform. So, there is no question of particular dress code. Some colleges might have taken the task of providing a uniform in order to avoid hierarchy among students. Now-a-days, even organisations provide its employees with uniform. So, remember to go along with the organization's ethics, values and norms. If at all there is no uniform for your organisation, go in a formal dress. Avoid casuals and party wear.

EXPECTATION FROM FRESHER'S BY CORPORATE

Attitudes, Skills, and Knowledge

Learning falls into one of three categories. These categories are often referred to as ASKs.

- Attitudes
- Skills
- Knowledge

Knowledge: cognitive or mental abilities used to retain and process information

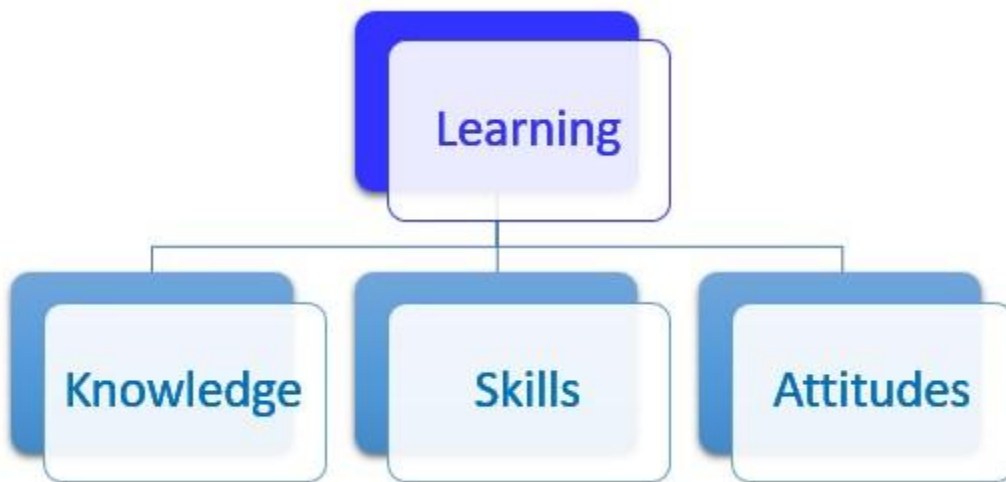
Skills: physical abilities used to perform activities or tasks

Attitudes: feelings or emotional about someone or something

Learning Categories for Attitudes, Skills, and Knowledge (ASK's)

If a person is learning something new, it will fall into one of the three categories.

- Learning facts and concepts would fall into the category of knowledge.
- Learning how to do something would be in the skills category.
- Learning to form a new or different viewpoint or belief would fall into the attitude category.



Training and Educational Programs for KSA's

Through educational and training activities, a person can acquire new knowledge, develop new skills, or form a new attitude.

Typically, most training and educational programs have focused on the development of knowledge and skills, as those are the ones that are most observable and easiest to measure.

Attitudes, on the other hand, are addressed the least by traditional training and educational programs because they are the most difficult for people to develop, and are the hardest to measure for results.

Knowledge, Skills, and Attitudes Defined

KSA	Description
Knowledge	Condition of being aware of something (facts or concepts)
Skills	Abilities based on performance measured in time and precision
Attitudes	Feelings, emotions, beliefs, or values about something

About Knowledge, Skills, and Attitudes (KSA's)

Knowledge

Knowledge is the condition of being aware of something. It is the cognitive processing of information. It includes the recall, recognition, understanding, application, and evaluation of facts, patterns, and concepts.

Knowledge can be measured with written or oral exams where a person documents or explains what they know.

Knowledge of the facts and concepts form the foundation for the ability to apply the skills to perform a task or to modify an attitude. A person would need to have a basic knowledge of the subject before developing the skill or attitude. For example, a person would need to learn the ingredients and steps involved in making cookies (knowledge) before they actually perform the task of making them (skill).

Skills

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Skills relate to the ability to physically perform an activity or task. It includes physical movement, coordination, dexterity, and the application of knowledge.

Competency and proficiency in the execution of skills requires training and practice. Skills are measured in terms of speed, precision, and/or technique through observation or monitoring.

Skills are usually learned through the transfer of knowledge. Typically, a person acquires the knowledge of how to perform a task and then begins to physically perform the task. For example, a person would typically learn the ingredients and steps involved in making cookies (knowledge), and then physically make them (skill).

Attitudes

Attitude is a way of thinking or feeling about someone or something. It includes the manner in which a person may deal with things emotionally, and it is often reflected in a person's behavior. A person's attitude can significantly affect feelings, values, appreciation, and motivations towards something.

Development or adjustment of a person's attitude may take a considerable amount of time and effort. It is often not easy to change a person's attitude after it has been formed for a significant amount of time. Additionally, it is difficult to measure a person's feeling toward and perception about something. It is even more difficult to measure how much change occurred in a person's attitude as a result of training or educational activities.

Examples

ASK	Examples of Learning
Knowledge	<ul style="list-style-type: none">· the parts of an automobile· the ingredients for making cookies

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	<ul style="list-style-type: none">· the names of world leaders
Skills	<ul style="list-style-type: none">· how to fix an automobile· how to make cookies· how to send an email
Attitudes	<ul style="list-style-type: none">· to appreciate other people's contributions· to be motivated to work hard· to value good customer relations

CHANGE MANAGEMENT

Change management is a systematic approach to dealing with the transition or transformation of an organization's goals, processes or technologies. The purpose of change management is to implement strategies for effecting change, controlling change and helping people to adapt to change. Such strategies include having a structured procedure for requesting a change, as well as mechanisms for responding to requests and following them up.

To be effective, the change management process must take into consideration how an adjustment or replacement will impact processes, systems and employees within the organization. There must be a process for planning and testing change, a process for communicating change, a process for scheduling and implementing change, a process for documenting change and a process for evaluating its effects. Documentation is a critical component of change management, not only to maintain an audit trail should a rollback become necessary but also to ensure compliance with internal and external controls, including regulatory compliance.

Companies developing a change management program from the ground up often face daunting challenges. In addition to a thorough understanding of company culture, the change management

process requires an accurate accounting of the systems, applications and employees to be affected by a change. Best practice frameworks can provide guiding principles and help managers align the scope of proposed changes with available digital and nondigital tools.

Popular models for managing change include:

- **ADKAR:** The ADKAR model, created by Prosci founder Jeff Hiatt, consists of five sequential steps:
 - Awareness of the need for change;
 - Desire to participate in and support the change;
 - Knowledge about how to change;
 - Ability to implement change and behaviors; and
 - Reinforcement to sustain the change.
- **Bridges' Transition Model:** Change consultant William Bridges' model focuses on how people adjust to change. The model features three stages: a stage for *letting go*, a stage of *uncertainty and confusion* and a stage for *acceptance*. Bridges' model is sometimes compared to the Kübler-Ross five stages of grief (denial, anger, bargaining, depression and acceptance).
- **IT Infrastructure Library (ITIL):** The U.K. Cabinet Office and Capita plc oversee a framework that includes detailed guidance for managing change in IT operations and infrastructure.
- **Kotter's 8-Step Process for Leading Change:** Harvard University professor John Kotter's model has eight steps:
 - increasing the urgency for change;
 - creating a powerful coalition for change;
 - creating a vision for change, communicating the vision;

- removing obstacles;
 - creating short-term wins;
 - building on them; and
 - anchoring the change in corporate culture.
- **Lewin's Change Management Model:** Psychologist Kurt Lewin created a three-step framework that is also referred to as the Unfreeze-Change-Freeze (or Refreeze) model.
 - **McKinsey 7S:** Business consultants Robert H. Waterman Jr. and Tom Peters designed this model to holistically look at seven factors that affect change:
 - shared values;
 - strategy;
 - structure;
 - systems;
 - style;
 - staff; and
 - skills.

Step Change Management Process

Let's go through the steps of Kotter's change management approach.

Step 1: Urgency Creation

A change is only successful if the whole company really wants it. If you are planning to make a change, then you need to make others want it. You can create urgency around what you want to change and create hype.

This will make your idea well received when you start your initiative. Use statistics and visual presentations to convey why the change should take place and how the company and employees can be at advantage.

Step 2: Build a Team

If your convincing is strong, you will win a lot of people in favour of change. You can now build a team to carry out the change from the people, who support you. Since changing is your idea, make sure you lead the team.

Organize your team structure and assign responsibilities to the team members. Make them feel that they are important within the team.

Step 3: Create a Vision

When a change takes place, having a vision is a must. The vision makes everything clear to everyone. When you have a clear vision, your team members know why they are working on the change initiative and rest of the staff know why your team is doing the change.

If you are facing difficulties coming up with a vision, read chapter one (Mission and Values) of WINNING, by Jack Welch.

Step 4: Communication of Vision

Deriving the vision is not just enough for you to implement the change. You need to communicate your vision across the company.

This communication should take place frequently and at important forums. Get the influential people in the company to endorse your effort. Use every chance to communicate your vision; this could be a board meeting or just talking over the lunch.

Step 5: Removing Obstacles

No change takes place without obstacles. Once you communicate your vision, you will only be able to get the support of a fraction of the staff. Always, there are people, who resist the change.

Sometimes, there are processes and procedures that resist the change too! Always watch out for obstacles and remove them as soon as they appear. This will increase the morale of your team as well the rest of the staff.

Step 6: Go for Quick Wins

Quick wins are the best way to keep the momentum going. By quick wins, your team will have a great satisfaction and the company will immediately see the advantages of your change initiative.

Every now and then, produce a quick win for different stakeholders, who get affected by the change process. But always remember to keep the eye on the long-term goals as well.

Step 7: Let the Change Mature

Many change initiatives fail due to early declaration of victory. If you haven't implemented the change 100% by the time you declare the victory, people will be dissatisfied when they see the gaps.

Therefore, complete the change process 100% and let it be there for sometime. Let it have its own time to get integrated to the people's lives and organizational processes before you say it 'over.'

Step 8: Integrate the Change

Use mechanisms to integrate the change into people's daily life and corporate culture. Have a continuous monitoring mechanism in place in order to monitor whether every aspect of the change taking place in the organization. When you see noncompliance, act immediately.

IMPACT OF YOUR ATTITUDE AND BEHAVIOR

Defining Attitude

An attitude is generally defined as the way a person responds to his or her environment, either positively or negatively.

An attitude could be generally defined as a way a person responds to his or her environment, either positively or negatively. The precise definition of attitude is nonetheless a source of some discussion and debate.

Work environment can affect a person's attitude. Some attitudes are a dangerous element in the workplace, one that can spread to those closest to the employee and affect everyone's performance.

Attitudes are the confluence of an individual and external stimuli, and therefore everyone is in a position of responsibility to improve them (managers, employees, and organizations). A strong work environment is vital for an effective and efficient workplace.

attitude: Disposition or state of mind.

Overview

An attitude could be generally defined as the way a person responds to his or her environment, either positively or negatively. The definition of attitude is nonetheless a source of some discussion and debate.

When defining attitude, it is helpful to bear two useful conflicts in mind. The first is the existence of ambivalence or differences of attitude towards a given person, object, situation etc. from the same person, sometimes at the same time. This ambivalence indicates that attitude is inherently more complex than a simple sliding scale of positive and negative, and defining these axes in different ways is integral to identifying the essence of attitude. The second conflict to keep in mind is the degree of implicit versus explicit attitude, which is to say subconscious versus conscious. Indeed, people are often completely ignorant of their implicit attitudes, complicating the ability to study and interpret them accurately.

The takeaway here is to be specific when discussing attitudes, and define terms carefully. For a manager to say that somebody has attitude, or that somebody is being negative or positive about something, is vague and nonconstructive. Instead, a manager's job is to observe and to try to pinpoint the possible causes and effects of a person's perspective on something.

Attitudes in the Workplace

Everyone has attitudes about many things; these are not necessarily a bad thing. One aspect of employees' attitude is the impact it can have on the people around them. People with a positive attitude can lift the spirits of their co-workers, while a person with a negative attitude can lower their spirits. Sometimes, though, this principle works in reverse, and attitudes are often more complex than positive or negative. Attitudes may affect both the employee's work performance and the performances of co-workers.

Attitude: A person's attitude can be influenced by his or her environment, just as a person's attitude affects his or her environment.

Can Management Change People's Attitudes?

Some attitudes represent a dangerous element in the workplace that can spread to those closest to the employee and affect everyone's performance. Is it a manager's responsibility to help change the person's attitude? Should the employee alone be responsible? The answer is that attitudes are the confluence of an individual and external stimuli, and therefore everyone is in a position of responsibility.

Still, a manager may be able to influence a employee's attitude if the root cause relates to work conditions or work environment. For example, employees may develop poor attitudes if they work long hours, if the company is having difficulties, or if they have relationship issues with the manager or another employee. Similarly, if employees feel believe there is little chance for advancement or that their efforts go unappreciated by the organization, they may develop a negative attitude. To the extent they are able, managers should strive to remedy these situations to encourage an effective work environment.

A strong work environment is vital for an effective and efficient workplace. Employees who are in a positive, encouraging work environment are more likely to seek solutions and remain loyal, even if the company is having financial difficulties. Even so, employees have some responsibility to alter their own attitudes. If management does everything in its power to create a

positive environment and the employee refuses to participate, then managers can do little else to help. At times, attitudes are beyond the reach of the business to improve.

How Attitude Influences Behavior?

Attitudes can positively or negatively affect a person's behavior, regardless of whether the individual is aware of the effects.

Attitudes are infectious and can affect the people that are near the person exhibiting a given attitude, which in turn can influence their behavior as well.

Understanding different types of attitudes and their likely implications is useful in predicting how individuals' attitudes influence their behavior.

Daniel Katz identifies four categories of attitudes: utilitarian, knowledge, ego-defensive and value -expressive.

Organizations can influence a employee's attitudes and behavior by using different management strategies and by creating strong organizational environments. As people are affected in different ways by varying influences, an organization may want to implement multiple strategies.

Behavior change: Any transformation or modification of human habits or patterns of conduct.

Individual Attitudes and Behaviors

Attitudes can positively or negatively affect a person's behavior. A person may not always be aware of his or her attitude or the effect it is having on behavior. A person who has positive attitudes towards work and co-workers (such as contentment, friendliness, etc.) can positively influence those around them. These positive attitudes are usually manifested in a person's behavior; people with a good attitude are active and productive and do what they can to improve the mood of those around them.

In much the same way, a person who displays negative attitudes (such as discontentment, boredom, etc.), will behave accordingly. People with these types of attitudes towards work may likewise affect those around them and behave in a manner that reduces efficiency and effectiveness.

Attitudinal Categories

Attitude and behavior interact differently based upon the attitude in question. Understanding different types of attitudes and their likely implications is useful in predicting how individuals' attitudes may govern their behavior. Daniel Katz uses four attitude classifications:

Utilitarian: Utilitarian refers to an individual's attitude as derived from self or community interest. An example could be getting a raise. As a raise means more disposable income, employees will have a positive attitude about getting a raise, which may positively affect their behavior in some circumstances.

Knowledge: Logic, or rationalizing, is another means by which people form attitudes. When an organization appeals to people's logic and explains why it is assigning tasks or pursuing a strategy, it can generate a more positive disposition towards that task or strategy (and vice versa, if the employee does not recognize why a task is logical).

Ego-defensive: People have a tendency to use attitudes to protect their ego, resulting in a common negative attitude. If a manager criticizes employees' work without offering suggestions for improvement, employees may form a negative attitude and subsequently dismiss the manager as foolish in an effort to defend their work. Managers must therefore carefully manage criticism and offer solutions, not simply identify problems.

Value-expressive: People develop central values over time. These values are not always explicit or simple. Managers should always be aware of what is important to their employees from a values perspective (that is, what do they stand for? why do they do what they do?). Having such an awareness can management to align organizational vision with individual values, thereby generating passion among the workforce.

Organizational Attitudes and Behaviors

Attitudes can be infectious and can influence the behavior of those around them. Organizations must therefore recognize that it is possible to influence a person's attitude and, in turn, his or her behavior. A positive work environment, job satisfaction, a reward system, and a code of conduct can all help reinforce specific behaviors.

One key to altering an individual's behavior is consistency. Fostering initiatives that influence behavior is not enough; everyone in the organization needs to be committed to the success of these initiatives. It is also important to remember that certain activities will be more effective with some people than with others. Management may want to outline a few different behavior-change strategies to have the biggest effect across the organization and take into consideration the diversity inherent in any group.

Attitude

A predisposition or a tendency to respond positively or negatively towards a certain idea, object, person, or situation. Attitude influences an individual's choice of action, and responses to challenges, incentives, and rewards (together called stimuli).

Major components of attitude are

- (1) Affective: emotions or feelings.
- (2) Cognitive: belief or opinions held consciously.
- (3) Conative: inclination for action.

POSITIVE ATTITUDE

A positive attitude can impact every aspect of your life. People who maintain a positive approach to life situations and challenges will be able to move forward more constructively than those who become stuck in a negative attitude. Your mental and physical health can be improved by learning how to hold a positive state of mind.

Components of Attitudes:

Attitudes comprise of three basic components: emotional, informational and behavioural.

These three components are described below:

1. Informational or Cognitive Component:

The informational component consists of beliefs, values, ideas and other information a person has about the object. It makes no difference whether or not this information is empirically correct or real. For example, a person seeking a job may learn from his own sources and other

employees working in the company that in a particular company the promotion chances are very favourable. In reality, it may or may not be correct. Yet the information that person is using is the key to his attitude about that job and about that company.

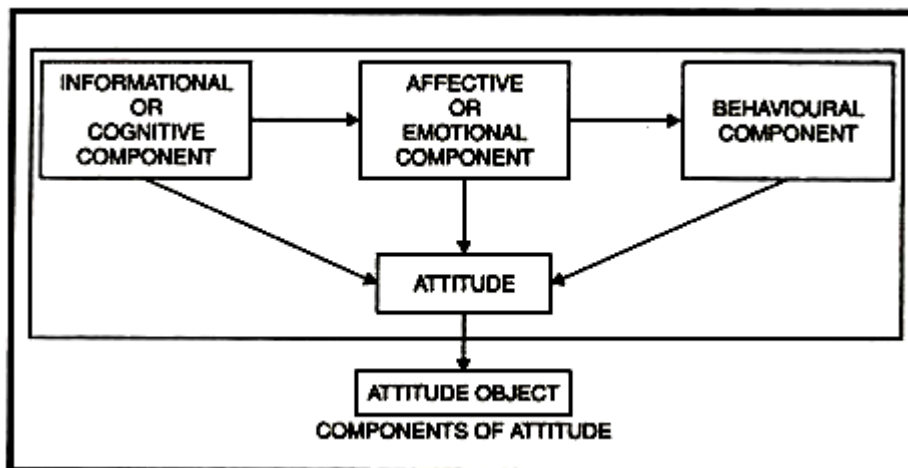
2. Emotional or Affective Component:

The informational component sets the stage for the more critical part of an attitude, its affective component. The emotional components involve the person's feeling or affect-positive, neutral or negative-about an object. This component can be explained by this statement." I like this job because the future prospects in this company are very good".

3. Behavioural Component:

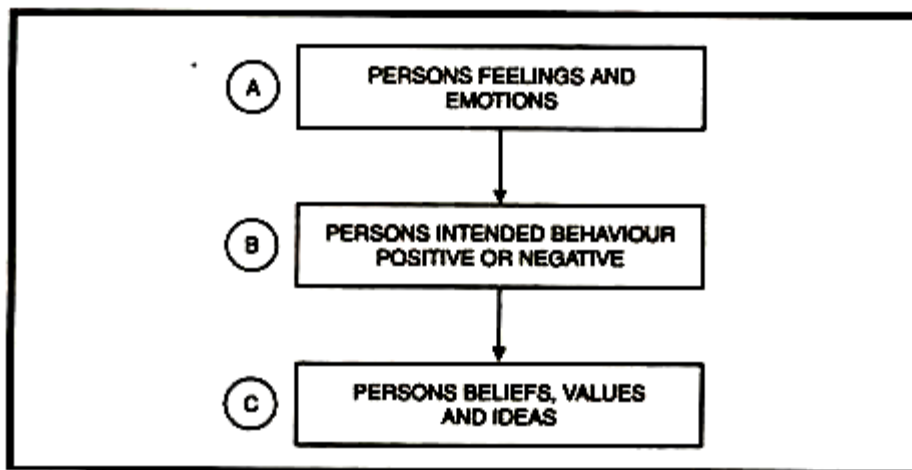
The behavioural component consists of the tendency of a person to behave in a particular manner towards an object. For example, the concerned individual in the above case may decide to take up the job because of good future prospects. Out of the three components of attitudes, only the behavioural component can be directly observed. One cannot see another person's beliefs (the informational component) and his feelings (the emotional component). These two components can only be inferred. But still understanding these two components is essential in the study of organisational behaviour or the behavioural component of attitudes.

The components are illustrated in the following table:



ABC Model of Attitude:

All the three components of attitude explained above constitute, what is OF called the ABC model. Here, in the ABC model, the alphabet A stands for Affective component, B for Behavioural and C for the cognitive component. The importance of this model is that to have a proper and thorough understanding of the concept of attitude, all the three components mentioned above must be properly assessed. It is only the behavioural component which can be directly observed, the other two components: affective and cognitive can however only be inferred.

**Formation/Sources of Attitudes:**

Attitudes refer to the feelings and beliefs of “individuals or groups of individuals. But the question is how these feelings and beliefs developed? The point which has been stressed by many people are that attitudes are acquired, but not inherited. A person acquires these attitudes from several sources.

The Attitudes are acquired but not important sources of acquiring attitudes are as discussed below:

1. Direct Personal Experience:

A person’s direct experience with the attitude object determines his attitude towards it. The personal experience of an individual, whether it is favourable or unfavourable, will affect his attitude deeply. These attitudes which are based on personal experience are difficult to change.

For example, an individual joins a new job, which is recommended to him by his friend. But when he joins the job, he finds his work repetitive, supervisors too tough and co-workers not so co-operative, he would develop a negative attitude towards his job, because the quality of his direct experience with the job is negative.

2. Association:

Sometimes an individual comes across a new attitude object which may be associated with an old attitude object. In such a case, the attitude towards the old attitude object may be transferred towards the new attitude object. For example, if a new worker remains most of the time in the company of a worker, who is in the good books of the supervisor, and towards whom the supervisor has a positive attitude, the supervisor is likely to develop a favourable attitude towards the new worker also. Hence the positive attitude for the old worker has been transferred towards the new worker because of the association between the old and the new worker.

3. Family and Peer Groups:

Attitudes like values are acquired from parents, teachers and peer group members. In our early years, we begin modeling our attitudes after those we admire, respect or may be even fear. We observe the way our family and friends behave and we shape our attitudes and behaviour to align with theirs. We do so even without being told to do so and even without having direct experience. Similarly, attitudes are acquired from peer groups in colleges and organisations. For example, if the right thing is to visit “Hot Millions”, or the “Domino’s”, you are likely to hold that attitude. If your parents support one political party, without being told to do so, you automatically start favouring that party.

4. Neighbourhood:

The neighbourhood in which we live has certain cultural facilities, religious groupings and ethnic differences. Further, it has people, who are neighbours. These people may be Northerners, Southerners etc. The people belonging to different cultures have different attitudes and behaviours. Some of these we accept and some of these we deny and possibly rebel. The conformity or rebellion in some respects is the evidence of the attitudes we hold.

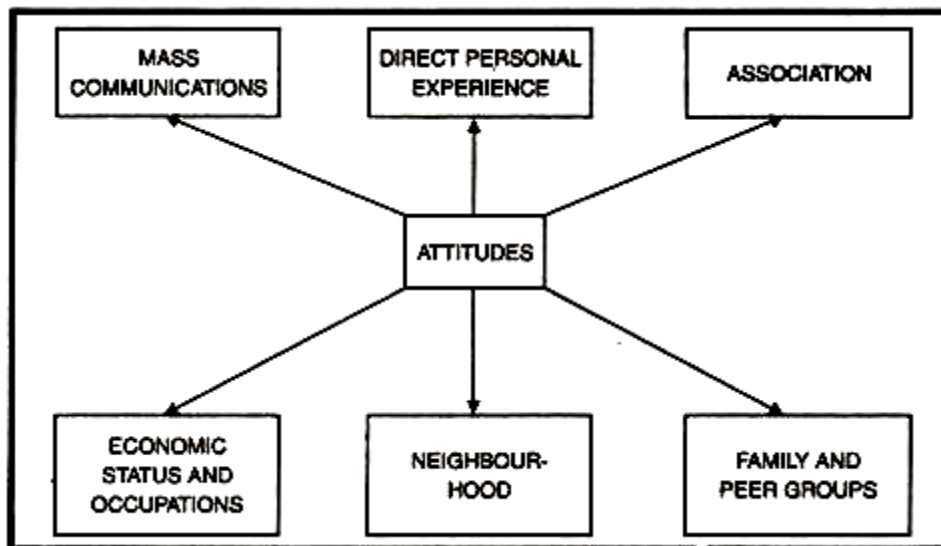
5. Economic Status and Occupations:

The economic status and occupational position of the individual also affect his attitude formation. Our socio-economic background influences our present and future attitudes. Research findings have shown that unemployment disturbs former religious and economic values. Children of professional class tend to be conservatives. Respect for the laws of the country is associated with increased years of higher education.

6. Mass Communications:

Attitudes are generally less stable as compared to values. Advertising messages for example, attempt to alter the attitude of the people toward a certain product or service. For example, if the people at Hyundai Santro can get you to hold a favourable feeling toward their cars, that attitude may lead to a desirable behaviour (for them)-your purchase of a Santro car.

All these sources can be illustrated with the help of the following figure:



CONSIDER THE LANGUAGE

Language and Communication

Employers generally regard communication skills in employees as the most important set of soft skills. Use of appropriate workplace language aligns with good communication. Profanity, excessive slang or other crude or vulgar language may seem acceptable with friends, it but doesn't support your image as a good communicator at work. Using vulgar or sexual language could lead to a sexual harassment claim by a colleague. Body language also affects your communication. Your entrance and carriage, posture and handshake all project a level of confidence, respect and professionalism that help or hinder your verbal language.

Language and Diversity

Workplaces have become more diverse; some employees speak native languages that are not English. Workplace human rights speaker and author Stephen Hammond identifies co-workers who speak different languages as one of the greatest workplace challenges in 2012. Employees should not be offended if colleagues engage in casual conversation in another language. Some employers hire translators to help global colleagues interact effectively. Being a bilingual speaker can significantly increase your value to employers in many instances. It can also help you build better relationships with colleagues and clients.

Appropriate tone and language in the workplace

Running a business is a delicate balance between setting goals, achieving set targets and handling employees in such a way that it remains productive and trouble free. Whereas it may be relatively easy to set and achieve business targets, it may be as easy to maintain a workforce in a productive mood and vibe.

When we discuss maintaining the productivity of a workforce, a lot of it depends on upon the communication between employer and employee. This is precisely where appropriate tone and language in a workplace comes into the equation. We all like to be treated with respect in social settings and it should be no different in work.

When we think about appropriate tone and language in a workplace, classically it overlaps in three prominent dimensions; employee tone and language towards employers, employer tone and

language towards employees and employee tone and language with potential clients. Here is how each one is important in its own right:

Employer to employee tone and language. It is important for every employer to understand that communication is the practice of exchanging information and ideas. In order to be an effective communicator in your workplace, it is essential to be able to deliver your intent in the most appropriate tone and choice of words. The tone has a lot to do with winning over hearts and mind. No wonder it is said “there are bad ways of saying a good thing’s and good ways of saying the bad things”.

Some employers carry a wrong perception that being “tough” means a frequent display of tongue lashings. Nothing can be further from the truth. A tough-talking employer can get the job done half as efficiently as a kind talking an employee. In any case, getting a job done by tough means should be only resorted to as the last measure.

Did you know that as an employer that if things are 80% good and 20% bad that we tend to focus on the 20%bad and forget about the 80% that’s good meaning we only talk about and complain about the 20%.

Employee to employer tone and language. This is one of the more pondered upon dimensions of appropriate tone and language since it involves more serious repercussion when violated. Traditionally, an employee is expected to be polite and more considerate in communicating with an employer for a good number of reasons. An employer must always try to deliver his or viewpoint in the most appropriate tone and language. Avoid slangs and harsh sounding words in communicating to your employer. Try to disengage as quickly and quietly as possible if you find yourself in a confrontational situation with your employer during a discussion. Never press upon an opinion or point if you find it irritating for your employer. Don’t be afraid to step away or ask for a break to calm down.

Employee to client tone and language. This is one dimension that affects businesses more than the previous dimensions when it comes to landing business in the first place. A present or potential client expects to be treated with a very courteous tone and language. Whether your business lands a client or not has a lot to do with how your staff treats a client with tone and use

of language. Certain businesses have a special emphasis on the tone and use of language in generating the first impression (hospitality, airlines and call centers, etc.).

It is natural to carry a professional impression of a business when a client calls a business, and he or she is responded in a very professional manner by the call receptionist or operator. It is, for this reason, PA and operators are specially trained in call reception and client handling. Good customer contact skills are an important prerequisite to dealing with conflict situations – and more so to avoid conflict.

Establish & Maintain Good Relationships in the Workplace

Effective businesses encourage the development of positive relationships between managers and employees as well as amongst coworkers. All businesses can foster positive workplace relationships by creating a strong mission statement and an upbeat team-based environment. Strengthen workplace relationships by setting clear expectations, practicing constant communication and offering timely responses to both positive workplace behavior and employee issues or concerns.

Send a Clear Message

Create a clear and concise company mission statement and distribute a copy of the statement to each employee. The mission statement should outline the purpose of the business. Discuss how the mission statement fits with employees' personal values and roles in the company. Hold regular staff meetings to highlight recent company activities as well as discuss how employees are working toward or upholding the business's mission.

Build a Strong Team

Encourage teamwork through formal and informal team-building activities. Arrange a company-oriented outing, such as bowling or mini-golf, or involve the office in a team-based charitable activity. Good relationships in the workplace thrive when individuals feel part of a team and comfortable with their teammates. According to a 2008 study published by the University of Florida Institute of Food and Agricultural Sciences, respect and trust amongst co-workers and

between supervisors and staff leads to greater collaboration, innovation and efficiency in the workplace.

Communicate Effectively

Communicate group expectations immediately and regularly. Set high performance expectations and emphasize the importance of each employee's role to the success of the business. Coach managers on maintaining good relationships with their staff. Emphasize the need for two-way communication, clear and precise instructions, and the need for individuals to feel respected as both individuals and crucial contributors to the final service or product of the company.

Set Clear Goals

Set clear and measurable goals for your individual staff members. Employees must know what to do, how to do it, how well the task must be done and where to turn for help. To that end, provide detailed job descriptions and offer training with feedback from supervisors. Additionally, employees must clearly understand what constitutes satisfactory work and exactly how their performance will be measured.

Show Your Appreciation

Reward great work as quickly as possible, and address problems or concerns immediately. Acknowledge staff members publicly with written or verbal commendations when they exceed performance expectations and provide assistance to those who are failing. Model the behavior of creating good workplace relationships by actively seeking opportunities to offer assistance that will help co-workers or support staff do their jobs better.

ORGANIZATIONAL CULTURE

Organizational culture works a lot like this. Every company has its own unique personality, just like people do. The unique personality of an organization is referred to as its culture. In groups of people who work together, organizational culture is an invisible but powerful force that influences the behavior of the members of that group. So, how do we define organizational culture?

Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs. Every organization develops and maintains a unique culture, which provides guidelines and boundaries for the behavior of the members of the organization. Let's explore what elements make up an organization's culture.

Organizational culture is composed of seven characteristics that range in priority from high to low. Every organization has a distinct value for each of these characteristics, which, when combined, defines the organization's unique culture. Members of organizations make judgments on the value their organization places on these characteristics and then adjust their behavior to match this perceived set of values.

According to Edgar Schein, "Organisational culture can be defined as a pattern of basic assumptions-invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration-that has worked well enough to be considered valuable and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems."

All the above definitions of organisational culture stress on the sharing of norms and values that guide the organisational members' behaviour. These norms and values are clear guidelines as to how employees are to behave within the organisation and their expected code of conduct outside the organisation.

Characteristics of Organisational Culture:

The following characteristics help us to understand the nature of organisational culture better.

When we mix and match these characteristics, we get to the basis of culture:

1. Individual Autonomy:

The degree of responsibility, freedom and opportunities of exercising initiative that individuals have in the organisation.

2. Structure:

The degree to which the organisation creates clear objectives and performance expectations. It also includes the degree of direct supervision that is used to control employee behaviour.

3. Management Support:

The degree to which, managers provide clear communication, assistance; warmth and support to their subordinates.

4. Identity:

The degree to which, members identify with the organisation as a whole rather than with their particular work group or field of professional expertise.

5. Performance Reward System:

The degree to which reward system in the organisation like increase in salary, promotions etc. is based on employee performance rather than on seniority, favouritism and so on.

6. Conflict Tolerance:

The degree of conflict present in relationships between colleagues and work groups as well as the degree to which employees are encouraged to air conflict and criticisms openly.

7. Risk Tolerance:

The degree to which, employees are encouraged to be innovative, aggressive and risk taking.

8. Communication Patterns:

The degree to which, organisational communications are restricted to the formal hierarchy of authority.

9. Outcome Orientation:

The degree to which, management focuses on results or outcomes rather than on the techniques and processes used to achieve these outcomes.

10. People Orientation:

The degree to which, management decisions take into consideration the impact of outcomes on people within the organisation. When we appraise the organisation on the basis of the above characteristics, we get a complete picture of the organization's culture. This picture becomes the basis of shared norms, beliefs and understanding that members have about the organisation, how things are done in it and how the members are supposed to behave.

Cultural Typology:

Goffee and Jones have identified four distinct cultural types. They argue that these four culture types are based on two dimensions which they call sociability and solidarity. Sociability refers to high concerns for people i.e. it is people oriented and focuses on processes rather than on outcomes. The second dimension i.e. solidarity is however task oriented.

These two dimensions create four distinct cultural types:**1. Networked Culture:**

Networked culture is high on sociability and low on solidarity. Which means that the organisation treats, its members in a quite friendly manner and there is open sharing of information. However, this culture type may lead to poor performance as the focus is on the people rather than on tasks.

2. Mercenary Culture:

It is low on sociability and high on solidarity. The organisations with mercenary culture are task oriented and believe in competition. The people are highly focussed and goal oriented but, this type of culture may at times lead to frustration and stress among poor performers.

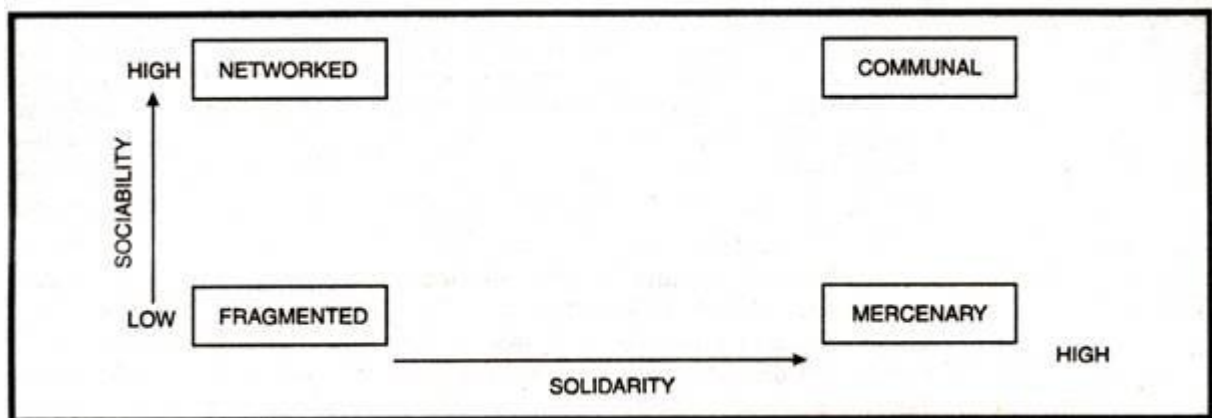
3. Fragmented Culture:

Fragmented culture is low on both sociability and solidarity. There is little or no identification with the organisation. It is the individual members' commitment, productivity and quality of work which is of utmost importance. This type of culture however suffers from lack of collegiality.

4. Communal Culture:

It is high on both sociability and solidarity. The organisations with communal culture value both people and tasks. Work accomplishment is from committed people, and there is a relationship of trust and respect.

The following diagram explains the four cultural typology:



CULTURE SHOCK

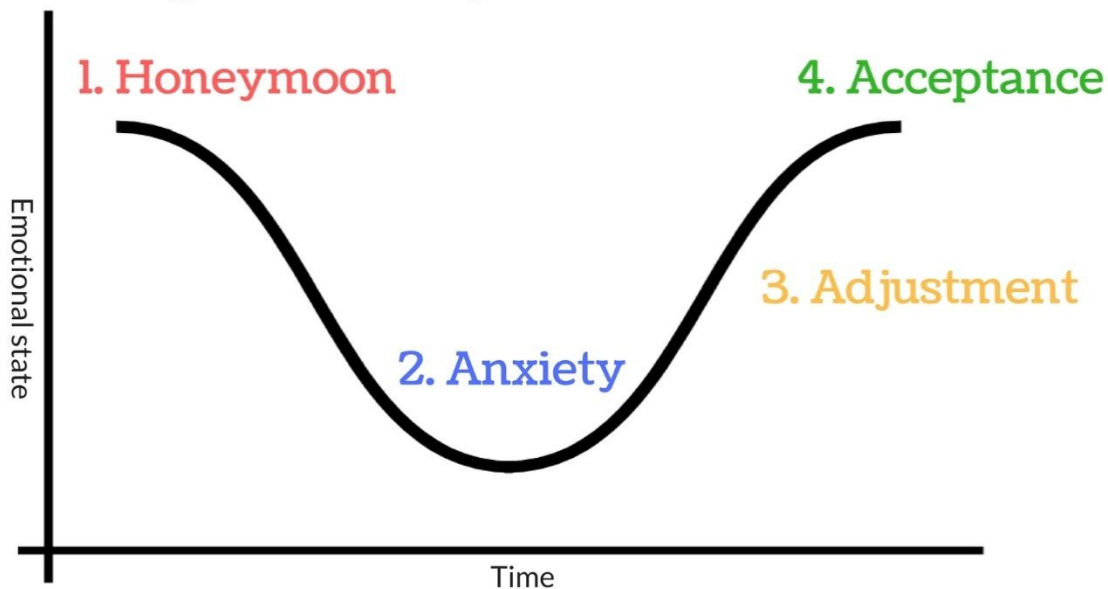
Culture shock is an experience a person may have when one moves to a cultural environment which is different from one's own; it is also the personal disorientation a person may feel when experiencing an unfamiliar way of life due to immigration or a visit to a new country, a move between social environments, or simply transition to another type of life. One of the most common causes of culture shock involves individuals in a foreign environment. Common problems include: information overload, language barrier, generation gap, technology gap, skill interdependence, formulation dependency, homesickness (cultural), infinite regress (homesickness), boredom (job dependency), response ability (cultural skill set). There is no true way to entirely prevent culture shock, as individuals in any society are personally affected by cultural contrasts differently.

Steps in Culture Shock

A bunch of new colleagues, unspoken rules, surprising customs - enough to shock even veteran members of the workforce, not to mention those starting in their first real first job. In fact, this

experience is so widespread among newly graduated employees and interns that it has a name: “**workplace culture shock**”. Although both the length and the intensity of the shock phases differ from person to person, they typically include a passage through periods known as **honeymoon**, **anxiety**, **adjustment** and **acceptance**.

Stages of workplace culture shock



1. Honeymoon

This phase is usually pleasant. In the context of job hunting, it can - paradoxically - begin well before your actual first day at work. A kind of excitement, enthusiasm or euphoria is likely to kick in the moment you hear the long hoped for “We’d like to hire you” from HR. After due celebrations and joy there comes the time for your preparation for the shock: **a scrutiny of your experiences.**

“Experiences? I have none; it is my first job!” you may object. Well, even if that’s the case, we bet that you have already faced the unknown. Maybe you have travelled abroad? Surely you have been a freshman at university or high school at some point? Take your pick and list the things that worked well and those you struggled with the most. Then ask yourself: what made some things easier and others difficult? Your answers will help you to **become aware of the**

mechanisms of the shock itself and understand your own reactions to it (you may find this guide on Emotional Intelligence handy). Go over the same questions with your friends, prepare for the day.

Because suddenly it comes, and despite your best intentions you may be stressed like officer Hoyt in Training Day, even if your boss is not as intimidating as Detective Alonzo Harris. Like Hoyt, you may bring your expectations, excitement and eagerness to fit in straight away. Well, do not: Unlike him, you have more than one day to prove yourself.

2. Anxiety

Facing unknown situations is likely to cause some frustration and anxiety. **A mix of patience, curiosity and attentiveness is an attitude helpful in mitigating such feelings.** Acclimatisation is a process, and like all processes, it simply takes time. So take yours to observe the organisation of the workflow, the way people approach tasks and interact together. How do they dress? Do they eat lunch together? Do they hang out after work? **Observe and learn, do not speed things up and force upon yourself more than you can handle.**

Of course, observation alone is not enough. Keep in mind that **it is OK to ask questions if you are unsure.** Perhaps you do not understand all the terms your colleagues are so casually throwing around? Don't pretend you follow, communicate your problems and listen to your colleagues' advice and explanation. Although it is natural to fear to sound unprofessional or silly, bear in mind that managers are perfectly aware that you may lack the hands-on experience, which is so hard to get. Therefore some **companies offer mentor and ambassador programmes, a chance for a focused one-on-one discussion and closer cooperation with more experienced colleagues.** Do not overlook this possibility if it's offered you! And if it is not, talk to your manager or colleagues and share your worries. The sooner you do, the better.

So questions are definitely acceptable. So are some **mistakes**, which you, like many newcomers before, are likely to make. Should this happen, your best response is a smile and an honest apology. Stay positive and do not dwell on them, but also ensure that you (surprise surprise!) ask and understand what went wrong. The more you do, the milder this stage of the shock will be.

3. Adjustment

With the help of time, patience and the right attitude the phase of the initial insecurity will usually gradually turn into one of adjustment. One way to get there faster is to **participate in various social events, informal activities or volunteering projects organised by many companies**. Not only can they simply be fun, but they offer an excellent chance to get in contact with new colleagues without the usual pressures of daily job routine. Participate and get to know your co-workers better while also letting them know you.

It is good to understand, that it is in the company's best interest to try to help newcomers (you!) to reach this phase as soon as possible. **A shock, when ignored, easily translates to lower morale, lower output and lower retention rates**. Therefore throughout the whole adaptation process, you and your boss are on the same page and share the same interest in reducing the negative impact of change you are undergoing.

4. Acceptance

You may have to wait a bit till you eventually go through the whole cycle and reach the final phase known as acceptance - at which point you won't feel as much as a newbie anymore. If you **prepare yourself for the shock and act calmly when it happens**, the time when your new colleagues, rules and customs inspire and not intimidate you may come sooner than you think.

RESPECT OTHERS

Respect is when you feel admiration and deep regard for an individual. You believe that the person is worthy of your regard and admiration because of the good qualities and capabilities that they bring to your workplace.

After feeling the respect and regard, you demonstrate them by acting in ways that show you are aware of your colleagues as people who deserve respect. As such, you recognize that they have

rights, opinions, wishes, experience, and competence. They have the right for you to regard them through this referential lens.

CONFIDENCE

Confidence has a common meaning of a certainty about handling something, such as work, family, social events, or relationships.^[1] Some have ascribed confidence as a state of being certain either that a hypothesis or prediction is correct or that a chosen course of action is the best or most effective. **Self-confidence** is having confidence in one's self. **Arrogance** or **hubris** in this comparison is having unmerited confidence – believing something or someone is capable or correct when they are not. **Overconfidence** or **presumptuousness** is excessive belief in someone (or something) succeeding, without any regard for failure. Confidence can be a self-fulfilling prophecy as those without it may fail or not try because they lack it and those with it may succeed because they have it rather than because of an innate ability. Taken to an extreme, overconfidence can cause problems as evidenced by the famous author Matthew Syed and mentioned here in this reference in regard to sport.

Here are some of the things that helps to boost the confidence and value as a job candidate.

1. Start slowly.

Cut yourself a little slack and realize that you probably aren't going to make a 180-degree turn when it comes to confidence. Set smaller goals and realistic expectations. Start by focusing on one thing you know you're good at. Whether it's working with people, multitasking, proofreading or a specific computer program—whatever it is, recognize it. Admit to yourself that you do a pretty good job at this one thing, and practice telling one other person. If a friend asks for your help editing a paper, for example, I've said things like, "Sure, I think I could really help you improve this based on my experience editing articles at work." Remember, you're not saying

you're good at *everything*, just something. Eventually, you'll be more comfortable recognizing all of the areas of your expertise.

2. Ask for what you want.

One of the most powerful pieces of advice I've ever received was from a woman I interviewed for a magazine article a few years ago. She worked in a government role in DC and appeared to have the world at her fingertips. When she admitted she struggled with self-confidence early on in her career, I was floored. She said the turning point came when a mentor told her "never be afraid to ask for what you want."

3. Accept failure and value criticism.

For people who lack confidence, recognizing weakness is all too easy. But rather than mentally berating yourself when you mess up or don't do a perfect job, remember that it happens to everyone. Literally everyone. The difference is that confident women don't have time to wallow in failure. They're busy fixing the problem and learning from it. So next time your boss provides negative feedback on a project, don't be embarrassed. Admit your mistake, own it and move forward. Also keep in mind that when someone takes time to provide constructive criticism, it means they are invested in you. It means they have faith that you can do it right the next time. The more you accept failure and the less you take it personally, the stronger you'll be in the long-run.

4. Say yes.

For the naturally confident, taking chances and diving into new things is exciting. They love a good challenge. But how is a person without confidence supposed to do it? The answer is simple, if a bit scary: Just do it. A part of being confident is faking it until you make it. This does not mean lying about your skills and experience. This does not mean being arrogant and boastful. This means having enough belief in your abilities that you know a new task isn't beyond your grasp. The more you believe you can do it, the more others believe in you. I used to disregard job postings if one task in the position description was something I hadn't done before. Although you need to be qualified for the job you're applying for, give yourself a little credit that you have the smarts to figure out something that isn't listed verbatim on your resume. Apply for the job

you think might be slightly out of your reach. You could be exactly what an employer is looking for.

5. Relax. No one else knows what they're doing, either.

One of the most frustrating parts about being a less confident person is watching as others seem to glide through life. They speak up in meetings. They say yes to every challenge. They never seem rattled. They exude confidence. Meanwhile, you're sure people are just a day away from discovering that you're a fraud. But if you asked most people point-blank how confident they were, you'd be surprised how many feel the same way you do. Even the remarkable Maya Angelou and talented Emma Watson have admitted to this unsettling feeling, known as the Impostor Syndrome. Don't fall for it. You deserve to be exactly where you are, and you will continue to achieve good things. We are all human, and we are all just doing the best we know how.

LEARNING IN WORK PLACE

Learning on the job, recipe for the best results.

- 70% of what we learn, comes from our daily work. For example, we get new assignments and challenging jobs, of which we do not exactly know how to do them. By doing them anyway, we learn. Sometimes by trial and error.
- 20% of our new knowledge and skills, we develop through feedback and tips from colleagues and by watching how other people do it.
- 10% of what we learn, we extract from formal learning contexts, such as training, e-learning and workshops.

That's what we call 70:20:10.

Workplace Learning, also referenced to as learning on the job, fits into the 20%, but also in 70% of 70:20:10. You will learn when working and from your work. We offer Workplace Learnings

in the field of communication and professional skills, Project Management, Testing, Requirements Analysis, and more. Where interaction between people is important, such as at the intersection of business and IT, between the Operation and Management, between Change and Run.

Workplace Learning focuses on developing competencies. Competence-based for Capgemini means that we are not satisfied, until you independently can apply what you learned in the complex practice of your work. It goes beyond a training where you practice skills in a situation outside of work. We offer theory and exercises, but the focus is on the application in your practice. To achieve this you get personal guidance.

BODY LANGUAGE

Body language is a type of nonverbal communication in which physical behavior, as opposed to words, are used to express or convey information. Such behavior includes facial expressions, body posture, gestures, eye movement, touch and the use of space. Body language exists in both animals and humans, but this article focuses on interpretations of human body language. It is also known as kinesics.

Body language must not be confused with sign language, as sign languages are full languages like spoken languages and have their own complex grammar systems, as well as being able to exhibit the fundamental properties that exist in all languages. Body language, on the other hand, does not have a grammar system and must be interpreted broadly, instead of having an absolute meaning corresponding with a certain movement, so it is not a language like sign language, and is simply termed as a "language" due to popular culture.

In a community, there are agreed-upon interpretations of particular behavior. Interpretations may vary from country to country, or culture to culture. On this note, there is controversy on whether body language is universal. Body language, a subset of nonverbal communication, complements verbal communication in social interaction. In fact some researchers conclude that nonverbal communication accounts for the majority of information transmitted during interpersonal

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interactions. It helps to establish the relationship between two people and regulates interaction, but can be ambiguous.

POSSIBLE QUESTIONS

Part A (Online exam- 1 marks)

Part B - 2 Marks

1. What is Campus?
2. Short note on Change management
3. What do you mean by organization culture?
4. Behavioural Traits- explain.
5. What do you mean by attitude?
6. What do you mean by skill?
7. What do you mean by knowledge?
8. Culture shock- Brief note
9. What do you mean by confidence?

Part C – 8 marks

1. Difference between campus and corporate
2. Explain the expectation from fresher's by corporate
3. Enumerate ADKAR model of change management.
4. Explain Lewin's Change Management Model with suitable example.
5. What are the Step Change Management Process explain with suitable example.
6. What are the impact of your attitude on your behavior?
7. Explain attitude and its component
8. Describe Characteristics of Organisational Culture that commonly expected by all fresher's.
9. Elucidate the culture shock and the stages in workplace culture shock.
10. Explain workplace learning.

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S.NO	Question	Option A	Option B	Option C	Option D	Answer
1	In circumstances of incremental change, strategic change is likely to be more successful if:	It is imposed	It is owned by the senior manager	It is internalized and owned by those who will implement it	It is facilitated by management consultants	It is internalized and owned by those who will implement it
2	Organizations that are good at developing relevant capabilities to respond to a Changing context are known as:	Knowing organizations	Stretch organizations	Learning organizations	Emerging organizations	Learning organizations
3	Which of the following defines “the creation of novel forms of organizations are often viewed to emerge by blind or random chance”?	Variation	Selection	Retention	Collection	Variation
4	What does the acronym TQM stand for?	Total Quality Manufacturing	Total Quality Measurement	Total Quality Management	Total Quantitative Method	Total Quality Management
5	In terms of organizational change, “maintenance of the status quo” represents:	Stability	Opposition	Instability	Contradiction	Stability
6	Among the most common and influential forces of organizational change are the emergence of new competitors and _____	Innovations in technology	new company leadership	evolving attitudes towards work	All the given options.	All the given options.
7	In environmental determinants, the change in _____ is more crucial.	Technology	Organization structure	Government policies	Trade Unions	Technology

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8	A tall organization has:	A small number of managers with wide span of control	A small number of managers with narrow span of control	A large number of managers with wide span of control	A large number of managers with narrow spans of control	A large number of managers with narrow spans of control
9	Which of the following would you not expect to find at an organization that possesses a very strong culture?	The company has a profound slogan that is proudly displayed throughout the organization.	The organization provides an extensive training program for newly hired employees.	The organization uses an in-depth selection process for all potential job candidates.	The organization only engages newspaper advertisements to fill vacant job positions.	The organization only engages newspaper advertisements to fill vacant job positions.
10	Organizational restructuring is an example of _____ change	transformational	strategic	structural	incremental	strategic
11	What are the two types of change management?	Real change and superficial change	Incremental change and circular change	Radical change and transformational change	Incremental change and transformational change	Real change and superficial change
12	In high collectivist cultures, leaders need to emphasize:	Long-term implications of the change on the wider community	Short-term implications of the change on the wider community	Material implications of the change on the wider community	Personal implications of the change on the wider community	Long-term implications of the change on the wider community
13	In high power distance cultures:	change tends to be implemented top down.	change tends to be implemented bottom up.	leaders must consult lower level employees.	change tends to be implemented horizontally.	change tends to be implemented top down.

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14	A change agent is the individual who:	supports change	opposes change.	initiates change	helps implement change.	helps implement change.
15	In feminine cultures leaders need to emphasize:	the impact of change on quality of life.	the impact of change on power distribution.	the impact of change on disposable income.	the impact of change on personal relationships.	the impact of change on quality of life.
16	The three stages of the change process are:	unfreezing, adjustment, and refreezing.	adjustment, unfreezing, and refreezing.	adjustment, unfreezing, and re-adjustment.	adjustment, re-adjustment, and unfreezing.	unfreezing, adjustment, and refreezing.
17	The five stages of the coping cycle are (in order):	Denial, defence, discarding, adaptation, internalization	Defence, denial, discarding, adaptation, internalization	Denial, resistance, discarding, adaptation, internalization	Denial, defence, resistance, adaptation, internalization	Denial, defence, discarding, adaptation, internalization
18	Dunphy and Stace (1993) identified: _____ styles of change management	2	3	4	5	4
19	What is NOT one of the five stages of the negotiation process?	Preparation	Getting to know you	Persuasion	Communication	Communication
20	Transformational change is often carried out	by middle managers.	top down.	bottom up.	after extensive consultation.	top down.
21	Rules of behavior that guide the decisions of an organization are known as:	operating procedures.	business guidelines.	code of ethics.	vision statements.	code of ethics
22	An individual who shows consideration and respect for others in the workplace is viewed as:	professional	dedicated	detailed	ethical	professional
23	An employee can best organize daily	answering the	. delegating all	preparing a	reading e-	preparing a

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	duties by:	phone	tasks.	priority list.	mail.		priority list.
24	When dealing with an angry customer, the first step is to:	listen to the problem.	resolve the problem	consider the profit margin.	call for a manager.		listen to the problem.
25	Which business principle focuses on strategic actions that will be taken in order to reach corporate objectives and goals?	marketing	. time management	budgeting	planning		planning
26	An important factor to consider when making a career choice is how:	well it aligns with your needs.	long it will take to get to work.	often you will receive a raise.	much you are willing to sacrifice.		well it aligns with your needs.
27	All information listed on a resume should be:	fabricated	estimated	truthful	convincing		truthful
28	A person that can vouch for one's ability to do a good job is known as a:	candidate	witness	reference	co-worker.		reference
29	Which job search tool is used to organize and document work samples?	cover letter	employee folder	resume	career portfolio		career portfolio
30	Upon completion of an interview, a thank you letter be sent within ____ days	1	2	3	4		1
31	Maintaining punctual and consistent attendance is an example of	Integrity	Teamwork	Positive Work Ethic	Self-Representati on		Positive Work Ethic
32	Using personal and sick leave only when necessary is an example of	Integrity	Teamwork	Positive Work Ethic	Self-Representati on		Integrity
33	Contributing to the success of the team is an example of	Integrity	Teamwork	Positive Work Ethic	Self-Representati on		Teamwork
34	Using language and manners suitable	Integrity	Teamwork	Positive	Self-		Self-

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	for the workplace is an example of			Work Ethic	Representation	Representation
35	Working in a respectful and friendly manner with all customers and coworkers, regardless of national origin, race, appearance, religion, gender, disability or age is an example of	Conflict-resolution	Diversity Awareness	Creativity & Resourcefulness	Integrity	Diversity Awareness
36	Negotiating diplomatic solutions to interpersonal conflicts in the workplace is an example of	Conflict-resolution	Diversity Awareness	Creativity & Resourcefulness	Integrity	Conflict-resolution
37	Contributing new ideas for improving products and procedures is an example of	Conflict-resolution	Diversity Awareness	Creativity & Resourcefulness	Integrity	Creativity & Resourcefulness
38	Communicating effectively with customers and fellow coworkers is an example of	Healthy Behaviors	Reading & Writing Skills	Critical-Thinking Skills	Speaking and Listening Skills	Speaking and Listening Skills
39	Interpreting workplace documents is an example of	Healthy Behaviors	Reading & Writing Skills	Critical-Thinking Skills	Speaking and Listening Skills	Reading & Writing Skills
40	Using a logical approach to make decisions and solve problems is an example of	Healthy Behaviors	Reading & Writing Skills	Critical-Thinking Skills	Speaking and Listening Skills	Critical-Thinking Skills
41	Setting short- and long-term physical fitness goals is an example of	Healthy Behaviors	Reading & Writing Skills	Critical-Thinking Skills	Speaking and Listening Skills	Healthy Behaviors
42	Identifying “big picture” issues in an organization’s structure is an example of	Lifelong-learning skills	Understanding Workplace Organizations	Job-acquisition and advancement skills	Resource-Management Skills	Understanding Workplace Organizations

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43	Preparing to apply for a job is an example of	Lifelong-learning skills	Understanding Workplace Organizations	Job-acquisition and advancement skills	Resource-Management Skills	Lifelong-learning skills
44	Continuing to acquire new industry-related knowledge is an example of	Lifelong-learning skills	Understanding Workplace Organizations	Job-acquisition and advancement skills	Resource-Management Skills	Job-acquisition and advancement skills
45	Maintaining equipment to ensure longevity and efficiency is an example of	Lifelong-learning skills	Understanding Workplace Organizations	Job-acquisition and advancement skills	Resource-Management Skills	Resource-Management Skills
46	Making calculations related to personal finance is an example of	Job-specific mathematics skills	Information technology skills	Customer-service skills	Proficiency with technologies	Job-specific mathematics skills
47	Providing helpful, courteous, and knowledgeable service is an example of	Job-specific mathematics skills	Information technology skills	Customer-service skills	Proficiency with technologies	Customer-service skills
48	Safely using equipment, machines, and tools to accomplish work efficiently is an example of	Job-specific mathematics skills	Information technology skills	Customer-service skills	Proficiency with technologies	Proficiency with technologies
49	Working with equipment and software specific to your job is an example of	Job-specific mathematics skills	Information technology skills	Customer-service skills	Proficiency with technologies	Information technology skills
50	Using the Internet efficiently and ethically for work means that you have an understanding of	Internet Use Skills	Information Technology Skills	Telecommunications Skills	Ethics	Internet Use Skills

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51	Utilizing a cell phone to complete a work assignment means that you possess	Internet use and security Skills	Information Technology Skills	Telecommunications Skills	Ethics		Telecommunications Skills
52	If the organizational culture is valuable and rare it can be a source of _____.	internal tension	internal adaptations	competitive advantage	competitive disadvantage		competitive advantage
53	Cultural _____ requires time, and if the leadership is not prepared for a sustained campaign, then the focus will be lost and the effort will dwindle and die.	reinforcement	adaptation	transformation	indoctrination		transformation
54	Steven had an idea that his employer adopted, and later included in corporate literature even though Steven himself quit shortly after having the initial idea. This is an example of what type of learning?	Individual learning	Double loop learning	Organizational learning	Employee based learning		Organizational learning
55	Over the last four years an organization has had a widespread problem which has resisted prior interventions. What portion of the organization needs to be changed?	Culture	Staff	Program	Leadership		Culture
56	When asked what their organization's purpose for being is, all employees of Chuck's Fine Clothing responded, "To provide the best possible tailoring for all of our finely dressed clientele." What is this an example of?	Organizational collectivism	A cultural artifact	Internal integration	A mission statement		A mission statement
57	Employees at a tobacco plant donate a portion of their check to support	value	basic assumption	mission statement	cultural artifact		basic assumption

KARPAGAM ACADEMY OF HIGHER EDUCATION

CLASS: III B.COM BPS**COURSE NAME: CAMPUS TO CORPORATE TRANSITION****COURSE CODE: 16BPU504A****UNIT: II CAMPUS TO CORPORATE****BATCH-2016-2020**

	research disproving the link between cancer and cigarettes because they adhere to the organizational _____ that the product they make is not harmful, and act on this belief without further reflection or regard.						
58	Since the 1960s whenever NASA embarks on an important mission those in the control center eat peanuts for good luck. The shared meaning of this ritual makes it an example of an organizational _____.	value	basic assumption	mission statement	cultural artifact		cultural artifact
59	What is signified if within an organization it is accepted that those higher up earn much more money while working far less hours than their subordinates?	High power distance	Low power distance	High uncertainty avoidance	Low uncertainty avoidance		High power distance
60	Organizational _____ focuses on an individual's perception of events and behaviors expected in a given organization.	culture	climate	resilience	learning		climate

Unit III

Corporate Etiquettes: Dressing and grooming skills - Workplace etiquette - Business etiquette - E-Mail etiquette - Telephone etiquette - Meeting etiquette - Presentation Skills - Professional Competencies - Analytical Thinking - Listening Skills - Time management - Team Skills – Assertiveness - Stress Management - Participating in Group Discussion - Interview facing – Ownership - Attention to Detail.

CORPORATE ETIQUETTES- INTRODUCTION

What is Etiquette?

Etiquette in simpler words is defined as good behaviour which distinguishes human beings from creatures.

Human Being is a social animal and it is really important for him to behave in an appropriate way. Etiquette refers to behaving in a socially responsible way.

Etiquette refers to guidelines which control the way a responsible individual should behave in the society.

Need for Etiquette

- Etiquette makes you a cultured individual who leaves his mark wherever he goes.
- Etiquette teaches you the way to talk, walk and most importantly behave in the society.
- Etiquette is essential for an everlasting first impression. The way you interact with your superiors, parents, fellow workers, friends speak a lot about your personality and upbringing.
- Etiquette enables the individuals to earn respect and appreciation in the society. No one would feel like talking to a person who does not know how to speak or behave in the society. Etiquette inculcates a feeling of trust and loyalty in the individuals. One becomes more responsible and mature. Etiquette helps individuals to value relationships.

Corporate Etiquette refers to set of rules an individual must follow while he is at work. One must respect his organization and maintain the decorum of the place.

- Corporate Etiquette refers to behaving sensibly and appropriately at the workplace to create an everlasting impression. No one would take you seriously if you do not behave well at the workplace. Remember we can't behave the same way at work place as we behave at our homes. One needs to be professional and organized.
- It is important to behave well at the workplace to earn respect and appreciation.

Let us go through some Do's and Don'ts at workplace:

- **Never adopt a casual attitude at work.** Your office pays you for your hard work and not for loitering around.
- **Don't peep into other's cubicles and workstations.** Knock before entering anyone's cabin. Respect each other's privacy.
- **Put your hand phone in the silent or vibrating mode at the workplace.** Loud ring tones are totally unprofessional and also disturb other people.
- **Don't open anyone else's notepads registers or files without his permission.**
- **It is bad manners to sneeze or cough in public without covering your mouth.** Use a handkerchief or tissue for the same.
- Popping chewing gums in front of co workers is simply not expected out of a professional.
- **Stay away from nasty politics** at the workplace. Avoid playing blame games.
- **Keep your workstation clean and tidy.** Throw unwanted paper in dustbin and keep files in their respective drawers. Put a label on top of each file to avoid unnecessary searching.
- **Never criticize or make fun of any of your colleagues.** Remember fighting leads to no solution. There are several other ways to express displeasure. Sit with your colleagues, discuss issues face to face and decide on something which is mutually acceptable.
- **Take care of your pitch and tone at the workplace.** Never shout on anyone or use foul words. It is unprofessional to lash out at others under pressure. Stay calm and think rationally.
- **Never attend meetings or seminars without a notepad and pen.** It is little tough to remember each and everything discussed in the meeting. Jot down the important points for future reference. Wait for your turn to speak.

- **Pass on information to all related recipients in the desired form.** Communicate through written modes of communication preferably through emails. Keep your reporting boss in the loop. Make sure your email signatures are correct.
- **Reach office on time.** One must adhere to the guidelines and policies of the organization. Discipline must be maintained at the workplace.
- **No organization likes to have a shabbily dressed employee.** Shave daily and do not use strong perfumes.
- **Never wear revealing clothes to work.** Body piercing and tattoo are a strict no no at the workplace. Females should avoid wearing heavy jewellery to work.
- Don't pass lewd comments to any of your fellow workers.
- **While having lunch together, do not start till the others have received their food.** Make sure your spoon and fork do not make a clattering sound. Eat slowly to avoid burping in public.
- Respect your fellow workers and help them whenever required.
- It is unethical to share confidential data with external parties and any other individual who is not related to the organization. Data in any form must not be passed to anyone outside the organization.
- Office Stationery is meant to be used only at work. Taking any office property back home is equivalent to stealing.
- **Make sure you turn off the monitor while you go out for lunch or tea breaks.** Switch off the fans, lights, printer, fax machine, scanner before you leave for the day.
- Don't bring your personal work to office. Avoid taking kids to office unless and until there is an emergency.
- **Park your car at the space allocated to you.** Don't park your vehicle at the entrance as it might obstruct someone's way.
- **Never ever drink while you are at work.** Smoke only at the smoking zones.
- Do not leave the restroom with taps on.
- Female Employees should stick to minimal make up.

Interacting with Co-Workers

It is essential for an individual to behave in a socially acceptable way. Etiquette helps an individual to be different and stand apart from the crowd.

One needs to be serious and a little sensible at the workplace. An individual can't behave the same way at office as he behaves at home. People who lack etiquette are never taken seriously by their fellow workers.

An individual all alone finds it difficult to survive at the workplace. One needs to be a good team player to make his mark at the workplace. He needs to interact with his fellow workers and share ideas to reach to better solutions. Employees must work in unison for faster and effective results. It is essential to maintain healthy relationships with fellow workers as an individual spends his maximum time at the workplace.

Respect your fellow workers. Misbehaving with colleagues spoils the ambience and leads to negativity all around. Treat all co workers as one irrespective of their race, caste, nationality, designation etc.

Spreading baseless rumours about fellow workers is something which is not at all expected out of a professional. Spotting any of your colleagues with his girlfriend has nothing to do with office and thus must not be discussed at the workplace. Avoid playing blame games in organization. An individual should have enough guts to accept his/her mistakes. If you do not like someone, it is better to ignore the other person rather than fighting with him. Remember conflicts lead to no solution.

Be cordial to all. Greet everyone with a smile. It is bad manners to make faces at others. Learn to be a little more adjusting. Things don't always go your way. Do not take things to heart.

Help your colleagues in whatever way you can. Never give them any wrong suggestions. You will like your job more if you have a friend at the workplace.

Be polite to your fellow workers. If someone shouts on you, never shout back on him. Don't do what others do. You will not become small if you say "sorry".

Too much of friendship at the workplace is bad. Being emotional at work is harmful. The other person might take undue advantage of your generous attitude.

Never overreact. It pays to be calm and composed at the workplace.

Avoid taking sides at the workplace. Don't ask for personal favours from any of your fellow workers. Never ask anyone to do grocery shopping on your behalf or pick your son from school. It is unprofessional.

Avoid being rude to anyone. You never know when you might need any of your fellow workers. Never lash out at others under pressure.

Never interfere in your colleague's work. It is bad manners to open anyone else's envelopes or check fellow worker's emails. Respect your colleague's privacy. Do not peep into anyone else's cubicles. Knock before entering your boss's cabin.

Never make fun of any one at the workplace.

It is bad manners to overhear anyone else's conversation.

Avoid criticizing others. One needs to be flexible at the workplace. Being rigid spoils relationships.

TYPES OF BUSINESS ETIQUETTE

Although there are countless situations that involve business etiquette -- from conference calls to client dinners -- most forms of business etiquette can be grouped into one of several different types.

Hiring Etiquette

Hiring etiquette deals with the conduct of both employers and prospective employees during the hiring process. This form of etiquette deals with such subjects as when and how a job seeker should contact a company that is hiring, how both parties are supposed to behave during a job interview and the proper method by which the two parties negotiate the conditions of employment, such as salary, benefits and duties.

Customer Etiquette

Customer etiquette is a set of rules for interacting with customers in a business setting. This type of etiquette primarily deals with how companies should communicate with customers. The communication can take many forms, including face-to-face communication at the point of sale,

customer service by phone or email, or even written information provided to customers when they purchase a product or service.

Social Etiquette

Social etiquette in business refers to etiquette used during professional socializing. For example, members of a company must observe a number of rules of conduct when taking a client to dinner. For multinational businesses, this social etiquette can be tricky, as what is considered polite in one culture may not be considered polite in another.

Communications Etiquette

One type of business etiquette that is constantly evolving is that associated with the use of communication devices, such as phones and computers. This branch of etiquette outlines when a person can use these devices -- for example, when a person can take a call during a meeting -- and how people should use them -- for example, how to phrase an email to your boss.

Workplace Etiquette

The standards governing how employees act in a workplace fall under the heading of workplace etiquette. Workplace etiquette refers to how employees interact with each other and how employees conduct themselves independently of one another. For example, this type of etiquette spells out how members of a company address one another and how each member is required to dress for work.

Desk Etiquette - Codes of Conduct required at the Workstation

Etiquette refers to certain rules and regulations necessary for an individual to follow to find a place in the society. One must be courteous enough for others to draw inspiration and look up to him. An individual without good manners is often lost in the crowd and fails to make his mark.

Keep personal life separate from your professional life. One needs to be a little more mature and behave sensibly at the workplace. No matter what, you just can't afford to adopt a casual attitude at work. One needs to be careful about what he wears, what he speaks, how he interacts with his fellow workers and so on for an everlasting impression.

An individual spends his maximum time at the workplace and thus it is essential for him to feel comfortable there. Every employee should be assigned a separate workstation for him to concentrate on his work and contribute to his level best. A separate workstation also ensures employees do not interfere in each other's work.

Let us go through some **Desk Etiquette**:

- Keep your workstation clean and organized.
- Make sure you don't throw paper and wrappings here and there. Throw them in dustbin.
- Throw all unwanted pens, pencils, highlighters, erasers, markers and so on. Keep all your stationery items at their proper places. Throw away what all you don't need.
- Avoid keeping stacks of files at your desk. It gives a cluttered look to your workstation. Keep them at their respective drawers with a label on top of each file to avoid unnecessary searching.
- **Avoid bringing soft toys, photoframes, candle stands to work.**
- The official phone should be used only for official purposes. Avoid long calls as your Boss might need you urgently.
- Don't put posters of your favourite celebrities on the walls at the workplace. It is completely unprofessional and childish.
- Keep a notepad and pen handy to jot down important contact numbers. Avoid writing on walls or loose paper.
- **Eating at the workstation attracts cockroaches and insects. Go to the cafeteria for lunch.** Not only it will keep your desk clean but also allow you to relax and spend quality time with your colleagues. If you have the habit of eating chocolates or wafers, make sure you throw the wrappers in dustbin. Ask the housekeeping staff to clean up the leftovers.
- **Never peep into other's workstation.** Knock before entering into boss's cabin.
- Take care of your tone and pitch while speaking. Remember there are other employees sitting around you as well.
- If you need to talk to any of your colleagues, use the extension phone. Never shout from your desk. It is bad manners and disturbs others. If you do not have access to the extension phone, get up and walk to the other person's desk.

- Keep your car keys, Bluetooth, earphones and other personal belongings at one place. Female employees should not keep their bags on the desk. Male employees can also keep their wallets in their desk drawer but do remember to take it back home.
- **Develop the habit of using a table top calendar.** Mark important tasks against the deadlines to avoid forgetting them.
- Ask the attendant to clean your drawer once in week. Staple important documents together and keep them in their respective files.
- Avoid giving unnecessary printouts.
- **Turn off your printer, scanner, computer, light when you leave for the day.**
- Do not bring newspaper from home and pile on your desk.
- Smoking at the workstation is an offence.

CLOTHING ETIQUETTE / DRESS CODE

Etiquette helps human beings to behave in a socially responsible way. Etiquette helps you gain respect, trust and appreciation from others.

There is a huge difference between an individual's college and professional life. One needs to follow a proper dress code at the workplace for the desired impact.

It is essential to dress appropriately at the workplace for an everlasting impression. Individuals who dress shabbily are never taken seriously at work.

One must dress as per the occasion. Avoid wearing jeans, capris, shorts, T - Shirts or sleeveless dresses to work. Follow a professional dress code. Make sure you feel comfortable in whatever you wear. It is not always necessary to wear expensive clothes rather wear something which looks good on you.

Choose professional colours like black, blue, brown, grey for official attire. Bright colours look out of place in corporates. Light and subtle colours exude elegance and professionalism and look best in offices.

Make sure your clothes are clean and ironed. One should never go shabbily dressed to work. Prefer wrinkle free clothes.

Hair should be neatly combed and kept short. Spikes hairstyle looks good only in parties and informal get together. Females should tie their hair. It gives a neat look.

Male Employees

- Male employees ideally should combine a simple shirt with trousers. Make sure the colours are well coordinated. Prefer a light colour shirt with a dark trouser and vice versa. **Do not wear designer shirts to work.** Prefer plain cotton or linen wrinkle free shirts in neutral colours. Go for brands like Zodiac, Arrow, Colorplus, Louis Philippe, Allensolly etc. These brands offer good collection of formal office shirts.
- The **shirt should be properly tucked into the trouser** for the professional look. Prefer full sleeves shirts at workplace. Never roll up your sleeves.
- **Silk ties look best on professionals.** Don't go for designer ties. The tie should neither be too short nor too long. The tip of the tie ideally should touch the bottom of the belt buckle. Slim ties are not meant for offices.
- Wear leather belts to work preferably in black or brown shades. **Do not wear belts with flashy and broad buckles.**
- Socks must be well coordinated with the outfit.
- Don't wear shoes that make noise while walking. Prefer soft leather shoes in black or brown colour. Make sure your shoes are polished and laces properly tied. Never wear sports shoes or sneakers to work.
- **Shave daily.** Use a good after shave lotion and make sure your skin does not look dry and flaky.
- Body odour is a big turn off. One must always smell good in public. **Use a mild perfume or deodorant.**

Female Employees

- **Females should not wear revealing clothes to work.** Avoid wearing outfits which expose much of your body parts. Wear clothes which fit you best. Don't wear too tight or loose clothes.
- Understand the basic difference between a party wear and office attire. Never wear low neck blouses to work. Blouses with deep back or noodle straps are a strict no no at the workplace. Avoid transparent saris.

- Females who prefer westerns can opt for light coloured shirts with dark well fitted trousers. A scarf makes you look elegant.
- **Never wear heavy jewellery to work.** Avoid being a make up box. Nude make up does wonders. Nails should be trimmed and prefer natural shades for nail paint.
- Avoid wearing sharp pointed heels to work.
- The colour of the handbag must coordinate with the outfit.
- Eyebrow, naval, lip piercing must be avoided at the workplace.

INTERNET AND EMAIL ETIQUETTES - NETIQUETTE

Etiquette helps individuals behave in a socially responsible way. In simpler words, etiquette transforms a man into a gentle man.

Remember employees need to behave sensibly and appropriately to make their position secure at the workplace. No organization likes to have someone who lacks etiquette. Respect the place where you earn a living for yourself.

Communication plays a pivotal role in getting things done in the right way. Employees should pass on information in its desired form across all related departments. Playing with information is considered strictly unethical. Prefer written modes of communication over verbal communication.

Email is considered a reliable mode of communication as there is written record of transaction for future reference.

What is Netiquette (Network + Etiquette) ?

Netiquette also called Internet Etiquette refers to a set of rules an individual needs to follow while communicating through mails, writing blogs, sharing views on online portals or any other online forum.

Let us go through some Internet Etiquette:

- **Make sure emails are self explanatory.** The other person should understand your views and ideas.

- Don't use capital letters in emails unless and until it is the first alphabet of a word. Turn off the CAPS lock key. Emails written in all capitals are considered rude and loud.
- **Be crisp.** Lengthy emails are seldom read. Never ever deviate from the actual topic.
- **The subject line ought to be meaningful and relevant.** Through subject line employees can quickly know what is written in the email.
- Start your mail with formal greetings.
- **Format your emails correctly.** Justify your text. Break the complete message into short paragraphs with equal spaces in between. Use bullets -points wherever required.
- Keep all related members in loop. Do mark a blind copy to your reporting boss for him to know what you are up to?
- All official emails must have signatures at the bottom. Your signature should include your name, your company's name, your designation and contact details. Make sure your signatures do not have incorrect information.
- **Avoid writing offensive emails to anyone.** It worsens the situation. It is always better to sit with the other person and discuss issues face to face.
- Take care of your font style and size. Official emails should ideally be written in Arial style with a font size of twelve. Emails written in various colours and designer styles are considered unprofessional and childish.
- Make sure you reply to all your mails. Don't add members just for the sake of it. Don't send mails to individuals who have nothing to do with your information. It is a sheer waste of yours as well as their time.
- Don't write anything in your mail which might fall back on you. Read your mail twice before hitting the send button.
- **Employees should not open illegal or porn sites at workplace.** Read carefully the terms and conditions before opening any website. Do not open any site which might harm your office computer.
- Take care of spelling errors, punctuation marks and grammar. Wrong spellings irritate the readers. Be polite and soft in your communication.
- Avoid using short forms or abbreviations in official mails.
- It is important to respect other's privacy. Don't check anyone's mails in his absence.
- The mail meant for a particular individual should be marked only to him. Do not mark anyone else in bcc. Communicate with him in private.

- Use words like “regards”, “thanks”, “yours sincerely” to close your mails.
- Avoid attaching heavy files to your mail.
- Do not upload objectionable photographs in any networking site.
- Respect the other person’s views while sharing information on various online forums.

TELEPHONE ETIQUETTES

Telephone is an important device with the help of which people separated by distance can easily interact and exchange their ideas. Got a brilliant idea and want to convey it to your friend staying out of the country, use the telephone. Telephone is one of the easiest and cheapest modes of communication.

Telephone etiquettes - An individual needs to follow a set of rules and regulations while interacting with the other person over the phone. These are often called as telephone etiquettes. It is important to follow the basic telephone etiquettes as our voice plays a very important role in creating an impression of our personality, education, family background as well as the nature of job we are engaged in. The person giving the information is called the sender and the second party is the recipient.

Let us now study the various telephone etiquettes. Please find below the various telephone etiquettes.

- Always remember your **voice has to be very pleasant** while interacting with the other person over the phone. Don’t just start speaking, before starting the conversation use warm greetings like “good morning”, “good evening” or “good noon” depending on the time.
- **Never call any person at odd hours** like early morning or late nights as the person will definitely be sleeping and will not be interested in talking to you.
- **In any official call, don’t use words like” Any guess who I am?”** “as the person on the other side might be occupied with something and can get disturbed. Always say “Is it Ted?”, and do ask him, “Is it the good time to talk to you?” and then start communicating. If the person sounds busy always wait for the appropriate time.

- **Make sure your content is crisp and relevant.** Don't play with words, come to the point directly and convey the information in a convincing manner. First prepare your content thoroughly and then only pick up the receiver to start interacting.
- After dialing, always reconfirm whether the person on the other side is the desired person whom you want to interact with. Always ask "Am I speaking to Mike?" or "Is this Jenny?" before starting the conversation.
- Always carefully dial the numbers, never be in a rush or dial the numbers in dark as it would lead to a wrong call. If by mistake you have dialed a wrong number, don't just hang up, do say sorry and then keep the phone courteously.
- **Never put the second party on a very long holds.** Always keep the information handy and don't run for things in between any call as the listener is bound to get irritated.
- While interacting over the phone, don't chew anything or eat your food. First finish your food and then only dial the number. If you are reading, please leave the book aside, first concentrate what the other person wishes to convey and then continue with the book.
- After completing the conversation, don't just hang up. Reconfirm with the receiver whether he has downloaded the correct information or not and do end your conversation with pleasant words like "Take care", "nice speaking with you" and a warm bye. Never say Goodbye.
- Always speak each and every word clearly. The person on the other hand can't see your expressions so remember your tone should be apt to express your feelings in the correct form.
- **Don't take too long to pick up any call.** If you miss the call, make sure you give a call back as the other person might have an important message to convey. Avoid giving missed calls at work places as it irritates the other person.
- In professional talks, never keep the conversation too long as the other person might be busy. Always keep the content crisp and relevant and do come to the point after formal greetings.
- If you are not the correct person and the speaker needs to speak to your fellow worker always say "one moment please- I will call him in a minute". If the colleague is not in the office premises, always take a message on his behalf and don't forget to convey him when he is back.

- Decrease the volume of the television or turn off the speakers while speaking over the phone as noise acts as a hindrance to effective communication
- If there is any disturbance in the network, don't just keep speaking for the sake of it; try to call after sometime with a better line.

Remember all the above telephone etiquettes must be practiced for an effective and healthy telephonic discussion and smooth flow of information.

MEETING ETIQUETTE - CODES OF CONDUCT WHILE ATTENDING MEETINGS

Etiquette refers to good manners required by an individual to find a place in the society. It is important for an individual to behave appropriately in public to earn respect and appreciation.

One must learn to maintain the decorum of the work place. It is important to respect one's organization to expect the same in return. No one would ever take you seriously if do not behave well at the workplace.

Meetings are an important part of corporates where employees sit together on a common platform, exchange their views and opinions and reach to a solution benefitting the organization and mutually acceptable to all.

Meeting Etiquette refers to codes of behavior an individual ought to follow while attending meetings and discussions at the workplace.

Let us go through some meeting etiquette in detail:

- **Try to find out what the meeting is all about.** Understand the importance of the meeting. Never go blank. Employees should do all the ground work before attending meetings to ensure maximum participation from their end. Prepare notes in advance.
- **Never attend meetings without a notepad and pen.** It is practically not possible for an individual to remember each and every thing discussed at the time of meeting. A notepad helps in jotting down the important points for future reference.
- **Always keep your cell phone on the silent or vibrator mode.** Cell phones ringing in the middle of meetings and seminars are considered rude and unprofessional. This might insult others sitting in the same room as well as break the pace of the meeting.

- **Do not attend phone calls during meetings unless it is an emergency.** It is bad manners to do the same.
- **Superiors must create an agenda before every meeting.** The agenda must be circulated among all employees for them to prepare in advance. Meetings should not be conducted just for the sake of it. It is important to have well defined plans. Make a list of issues to be discussed at the time of meeting. Make sure you do not deviate from the key points. Keep the meetings short.
- **Never be late for meetings.** Going late for a meeting is something which is not expected out of a professional.
- Chewing gum during meetings is childish and must be avoided.
- **Be a good listener.** Listen to what others have to say. Wait for your turn to speak.
- Sit wherever you find a place. Do not run here and there.
- Do not enter the meeting room once the meeting has already begun. It disturbs others.
- Avoid taking your cups of coffee or tea to meeting rooms unless and until advised by superiors.
- **Fiddling with pen or notepad is one of the major distractions in meetings.** One must concentrate and stay alert. Be an attentive listener. Do not yawn even if you find the meeting boring.
- **The one chairing the meeting must speak loud and clear.** It is essential to take care of the pitch and tone.
- Meetings ought to be interactive and allow employees to come up with their suggestions and valuable feedback. A question answer round must be kept at the end for employees to clear their doubts.
- Once the meeting is over, minutes of the meeting must be prepared and circulated across all departments for them to take necessary action.
- Use Whiteboards, projectors, graphs, pointers, slides for better clarity.
- Do not convert the meeting room into a battle ground. Speak politely and do respect your colleagues.
- **Never attend meetings in casuals.** Follow a professional dress code.

PRESENTATION SKILLS

Presenting information clearly and effectively is a key skill to get your message or opinion across and, today, presentation skills are required in almost every field. The formal presentation of information is divided into two broad categories: Presentation Skills and Personal Presentation. These two aspects are interwoven and can be described as the preparation, presentation and practice of verbal and non-verbal communication. Many people feel terrified when asked to make their first public talk. Some of these initial fears can be reduced by good preparation that also lays the groundwork for making an effective presentation.

The Key Elements of a Presentation

Making a presentation is a way of communicating your thoughts and ideas to an audience and many of our articles on communication are also relevant here, see: [What is Communication?](#) for more. Consider the following key components of a presentation:

- **Context**

Ask yourself the following questions to develop a full understanding of the context of the presentation.

When and where will you deliver your presentation?

There is a world of difference between a small room with natural light and an informal setting, and a huge lecture room, lit with stage lights. The two require quite different presentations, and different techniques.

Will it be in a setting you are familiar with, or somewhere new?

If somewhere new, it would be worth trying to visit it in advance, or at least arriving early, to familiarise yourself with the room.

Will the presentation be within a formal or less formal setting?

A work setting will, more or less by definition, be more formal, but there are also various degrees of formality within that.

Will the presentation be to a small group or a large crowd?

Are you already familiar with the audience?

With a new audience, you will have to [build rapport](#) quickly and effectively, to get them on your side.

What equipment and technology will be available to you, and what will you be expected to use?

In particular, you will need to ask about microphones and whether you will be expected to stand in one place, or move around.

What is the audience expecting to learn from you and your presentation?

Check how you will be 'billed' to give you clues as to what information needs to be included in your presentation.

All these aspects will change the presentation. For more on this, see our page on Deciding the Presentation Method.

- **Presenter**

The role of the presenter is to communicate with the audience and control the presentation. Remember, though, that this may also include handing over the control to your audience, especially if you want some kind of interaction. You may wish to have a look at our page on Facilitation Skills for more.

- **Audience**

The audience receives the presenter's message(s). However, this reception will be filtered through and affected by such things as the listener's own experience, knowledge and personal sense of values.

- **Message**

The message or messages are delivered by the presenter to the audience.

The message is delivered not just by the spoken word ([verbal communication](#)) but can be augmented by techniques such as voice projection, body language, gestures, eye contact ([non-verbal communication](#)), and visual aids.

The message will also be affected by the audience's expectations. For example, if you have been billed as speaking on one particular topic, and you choose to speak on another, the audience is unlikely to take your message on board even if you present very well. They will judge your presentation a failure, because you have not met their expectations.

- **Reaction**

The audience's reaction and therefore the success of the presentation will largely depend upon whether you, as presenter, effectively communicated your message, and whether it met their expectations.

As a presenter, you don't control the audience's expectations. What you can do is find out what they have been told about you by the conference organisers, and what they are expecting to hear. Only if you know that can you be confident of delivering something that will meet expectations.

See our page: [Effective Speaking](#) for more information.

- **Method**

How will the presentation be delivered?

Presentations are usually delivered direct to an audience. However, there may be occasions where they are delivered from a distance over the Internet using video conferencing systems, such as Skype.

It is also important to remember that if your talk is recorded and posted on the internet, then people may be able to access it for several years. This will mean that your contemporaneous references should be kept to a minimum.

- **Impediments**

Many factors can influence the effectiveness of how your message is communicated to the audience. For example background noise or other distractions, an overly warm or cool room, or the time of day and state of audience alertness can all influence your audience's level of concentration. As presenter, you have to be prepared to cope with any such problems and try to keep your audience focused on your message.

PROFESSIONAL COMPETENCIES**Competency – Meaning, Characteristics and Types**

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Competency Definition:

Competency is any attitude, skill, behaviour, motive, or other personal characteristic that is essential for an individual to perform a job or, more importantly, differentiates 'solid' from 'outstanding' performance.

Competencies Required by Employees

The following are the competencies required by an employee for excellent performance:

(i) Adaptability, (ii) Commitment, (iii) Creativity, (iv) Motivation, (v) Foresight, (vi) Leadership, (vii) Independence, (viii) Emotional Stability, (ix) Analytical Reasoning and (x) Communication Skills.

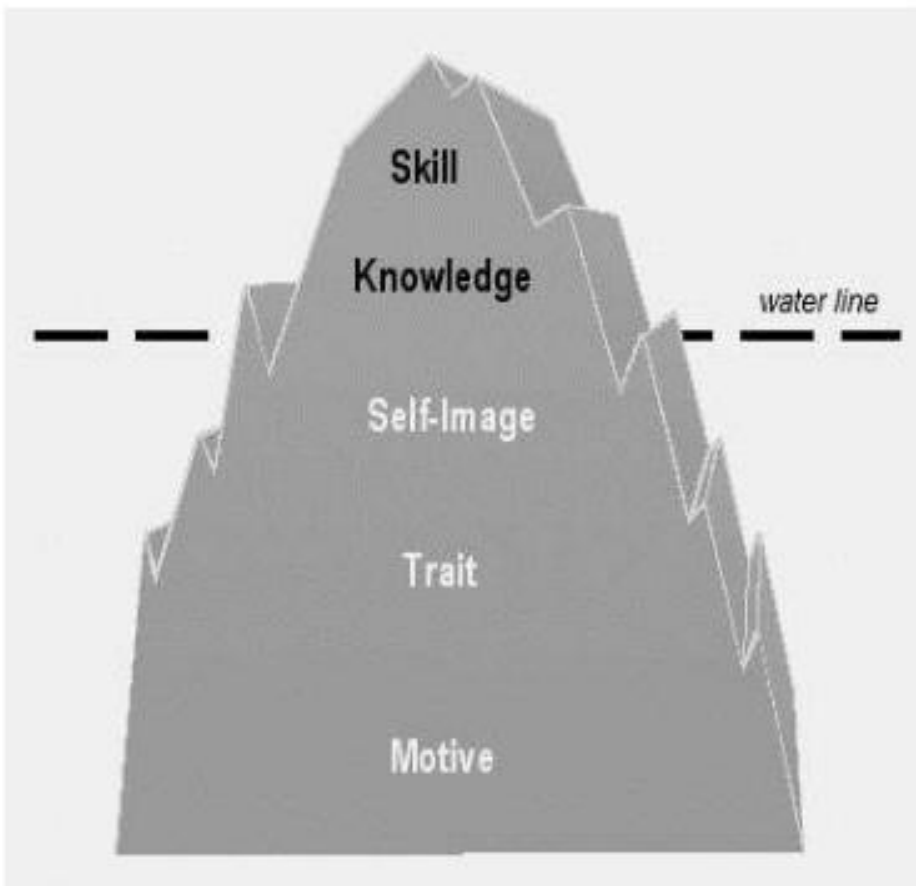
Behavioural Competencies

The following are the behavioural competencies required by the employees and the managers:

Behavioural Competencies	
Core Competencies (all employees)	Leadership Competencies (people managers & other leaders)
Customer Service Teamwork and Cooperation Results Orientation Accountability Judgment and Decision Making	Talent Management Transformers of Organisation
Additional Behavioural Competencies	
Communication Conflict Management Creativity and Innovation Cultural Awareness Flexibility	Initiative Negotiation and Influence Professional Development Project Management Teaching Others Team Leadership

Competency Iceberg Model

We can think of competencies in terms of an iceberg. Technical competencies (*Knowledge, Skill*) are at the tip - above waterline, clearly visible & easier to assess. Behavioral competencies (*Self-image, Trait, Motive*) are below the waterline and more difficult to assess and often harder to develop. Behavioral competencies can be understood as manifestations of (a) how a person views him or herself (self-image) and (b) how he or she typically behaves (traits) or which gives purpose & direction to his behaviour (motives).



Competencies

The following are the competencies of an individual:

Skill - A person's ability to do something well (Excellent in use of Microsoft Word)

Knowledge - Information that a person uses in a particular area (speaks many languages)

Self-image - A person's view of him or herself, identity, personality and worth (leader, or developer of people)

Trait - A typical aspect of a person's behavior (good listener)

Motive - What drives someone's behavior in a particular area (achievement, affiliation or power)

Types of Competencies

There are five types of competencies:

(i) Core Competencies, (ii) Technical/Professional/Functional Competencies, (iii) Behavioural Competencies, (iv) Threshold competencies and (v) Differentiating competencies.

Core Competencies - Internal capability that is critical to the success of business, to be possessed by all individuals

Technical/Professional/Functional Competencies - Specific knowledge & skills required to be effective in a job

Behavioural competencies - Motives, traits & attributes that shape behaviour & reflect “how” one applies one’s knowledge & skills in order to achieve results

Threshold competencies - Characteristics required by a jobholder to perform a job effectively

Differentiating competencies - Characteristics which differentiate superior performers from average performers

Main Competency Components

Definition: It explains what the competency means and provides the common language that everyone can understand in the same way

Scale: It lays out a behaviour pattern for each level, beginning with basic behaviour and gradually increases. It represents a logical and progressive development sequence.

The following are the definitions and scales of two important competencies:

Relationship Building Competency

Definition: Ability to develop contacts and relationships which are internal and external to the organization and to facilitate work efforts or to gain support and cooperation from others.

Scale: The following are the five level scales:

Level 1: Understands the significance of networking

Level 2: Identifies/approaches key stakeholder contacts

Level 3: Actively seeks relationship building opportunities

Level 4: Organizes involvement of key players and

Level 5: Builds a network of contacts

Competency in Written Communication

The following are the definitions and five level scales for writing and transmitting information:

1	2	3	4	5
	Write standard documents	Write structured and developed notes and documents	Write in a simplified manner complex messages in order to sustain the choices of the reader	Write in a simplified manner complex messages in order to influence the reader

Competency Characteristics

The various attributes of a specific competency is known as the characteristics of the competency. The following are the two important competencies with their characteristics:

Leadership Competencies – Characteristics:

(i) Decisiveness, (ii) Strategic Orientation, (iii) Development of People, (iv) Team Leadership, (v) Achievement Orientation, (vi) Self-Confidence and Courage of Conviction, (vii) Impact and Influence and (viii) Relationship Building.

Interpersonal Competencies – Characteristics:

(i) Respect for client, (ii) Listening skills, (iii) Oral communication skills, (iv) Written communication skills, (v) Leadership skills, (vi) Negotiation skills, (vii) Coaching skills, (viii) Presentation skills, (ix) Teamwork skills, (x) Facilitation skills, (xi) Conflict management skills, (xii) Ability to work in an environment of diversity, (xiii) Interviewing skills and (xiv) Flexibility.

CAREER READINESS:**PROFESSIONAL COMPETENCIES FOR COLLEGE GRADUATES' CAREER SUCCESS**

Career readiness is the attainment and demonstration of requisite competencies that broadly prepare college graduates for a successful transition in to the workplace.

Definition provided by NACE. NACE is the National Association of Colleges and Employers.

- **COMMUNICATION**

Articulate thoughts and express ideas effectively using oral, written and non-verbal communication skills (to instruct, inform and persuade), as well as listening for meaning to gain understanding. The ability to deliver information in person, in writing, and in a digital world.

- **TEAMWORK AND INTERPERSONAL**

Build and maintain collaborative relationships to work effectively with others in a team setting through shared responsibility, empathy and respect. The ability to manage ones emotions and conflict with others while contributing towards a common goal.

- **LEADERSHIP**

Motivate, organize, and delegate work by leveraging the strengths of individuals. The ability to use empathetic skills and a positive attitude to guide and influence others while reaching a shared goal through adaptability and effective decision-making.

- **CREATIVITY AND PROBLEM-SOLVING**

Exercise sound reasoning to analyze issues, synthesize information, make decisions and solve problems. The ability to think critically and strategically to develop original ideas and innovative solutions.

- **PROFESSIONALISM AND PRODUCTIVITY**

Demonstrate integrity, resilience, accountability and ethical behavior. The ability to take initiative, maintain effective work habits (prioritize, plan and manage work) to produce high quality results and project a professional presence.

- **GLOBAL PERSPECTIVE**

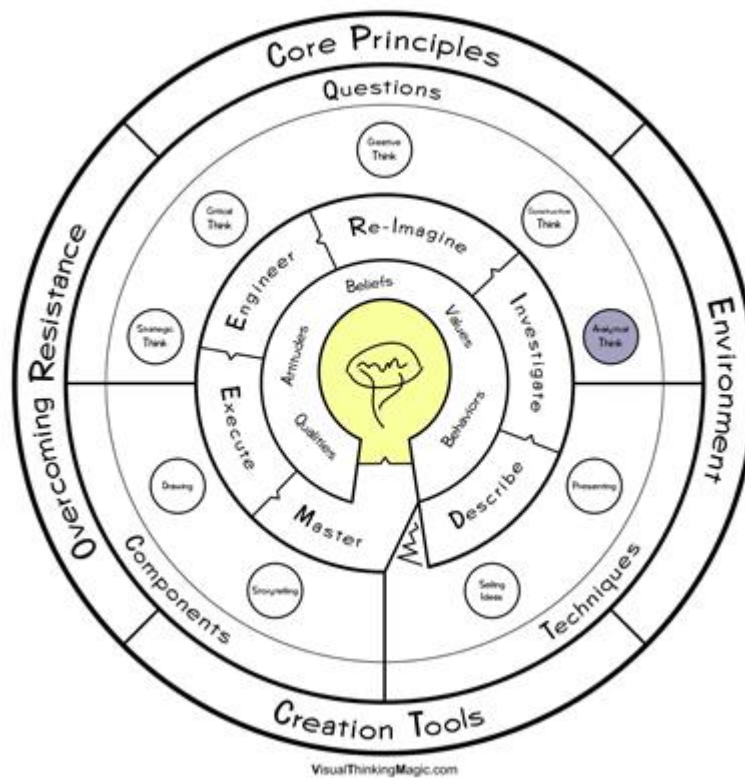
Respect the viewpoints of those from diverse cultures, races, ages, genders, religions and lifestyles to build collaborative relationships and communicate effectively. The ability to appreciate, value, and learn from other cultures and perspectives to move beyond tolerance.

ANALYTICAL THINK

Analytical thinking is a critical component of visual thinking that gives one the ability to solve problems quickly and effectively. It involves a methodical step-by-step approach to thinking that allows you to break down complex problems into single and manageable components.

Analytical thinking involves the process of gathering relevant information and identifying key issues related to this information. This type of thinking also requires you to compare sets of data from different sources; identify possible cause and effect patterns, and draw appropriate conclusions from these datasets in order to arrive at appropriate solutions. Analytical thinking can be broken down into three main steps:

Gather Information



Here you must gather all the necessary information that will be required to help you solve your problems. You also need to recognize whether you need to obtain more or higher quality information in order to collect all the relevant data you will need to arrive at an appropriate solution.

Gathering information requires that you ask appropriate questions of yourself and of others in order to gain the necessary insights that will enable you to make more effective decisions about the problems you are facing. However, you also need to consider the relevance of your sources and the means by which you will gather this information.

Identify Issues and Problems

When it comes to analytical thinking, it's important to develop your ability to recognize underlying issues or problems based on trends, associations and cause-effect relationships between datasets. **Organize Information**

Once all relevant information has been collected successfully, you must now organize and integrate all the pieces in a way that will provide you with insights and ideas that can be used to

draw appropriate conclusions. This in turn will lay down the foundations for potential solutions to the problem or problems you are facing.

Analytical Thinking and Visual Thinking

Analytical thinking is very much integrated into the visual thinking framework, and especially into The Path. It's a part of the problem solving process you will utilize as you work visually towards acquiring the necessary insights that will help you achieve your goals and objectives.

Why Employers Value Analytical Skills?

Employers look for employees with the ability to investigate a problem and find a solution in a timely, efficient manner.

To solve problems, employees need strong analytical skills. Hiring managers desire a person who uses clear, logical steps and excellent judgment to understand an issue from all angles before executing an action. Solutions can be reached by clear-cut, methodical approaches or more creative and lateral angles, depending on the objective. Both ways of solving a problem require analytical skills.

Analytical skills might sound technical, but we use these skills in everyday work when detecting patterns, brainstorming, observing, interpreting data, integrating new information, theorizing, and making decisions based on multiple factors and options available.

These essential skills are essential for many different types of jobs in a variety of fields, including business analytics, data architecture, data science, marketing, project management, accounting, business development, programming, law, medicine, and science.

TOP FIVE ANALYTICAL SKILLS

1. Communication

Having strong analytical skills means nothing if you cannot share your analysis with others. You need to be an effective communicator who can explain the patterns you see in the data. Sometimes you will have to explain information orally in a meeting or presentation. Other times, you will have to write a report. Thus, you need to have both strong written and oral communication skills.

2. Creativity

Often, analyzing requires a creative eye to spot trends in the data that others may not find. Creativity is also important when it comes to problem-solving. Employees often must think outside of the box to come up with effective solutions to big problems.

3. Critical Thinking

Critical thinking is necessary for having strong analytical skills. Critical thinking refers to evaluating information and then making a decision based on your findings. Critical thinking is what helps an employee make decisions that help solve problems for the company.

4. Data Analysis

No matter what your career field, being good at analysis means being able to examine a large volume of data and find trends in that data. You have to go beyond just reading and understanding information, to making sense of it, and seeing patterns.

5. Research

Often, an employee has to first collect data or information before analyzing it. After all, you must learn more about a problem before solving it. Therefore, an important analytical skill is being able to collect data and research a topic.

LISTENING SKILLS

Listening is the ability to accurately receive and interpret messages in the communication process.

Listening is key to all effective communication. Without the ability to listen effectively, messages are easily misunderstood. As a result, communication breaks down and the sender of the message can easily become frustrated or irritated.

If there is one communication skill you should aim to master, then listening is it.

Listening is so important that many top employers provide listening skills training for their employees. This is not surprising when you consider that good listening skills can lead to better customer satisfaction, greater productivity with fewer mistakes, and increased sharing of information that in turn can lead to more creative and innovative work. Many successful leaders and entrepreneurs credit their success to effective listening skills.

What does it mean to really listen?

Real listening is an active process that has three basic steps.

- **Hearing.** Hearing just means listening enough to catch what the speaker is saying. For example, say you were listening to a report on zebras, and the speaker mentioned that no two are alike. If you can repeat the fact, then you have heard what has been said.
- **Understanding.** The next part of listening happens when you take what you have heard and understand it in your own way. Let's go back to that report on zebras. When you hear that no two are alike, think about what that might mean. You might think, "Maybe this means that the pattern of stripes is different for each zebra."
- **Judging.** After you are sure you understand what the speaker has said, think about whether it makes sense. Do you believe what you have heard? You might think, "How could the stripes to be different for every zebra? But then again, the fingerprints are different for every person. I think this seems believable."

BARRIERS TO EFFECTIVE LISTENING

It is common, when listening to someone else speak, to be formulating a reply whilst the other person is still talking. However, this means that we are not really listening to all that is being said.

Even good listeners are often guilty of critically evaluating what is being said before fully understanding the message that the speaker is trying to communicate. The result is that assumptions are made and conclusions reached about the speaker's meaning, that might be inaccurate. This and other types of ineffective listening lead to misunderstandings and a breakdown in communication.

Even if we are not formulating a response whilst listening, we may still be thinking of other things, albeit subconsciously. During a conversation, how often have thoughts such as "What am I going to have for my dinner", "Will I have time to finish that report?" or "I hope I am not late picking the kids up" crossed your mind? At such times, we are distracted and not giving our full attention to what is being said. In other words we are not actively listening to the speaker.

Common Barriers to Listening

There are many things that get in the way of listening and you should be aware of these barriers, many of which are bad habits, in order to become a more effective listener. Barriers and bad habits to effective listening can include:

- **Trying to listen to more than one conversation at a time**, this includes having the television or radio on while attempting to listen to somebody talk; being on the phone to one person and talking to another person in the same room and also being distracted by some dominant noise in the immediate environment.

- **You find the communicator attractive/unattractive** and you pay more attention to how you feel about the communicator and their physical appearance than to what they are saying. Perhaps you simply don't like the speaker - you may mentally argue with the speaker and be fast to criticise, either verbally or in your head.
- **You are not interested** in the topic/issue being discussed and become bored.
- **Not focusing** and being easily distracted, fiddling with your hair, fingers, a pen etc. or gazing out of the window or focusing on objects other than the speaker.
- **Feeling unwell or tired**, hungry, thirsty or needing to use the toilet.
- **Identifying rather than empathising** - understanding what you are hearing but not putting yourself in the shoes of the speaker. As most of us have a lot of internal self-dialogue we spend a lot of time listening to our own thoughts and feelings - it can be difficult to switch the focus from 'I' or 'me' to 'them' or 'you'. Effective listening involves opening your mind to the views of others and attempting to feel empathetic. (See our page: [What is Empathy?](#) for more information)
- **Sympathising rather than empathising** - sympathy is not the same as empathy, you sympathise when you feel sorry for the experiences of another, to empathise is to put yourself in the position of the other person.
- **You are prejudiced or biased** by race, gender, age, religion, accent, and/or past experiences.
- **You have preconceived ideas or bias** - effective listening includes being open-minded to the ideas and opinions of others, this does not mean you have to agree but should listen and attempt to understand.
- **You make judgements**, thinking, for example that a person is not very bright or is under-qualified so there is no point listening to what they have to say.
- **Previous experiences** – we are all influenced by previous experiences in life. We respond to people based on personal appearances, how initial introductions or welcomes were received and/or previous interpersonal encounters. If we stereotype a person we become less objective and therefore less likely to listen effectively.
- **Preoccupation** - when we have a lot on our minds we can fail to listen to what is being said as we're too busy concentrating on what we're thinking about. This is particularly true when we feel stressed or worried about issues.
- **Having a Closed Mind** - we all have ideals and values that we believe to be correct and it can be difficult to listen to the views of others that contradict our own opinions. The key to effective

listening and interpersonal skills more generally is the ability to have a truly open mind - to understand why others think about things differently to you and use this information to gain a better understanding of the speaker.

Non-Verbal Signs of Ineffective Listening

Although with all non-verbal signals a certain amount of error has to be expected, generally signs of inattention while listening include:

- **Lack of eye contact with the speaker** – listeners who are engaged with the speaker tend to give eye contact. Lack of eye contact can, however, also be a sign of shyness.
- **An inappropriate posture** - slouched, leaning back or ‘swinging’ on a chair, leaning forward onto a desk or table and/or a constantly shifting posture. People who are paying attention tend to lean slightly towards the speaker.
- **Being distracted** - fidgeting, doodling, looking at a watch, yawning.
- **Inappropriate expressions and lack of head nods** - often when a listener is engaged with a speaker they nod their head, this is usually an almost subconscious way of encouraging the speaker and showing attention. Lack of head nods can mean the opposite – listening is not happening. The same can be true of facial expressions, attentive listeners use smiles as feedback mechanisms and to show attention.

Further Signs of Ineffective Listening

Other common traits of ineffective listening include:

- **Sudden Changes in Topic:** When the listener is distracted they may suddenly think about something else that is not related to the topic of the speaker and attempt to change the conversation to their new topic.
- **Selective Listening:** This occurs when the listener thinks they have heard the main points or have got the gist of what the speaker wants to say. They filter out what they perceive as being of key importance and then stop listening or become distracted.

- **Daydreaming:** Daydreaming can occur when the listener hears something that sets off a chain of unrelated thoughts in their head – they become distracted by their ‘own world’ and adopt a ‘far-away’ look.
- **Advising:** Some people want to jump in early in a conversation and start to offer advice before they fully understand the problem or concerns of the speaker.

General Listening Types:

The two main types of listening - the foundations of all listening sub-types are:

- **Discriminative Listening**
- **Comprehensive Listening**

Discriminative Listening

Discriminative listening is first developed at a very early age – perhaps even before birth, in the womb. This is the most basic form of listening and does not involve the understanding of the meaning of words or phrases but merely the different sounds that are produced. In early childhood, for example, a distinction is made between the sounds of the voices of the parents – the voice of the father sounds different to that of the mother.

Discriminative listening develops through childhood and into adulthood. As we grow older and develop and gain more life experience, our ability to distinguish between different sounds is improved. Not only can we recognise different voices, but we also develop the ability to recognise subtle differences in the way that sounds are made – this is fundamental to ultimately understanding what these sounds mean. Differences include many subtleties, recognising foreign languages, distinguishing between regional accents and clues to the emotions and feelings of the speaker.

Being able to distinguish the subtleties of sound made by somebody who is happy or sad, angry or stressed, for example, ultimately adds value to what is actually being said and, of course, does aid comprehension. When discriminative listening skills are combined with visual stimuli, the resulting ability to ‘listen’ to body-language enables us to begin to understand the speaker more

fully – for example recognising somebody is sad despite what they are saying or how they are saying it.

Example

Imagine yourself surrounded by people who are speaking a language that you cannot understand. Perhaps passing through an airport in another country. You can probably distinguish between different voices, male and female, young and old and also gain some understanding about what is going on around you based on the tone of voice, mannerisms and body language of the other people. You are not understanding what is being said but using discriminative listening to gain some level of comprehension of your surroundings.

Comprehensive Listening

Comprehensive listening involves understanding the message or messages that are being communicated. Like discriminative listening, comprehensive listening is fundamental to all listening sub-types.

In order to be able use comprehensive listening and therefore gain understanding the listener first needs appropriate vocabulary and language skills. Using overly complicated language or technical jargon, therefore, can be a barrier to comprehensive listening. Comprehensive listening is further complicated by the fact that two different people listening to the same thing may understand the message in two different ways. This problem can be multiplied in a group setting, like a classroom or business meeting where numerous different meanings can be derived from what has been said.

Comprehensive listening is complimented by sub-messages from non-verbal communication, such as the tone of voice, gestures and other body language. These non-verbal signals can greatly aid communication and comprehension but can also confuse and potentially lead to misunderstanding. In many listening situations it is vital to seek clarification and use skills such as reflection aid comprehension.

Specific Listening Types

Discriminative and comprehensive listening are prerequisites for specific listening types.

Listening types can be defined by the goal of the listening.

The three main types of listening most common in interpersonal communication are:

- **Informational Listening (Listening to Learn)**
- **Critical Listening (Listening to Evaluate and Analyse)**
- **Therapeutic or Empathetic Listening (Listening to Understand Feeling and Emotion)**

In reality you may have more than one goal for listening at any given time – for example, you may be listening to learn whilst also attempting to be empathetic.

Informational Listening

Whenever you listen to learn something, you are engaged in informational listening. This is true in many day-to-day situations, in education and at work, when you listen to the news, watch a documentary, when a friend tells you a recipe or when you are talked-through a technical problem with a computer – there are many other examples of informational listening too.

Although all types of listening are ‘active’ – they require concentration and a conscious effort to understand. Informational listening is less active than many of the other types of listening. When we’re listening to learn or be instructed we are taking in new information and facts, we are not criticising or analysing. Informational listening, especially in formal settings like in work meetings or while in education, is often accompanied by note taking – a way of recording key information so that it can be reviewed later. (See [Note-Taking](#) for more information.)

Critical Listening

We can be said to be engaged in **critical listening** when the goal is to evaluate or scrutinise what is being said. Critical listening is a much more active behaviour than informational listening and usually involves some sort of problem solving or decision making. Critical listening is akin to critical reading; both involve analysis of the information being received and alignment with what we already know or believe. Whereas informational listening may be mostly concerned with

receiving facts and/or new information - critical listening is about analysing opinion and making a judgement.

When the word '*critical*' is used to describe listening, reading or thinking it does not necessarily mean that you are claiming that the information you are listening to is somehow faulty or flawed. Rather, critical listening means engaging in what you are listening to by asking yourself questions such as, 'what is the speaker trying to say?' or 'what is the main argument being presented?', 'how does what I'm hearing differ from my beliefs, knowledge or opinion?'. Critical listening is, therefore, fundamental to true learning. (Also see our page: [**Critical Reading**](#)).

Many day-to-day decisions that we make are based on some form of 'critical' analysis, whether it be critical listening, reading or thought. Our opinions, values and beliefs are based on our ability to process information and formulate our own feelings about the world around us as well as weigh up the pros and cons to make an informed decision.

It is often important, when listening critically, to have an open-mind and not be biased by stereotypes or preconceived ideas. By doing this you will become a better listener and broaden your knowledge and perception of other people and your relationships.

Therapeutic or Empathic Listening

Empathic listening involves attempting to understand the feelings and emotions of the speaker – to put yourself into the speaker's shoes and share their thoughts. (See our page: [**What is Empathy?**](#) for more information).

Empathy is a way of deeply connecting with another person and therapeutic or empathic listening can be particularly challenging. Empathy is not the same as sympathy, it involves more than being compassionate or feeling sorry for somebody else – it involves a deeper connection – a realisation and understanding of another person's point of view.

Counsellors, therapists and some other professionals use therapeutic or empathic listening to understand and ultimately help their clients. This type of listening does not involve making judgements or offering advice but gently encouraging the speaker to explain and elaborate on their feelings and emotions. Skills such as clarification and reflection are often used to help avoid misunderstandings.

We are all capable of empathic listening and may practise it with friends, family and colleagues. Showing empathy is a desirable trait in many interpersonal relationships – you may well feel more comfortable talking about your own feelings and emotions with a particular person. They are likely to be better at listening empathetically to you than others, this is often based on similar perspectives, experiences, beliefs and values – a good friend, your spouse, a parent or sibling for example.

STRESS MANAGEMENT

MEANING OF STRESS

Stress can be explained basically as pressure upon a person's psychological system which arises out of complexity or intensity of one's work life. Though stress is basically upon a person's psychological set up. It also in turn affects his or her physical and behavioral systems the sources of stress can be individual organisational and social. Stress is the physical and mental response of the body to demands made upon it. It is the result of our reaction to outside events, not necessarily the events themselves.

According to Beehr and Newman.” Stress is a condition arising from the interaction of people and their jobs and characterized by changes within people that force to deviate from their normal functioning.”

According to Fred Luthans.” Stress is an adaptive response to an external situation that results in physical, psychological and behavioral deviations for organisation participants.”

Occupational stress

Occupational stress or work related stress generally occurs when there is a disparity between the demands of the job and the resources and capabilities of the individual worker to meet those demands. Work stressors may refer to any characteristic of the workplace that poses a threat to the individual (Donovan and Kleiner, 1994).

Work related stress is thus understood to occur when there is a mismatch between the demands of the job and the resources and capabilities of the individual worker to meet those demands (Blaug, 2007).

TYPES OF STRESS

Stress has often been misunderstood to be negative, with few people acknowledging the importance and usefulness of positive stress. In our everyday lives, stress is everywhere and definitely unavoidable; hence our emphasis should be on differentiating between what is good stress, and what is bad. This will help us to learn to cope with negative stress, and harness the power of positive stress to help us achieve more. There are 4 main categories of stress, namely eustress, distress, hyper stress and hypo stress. Negative stress can cause many physical and psychological problems, whilst positive stress can be very helpful for us. Here's how we differentiate between them

EUSTRESS: Eustress is the healthy, positive and developmental stress response. This may lead employees to new and better ways of doing their work. It denotes the presence of optimum level of stress in an individual. Under optimum level of stress the employees will perform to his full capacity. If the stress experienced is below this level. Then the individual gets bored, the motivational level to work reaches a low point and apathy sets in. If one operates in very low stress environment and constantly experienced is below this level, then the individual gets bored, the motivational level to work reaches a low point and apathy sets in. If one operates in very low stress environment and constantly

experiences boredom the person is likely to be psychological withdrawal will result in careless mistakes being frequently made, forgetfulness and absentmindedness. Physical withdrawal will manifest itself in increased rate of tardiness and absenteeism which will ultimately lead to turnover.

DISTRESS: Distress is the unhealthy and negative stress response. It denotes the presence of high level of stress in an individual which affects his performances and efficiency adversely. Errors will increase, bad decision will be made and the individual will experience insomnia, stomach problems and psychosomatic illnesses.

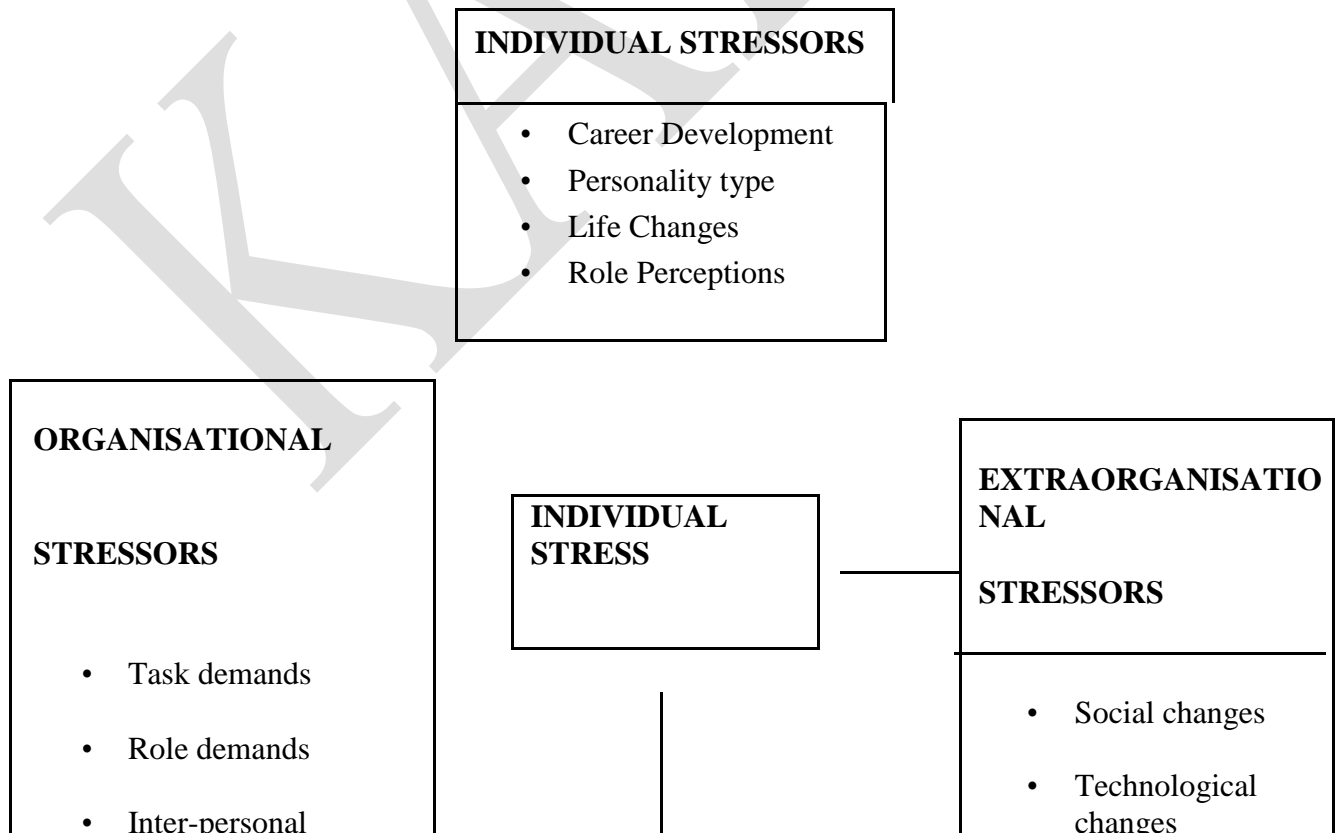
HYPER STRESS

This is another form of negative stress that occurs when the individual is unable to cope with the workload. Examples include highly stressful jobs, which require longer working hours than the individual can handle. If you suspect that you are suffering from hyper stress, you are likely to have sudden emotional breakdowns over insignificant issues, the proverbial straws that broke the camel's back. It is important for you to recognize that your body needs a break, or you may end up with severe and chronic physical and psychological reactions.

HYPO STRESS

Lastly, hypo stress occurs when a person has nothing to do with his time and feels constantly bored and unmotivated. This is due to an insufficient amount of stress; hence some stress is inevitable and helpful to us. Companies should avoid having workers who experience hypo stress as this will cause productivity and mindfulness to fall. If the job scope is boring and repetitive, it would be a good idea to implement some form of job rotation so that there is always something new to learn.

CLASSIFICATION OF STRESSORS



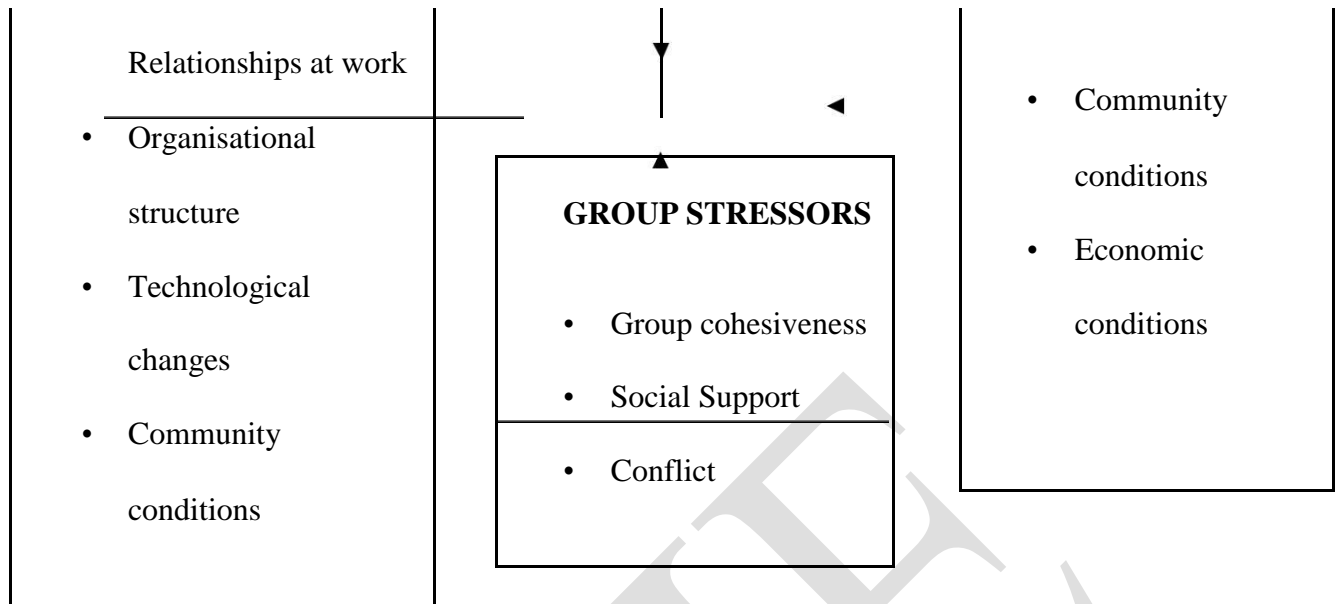


FIG.1.2 CLASSIFICATIONS OF STRESSORS

INDIVIDUAL STRESSOR: Some stressors at the level of an individual may arise in the context of organisation life or personal life.

Career development: there are two major clusters of stressors relating to career development .

- job security(fear of redundancy, obsolescence or early retirement);
- Status incongruity (under or over promotion and frustration stemming from attainment of one's career ceiling).

Personality Type: in respect of personality , two concepts: Type A and Type B personalities are relevant in this context

The Type A Personality is stress prone as it is associated with following behavioral patterns:

Always moves, walks and eat rapidly, Feels impatient and dislikes waiting, feels guilty when relaxing, does not have time to enjoy life, does several things simultaneously.

The Type B Personality on the other hand is less stress prone. Following are the typical characteristics of Type B personality.

Not concerned about time, is patient, play to fun not to win, has no pressing deadlines, mild mannered, never in hurry.

Life Changes: Life and career changes are stress-producing. fast changes are more dangerous than the slow changes as fast changes have greater stress. Heart attacks are commonly observed in the case of fast changes in life and careers. people who believe in work, are more stress prone than the externals

Role Perceptions: Individuals have multiple roles to perform successfully. A person has to work as a father, husband, boss, junior, friend and so on. In his diverse roles, he comes into contact with stress as it is difficult to perform equally well in all the diverse roles. in a job for example he has to face role ambiguity, poor communication, role conflicts and overloads of different roles. Stress factors are additive. It is necessary to control stress in the initial stages itself.

GROUP LEVEL STRESSORS: Group level stressors are caused by group dynamics and managerial behaviors. Managers create stress for employees by:

i)Exhibiting inconsistent behaviors ii)Failing to provide support iii)Showing lack of concern
iv)Providing inadequate direction v)Creating a high productivity environment
vi)Focusing on negatives while ignoring good performance vii)Sexual harassment is yet another group level stressor.

ORGANISATIONAL STRESSORS: Organisational stressors are various factors in the work place that can cause stress. the general sets of organisational stressors are as follows;

Task Demands: Task demands are stressors associated with the specific job a person performs. Some occupations are by nature more stressful than others. The jobs of surgeons, air traffic controllers and professional football coaches are more stressful than those of general practitioners, airplane baggage loaders and football team equipment managers.

Role Demands: The sources of stress in organisational role include role ambiguity, role conflict, role responsibility towards people and things and other stressors. Role ambiguity involves lack of clarity about the work objectives, expectations of colleagues related to scope and responsibilities of the job. Role conflict arises where the individual is exposed to conflicting job demands or is required to do things which he does not want to do.

Inter-personal relationships at work: the nature of relationship with one's boss, subordinates and colleagues also form a major source of stress. Poor relations involve low trust, low supportiveness and low interest in listening to and dealing with organisational problems of the members.

Organisational Structure and Climate: This source of stress involves perception of being in the organisation and a threat to one's freedom, autonomy and identity. Specifically such stressors include: little or no participation in decision-making, lack of belongingness, lack of effective consultation, poor communication, restrictions on behavior and politics by some organisational members.

Organisational Leadership: Leadership style also may cause stress. Suppose an employee needs a great deal of social support from his leader but the leader shows no concern or compassion for him. This employee will probably feel stressed. Similarly assume an employee who has a strong need to participate in decision making and to be active in all aspects of management. But this boss is very autocratic and refuses to consult about anything. Naturally, stress is likely to result.

Group Pressures: Group pressures may include pressure to restrict output, pressure to conform to the group's norms and so forth. An individual who feels a strong need to vary from the group's expectations will experience a great deal of stress.

EXTRA-ORGANISATIONAL STRESSORS: Extra organisational stressors are caused by factors outside the organisation. For instance conflicts associated with one's career and family life are stressful. Home life certainly impacts one's attitude and performance at work. Death of spouse, injury to one's child, war, failure in school or at work and similar life events can be stressful.

STAGES OF STRESS

1 .Alarm: the first stage is alarm stage wherein the stress mobilizes the internal stress system. Many physiological and chemical reactions are observed during the alarm stage. Increased pituitary adrenaline secretions, increased respiration, heart trouble and high blood pressure are observed during the alarm stage. Many employees prevent themselves from becoming more stressed through physiological and psychological treatment.

2. Resistance: If the alarm stage is not prevented, resistance develops. The body organs become resistant but it paves the ways for the development of other stressors. Nervousness and tension are increased making individuals unable to relax. Individuals develop conflicts, frustration and uneasiness. Illness and diseases attached with stress are developed under resistance. Apparently, individuals feel free from stress. But serious diseases develop stealthily. It is essential to know the causes of stress and avoid them at the beginning stage.

3. Exhaustion: Resistance or resistance stress creates exhaustion. The immunity of the body is reduced. Individuals feel fatigue and inability. Exhaustion develops moodiness, negative emotions and helplessness. The impact of stress is visible in physics, psychology and the behavior of the employees in an organisation wherein stress has reached the state of exhaustion. Health and psychological depression reduces the effectiveness of employees. Consequently the success of an organisation is adversely affected. Stressed employees can not contribute significantly. A large number of organisations have started stress education to prevent stress from negatively affecting the employees.

1.8 EFFECT OF STRESS:

Physically The heart pumps faster, making the heart pound and blood pressure rise; some people experience palpitations. Muscle tension increases, leading to headaches, dizziness, jaw ache and even insomnia. The mouth goes dry, digestion slows causing "butterflies" in the stomach. Breathing is faster and less efficient which can lead to over breathing (hyperventilation) and breathlessness. Changes in the flow of blood to the skin can cause sweating, blushing or clammy hands and feet.

Mentally A certain amount of stress can be mentally stimulating but too much can affect our thinking ability. Thoughts may become jumbled and confused. Thinking becomes focused on worrying. We may become preoccupied with problems. It becomes much harder to make decisions or find solutions to problems. Thinking negatively and fearing the worst increases worry and stress.

Emotionally People respond to stress in many different ways. Common emotional effects are irritability, impatience, anger, frustration, fear, anxiety, self-doubt, panic, despondency, feelings of inadequacy, insecurity, hopelessness, unhappiness, emotional withdrawal and depression.

Behaviorally: Stress can change people's behavior towards one another. We may become less sociable, less caring, more hostile and insensitive towards others. When stress is accompanied by anger we may become less tolerant, fly off the handle easily and provoke rows. Many people respond to stress by eating, drinking or smoking much more than is usual: some engage in risk taking behavior. Students often complain that when they feel stressed they find it hard to concentrate, feel tired all the time, perhaps start to miss lectures and deadlines and feel they can't cope.

Financial and economically: The financial and economic impact of workplace stress cannot be ignored. It is generally accepted that untreated workplace stress is associated

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with increased levels of employee absenteeism and turnover, decreased levels of productivity as well as lost workdays due to disability or sick leave (Williams, 2003).

STRESS MANAGEMENT

Stress management refers to a wide spectrum of techniques and psychotherapies aimed at controlling a person's levels of stress, especially chronic stress, usually for the purpose of improving everyday functioning. Stress management is a continuous process of monitoring, diagnosing and prevention of excessive stressors that adversely affects employees, management and productivity. These stressors are as much a function of the environment as one's perception of the environment. Stress management should be the responsibility of managers and employees as well; and both must maintain the lines of communication and feedback to determine appropriate means of diagnosis and a suitable mix of primary, secondary, and tertiary prevention methods.

Workplace interventions and strategies can be broadly classified into three main groups; primary, secondary and tertiary:-

1. Primary strategies aim to prevent workplace stress through the control and prevention of hazards by design and worker training to reduce the likelihood of workers experiencing stress
2. Secondary strategies focus on the timely reaction to the stress and aims to improve the ability of managers to recognise and deal with problems as they arise. These then tend to focus on the employee and attempts to minimise the impact of stress and hence diminish or reduce the effects and seriousness of the consequences of such stresses.
3. Tertiary interventions involves the rehabilitation of the effects of stress once they have occurred and often involves offering enhanced support such as counselling to help distressed workers cope and recover, thereby enabling them to return to work as soon as possible

COPING STRATEGIES AT ORGANISATIONAL LEVEL

Some of the prominent organisational level strategies to manage stress are discussed below:

1. Organisational Role Clarity: People experience stress when they are not clear about what they are expected to do in the organisation. This may happen because either there is ambiguity in the role or there is role conflict. Such a situation can be overcome by defining each role more clearly. Role analysis techniques help to analyze what the job entails and what expectations are. Breaking the job to its various components will clarify the role of job incumbent and this will help to eliminate imposing unrealistic expectations on individual leading to reduced stress.

2. Job Redesign: Job may be a source of stress to many individuals. Properly designed jobs and work schedules can help ease stress in the individuals and the organisation.

3. Stress Reduction and Stress Management Programmes: Stress reduction programmes aim to identify relevant organisational stressors and thus to reduce their effects by redesigning, reallocating workloads, improving supervisory skills, providing more autonomy or job variety, etc. Stress management schemes usually focus on training individual employees or their work groups to manage their stress symptoms in more effective ways.

4. Personal wellness Programmes: A collateral stress programme is an organisational programme specifically created for the well being of the employees. Organisations have adopted stress management, health promotion programmes, career development programmes, counseling and other kinds of programmes for this purpose.

It's in a manager's best interest to keep stress levels in the workplace to a minimum. Managers can act as positive role models, especially in times of high stress. If a respected manager can

remain calm in stressful work situations, it is much easier for his or her employees to also remain calm. Additionally, there are a number of organisational changes that managers and employers can make to reduce workplace stress. These include:\

a)Improve communication

- Share information with employees to reduce uncertainty about their jobs and futures.
- Clearly define employees' roles and responsibilities.
- Make communication friendly and efficient, not mean-spirited or petty.

b)Consult employees

- Give workers opportunities to participate in decisions that affect their jobs.
- Consult employees about scheduling and work rules.
- Be sure the workload is suitable to employees' abilities and resources; avoid unrealistic deadlines.
- Show that individual workers are valued.
- Offer rewards and incentives.
- Praise good work performance, both verbally and officially, through schemes such as Employee of the Month.
- Provide opportunities for career development.
- Promote an "entrepreneurial" work climate that gives employees more control over their work.

c) Cultivate a friendly social climate

- Provide opportunities for social interaction among employees.
- Establish a zero-tolerance policy for harassment.
- Make management actions consistent with organisational values.

d) Resolve conflict positively.

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Resolving conflict in healthy, constructive ways can strengthen trust between people and relieve workplace stress and tension. Adopt constructive techniques of grievance handling.

COPING STRATEGIES BY INDIVIDUALS

The key to success is to think positively; take control of your stress and anxiety by learning effective techniques to combat it. Relaxing bodily tension in order to reduce the physical sensations of stress is a good place to start. If your body is free of tension your mind tends to be relaxed. This helps you concentrate and study, take decisions and solve problems. When you are relaxed, you can view each task as a positive challenge, and use stress as a stimulus to help you to carry it out giving you a relaxing glow of achievement afterwards.

1.Looking after yourself Be kind to yourself. Give yourself "me time" in which you can choose what you want to do: Rest; do nothing; try a relaxation technique, massage or yoga; do meditation; have a long hot bath; spend time with friends; treat yourself to something special. Taking proper breaks and eating well do help to combat stress.

2.Confronting the problem Try to stand back and look at the problem carefully. Break it down into manageable parts. Talk it through with someone else, brainstorm solutions, or get help if you need it. Try to manage your time effectively. Leaving everything to the last minute is a major source of stress. Think about why you are finding it hard to get started? uncertainty about how to do the assignment, fear of being judged or failing?

Starting a piece of work effectively reduces stress levels as it frees your mind, putting the thoughts of failure back into perspective. If you've had a row or a misunderstanding with someone, it rarely helps to avoid the issue. Talking it through with the other person or with someone outside the situation, often helps you express your feelings, regain a sense of proportion, and identify a way of resolving the differences.

3.Find some distractions Sport and physical activity helps you to relax physically and also releases endorphins in the body which produce a real feeling of well-being. Walk, cycle, swim,

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join a gym or a sports team. Joining a club or society, maintaining an existing hobby or learning something new, talking to other people can all help you to take a mental and physical break.

4.Express yourself Talk about it, write about it, shout or moan about it: expressing your feelings can help to relieve stress. Acknowledging a problem to yourself and to others can be the first step in dealing with it. Sometimes having a good cry or bashing a pillow can release emotional pressure and calm your feelings of anxiety.

5.Flip your negative thinking. If you see the downside of every situation and interaction, you'll find yourself drained of energy and motivation. Try to think positively about your work, avoid negative-thinking co-workers, and pat yourself on the back about small accomplishments, even if no one else does.

6.Don't try to control the uncontrollable. Many things at work are beyond our control—particularly the behavior of other people. Rather than stressing out over them, focus on the things you can control such as the way you choose to react to problems.

7.Reduce job stress by prioritizing and organizing

When job and workplace stress threatens to overwhelm you, there are simple steps you can take to regain control over yourself and the situation. Your newfound ability to maintain a sense of self-control in stressful situations will often be well-received by coworkers, managers, and subordinates alike, which can lead to better relationships at work. Here are some suggestions for reducing job stress by prioritizing and organizing your responsibilities.

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GROUP DISCUSSION

"Group" is a collection of individuals who have regular contact and frequent interaction and who work together to achieve a common set of goals. "Discussion" is the process whereby two or more people exchange information or ideas in a face-to-face situation to achieve a goal. The goal, or end product, maybe increased knowledge, agreement leading to action, disagreement leading to competition or resolution or perhaps only a clearing of the air or a continuation of the status-quo.

"Group Discussion", popularly labeled as GD, is a methodology used by an organization (company, institute, business school, etc.) to gauge whether the candidate has certain personality traits. GDs form an important part of the short-listing process for recruitment or admission in a company or institution. In this methodology, the group of candidates is given a topic or a situation, typically given some time to think about the same, and then asked to discuss it among themselves for a specific duration (which may vary from one organization to another). As in a football game, where you play like a team, passing the ball to each team member and aim for a common goal, GD is also based on teamwork, incorporating views of different team members to reach a common goal.

So, a group discussion refers to a communicative situation that allows its participants to share their views and opinions with other participants. It is a systematic exchange of information, views and opinions about a topic, problem, issue or situation among the members of a group who share some common objectives.

Tips for Group Discussion:

- Train yourself to be a good listener. Develop the patience to listen attentively.
- Acknowledge that everyone has something valuable to say.
- When speaking in a GD, your job is to articulate your point of view in a way that is easy for others to comprehend.
- Inculcate the good habit of structuring your thoughts and presenting them logically.
- Writing essays on a variety of topics is good practice developing thought structure.
- The only way to prepare is to read more, develop a keen interest in current affairs.

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- Seek opportunities to discuss these in groups.
- Learn to respect others for what they are.
- Learn to be open-minded and recognize the fact that people think differently about issues.
- Train your mind to think analytically.
- Your GD arguments should have 'meat'.

INTERVIEW FACING

An **interview** is a conversation where questions are asked and answers are given. In common parlance, the word "interview" refers to a one-on-one conversation with one person acting in the role of the *interviewer* and the other in the role of the *interviewee*. The interviewer asks questions, the interviewee responds, with participants taking turns talking. Interviews usually involve a transfer of information from interviewee to interviewer, which is usually the primary purpose of the interview, although information transfers can happen in both directions simultaneously. One can contrast an interview which involves bi-directional communication with a one-way flow of information, such as a speech or oration.

INTERVIEW TIPS

1. Common questions. Consider the most likely questions that you are going to be asked before you even get to the interview. This way you are ready and won't get stuck for something to say. The most **frequent interview questions** can all be prepared for.
2. Research. Knowing **a thing or two about your potential employer** will assist you in the interview. It will help you to tailor your responses and to show you are keen. Spend some time reading the corporate website at least.
3. Consider appearances. In most businesses looking smart is a given so you should **think about what to wear** carefully. True, some places take a more relaxed attitude to attire, but you cannot go wrong with conventional office wear to create a professional first impression.
4. Focus. On the day of an interview, allow plenty of time to get there without rushing or being stressed by delays. Take **everything you might need** such as notebooks, pens and a

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copy of your CV. Remember to look your interviewer directly in the eye, focusing on what they are saying.

5. Smile. A smile can be a powerful tool at a first meeting. Even if you feel nervy, make sure you smile because it will make you come across as friendly and relaxed.
6. Ask something. Never say you have nothing to ask at the interview. It makes you seem disinterested so always have a few **questions to ask your interviewer** planned in advance.
7. Make notes. Even if you are taking everything in, making a note creates the impression that you are paying full attention. This is one of the best interview techniques for people who want to come across as conscientious.
8. End positively. When the interview is approaching an end try to conclude on a positive note. This could be as simple as saying something like, “I look forward to hearing from you.”

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POSSIBLE QUESTIONS

Part A (online Test – one marks)

Part B- 2 marks

1. What is Corporate Etiquettes?
2. What do you mean by E-Mail etiquette?
3. What is Telephone etiquette?
4. List out few Meeting etiquette.
5. Define Professional Competencies
6. What is Analytical Thinking?
7. Define Time management
8. What do you mean by Assertiveness?
9. Define Stress Management.

Part C-8 marks

1. What is Corporate Etiquettes? And the do's and don'ts in workplace.
2. Explain various types of business etiquette
3. Describe the dressing and grooming etiquette.
4. Explain telephone and email etiquette.
5. What are the codes of conduct while attending meetings?
6. Explain presentation skill and Key Elements of a Presentation.
7. Enumerate professional competencies.
8. Enumerate analytical skill and listening skill with suitable example.
9. Explain stress management and the classification of stress.
10. Describe the types of stress and the various stages of stress with examples.
11. Explain the coping strategies at organisational and individual level.

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S.No	Question	Option A	Option B	Option C	Option D	Answer
1	The set of norms of behaviour and attitude in every workplace is:	dictated by the board	internationally prescribed	self-evolved	nationally laid down	self-evolved
2	When introducing ourselves, we should use:	only our first name	both the first name and the surname	only the surname	only our designation	both the first name and the surname
3	In business, when you fail to recall the name of a person met earlier, you can ask him or her:	for his or her initials	for his or her business card	for his or her surname	to excuse you for forgetting his or her name	for his or her business card
4	In business telephone calls, when making a request always use:	direct categorical statements	the interrogative form	the passive form	the imperative form	the interrogative form
5	As a host, you would invite visiting foreign guests to a business dinner:	by writing an invitation letter	by announcing the dinner at a meeting	through a messenger	personally, face-to-face	personally, face-to-face
6	At an Arab business party, alcohol is:	served first	served continuously	not served at all	served last	not served at all
7	In many parts of the world, such as Latin America and India, keeping the eyes lowered is a sign of:	respect	timidity	dishonesty	evasiveness	respect
8	In different cultures, colors represent:	the same thing	different things	arbitrary things	insignificant things	different things
9	In business, keep telephone calls very short because the other person may not be:	free to talk to you	interested in talking to you	paying attention to you	noting down what you say	free to talk to you
10	People from other countries can be easily put at ease by speaking to them in:	your own language	their language	sign language	English	their language
11	You are at a business dinner when someone toasts you. What should you do?	Say "thank you" and take a sip of your	Stand up and give a short speech	Stand up and return the favor by giving the	Smile, but do nothing more	Say "thank you" and take a sip of your drink

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		drink		toaster his or her own toast		
12	When is it appropriate to take a cell phone call during a business lunch?	When you excuse yourself from the table and talk in another part of the restaurant	When the call concerns those you are having lunch with (ie., the call is from the boss)	Only when you make the call very brief and apologize to your lunch mates	Never	Never
13	When should you arrive at a business meeting?	No more than 5 minutes before the meeting time	No more than 10 minutes before the meeting time	30 minutes before the meeting time, so you can get your footing on the meeting space	At the exact meeting time so you don't inconvenience anyone	No more than 10 minutes before the meeting time
14	At a business lunch, when can you begin talking business?	As soon as the food order is made	As soon as everyone arrives at the table and has exchanged pleasantries	As soon as everyone has chosen a menu item to order, but before the order is made		As soon as food is ordered and pleasantries are exchanged, as long as everyone knows the lunch is a "working" one
15	You are golfing with a business associate who wishes to discuss business? At what point is it appropriate to talk business?	Only in the club house after playing a round	Never, unless your guest begins the conversation	Before the game, as you are getting everything ready	While golfing, but only between holes	Never, unless your guest begins the conversation
16	In a business situation, what should you do when someone gives you their business card?	Say "thank you" and quickly add it to your stack	Immediately offer up one of yours, even if	Scan it thoroughly, thank the	Make some polite comment about the style or the person's	Scan it thoroughly, thank the other person and then

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		of cards	you don't have any on you (in that case, offer to mail one)	other person and then store it away	title, before putting it away	store it away
17	Following a job interview, what is the proper thing to do?	Telephone your interviewer the next day to thank them for their time	Send a "thank you" note to your interviewer	Call your interviewer several times over the following week; it's important to stay in their frame of concentration	Do nothing. To do otherwise is pushy and might hurt your chances of getting the job	Send a "thank you" note to your interviewer
18	If you are enjoying a business dinner with a client, and you get called to the phone, where do you put your napkin when you get up?	On your chair	To the right of your plate	On top of your plate	Bring it with you	On your chair
19	You realize you forgot a lunch date with a business associate. What do you do?	Send him or her a gift card for lunch with your sincerest apology	Send flowers, again with an apology	Send a note or email of apology	Call and set up another lunch date, again with sincere apologies	Call and set up another lunch date, again with sincere apologies
20	How should you make a proper business introduction?	Introduce the client to the company president first	Introduce the company president to the client	Provide the individual's names, but leave the introducing to them	Do nothing and let them introduce themselves	Introduce the company president to the client
21	While traveling internationally on business, your hosts provide a	Politely decline and eat around	Offer to take a bite and nothing	Try it, and then eat as	Pick at it while you eat other things on	Try it, and then eat as much as you can

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	regional delicacy that you know you won't like. What do you do?	the offending item	more	much as you can	your plate and hope they don't notice if you don't eat any	
22	You are interviewing for a job on a Friday and you know the company observes "casual Friday" in dress. What should you wear?	"Casual Friday" type clothes, so you blend seamlessly with the employees	Traditional interview clothes; you don't work there yet	Something in between the two	Something a step above traditional interview clothes so you stand out as the candidate worth considering seriously	Traditional interview clothes; you don't work there yet
23	When two business colleagues are speaking, how close should they stand to one another?	2 feet	3 feet	5 feet	Arm's distance	3 feet
24	if you go to lunch with your boss and he offers to pay what should you do?	insist that you should pay	consider that by rank he should pay	never offer to pay . it is considered impolite	Nothing	insist that you should pay
25	when invited for a dinner, start eating when	food is served	when any one starts eating	when guest of honour starts	any time you like	when guest of honour starts
26	Emails should be replied to within ____ hours while phone calls should be returned within ____ hours.	48, 24	24, 4	4, 24	24, 24	24, 4
27	You invite an out-of-town client to dinner to discuss work; you should:	Take them to your favorite sports bar that's showing an important game	Take them to an upscale French restaurant with a romantic ambience	Ask for their preference and pick an appropriate restaurant	Invite the client to your office to eat fast food	Ask for their preference and pick an appropriate restaurant
28	Your friend from college joins your company in a superior role to you. How should you interact with her in the office?	Talk informally and don't take her orders seriously	Show disdain and jealousy because she was offered a higher	Break your friendly ties with her completely and	Treat her like a superior in the office and as a friend outside	Treat her like a superior in the office and as a friend outside

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			position while you weren't	maintain only a professional relationship		
29	Unlike social etiquette, office and business etiquette are primarily based on:	Hierarchy and power	Personal relations between co-workers	Common sense and courtesy	Option a and c	Option a and c
30	Which of the following is not good email etiquette?	Keeping your email brief and to the point	Putting the purpose of the email in the subject field	Sending funny YouTube videos and personal emails to co-workers	Using a signature that includes your contact information following your message	Sending funny YouTube videos and personal emails to co-workers
31	Should you connect with your boss on Facebook or Twitter?	Yes	No	Yes but not regarly	No offical Conversations	NO
32	You disagree with a point your boss made at your weekly brainstorming session. You:	Randomly blurt your opposition in front of everyone	Politely disagree and suggest an alternative idea	Ask to meet personally with your superior once the session is done to voice your objections	Complain to your coworkers behind your boss's back	Ask to meet personally with your superior once the session is done to voice your objections
33	Where should friends and family wait when visiting you at work?	At your work station	In the waiting area, break room, or cafeteria	In your co-worker's cubicle who is out of the office	In Front of office	In the waiting area, break room, or cafeteria
34	Your favorite song is playing on the radio. You:	Dance around the office with the music	Listen to the music with your headphones at a	Listen to the music with your	Listen to the music with noise-cancelling headphones, so you	Listen to the music with your headphones at a low

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		blasting on your speakers	loud volume so others can also hear	headphones at a low volume so as not to disturb others nearby	can't hear when others request your attention	volume so as not to disturb others nearby
35	Your office culture allows you to keep personal items on your desk and in your cubicle. You:	Fill your desk with pictures of family and friends, kids' artwork, favorite knick knacks, and	Balance personal and office items in your cubicle. One in five objects on your desk can be personal	Avoid displaying anything other than work-related items on your desk. It is inappropriate to your attention.	Your cubicle is a mess of scattered papers, so you do not have any space for personal items	Balance personal and office items in your cubicle. One in five objects on your desk can be personal
36	You are running 15 minutes late to a meeting with a client. What should you do?	Stop what you're working on and leave for the meeting immediately	The client is your friend, he will wait as long as you want	Your client won't mind waiting, 15 minutes is nothing	Call the client and tell him that you'll be there in a few minutes	Call the client and tell him that you'll be there in a few minutes
37	It is a Casual Friday, but you have a meeting with a client. How should you dress that day?	Casually	A little nicer than usual, but nothing too formal	Formals	In business casual	In business casual
38	Your boss shows up late to a meeting that is about to conclude. You should:	Thank her for stopping by; politely interrupt the person speaking at the meeting and debrief your boss on the	Slightly nod when she enters but continue with the meeting without bringing her up to speed	Once the session is over, tell her that it is bad practice to show up late for meetings	Openly criticize your boss about being tardy upon her arrival	Thank her for stopping by; politely interrupt the person speaking at the meeting and debrief your boss on the agenda

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		agenda				
39	Which of the following statements is true	In small quantities, stress is good	Too much stress is harmful	All stress is bad	Only 'A' & 'B' are right	Only 'A' & 'B' are right
40	Stress management is about learning	How to avoid the pressures of life	How to develop skills that would enhance our body's adjustment when we are subjected to the pressures of life	Both 'A' & 'B' are true	None of the above	How to develop skills that would enhance our body's adjustment when we are subjected to the pressures of life
41	Which of the following statements is true about stress management	Stress management is learning about the connection between mind and body	Stress management helps us control our health in a positive sense	Stress management teaches us to avoid all kinds of stress	Only 'A' & 'B' are right	Only 'A' & 'B' are right
42	Which of the following are the basic sources of stress	Social Stressors	Physiological	Thoughts	All of the above	All of the above
43	The following are the characteristics of Positive Stress	It improves performance	It feels exciting	It motivates	All of the above	All of the above
44	Which of the following statements is true	Positive stress is short-term	Negative stress can be short or long-term	Negative stress can lead to mental as well as physical problems	Negative stress is perceived within our coping abilities	Negative stress is perceived within our coping abilities
45	Which of the following statements is true	Habitual behaviour patterns like over	Thoughts like fear, worrying about future etc.	Both 'A' & 'B' are true	None of the above	Both 'A' & 'B' are true

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		scheduling, procrastination, etc. Can cause negative stress	can cause negative stress			
46	What thoughts come to the mind when you're under negative stress	You think that you can cope with the situation	You think that you cannot cope with the situation	You think that everything will get fine eventually	You think that you will get hep immediately	You think that you cannot cope with the situation
47	The symptoms of stress can be divided in to the following categories	Cognitive	Emotional	Physical	Cognitive,Emotional and Physical	Cognitive,Emotional and Physical
48	Aches, shallow breathing and sweating, frequent colds are	Physical symptoms of stress	Behavioural symptoms of stress	Emotional symptoms of stress	Cognitive symptoms of stress	Physical symptoms of stress
49	Which of the following are true in relation to Relaxation Response	It is a physical state of deep rest	Eliciting this reduces your metabolism	Eliciting this reduces your blood pressure	All of the above	All of the above
50	Which of the following are stress busters	Trying to find something funny in a difficult situation	Developing a support network	Taking a mindful walk	All of the above	All of the above
51	Research has found that assertiveness in a relationship encourages:	aggressiveness in the other partner.	passivity in the other partner.	self-confidence.	a lack of intimacy in the relationship.	self-confidence.
52	"Aggressiveness," "assertiveness," and "passiveness" are best used to describe:	expressions of anger.	dimensions of relationships.	types of listening styles.	styles of responses in interpersonal communication.	styles of responses in interpersonal communication.
53	Nonverbal communication:	is relatively unaffected by one's cultural background.	involves facial expressions and eye contact only.	is unrelated to written communication.	makes up the majority of all face-to-face communication.	makes up the majority of all face-to-face communication.
54	How can an individual best ascertain	Restate the	Observe the	Ask the listener	Ask the listener if he	Restate the message

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	whether what he or she said was interpreted accurately?	message in different words.	nonverbal cues of the listener.	to restate the message.	or she understands.	in different words.
55	A mixed message occurs:	when two commands are given at once.	when there is a discrepancy between verbal and nonverbal communication.	when individuals repeat themselves without paraphrasing the other's comments.	none of these.	when there is a discrepancy between verbal and nonverbal communication.
56	Good listening skills involve which of the following?	Evaluating the speaker's message.	Disciplining oneself to withhold one's reactions.	Focusing more on content than on the speaker's emotional state.	Withholding judgment about what one is hearing.	Focusing more on content than on the speaker's emotional state.
57	When two people in a relationship reflect a passive communication style, the level of intimacy is:	ambiguous	nonexistent	lower	higher	lower
58	According to the linear model of communication:	both people deny that they are at fault.	one person speaks another listens.	people communicate directly with each other.	communication is destructive rather than productive.	communication is destructive rather than productive.
59	If communication causes a person to question his or her relationship with the speaker, what has occurred?	Nonverbal communication	A mixed message	A double bind	Metacommunication	A double bind
60	Which of following is/are suggested time management technique(s)?	Concentrate on one key task at a time	Clean up and get organized	Make good use of technology	All of the above.	All of the above.

Unit IV

Introduction to Communication: Communication – Grammar – Phonetics – One on one basic conversation skill practice - Reading Comprehension - Listening Comprehension - Improving Vocabulary - Improving Writing Skills - Comprehension while interacting face to face.

INTRODUCTION

The word “Communication” is derived from the Latin word “Communico” which means “To share”. It is the act of sharing or imparting a share of anything. In its vital sense, it means a sharing of ideas and feeling in a mood of mutual understanding. It is a two way process in which a speaker must have a listener to share the experience.

Communication is the tool with which we exercise influence on others, bring about changes in the attitudes and views of our associates, motivate them and establish and maintain relations with them. Without communication there would not be any interaction between persons. Hence, there cannot be a Government or a society without communications.

Just as communication is vital to our existence in civilized society, it is essential for the functioning of organization, which our society has produced. In this connection Herbert Simon rightly observed that, “without communication there can be no organization, for there is no possibility then of the group influencing the behaviour of the individual”. When this general introduction about communication, we shall now proceed to discuss the various aspects of communication in details as given below.

MEANING & DEFINITION OF BUSINESS COMMUNICATION

Communication is the act of influencing and inducing others to interpret an idea in the manner intended by the speaker or writer. Communication is an exchange of facts, ideas, opinions or emotions by two or more persons. It is the process by which information is transmitted between individuals and /or organization. So that, an understanding response

results. We shall now see some of the important definition given by eminent authorities on the subject.

Definition given in the Oxford English Dictionary:

“Communication is the action of conveying or exchanging information and ideas”. It is a very simple definition and covers only one aspect i.e. conveying information and ideas. But communication is a comprehensive term involves a lot in it. So we shall see still more definitions to understand the term communication.

Definition of C.G. Brown: He says communications is “the transfer of information from one person to another, whether or not, it elicits confidence. But the information transferred must be understandable to the receiver”.

Communication Process

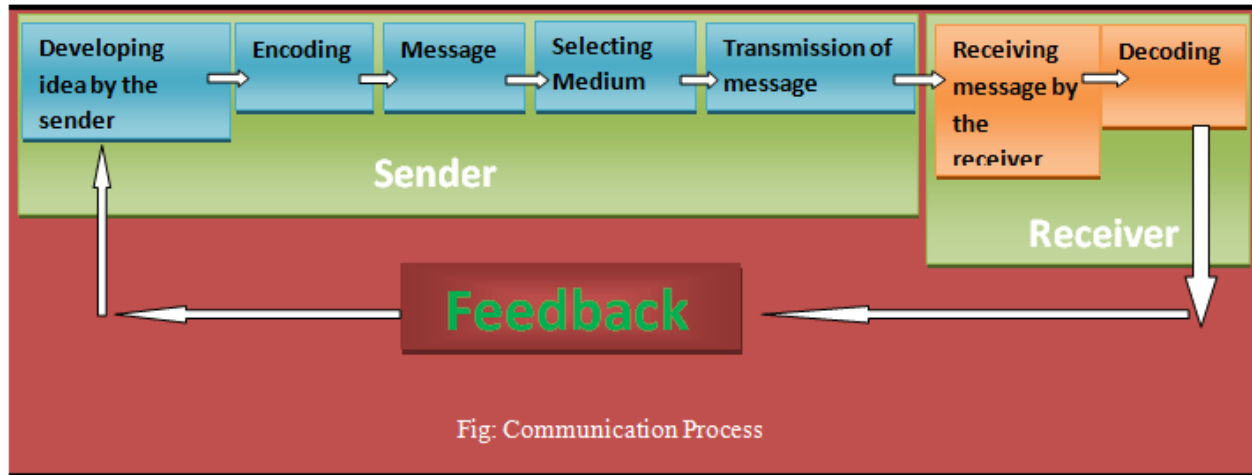
Communication process consists of some interrelated steps or parts through which messages are sent from sender to receiver. The process of communication begins when the sender wants to transmit a fact, idea, opinion or other information to the receiver and ends with receiver's feedback to the sender. The main components of communication process are sender, message, channel, receiver and feedback. In the following, some definitions of the communication process are quoted:

Robert Kreitner defined, “Communication process is a chain made up of identifiable links. The chain includes sender, encoding, message, receiver, decoding, and feedback.”

In the opinion of S. K. Kapur, “The communication process is the method by which the sender transfers information and understanding to the receiver.”

According to Bovee, Thill and Schatzman, “The communication process consists of six phases linking sender and receiver.”

The following diagram represents the communication process



Thus, it is clear that **communication process** is the set of some sequential steps involved in transferring message as well as feedback. The process requires a sender who transmits message through a channel to the receiver. Then the receiver decodes the message and sends back some type of signal or feedback.

Steps or elements of communication process

The communication process refers to the steps through which communication takes place between the sender and the receiver. This process starts with conceptualizing an idea or message by the sender and ends with the feedback from the receiver. In details, communication process consists of the following eight steps:

1. **Developing idea by the sender:** In the first step, the communicator develops or conceptualizes an idea to be sent. It is also known as the planning stage since in this stage the communicator plans the subject matter of communication.
2. **Encoding:** Encoding means converting or translation the idea into a perceivable form that can be communicated to others.
3. **Developing the message:** After encoding the sender gets a message that can be transmitted to the receiver. The message can be oral, written, symbolic or nonverbal. For example, when people talk, speech is the message; when people write a letter, the words and sentences are the message; when people cries, the crying is the message.

4. **Selecting the medium:** Medium is the channel or means of transmitting the message to the receiver. Once the sender has encoded his into a message, the next step is to select a suitable medium for transmitting it to the receiver. The medium of communication can be speaking, writing, signalling, gesturing etc.
5. **Transmission of message:** In this step, the sender actually transmits the message through chosen medium. In the communication cycle, the tasks of the sender end with the transmission of the message.
6. **Receiving the message by receiver:** This stage simply involves the reception of sender's message by the receiver. The message can be received in the form of hearing, seeing, feeling and so on.
7. **Decoding:** Decoding is the receiver's interpretation of the sender's message. Here the receiver converts the message into thoughts and tries to analyze and understand it. Effective communication can occur only when both the sender and the receiver assign the same or similar meanings to the message.
8. **Feedback:** The final step of communication process is feedback. Feedback means receiver's response to sender's message. It increases the effectiveness of communication. It ensures that the receiver has correctly understood the message. Feedback is the essence of two-way communication.

CHANNEL OR TYPES OF COMMUNICATION

Types of communication can be discussed under the following two broad heads:

1. On the basis of organization structure:

- 1) Formal Communication, and
- 2) Informal Communication.

2. On the basis of media used:

- 1) Written Communication, and
- 2) Oral Communication.

I. Organizational Structure

On the basis of organizational structure, communication can be further classified into two namely,

1. Formal communication, and
2. Informal communication.

We shall now describe them *briefly*.

1. Formal Communication

Formal communication takes place *via* formal channels of the organizational structure established by the management. These channels are deliberately created for regulating the communication flow and to link various parts of the organization. They are helpful for performing functions like planning, decision-making, co-ordination and control. In a formal communication system, matters with regard to who should be communicated are all clearly defined. There are three forms of formal communication namely –

1. Downward,
2. Upward, and
3. Horizontal.

1. Downward Communication: Communication is said to be downward when it move from the top to the bottom. Downward channels are used for passing on managerial decisions, plans, policies and programmes to subordinates down the line for their understanding and implementation.

In the words of **D. Katz and R.L. Kahn**, the purposes of downward communication are to -

1. Give job instructions.
2. Create an understanding of the work and its relations with other tasks.
3. Inform about procedures.
4. Inform subordinates about their performance.

5. Indoctrinate the workers to organizational goals.

However, downward communication suffers from certain drawbacks.

They are –

1. It develops an authoritative atmosphere that might be detrimental to morale.

2. As information passes through the various levels of hierarchy, it might be distorted, misinterpreted etc.

2. Upward Communication: Communication is said to be upward when it flows from the subordinates to the top management. Upward communication is used by subordinates for transmitting information, ideas, views and requests to their superiors on matters relating to their jobs, responsibilities etc. Upward communications are also used to convey views, suggestions, grievances and problems of subordinates to their superiors. It enables the subordinates to communicate to the superiors the progress of the work and response to the work assigned to them.

3. Horizontal Communication: Communication is horizontal when it flows between individuals at the same operational level i.e., between two departmental heads. The purpose of the horizontal communication is to enable managers and others of the same rank to interact on important matters, to exchange information and co-ordinate their activities without referring all matters to the top level management.

2. Informal Communication

Informal communication is free from all the formalities of formal communication. It is based on the informal relationship among the members of the organization. Informal communication is usually oral and may be conveyed by a simple gesture, glance, nod or smile. The informal relationship that supplements the formal organizational relationship is referred to as the ‘grapevine.’

Informal communications are made by members of the organization to transfer information both on the matters of task related and non-task related. These communications are free from

any trappings of authority and status differentials. Informal communications often serve as supplement to formal communications.

II. MEDIA USED

On the basis of media used, communication can be classified into four, namely-

1. Oral Communication,
2. Written Communication,
3. Non-verbal Communication, and
4. Audio-visual Communication,

1. Oral Communication

Oral communication refers to face to face communication. It offers interchange of ideas at the personnel level. There can be questions and answers. The sender and receiver of the message are in direct contact. If the listener does not understand the message, he can ask for a clarification or raise questions and get the answers.

Forms of Oral Communication: Oral communication between persons in an office may take place either (1) by way of face to face communication, or (2) through mechanical devices. We shall now discuss certain common forms of communication media under each head.

1. Face to Face Communication: In a face to face communication, communication takes place face to face between two individuals or among a small group of persons. Examples of this type of communication are the meeting, the interview, and the conference. In these situations, communication flows both ways. As there is immediate feedback in a face to face communication, if doubts any which can be clarified as and when they arise and the matter in hand can be settled without delay.

2. Mechanical Devices for Oral Communication: Mechanical devices, which are commonly used, for oral communication is listed below:

1) Signal (Call, Bell, Buzzer, Colored Bulbs): Signals are cheap and simple devices for calling a person. The signal only indicates that a particular person is wanted and the actual communication takes place only when the person arrives. The device of signals is also known as Staff Location System.

2) Speaking Tubes: Speaking through tubes for the most part displaced by the telephone, are still worthy of consideration as a means of internal communication. The initial cost is small; there is no running cost and maintenance cost is negligible. However, beyond a certain distance the words spoken through the tube become inaudible.

3) Dictating Machine: Dictating machine can also transmit oral messages. When a departmental head or executive wants to leave an important message for his subordinates, he will dictate the message into the machine. He can also send the recorded message to the desk of the person concerned.

4) Telephones: Telephone is the most important, most common and most useful device for oral communication, other than face to face. It is used for oral communication with persons both inside and outside the organization. The telephone talk depends entirely on the voice.

Intercom System: This system has been invented by the Indian Telephone Industries, Bangalore. Intercom system can provide quick verbal communication. In an organization, various individuals or departments can be equipped with the speaking – talking unit.

5) Electric Paging System: This system provides another method of internal communication. In big organizations like departmental stores, Super Bazaars, Insurance Companies and manufacturing plants, the executives some times go round from one department to another. When some urgent matter arises it is very difficult to find out/or search out the executive by telephone device.

(6) House Telephone or Executive System: There are various types of house telephones through which executives can communicate with each other and with other subordinates more easily than through individual telephone connection. The executive can have a direct and simultaneous connection with more than one point and then speak as in a conference.

Merits of Oral communication: Merits of oral communication are as follows:

1. It is economical when compared to written communication.

2. It is more flexible and can be effectively combined with gesture and other expressions.
3. It is more effective on account of direct contact between the communicator and communicate.
4. It leads to better understanding because response to the message can be obtained on the spot, and doubts, clarifications etc. can also be removed quickly.
5. It is faster and saves time.

Demerits of Oral Communication: Oral communication has certain demerits. They are:

1. It is not suitable in cases where the message is long and complicated, When the audience is large and when there is no need for interaction.
2. It does not provide any record for future reference.
3. It is time consuming and costly.
4. It cannot be used as a communication media where people scattered over a wide area.
5. It can be irritating and wasteful when the persons involved are poor in talking skills.

2. Written Communication

Written communication, on the other hand, is very wide in its scope and covers entire paper work relating to all kinds of transactions, agreements, proposals etc. In fact, the main work of any office is written communication. Written communication though has a place inside the organization, it is of paramount importance in conveying messages to the external world. Though modern devices such as telephone etc. have lessened the dependence on writing, it still serves as the main channel for all the business transactions.

Forms of Written Communication: There are many forms of written communication. Of them, the letter is by far the most widely used form. It may be sent by different kinds of postal services such as ordinary mail, express delivery, quick mail service, registered post etc. or by hand delivery.

1. **Memo:** A memo is an informal message between members of a company and generally relates to daily work. It may ask for or give information, instructions, or be only a reminder. Many companies provide pads of memo forms (with blank sheets for carbon copies) for the exchange of short messages between individuals.

The forms have the company's name and department, and the receiver's name and department messages are expected to be brief and simple as memo forms are usually small.

2. Notice: A notice is required when many people within the company have to be informed. It is the best method of mass communication within a company. Notice boards have to be placed at proper location, kept up-to-date and attractively laid out.

3. Telegram: A telegram is used for external communication and for contacting traveling salesmen, branches or workers in another town. It is used when urgent action is required.

The telegram has to be written on a form supplied by the Telegraph Office. The cost is calculated on the basis of the number of words used in the telegram. No punctuation marks are possible.

4. Telex: Telex is a telegraphic device. It has the facility to type out messages simultaneously on the sender's machine and the receiver's machine. Telex connections are obtained through the Post Office. Each subscriber has a number for getting connections. The machine is fitted with a roll of paper, and messages are typed out continuously.

5. E – Mail (Electronic Mail): E-mail is a message transmitted electronically over a computer network. For the purpose of such an electronic transmission of a message, cable, telephone lines or satellites should connect the computer. The receiver's computer receives the message in a fraction of a minute and stores the same.

6. Reports: A report may be defined as an orderly and objective presentation of information that assists in decision-making and problem solving. For example, policies and procedures, status reports, minutes of meetings, financial reports and press releases.

Merits of Written Communication: There are certain obvious advantages in written communication.

1. Letters or written communications can be kept as a legal record.
2. They can be retained for purpose of future reference.
3. They are formulated more carefully than oral communication.
4. They can save money and time.
5. The written communication is used for all practical purposes in every

Organization.

Limitations of Written Communication: A written communication though has many points to its credit, is not an unmixed blessing. It too has certain definite limitations. It is not suitable under all circumstances. The following are the situations in which a written communication is unsuitable.

1. Complicated Matters: Complicated or difficult matters cannot be handled through written communication.

2. Confidential Matters: Confidential matters cannot be reduced to writing.

3. Instructions and Clarifications: Instructions to a subordinate can be best given orally than in writing. If the subordinate seeks any clarification, he can get it at once.

4. Assessing the Reaction: The reaction of the receiver can be best assessed only in a face to face communication.

5. For Expressing the Feelings: When two persons are talking, many matters can be said expressly. But many matters are left unsaid or said by implication i.e. understood. This is impossible through a written communication.

3. Non-verbal Communication

All the communication that occurs in between the people in an organization may not be spoken, heard, written or read. In other words, all the communication is not verbal. Some may be non-verbal i.e. unwritten and unspoken. The most important aspect in communication is **“to hear what isn’t being said”**. Sometimes, the non-verbal message also helps in carrying a verbal message. E.g. smiling while greeting your colleague. Mostly, non-verbal messages are spontaneous. However, it does not mean that they are less important.

1. Body Movement: Body movement as a media of communication can be discussed under three heads namely, (1) Facial expression, (2) Gestures, and (3) Body stance.

1) **Facial Expression:** Successful communicators use facial expression as a very effective media of communication. The most expressive part of human body is face –

especially eyes. Eye contact and eye movements tell a lot about a person. Hence, normally receiver of oral communication gives much attention to facial expression while receiving the message.

- 2) **Gestures:** Gesture is a motion of the body or limbs. It is an action intended to express the idea of feeling or to enforce an argument. Gesture includes hand and upper body movements which are used to reinforce verbal message.
- 3) **Body stance:** Body stance is another form of non-verbal communication. It includes posture of standing, placement of arms and legs, distribution of weight etc. By seeing the standing position of a person, one can understand whether he is interested in the talk or feel very bore etc.

2. Physical Appearance: Physical appearance of a person is important for creating a good impression. This is because attractive people tend to be seen as more intelligent and more likeable than unattractive people are. So they can earn more. One can not change all of his physical features. Some are changeable and others not. However, understanding the importance of physical appearance can help any body to emphasize their strong points.

3. Voice Qualities: No one speaks in single tone i.e. in an unvaried pitch of the voice. Voice qualities include volume, speed, pitch, tone, and accent. They carry both intentional as well as unintentional messages.

4. Space and Territory: Different types of communication occur at different distances. Competent communicators determine their own personal space needs and those of others. They make the necessary adjustments to facilitate achieving his objective while communicating with people who prefer more or less space.

4. Audio-Visual Communication

Audio-visual Communication uses the methods that are seen and heard. It makes use of short films, slides, videotapes, telecasts etc. Examples are small advertisement films, or documentary films related to social issues etc. screened just before the main picture.

Audio-visual communication combines both sight and sound to attract the attention of the communicate. If it is of only visual communication, people may just casually look at it and forget afterwards.

Importance of Communication:

Communication is to the organization as blood is to the body. The success of all the functions of management depends upon the effective communication.

Significance of communication can be understood from the following points:

1. Acts as Basis of Coordination:

Communication helps in coordinating the activities of various departments and persons in an organisation by providing complete information about organisational goals, ways of achieving them, interpersonal relationship among persons etc. Hence, communication acts as basis for coordination.

2. Helps in Smooth Working of an Enterprise:

Communication ensures smooth functioning of an enterprise. Existence of an organisation depends fully on communication. The activities of an organisation shall come to a standstill if communication stops.

3. Acts as Basis of Decision Making:

Communication helps in the process of decision making by providing all the necessary information. In the absence of communication of relevant information, one cannot take any meaningful decision.

4. Increases Managerial Efficiency:

The various functions of the manager involve:

- (a) Providing information regarding the goals and objectives of an enterprise.
- (b) Providing instructions
- (c) Allocating jobs and responsibilities
- (d) Overseeing the work of the workers.

All these functions involve communication. Thus, communication is essential for effective performance of managerial functions.

5. Promotes Cooperation and Industrial Peace:

To ensure smooth and efficient functioning of an organisation is the main aim of the management. This is possible only when there is peace and harmony between the management and the workers. The two way communication helps in establishing same.

6. Establishes Effective Leadership:

A good leader must possess efficient communication skills for influencing the behaviour of the subordinates. Thus, communication is the basis of leadership.

7. Boosts Morale and Provides Motivation:

An efficient communication system helps in motivating, inspiring and satisfying the subordinates. Moreover, it also helps in establishing participative and democratic type of management.

FORMS OF COMMUNICATION

Communication involves the imparting or interchanging thoughts, opinions, or information among people by speech, writing, or signs. People communicate in different ways. How effective is your communication style? Are you giving away thoughts you don't mean to?

Verbal

Verbal communication entails the use of words in delivering the intended message. The two major forms of verbal communication include written and oral communication.

Written communication includes traditional pen and paper letters and documents, typed electronic documents, e-mails, text chats, SMS and anything else conveyed through written symbols such as language. This type of communication is indispensable for formal business communications and issuing legal instructions.

Communication forms that predominantly use written communication include handbooks, brochures, contracts, memos, press releases, formal business proposals, and the like. The

effectiveness of written communication depends on the writing style, grammar, vocabulary, and clarity

Oral Communication

The other form of verbal communication is the spoken word, either face-to-face or through phone, voice chat, video conferencing or any other medium. Various forms of informal communications such as the grapevine or informal rumor mill, and formal communications such as lectures, conferences are forms of oral communication. Oral communication finds use in discussions and causal and informal conversations. The effectiveness of oral conversations depends on the clarity of speech, voice modulation, pitch, volume, speed, and even non-verbal communications such as body language and visual cues.

Verbal communication makes the process of conveying thoughts easier and faster, and it remains the most successful form of communication. Yet, this makes up only seven percent of all human communication!

Nonverbal Communication

Nonverbal communication entails communicating by sending and receiving wordless messages. These messages usually reinforce verbal communication, but they can also convey thoughts and feelings on their own.

GRAMMAR**TENSES**

Things can happen now, in the future or in the past. The tenses show the time of a verb's action or being. The verb ending is changed (conjugated) to show roughly what time it is referring to.

Time can be split into three periods The Present (what you are doing), The Past (what you did) and The Future (what you are going to do).

The tenses we use to show what time we are talking about are split into the Simple, Continuous and Perfect tenses.

In English we use two tenses to talk about the present and six tenses to talk about the past. There are several ways to talk about the future some of which use the present tenses, these are:

Present	Simple Present
	Present Continuous
Past	Simple Past
	Past Continuous
	Present Perfect Simple
	Present Perfect Continuous
	Past Perfect Simple
	Past Perfect Continuous
Future	Using the Simple Present
	Using the Present Continuous
	Using the Present Perfect Simple
	Using the Present Perfect Continuous

	Using <i>going to</i>
	Using <i>shall/will</i>

Simple Tenses

The simple tenses are used to show permanent characteristics of people and events or what happens regularly, habitually or in a single completed action.

Continuous Tenses

The continuous tenses are used when talking about a particular point in time.

Perfect Tenses

Sometimes you need to give just a little bit more information about an action or state...and that is where the perfect tenses come in.

The perfect tenses are used when an action or situation in the present is linked to a moment in the past. It is often used to show things that have happened up to now but aren't finished yet or to emphasize that something happened but is not true anymore. When they end determines which of them you use.

Perfect tenses are never used when we say when something happened i.e. yesterday, last year etc. but can be used when discussing the duration of something i.e. often, for, always, since etc..

The Future Tenses

Discussing the future in English can seem complicated. The present simple, present continuous, present perfect simple and the present perfect continuous can all be used and often it is possible to use more than one structure, but have the same meaning.

This table illustrates the tenses in a simple way

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tense	Affirmative/Negative/Question	Use	Signal Words
Simple Present	A: He speaks. N: He does not speak. Q: Does he speak?	action in the present taking place once, never or several times facts actions taking place one after another action set by a timetable or schedule	always, every ..., never, normally, often, seldom, sometimes, usually if sentences type I (<i>If I talk, ...</i>)
Present Progressive	A: He is speaking. N: He is not speaking. Q: Is he speaking?	action taking place in the moment of speaking action taking place only for a limited period of time action arranged for the future	at the moment, just, just now, Listen!, Look!, now, right now
Simple Past	A: He spoke. N: He did not speak. Q: Did he speak?	action in the past taking place once, never or several times actions taking place one after another action taking place in the middle of another action	yesterday, 2 minutes ago, in 1990, the other day, last Friday if sentence type II (<i>If I talked, ...</i>)
Past Progressive	A: He was speaking. N: He was not speaking. Q: Was he speaking?	action going on at a certain time in the past actions taking place at the same time action in the past that is interrupted by another action	when, while, as long as

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Present Perfect Simple	A: He has spoken. N: He has not spoken. Q: Has he spoken?	putting emphasis on the result action that is still going on action that stopped recently finished action that has an influence on the present action that has taken place once, never or several times before the moment of speaking	already, ever, just, never, not yet, so far, till now, up to now
Present Perfect Progressive	A: He has been speaking. N: He has not been speaking. Q: Has he been speaking?	putting emphasis on the course or duration (not the result) action that recently stopped or is still going on finished action that influenced the present	all day, for 4 years, since 1993, how long?, the whole week
Past Perfect Simple	A: He had spoken. N: He had not spoken. Q: Had he spoken?	action taking place before a certain time in the past sometimes interchangeable with past perfect progressive putting emphasis only on the fact (not the duration)	already, just, never, not yet, once, until that day if sentence type III (<i>If I had talked, ...</i>)
Past Perfect Progressive	A: He had been speaking. N: He had not been speaking. Q: Had he been speaking?	action taking place before a certain time in the past sometimes interchangeable with past perfect simple putting emphasis on the duration or	for, since, the whole day, all day

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		course of an action	
Future I Simple	A: He will speak. N: He will not speak. Q: Will he speak?	action in the future that cannot be influenced spontaneous decision assumption with regard to the future	in a year, next ..., tomorrow If-SatzTyp I (If you ask her, she will help you.) assumption: I think, probably, perhaps
Future I Simple (going to)	A: He is going to speak. N: He is not going to speak. Q: Is he going to speak?	decision made for the future conclusion with regard to the future	in one year, next week, tomorrow
Future I Progressive	A: He will be speaking. N: He will not be speaking. Q: Will he be speaking?	action that is going on at a certain time in the future action that is sure to happen in the near future	in one year, next week, tomorrow
Future II Simple	A: He will have spoken. N: He will not have spoken. Q: Will he have spoken?	action that will be finished at a certain time in the future	by Monday, in a week
Future II Progressive	A: He will have been speaking. N: He will not have been speaking. Q: Will he have been speaking?	action taking place before a certain time in the future putting emphasis on the course of an action	for ..., the last couple of hours, all day long
Conditional I Simple	A: He would speak. N: He would not speak. Q: Would he speak?	action that might take place	if sentences type II (If I were you, I would go home.)

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Conditional I Progressive	A: He would be speaking. N: He would not be speaking. Q: Would he be speaking?	action that might take place putting emphasis on the course / duration of the action	
Conditional II Simple	A: He would have spoken. N: He would not have spoken. Q: Would he have spoken?	action that might have taken place in the past	if sentences type III (<i>If I had seen that, I would have helped.</i>)
Conditional II Progressive	A: He would have been speaking. N: He would not have been speaking. Q: Would he have been speaking?	action that might have taken place in the past puts emphasis on the course / duration of the action	

PHONETICS AND PHONOLOGY

Sound is both a physical and a mental phenomenon.

PHONETICS is a technically based subject concerned with measuring sound, recording frequencies and studying the physiology of speech.

PHONOLOGY is essentially preoccupied with sound as a system for carrying meaning and its task is identifying *phonemes*.

PHONETICS has 3 main dimensions:

- (a) Acoustic phonetics (production of sound)
- (b) Articulatory phonetics (transmission of sound)
- (c) Auditory phonetics (reception of sound)
 - (a) studies the properties of sound as a consequence of variations in air pressure. Frequencies of speech are recorded by a *spectrograph* to produce *spectrograms*.
 - (b) studies the processes by which we articulate speech sounds and describes them in terms of the organs involved in their production: tongue, teeth, lips, lungs etc. (Place of articulation, manner of articulation, voice)
 - (c) is concerned with the perception of speech sounds.

ARTICULATORY PHONETICS : PLACE OF ARTICULATION

Place of articulation is the point in the vocal tract where the speech organs restrict the passage of air producing distinctive sounds and is particularly important for the production of *consonants*. Consonant sounds are referred to by their place of articulation:

<i>Bilabial</i>	/ b / p / m / w
<i>Labio-dental</i>	/ f / v (bottom lip touching the upper teeth)
<i>Dental</i>	/ θ / ð (tongue touching the upper teeth)
<i>Alveolar</i>	/ t / d / s / z / l / n / (tongue touching the alveolar ridge behind the upper teeth)
<i>Post-alveolar</i>	/ r / (tongue curled behind the alveolar ridge)
<i>Palato-alveolar</i>	/ dʒ / tʃ / (tongue touching both the hard palate and the alveolar ridge)
<i>Palatal</i>	/ ʃ / ʒ / j (middle of the tongue against the hard palate)
<i>Velar</i>	/ k / g / ŋ (back of the tongue against the soft palate or velum)
<i>Glottal</i>	/ h / (formed in the space between the vocal folds or glottis)

In vowels air is manipulated by the shape of the oral cavity and the position of the speech organs. Thus you can have:

Frontal vowels : / i (need) / I (name) / ε (bed) / æ (cat) / (front of the tongue + palate)

Middle vowels : / ʌ (cup) / ɜ (bird) / ə (mother) / (middle of the tongue + palate)

Back vowels: / a(car) / ɒ(not) / ɔ (ball) / ʊ (book) / ʊ(blue) / (back of the tongue + palate)

ARTICULATORY PHONETICS : MANNER OF ARTICULATION

Configuration adopted by the speech organs in articulating a sound.

Plosives (stops) : / p / b / t / d / k / g / (airstream is stopped by a brief closure)

Fricatives : / f / v / θ / ð / s / z / ʃ / ʒ / h / (friction occurs as air passes through)

Affricates : / dʒ / tʃ / (airstream is stopped as for a plosive and then released slowly with friction)

Nasals : / m / n / ŋ / (airstream is diverted through the nasal cavity by lowering the soft palate)

Liquids : / l / r /

Glides : / w / j /

ARTICULATORY PHONETICS : VOICE

Voicing occurs when the *vocal folds* or *chords* situated in the larynx vibrate.

Voiced sounds : ex. / b / z / v /

Voiceless sounds: ex. / p / s / f /

AUDITORY PHONETICS

This discipline studies the physical ways in which the sound waves we produce are converted into meaningful units of speech.

The *outer ear* collects the sounds, the *middle ear* amplifies them, and the *inner ear* transmits them through the *auditory nerve* to the speech centres of the brain, the most important of which are Wernicke's area and Broca's area, both located in the left hemisphere in right-handed people.

There are various theories on how the brain reconstructs a word from a series of coarticulated sounds and speculations on the uniqueness and innateness of language.

PHONOLOGY

Phonology studies the systematic relationships between sounds within the grammar of a language.

A *phoneme* is an abstract unit of sound which forms part of the mental apparatus of all the native users of a language.

Some prefer to see these relationships just in terms of distinctive features (for example “voiced bilabial plosive” for a /b/) according to the theory elaborated by Roman Jakobson.

Distinctive features are *binary* and can have only two values ‘+’ or ‘-’.

Classificatory features:

Consonantal (plosives, fricatives, affricates, nasals and liquids as opposed to vowels and glides)

Vocalic (vowels and liquids)

Syllabic (sounds which can function as the peak of a syllable, ex. vowels)

Obstruent (sounds that involve radical obstruction of the airstream like plosives, fricatives and affricates as opposed to liquids, glides, nasals and vowels)

Nasal

Articulatory features:

High (tongue above the rest position)

Low (tongue below the rest position)

Back (tongue retracted from the rest position)

Round (lips rounded)

Anterior (post-alveolar obstruent: labials, labio-dentals and alveolars)

Coronal (blade of the tongue raised from the neutral position: dentals, alveolars, post-alveolars and palatals)

Lateral (air escapes over the sides of the tongue /l/)

Manner features:

Continuant (fricatives, approximants [liquides and glides] and vowels as opposed to plosives and affricates)

Delayed release (affricates /dʒ/ /tʃ/)

Acoustic features:

Voice

Strident (high-frequency sounds, ex. labio-dental, alveolar and palato-alveolar)

PHONOLOGY studies also the patterns of *stress* we use in speaking and the variations of *pitch* or *tone*.

The study of this is called *Prosody* and examines units larger than the phoneme, termed *suprasegmentals*, which become very important for *Discourse analysis* and *Pragmatics*. (Intonation)

Phonological rules are also important for the study of *Syntax* and in particular of *Morphology*. Morphological alterations have also a phonological side because they often involve pronunciation changes. Ex. Plural 's' after *belt, lane, beach* (/ s / z / ɪz); '-ed' after *stop, clean, want* (/ t / d / ɪd).

The study of this is called *Morphophonology*.

INTONATION

Term referred to the variations in the *pitch* of a speaker's voice.

Tone is the way in which pitch is used in language.

There are *tone languages* but in English, like in Italian, tone has only a suprasegmental function. It contributes to determining meaning.

A *tone unit* is conventionally said to have the following structure:

(pre-head) – (head) – tonic/nuclear syllable – (tail)

Example:

*There's no need to be so up**SET**about it*

There's (pre-head)

No need to be so (head)

*up**SET*** (tonic syllable)

about it (tail)

MOST COMMON TONES

1. Fall
2. Rise-fall
3. Fall-rise
4. Rise
5. Level

1. Falling is usually considered assertive, positive: That's MINE
2. Rising is polite, diffident, enquiring: COFFee?
3. Falling-rising expresses doubt, uncertainty: I'm not SURE.
4. Rising-falling is emphatic: How NICE!
5. Level is neutral: I don't MIND.

Intonation is also linked to grammatical functions, for example to distinguish yes/no questions from wh- questions.

Are you GOing? (rising)

What's the PROblem? (falling)

Or to highlight new information.

COMPREHENSION

Comprehension includes the correct association of meanings with word symbols, the selection of the correct meaning suggested by the context, the organisation and retention of meanings, the ability to reason one's way through smaller ideas segments, and the ability to grasp, the meaning of a larger unitary idea.

Thorndike (1971) describes reading comprehension simply as thinking. To comprehend a pupil needs to understand language patterns, to recognise the structural elements composing a sentence and to perceive the syntactic inter relationship of these elements.

In other words, the pupil must understand syntax. Davis (1944, 1972) early noted that underlying comprehension are two general mental abilities, the ability to remember word meanings and the ability to reason with verbal concepts and hence with words. Comprehension is a thinking process, it is thinking through reading.

As such, it is dependent upon the readers basic cognitive and intellectual skills, upon their background of experience and upon their language skills. Readers use their thinking and verbal reasoning skills to read for main idea for details, for organisation, for evaluation, and for appreciation.

Reading comprehension must involve an interaction between the readers world knowledge and the incoming messages. Over research investigations of reading comprehension focused on how much a person could remember after reading something.

If the person could correctly answer questions or restate parts of what was read, then it was assumed that comprehension had occurred. Today this concept of reading comprehension has been expanded to include not only how much is remembered but also a persons understanding of what was read.

In order to comprehend prose, the comprehender must obviously have knowledge of language. Linguistics have segregated this knowledge into different levels.

First:

There is a phonemic level where visual or acoustic input is recorded into basic speech sounds called phonemes.

Second:

There is a lexical level, which roughly corresponds to words.

Third:

There is a syntactic level, which includes a set of rules that specify how categories of word, are to be grouped or ordered.

Fourth:

There is a semantic level, which specifies how the meanings of sentences are constructed. The meaning of a sentence is not simply the summation of the lexical meanings of the words in the sentences.

Fifth is a pragmatic level, which corresponds to the use of the language in dialogues and social interaction.

Learning to comprehend involves a complex of skills. Various writers have attempted to categorize these into three or four levels. Lanier and Davis (1972) in summarizing comprehension skills, categorize them as literal skills, interpretive skills, critical skills and creative skills.

Types of Comprehension:***1. Literal Comprehension:***

Literal comprehension involves the processing of factual explicit stated information; Recall or recognition of main ideas, details sequences of events, comparison, character traits, and cause and effect relationship explicitly stated in a story are examples of literal level comprehension tasks.

Recall would require a child to furnish an idea or ideas stated by the experimenter. Recognition on the other hand would require the child to decide whether or not specific information was presented in the story. Recall questions are usually more difficult to answer than recognition questions. A recall question calls for the student to produce response from remembering what was read.

In contrast recognition questions requires the reader to select a correct answer by recognizing it. We want children to be able to comprehend literal information presented in a story. Because such comprehensions lead to higher levels, they are important for forming representations.

However, we must keep in mind distinction between simple recall of information versus comprehension. If all we measured was children's literal comprehension, our definition of comprehension as understanding ideas would not be met.

2. Inferential Comprehension:

The inferential comprehension level is when the reader infers meaning that goes beyond explicitly stated information. Similar to literal comprehension, inferential comprehension may be the inferring of main ideas, sequences, details, character traits, and so forth. The major difference is that this information is not explicitly stated. Children have to "read between the lines", to comprehend at an inferential level.

The readers representation of ideas goes beyond recall of explicit text information. In some instances of inferential comprehension readers would probably elaborate on ideas and in other they might have to abstract them. Also it would seem necessary that these ideas must first be integrated and then used as a basis for making inferences.

Inference requires an integration of the context of a selection which alone can lead to inferences about the material. It involves a combination of conjecture and explanation based on a synthesis of the literal context, personal knowledge, intention, and imagination.

Inference can take the form of either convergent or divergent thoughts; convergent thinking is involved in such skills as identifying topic sentences, determining sequences and recalling details, it calls for some commonness of meaning or conveyance between writer and reader.

Convergent inferences cause the reader to come to a specific correct answer or an agreed upon hypotheses that may be verified through the data supplied by the writer. A divergent inference on the other hand, calls for imagination or creative thinking.

It is an inference that does not have to be judged as right or wrong. In divergent thinking the individual develops alternative answer, none of which is necessarily correct but none of which is in-correct either. Divergent thinking is a synonym for creative thinking.

COMPREHENSION WHILE INTERACTING FACE TO FACE

Face-to-face interaction (less often, face-to-face communication or face-to-face discourse) is a concept in sociology, linguistics, media and communication studies describing social interaction carried out without any mediating technology. Face-to-face interaction is defined as the mutual influence of individuals' direct physical presence with his/her body language. Face-to-face interaction is one of the basic elements of the social system, forming a significant part of individual socialization and experience gaining throughout one's lifetime. Similarly it is also central to the development of various groups and organizations composed of those individuals

POSSIBLE QUESTIONS

PART B (TWO MARKS)

1. What is meant by communication process?
2. Write two importance of communication.
3. Briefly mention the main objectives of download communication.
4. What are the formal channels of communication?
5. What is written communication?

PART C (SIX MARKS)

1. Write a note on the need and importance of business Communication.
2. How does grapevine operate in an organization? How can its harmful effects be controlled?
3. Upward communication is very useful but very difficult. Discuss.
4. Discuss the forms of communication.
5. What do you mean by comprehension? Explain its types.
6. Explain the different types of communication with suitable examples.
7. Compare and contrast written communication with oral communication.
8. Explain the importance of upward communication.
9. Explain verbal and Non-Verbal communication.
10. What is business communication? Why it is needed?

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S.No	Question	Option A	Option B	Option C	Option D	Answer
1	_____refers to the understanding and interpretation of the message received.	Encoding	Reading	Channeling	Decoding	Decoding
2	Feedback is the response or reaction from the_____	Sender	Third party	receiver	officer	receiver
3	The word para means_____	length	like	life	real	like
4	An idea is_____and it includes facts and emotions	symbolic	actual	abstract	reasonable	abstract
5	Choice of channel by the sender does not depend upon the _____	goal of communication	receiver	facilities available	retailers	retailers
6	Verbal communication refers to the use of _____	signs	words	symbols	signals	words
7	_____communication flows between employees of equal or comparable status	vertical	horizontal	downward	diagonal	horizontal
8	The _____chain is like a wheel where a person is at the center and the information passes along the spokes of the wheel to others stationed on the rim	cluster	probability	gossip	single strand	gossip
9	_____communication is often marred by either under-communication or over-communication	downward	upward	horizontal	diagonal	downward
10	Downward communication flows from a superior to_____	inferior	clerk	subordinate	labourer	subordinate
11	_____communication includes reporting job progress to superiors by subordinates	upward	downward	horizontal	diagonal	upward
12	_____is communication between two individuals at different levels belonging to different departments	horizontal communication	upward communication	diagonal communication	downward communication	diagonal communication
13	The grapevine acts as a kind of safety-valve for the pent-up emotions of the _____	superiors	authorities	subordinates	officials	subordinates
14	The grapevine provides _____to the	feedback	finance	authority	solidarity	feedback

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	menagement					
15	In _____chain, the information may move from anybody to anybody	cluster	probabilit y	gossip	single strand	probability
16	_____can be both involuntary and conscious movements	posture	haptics	emblems	gestures	gestures
17	_____makes use of telecasts,shortfilms,video tapes and is a powerful medium of communication	audio signs	visual signs	audio-visual communication	facial expression	audio- visual communicatio n
18	Absence of eyecontact suggests _____	openness	inattentiv eness	interest	self- confidence	inattentiven ess
19	The receiver interprets and understands the message sent by the sender. This is called _____	Encoding	Decoding	receiving	noticing	Decoding
20	The sender giving a form to an idea is called _____	Encoding	Decoding	channeling	feedback	Encoding
21	In the communication process, the _____sends the feedback	sender	receiver	transmitter	superviso r	receiver
22	_____communication includes communication with government agencies,departments,distributors and retailers	internal	external	downward	upward	external
23	_____is the study of body language.	proxemics	kinesics	haptics	chronemi cs	kinesics
24	Tone,pitch,speed of delivery and stress are examples of _____language	signs	body	para	visual	para
25	Personal space is divided into _____zones acoording to the nature of relationship between the interacting parties	two	five	three	four	four
26	_____communication may appear to be identical with oral communication	audio	visual	sign	face-to- face	face-to-face
27	_____is oral, yet it cannot be called face-to-	group	gesture	telephonic	panel	telephonic

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	face communication	discussion		conversation	interview	conversation
28	In horizontal communication, there is a lack of _____	job co-ordination	oral communication	telephonic conversations	authoritativeness	authoritativeness
29	A person with a _____ mind is very difficult to communicate with.	open	broad	closed	casual	closed
30	Noise is quite often a _____ to communication	barrier	facilitator	supplement	medium	barrier
31	Communication is the process of passing _____ and understanding from one person to another.	information	intimation	compliments	decisions	information
32	A _____ is the medium through which transmission of messages take place.	sender	feedback	channel	receiver	channel
33	_____ communication includes letters, circulars, memos, telegrams, reports and minutes.	written	oral	visual	audio-visual	written
34	_____ communication includes face-to-face and telephone conversations, radio broadcasts and interviews	oral	visual	audio-visual	written	oral
35	Written communication is a _____ record	temporary	permanent	valuable	timely	permanent
36	A Sentence that expresses a command or an entreaty is called an _____ sentence.	Declarative	Interrogative	Imperative	Exclamatory	Imperative
37	A sentence that expresses strong feeling is called an _____ sentence.	Declarative	Interrogative	Imperative	Exclamatory	Exclamatory
38	'Nature is the best physician'. is an example of _____ sentence.	Declarative	Interrogative	Imperative	Exclamatory	Declarative
39	The places of subject and _____ in sentence are inter-changed in passive voice.	object	verb	conjunction	article	object
40	_____ form of verb will be used only in passive voice	present	past	past participle	present continuous	past participle
41	Only the Past participle form of verb is used in _____ voice	Active	Passive	simple future	Compound	Passive
42	In Passive voice, the word _____ is used to denote the	been	being	have	has	being

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	continuous tense					
43	The word _____ is used to denote the perfect tense in passive voice.	being	been	have	will	been
44	Passive voice is written when the doer of the action is _____	unknown	clear	sure	definite	unknown
45	Passive voice is used when the action is important than the _____ of the action	friend	doer	enemy	achiever	doer
46	In passive voice, the doer of the action is _____	hidden	always mentioned	necessary	important	hidden
47	Subject and verb in a sentence must agree in number and _____	case	person	gender	voice	person
48	Subject and verb in a sentence must agree in _____ and person	number	case	person	voice	number
49	If a subject in a sentence is singular the verb should be _____	gender	plural	singular	person	singular
50	If a subject in a sentence is plural the verb should be _____	person	gender	singular	plural	plural
51	Plural form of verb is used when the subject is _____	plural	singular	pronoun	adverb	plural
52	Singular form of verb is used when the subject is _____	noun	singular	article	plural	singular
53	The pronoun 'you' is followed by _____ when the sentence is simple present	is	were	are	was	are
54	The pronoun 'you' is followed by _____ when the sentence is simple past	was	is	were	am	were
55	_____ is the simple present tense verb for the pronoun 'I'.	is	was	were	am	am
56	_____ is the simple past tense verb for the pronoun 'I'.	am	is	were	was	was
57	The simple Present is used to express a _____ action	habitual	past	completed	just now completed	habitual

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58	In vivid narrative, as substitute for the simple past, _____ is used	simple present	simple future	present perfect	future continuous	simple present
59	To express a future event that is part of a fixed timetable or fixed programme _____ tense is used.	Simple past	simple present	future continuous	past continuous	simple present
60	Adverbs of Manner answers to the question word, _____.	when	where	what manner	how often	what manner

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S. No	Question	Option A	Option B	Option C	Option D	Answer
1	The <i>primary</i> purpose of speechmaking is to	gain a desired response from listeners.	learn more about the speech topic.	gain experience as a speaker.	display the speaker's knowledge.	gain a desired response from listeners.
2	Audience analysis is an important factor in which of the following?	selecting a topic	organizing the speech	choosing supporting materials	all of the above	all of the above
3	Audience adaptation is an important factor in which of the following?	choosing the speech topic	preparing the speech	presenting the speech	all of the above	all of the above
4	Audience adaptation is an important factor in which of the following steps of the speechmaking process?	formulating a specific purpose	writing an introduction and conclusion	choosing visual aids	all of the above	all of the above
5	The fact that audiences are egocentric means that	listeners believe their cultural group is superior to all other groups.	listeners are concerned above all with how a speech will affect them.	listeners interpret the speech through the speaker's frame of reference.	all of the above.	listeners are concerned above all with how a speech will affect them.
6	Which of the following is a demographic characteristic of a speech audience?	interest	attitude	size	gender	gender
7	The will usually dictate how long a speech should be.	size of the audience	occasion	physical setting	topic	occasion
8	According to	gender,	interest,	size, occasion,	knowledge,	knowledge,

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	your textbook, what are the three primary factors to consider when assessing an audience's disposition toward a speech topic?	knowledge, and opinions	background, and age	and group membership	interest, and attitude	interest, and attitude
9	Which of the following elements usually has the greatest impact on the length a speech should be?	the audience's disposition toward the topic	the physical setting for the speech	the audience's attitudes toward the speaker	the occasion for the speech	the occasion for the speech
10	A questionnaire item that gives the respondent the widest freedom in answering is called a(n)	inductive question.	open-ended question.	leading question.	informal question.	open-ended question.
11	The method of science requires that independent observers must:	verify data.	state a hypothesis in a form that can be tested	derive a hypothesis from theory	All of the above	All of the above
12	When analyzing a past president to describe his personality by coding letters or speeches he has written, you are using a process called	Big Five	content analysis	personality assumptions	Implicit Personality Theory	content analysis
13	The _____ body of the presentation should be broken into short and	Main	Middle	Upper	Lower	Main

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	clear units					
14	are usually short messages with natural, casual use of language.	Formal reports	Informal reports	Short reports	Progress report	Informal reports
15	are ____ basic parts of a formal report.	Prefatory Parts	Text Parts	<u>Supplementar</u> <u>y</u> Parts	Body parts	<u>Supplementar</u> <u>y</u> Parts
16	Classification of Report is:	nformal reports, Short reports	Formal reports ,Long reports	Formal or Informal reports , Short or Long Reports	Informal repots, Long repots	Formal or Informal reports , Short or Long Reports
17	Which writing style characterizes the memos?	Informal	Formal	Impersonal tone.	Neutral	Informal
18	-----are routine reports prepared at regular time interval-daily, weekly, monthly quarterly or annually.	Periodic Reports	Formal Reports	Progress Reports	Conference Reports	Periodic Reports
19	What are the three general purposes for giving speeches?	To persuade , act , & adjust your speaking style	To inform, make people laugh, & have fun	To inform, persuade, & entertain	Above all are incorrect	To inform, make people laugh, & have fun
20	What kind of topics are important for a speech?	Any kind of topics	Topics that only you find interesting	Topics that matter to your listeners, as well as to yourself.	All of the above	All of the above
21	What does a successful speech require?	Knowled ge of both sources and the types of supportin	To write about Skills and hobbies in which you are expert	Talk about a subject with which you have had some personal experience.	Above all are incorrect	Knowledge of both sources and the types of supporting material that speech makers

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		g material that speech makers typically use.				typically use.
22	The proper use of sounds to form words clearly and accultery	Pitch	Personification	Pronunciation	All of the above	Pitch
23	All of the following are dimensions of the speaking situation that a speaker should analyze <i>except:</i>	Public or private sphere	Formal or informal demeanor	Monologic or dialogic	Monologic and dialogic	Formal or informal demeanor
24	The following are all generic speaking skills that are taught and practiced in introductory speech classes <i>except:</i>	Analysis	Style	Organization	Research	Analysis
25	In educational presentations, a “deliverable” is:	The speech outline	A PowerPoint slideshow	The speech	Anything that is assigned to accompany the presentation	Anything that is assigned to accompany the presentation
26	All of the following are typical presentations in a business and professional context <i>except:</i>	Marketing presentations	Employment interviews	Project proposals	Training sessions	Training sessions
27	What is the purpose of a ceremonial speech?	to meet a need	to transmit ideas	to evoke emotion	to swaying opinions	to meet a need
28	All of the following are typical speaking situations in the social and ceremonial context <i>except:</i>	Presenting the Woman of the Year award	Proposing a toast at a wedding	Telling a joke	Nominating a candidate	Nominating a candidate
29	All of the	Talk	Public	Community	Rallies	Community

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	following are typical speaking situations in the civic and political context <i>except</i> :	shows	debates	forums		forums
30	According to your text, a series of short speeches that are informative and on various aspects of the same general topic is called a:	symposium	panel	forum	debate	debate
31	A skill resume	Summarizes what a person did in a reverse time sequence order	Can showcase abilities and strengths through a series of unrelated jobs	Emphasizes degrees, job titles and dates	is appropriate when a person's education and experience are a logical preparation for a position.	Can showcase abilities and strengths through a series of unrelated jobs
32	Which of the following should NOT be included in a professional resume?	Technical jargon	Marital Status	Names of honor societies	Personality traits	Marital Status
33	A chronological resume is appropriate when	You want to emphasize degrees	You are changing fields	you want to show competence in a field	your education and experience are not the usual routine to the position.	You want to emphasize degrees
34	Employers will be most likely to reject resumes that:	are more than one page long	do not include the name if the company the person is applying	Contain grammatical or spelling errors	Present experience and credentials in reverse chronological order.	Contain grammatical or spelling errors

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			to.			
35	Which of the following is a techniques for emphasizing material in a resume:	Presentin g it in vertical lists	Including it as part of a lengthy paragraph	Using very little white space around it	Positioning it in the middle of a page	Presenting it in vertical lists
36	Which of the following should NOT be included in a resume:	Complete sentence	The word "I"	Sentence fragments	Gerunds, which are verbs that end with 'ing'	The word "I"
37	Which of the following is not appropriate for the layout of a resume:	Additional white space to offset important information	Placing the education section before the work experience section	Using several color to design	Including bullets	Using several color to design
38	Mr.John is involved in some capacity with working with computer hardware, choose the appropriate resume for him	Chronological resumes	Skill resume	Both a and b	Neither a nor b	Skill resume
39	The kind of information should be include in resume:	Work experience	Education	Affiliation and membership	All of the above	All of the above
40	Which one of the following is NOT one of the basic components of a resume?	Contact Information	Objectives	Work experience	Religious background	Religious background
41	The best way to apply for a job is to submit a resume that is:	Specifically written for that particular job	Full of personal information	Suitable for any job	Self-recommending	a)Specifically written for that particular job
42	The application	The same	over	Two different	Two	Two different

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	letter and the resume performs	task	lapping task	task	opposite task	task
43	A summary placed at the beginning of the CV acts as a:	Statement of objectives	Preface	Synopsis	Letter of recommendation	Preface
44	The application letter is:	Description of your core strengths and suitability for the job	a summary of your qualifications and experience	a foreward	a statement of your job objective	Description of your core strengths and suitability for the job
45	The chances that an interview will be successful, if you do all of the following EXCEPT:	prepare by researching company	Learn about the process of interviewing	Wait for the interviewer to contact you with a decision	listen actively to the interviewer	Wait for the interviewer to contact you with a decision
46	All of the following are recommended in the job interview process EXCEPT:	bringing a notebook and pen	preparing a practice video of yourself and handing over to the interviewer.	bringing extra copies of resume	finding out what employees wear at organization	preparing a practice video of yourself and handing over to the interviewer.
47	A job applicant should prepare a list of questions to ask during the interview. Which of the following is an appropriate one to be asked:	Salary details	Profitability of the company	Training opportunities for employees	Casual leave details	Training opportunities for employees
48	All of the following are examples of traditional interview	Where do you see yourself in thirty years?	What have you red recently?	how do you fit to this job?	What is your greatest weakness?	Where do you see yourself in thirty years?

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	questions EXCEPT:					
49	The best time to begin discussing salary and benefits is	during the job interview	after you get the job offer	In the follow-up letter after the job interview	In the job application letter	after you get the job offer
50	If you have more than one job offer, all of the following are good questions to ask yourself EXCEPT:	Am I willing to take work home?	Am I willing to travel?	Where do I need to stay?	Will this job give me time to look for another job?	Will this job give me time to look for another job?
51	Which is NOT typical behavior of a successful interviewee?	having eye-contact with the interviewer	Using technical jargon	Asking questions about who its competitors	Personalizing the questions asked	Asking questions about who its competitors
52	Tease or stress questions are intended to judge:	the candidate's technical skill	The candidate's intelligence quotient	The candidate's stress level	How the candidate handles them	How the candidate handles them
53	In an interview, if you do not know an answer, you should:	Bluff	Keep guessing	Remain quiet	Admit you do not know the answer	Admit you do not know the answer
54	Which of the following is a good interview strategy?	Do not bring anything into the interview with you	criticize your former employer	Remember to smile often	Provide yes or no answer	Remember to smile often
55	The word interview comes from:	French	Germany	Latin	none of the above	Latin
56	The person who answers the questions in the interview is called:	Interviewer	Interviewee	Panel member	Manager	Interviewee
57	The person who	Interview	Interview	Panel member	Manager	Interviewer

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	asks the questions in the interview is called:	er	ee			
58	Which type of interview follow formal procedures:	Structure d interview	Un Structured interview	Stress interview	Appraisal interview	Structured interview
59	Which type of interview does not follow formal procedures:	Structure d interview	Un Structured interview	Stress interview	Appraisal interview	Un Structured interview
60	It is designed to place the interviewee in a stress situation:	Structure d interview	Un Structured interview	Stress interview	Appraisal interview	Stress interview

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S.No	Question	Option A	Option B	Option C	Option D	Answer
1	_____refers to the understanding and interpretation of the message received.	Encoding	Reading	Channeling	Decoding	Decoding
2	Feedback is the response or reaction from the_____	Sender	Third party	receiver	officer	receiver
3	The word para means_____	length	like	life	real	like
4	An idea is_____and it includes facts and emotions	symbolic	actual	abstract	reasonable	abstract
5	Choice of channel by the sender does not depend upon the _____	goal of communication	receiver	facilities available	retailers	retailers
6	Verbal communication refers to the use of _____	signs	words	symbols	signals	words
7	_____communication flows between employees of equal or comparable status	vertical	horizontal	downward	diagonal	horizontal
8	The _____chain is like a wheel where a person is at the center and the information passes along the spokes of the wheel to others stationed on the rim	cluster	probability	gossip	single strand	gossip
9	_____communication is often marred by either under-communication or over-communication	downward	upward	horizontal	diagonal	downward
10	Downward communication flows from a superior to_____	inferior	clerk	subordinate	labourer	subordinate
11	_____communication includes reporting job progress to superiors by subordinates	upward	downward	horizontal	diagonal	upward
12	_____is communication between two individuals at different levels belonging to different departments	horizontal communication	upward communication	diagonal communication	downward communication	diagonal communication
13	The grapevine acts as a kind of safety-valve for the pent-up emotions of the _____	superiors	authorities	subordinates	officials	subordinates
14	The grapevine provides _____to the	feedback	finance	authority	solidarity	feedback

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	menagement					
15	In _____chain, the information may move from anybody to anybody	cluster	probabilit y	gossip	single strand	probability
16	_____can be both involuntary and conscious movements	posture	haptics	emblems	gestures	gestures
17	_____makes use of telecasts,shortfilms,video tapes and is a powerful medium of communication	audio signs	visual signs	audio-visual communication	facial expression	audio- visual communicatio n
18	Absence of eyecontact suggests _____	openness	inattentiv eness	interest	self- confidence	inattentiven ess
19	The receiver interprets and understands the message sent by the sender. This is called _____	Encoding	Decoding	receiving	noticing	Decoding
20	The sender giving a form to an idea is called _____	Encoding	Decoding	channeling	feedback	Encoding
21	In the communication process, the _____sends the feedback	sender	receiver	transmitter	superviso r	receiver
22	_____communication includes communication with government agencies,departments,distributors and retailers	internal	external	downward	upward	external
23	_____is the study of body language.	proxemics	kinesics	haptics	chronemi cs	kinesics
24	Tone,pitch,speed of delivery and stress are examples of _____language	signs	body	para	visual	para
25	Personal space is divided into _____zones acoording to the nature of relationship between the interacting parties	two	five	three	four	four
26	_____communication may appear to be identical with oral communication	audio	visual	sign	face-to- face	face-to-face
27	_____is oral, yet it cannot be called face-to-	group	gesture	telephonic	panel	telephonic

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	face communication	discussion		conversation	interview	conversation
28	In horizontal communication, there is a lack of _____	job co-ordination	oral communication	telephonic conversations	authoritativeness	authoritativeness
29	A person with a _____ mind is very difficult to communicate with.	open	broad	closed	casual	closed
30	Noise is quite often a _____ to communication	barrier	facilitator	supplement	medium	barrier
31	Communication is the process of passing _____ and understanding from one person to another.	information	intimation	compliments	decisions	information
32	A _____ is the medium through which transmission of messages take place.	sender	feedback	channel	receiver	channel
33	_____ communication includes letters, circulars, memos, telegrams, reports and minutes.	written	oral	visual	audio-visual	written
34	_____ communication includes face-to-face and telephone conversations, radio broadcasts and interviews	oral	visual	audio-visual	written	oral
35	Written communication is a _____ record	temporary	permanent	valuable	timely	permanent
36	A Sentence that expresses a command or an entreaty is called an _____ sentence.	Declarative	Interrogative	Imperative	Exclamatory	Imperative
37	A sentence that expresses strong feeling is called an _____ sentence.	Declarative	Interrogative	Imperative	Exclamatory	Exclamatory
38	'Nature is the best physician'. is an example of _____ sentence.	Declarative	Interrogative	Imperative	Exclamatory	Declarative
39	The places of subject and _____ in sentence are inter-changed in passive voice.	object	verb	conjunction	article	object
40	_____ form of verb will be used only in passive voice	present	past	past participle	present continuous	past participle
41	Only the Past participle form of verb is used in _____ voice	Active	Passive	simple future	Compound	Passive
42	In Passive voice, the word _____ is used to denote the	been	being	have	has	being

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	continuous tense					
43	The word _____ is used to denote the perfect tense in passive voice.	being	been	have	will	been
44	Passive voice is written when the doer of the action is _____	unknown	clear	sure	definite	unknown
45	Passive voice is used when the action is important than the _____ of the action	friend	doer	enemy	achiever	doer
46	In passive voice, the doer of the action is _____	hidden	always mentioned	necessary	important	hidden
47	Subject and verb in a sentence must agree in number and _____	case	person	gender	voice	person
48	Subject and verb in a sentence must agree in _____ and person	number	case	person	voice	number
49	If a subject in a sentence is singular the verb should be _____	gender	plural	singular	person	singular
50	If a subject in a sentence is plural the verb should be _____	person	gender	singular	plural	plural
51	Plural form of verb is used when the subject is _____	plural	singular	pronoun	adverb	plural
52	Singular form of verb is used when the subject is _____	noun	singular	article	plural	singular
53	The pronoun 'you' is followed by _____ when the sentence is simple present	is	were	are	was	are
54	The pronoun 'you' is followed by _____ when the sentence is simple past	was	is	were	am	were
55	_____ is the simple present tense verb for the pronoun 'I'.	is	was	were	am	am
56	_____ is the simple past tense verb for the pronoun 'I'.	am	is	were	was	was
57	The simple Present is used to express a _____ action	habitual	past	completed	just now completed	habitual

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58	In vivid narrative, as substitute for the simple past, _____ is used	simple present	simple future	present perfect	future continuous	simple present
59	To express a future event that is part of a fixed timetable or fixed programme _____ tense is used.	Simple past	simple present	future continuous	past continuous	simple present
60	Adverbs of Manner answers to the question word, _____.	when	where	what manner	how often	what manner

Register No:.....
[16BPU504A]

KARPAGAM ACADEMY OF HIGHER EDUCATION
(Deemed to be University)
(Established Under Section 3 of UGC Act, 1956)
Coimbatore – 641021
(For the candidates admitted from 2016 onwards)
FIRST INTERNAL EXAMINATION – JULY 2018
COMMERCE (BUSINESS PROCESS SERVICES)
FIFTH SEMESTER
CAMPUS TO CORPORATE TRANSITION

Time: 2 Hours

Maximum: 50 Marks

Date: _____

PART – A (20 X 1 = 20 Marks)
CHOOSE THE CORRECT ANSWER

1. Expansion of BPO?
A. Business Process Outsourcing B. Business Process Outsource
C. Business Project Outsourcing D. Business Product Outsourcing
2. The BPO sector contributes ____% of GDP.
A. 5% B. 6% C. 5% D. 8%
3. In Data Capture/Data Entry Operation, which of the following statement is FALSE
A. Data Capture BPO are usually specialized in capturing Data whereas Data Entry BPO transform the Data into meaningful information.
B. Data Capture and Data Entry are both Low End BPOs
C. Accurate Data Capture is as important as Accurate Data Entry
D. Data Capture is the input process of Data Entry operations
4. Which one of the following is a TRUE statement about Near-Shore Outsourcing characteristics
A. Use of providers in one's home country or region, typically a high skill, high cost country.
B. Use of providers in a different country or region, but with similar time-zone, culture or language skills.
C. Use of providers in a distant location with a different time-zone, culture or language skills.
D. All of the above
5. How can you classify the government intervention to ensure adequate supply of skilled workforce in BPO in a specific country
A. Exogenous B. Semi-Exogenous C. Endogenous D. Semi- Endogenous

6. The most common data conversion options are
 - A. Converting raw data into Microsoft Office
 - B. Convert from PDF to Word
 - C. Convert an audio file into text
 - D. All of the above
7. Stages in the Growth Life Cycle in the BPO Sector can be categorised as:
 - A. Stage 1: Start Up > Stage 2: Value Addition > Stage 3: Competence Accumulation > Stage 4: Third Party Service
 - B. Stage 1: Third Party Service > Stage 2: Value Addition > Stage 3: Competence Accumulation > Stage 4: Start Up
 - C. Stage 1: Start Up > Stage 2: Value Addition > Stage 3: Third Party Service > Stage 4: Competence Accumulation
 - D. Stage 1: Start Up > Stage 2: Competence Accumulation > Stage 3: Third Party Service > Stage 4: Value Addition
8. What are the factors which have an impact when deciding on a BPO destination?
 - A. Reliable telecommunications infrastructure
 - B. Cost of labour
 - C. Strong regulatory framework
 - D. All of the above
9. The main characteristics of Knowledge Process Outsourcing are
 - A. Process are not easily codified
 - B. The agent has to interpret the information
 - C. The agent is expected to exercise judgment
 - D. All of the above
10. The Mercantile Bank in the United States has contracted out its IT services to a company called "Mercantile Technology Inc" in Philippines and owned by Mercantile Bank US "Mercantile Technology Inc" could be categorized as:
 - A. Offshore Outsourcing
 - B. Captive Center
 - C. Bank Technology Center
 - D. All of the above
11. In terms of cost characteristics, re-arrange the following outsourcing location decision from low cost to high cost 1- Nearshore, 2- Onshore, 3- Offshore
 - A. 1, 2, 3
 - B. 2, 1, 3
 - C. 3, 1, 2
 - D. 2, 3, 1
12. What do you think is the not important justification for a company to consider offshore decision?
 - A. Overall cost reduction
 - B. Productivity improvement
 - C. Efficiency/Effectiveness
 - D. tax evasion
13. A TRUE statement between Low End and High End BPO is
 - A. Both Low End and High End BPO are mainly Call Centers
 - B. Low End BPOs offer relatively much higher salary than High End BPO
 - C. High End BPO have more ruled based processes than Low End BPO and therefore require more skilled manpower
 - D. People working in Low End BPO companies usually stay much longer in that company than those working in High End BPO

14. Visual media market research involved in transcription normally
- A. Capture data and translate it into text
 - B. Listen to a conversation on-line and translate it into text
 - C. Transforming an audio visual file into text
 - D. Translate from one language into a different language
15. A BPO company specializing in image processing may provide the following services
- A. Image Scanning B. Image Conversion C. Archiving D. All of the above
16. The word ____ derived from the word 'corporation'
- A. Corporate B. Governance c. Firm D. Industry
17. Outsourcing decisions by customers are influenced by whether to go on-shore, near-shore or offshore. Which ONE of the following dimensions is true about this statement
- A. Offshore > Low Cost but High Control
 - B. Near shore > Low Cost but High Control
 - C. Onshore > High Cost but High Control
 - D. Home shore > Low Cost but Low Control
18. The main outsourcer is _____ and the main BPO destination is _____
- A. France, Mauritius B. USA, Mauritius C. Europe, India D. USA, India
19. What is a BPO?
- A. Takes less time and is less detailed than an appraisal.
 - B. It is similar to a Comparative Market Analysis.
 - C. Provides an estimate of value.
 - D. All of the above.
20. The word corporation derived from the word _____
- A. Corporate B. Governance c. Cooperate D. Industry

PART – B (3X2=6 Marks)
ANSWER ALL THE QUESTIONS

21. What do you mean by corporate?
22. Write a note on Business Process Outsourcing.
23. What is Human Resource Outsourcing?

PART – C(3X 8 = 24 Marks)
ANSWER ALL THE QUESTIONS

24. a. Enumerate classification of Business Process Services in India.

(OR)

b. Define Corporate and explain the history of corporate.

25. a. Briefly explain various benefits of BPS.

(OR)

a. Define Outsourcing and explain the history of BPS.

26. a. Discuss in detail about factors that influence Outsourcing.

(OR)

b. Enumerate the difference between campus and corporate?

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8	The _____chain is like a wheel where a person is at the center and the information passes along the spokes of the wheel to others stationed on the rim	cluster	probability	gossip	single strand	gossip
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38	'Nature is the best physician'. is an example of _____ sentence.	Declarative	Interrogative	Imperative	Exclamatory	Declarative
39	The places of subject and _____ in sentence are inter-changed in passive voice.	object	verb	conjunction	article	object
40	_____ form of verb will be used only in passive voice	present	past	past participle	present continuous	past participle
41	Only the Past participle form of verb is used in _____ voice	Active	Passive	simple future	Compound	Passive
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	continuous tense					
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48	Subject and verb in a sentence must agree in _____ and person	number	case	person	voice	number
49	If a subject in a sentence is singular the verb should be _____	gender	plural	singular	person	singular
50	If a subject in a sentence is plural the verb should be _____	person	gender	singular	plural	plural
51	Plural form of verb is used when the subject is _____	plural	singular	pronoun	adverb	plural
52	Singular form of verb is used when the subject is _____	noun	singular	article	plural	singular
53	The pronoun 'you' is followed by _____ when the sentence is simple present	is	were	are	was	are
54	The pronoun 'you' is followed by _____ when the sentence is simple past	was	is	were	am	were
55	_____ is the simple present tense verb for the pronoun 'I'.	is	was	were	am	am
56	_____ is the simple past tense verb for the pronoun 'I'.	am	is	were	was	was
57	The simple Present is used to express a _____ action	habitual	past	completed	just now completed	habitual

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58	In vivid narrative, as substitute for the simple past, _____ is used	simple present	simple future	present perfect	future continuous	simple present
59	To express a future event that is part of a fixed timetable or fixed programme _____ tense is used.	Simple past	simple present	future continuous	past continuous	simple present
60	Adverbs of Manner answers to the question word, _____.	when	where	what manner	how often	what manner

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UNIT: V TIPS FOR INTERVIEWBATCH-2016-2020

S. No	Question	Option A	Option B	Option C	Option D	Answer
1	The <i>primary</i> purpose of speechmaking is to	gain a desired response from listeners.	learn more about the speech topic.	gain experience as a speaker.	display the speaker's knowledge.	gain a desired response from listeners.
2	Audience analysis is an important factor in which of the following?	selecting a topic	organizing the speech	choosing supporting materials	all of the above	all of the above
3	Audience adaptation is an important factor in which of the following?	choosing the speech topic	preparing the speech	presenting the speech	all of the above	all of the above
4	Audience adaptation is an important factor in which of the following steps of the speechmaking process?	formulating a specific purpose	writing an introduction and conclusion	choosing visual aids	all of the above	all of the above
5	The fact that audiences are egocentric means that	listeners believe their cultural group is superior to all other groups.	listeners are concerned above all with how a speech will affect them.	listeners interpret the speech through the speaker's frame of reference.	all of the above.	listeners are concerned above all with how a speech will affect them.
6	Which of the following is a demographic characteristic of a speech audience?	interest	attitude	size	gender	gender
7	What will usually dictate how long a speech should be.	size of the audience	occasion	physical setting	topic	occasion
8	According to	gender,	interest,	size, occasion,	knowledge,	knowledge,

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	your textbook, what are the three primary factors to consider when assessing an audience's disposition toward a speech topic?	knowledge, and opinions	background, and age	and group membership	interest, and attitude	interest, and attitude
9	Which of the following elements usually has the greatest impact on the length a speech should be?	the audience's disposition toward the topic	the physical setting for the speech	the audience's attitudes toward the speaker	the occasion for the speech	the occasion for the speech
10	A questionnaire item that gives the respondent the widest freedom in answering is called a(n)	inductive question.	open-ended question.	leading question.	informal question.	open-ended question.
11	The method of science requires that independent observers must:	verify data.	state a hypothesis in a form that can be tested	derive a hypothesis from theory	All of the above	All of the above
12	When analyzing a past president to describe his personality by coding letters or speeches he has written, you are using a process called	Big Five	content analysis	personality assumptions	Implicit Personality Theory	content analysis
13	The _____ body of the presentation should be broken into short and	Main	Middle	Upper	Lower	Main

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	clear units					
14	are usually short messages with natural, casual use of language.	Formal reports	Informal reports	Short reports	Progress report	Informal reports
15	are ____ basic parts of a formal report.	Prefatory Parts	Text Parts	<u>Supplementar</u> <u>y</u> Parts	Body parts	<u>Supplementar</u> <u>y</u> Parts
16	Classification of Report is:	nformal reports, Short reports	Formal reports ,Long reports	Formal or Informal reports , Short or Long Reports	Informal repots, Long repots	Formal or Informal reports , Short or Long Reports
17	Which writing style characterizes the memos?	Informal	Formal	Impersonal tone.	Neutral	Informal
18	-----are routine reports prepared at regular time interval-daily, weekly, monthly quarterly or annually.	Periodic Reports	Formal Reports	Progress Reports	Conference Reports	Periodic Reports
19	What are the three general purposes for giving speeches?	To persuade , act , & adjust your speaking style	To inform, make people laugh, & have fun	To inform, persuade, & entertain	Above all are incorrect	To inform, make people laugh, & have fun
20	What kind of topics are important for a speech?	Any kind of topics	Topics that only you find interesting	Topics that matter to your listeners, as well as to yourself.	All of the above	All of the above
21	What does a successful speech require?	Knowled ge of both sources and the types of supportin	To write about Skills and hobbies in which you are expert	Talk about a subject with which you have had some personal experience.	Above all are incorrect	Knowledge of both sources and the types of supporting material that speech makers

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		g material that speech makers typically use.				typically use.
22	The proper use of sounds to form words clearly and accultery	Pitch	Personification	Pronunciation	All of the above	Pitch
23	All of the following are dimensions of the speaking situation that a speaker should analyze <i>except:</i>	Public or private sphere	Formal or informal demeanor	Monologic or dialogic	Monologic and dialogic	Formal or informal demeanor
24	The following are all generic speaking skills that are taught and practiced in introductory speech classes <i>except:</i>	Analysis	Style	Organization	Research	Analysis
25	In educational presentations, a “deliverable” is:	The speech outline	A PowerPoint slideshow	The speech	Anything that is assigned to accompany the presentation	Anything that is assigned to accompany the presentation
26	All of the following are typical presentations in a business and professional context <i>except:</i>	Marketing presentations	Employment interviews	Project proposals	Training sessions	Training sessions
27	What is the purpose of a ceremonial speech?	to meet a need	to transmit ideas	to evoke emotion	to swaying opinions	to meet a need
28	All of the following are typical speaking situations in the social and ceremonial context <i>except:</i>	Presenting the Woman of the Year award	Proposing a toast at a wedding	Telling a joke	Nominating a candidate	Nominating a candidate
29	All of the	Talk	Public	Community	Rallies	Community

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	following are typical speaking situations in the civic and political context <i>except</i> :	shows	debates	forums		forums
30	According to your text, a series of short speeches that are informative and on various aspects of the same general topic is called a:	symposium	panel	forum	debate	debate
31	A skill resume	Summarizes what a person did in a reverse time sequence order	Can showcase abilities and strengths through a series of unrelated jobs	Emphasizes degrees, job titles and dates	is appropriate when a person's education and experience are a logical preparation for a position.	Can showcase abilities and strengths through a series of unrelated jobs
32	Which of the following should NOT be included in a professional resume?	Technical jargon	Marital Status	Names of honor societies	Personality traits	Marital Status
33	A chronological resume is appropriate when	You want to emphasize degrees	You are changing fields	you want to show competence in a field	your education and experience are not the usual routine to the position.	You want to emphasize degrees
34	Employers will be most likely to reject resumes that:	are more than one page long	do not include the name if the company the person is applying	Contain grammatical or spelling errors	Present experience and credentials in reverse chronological order.	Contain grammatical or spelling errors

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			to.			
35	Which of the following is a techniques for emphasizing material in a resume:	Presenting it in vertical lists	Including it as part of a lengthy paragraph	Using very little white space around it	Positioning it in the middle of a page	Presenting it in vertical lists
36	Which of the following should NOT be included in a resume:	Complete sentence	The word "I"	Sentence fragments	Gerunds, which are verbs that end with 'ing'	The word "I"
37	Which of the following is not appropriate for the layout of a resume:	Additional white space to offset important information	Placing the education section before the work experience section	Using several color to design	Including bullets	Using several color to design
38	Mr. John is involved in some capacity with working with computer hardware, choose the appropriate resume for him	Chronological resumes	Skill resume	Both a and b	Neither a nor b	Skill resume
39	The kind of information should be include in resume:	Work experience	Education	Affiliation and membership	All of the above	All of the above
40	Which one of the following is NOT one of the basic components of a resume?	Contact Information	Objectives	Work experience	Religious background	Religious background
41	The best way to apply for a job is to submit a resume that is:	Specifically written for that particular job	Full of personal information	Suitable for any job	Self-recommending	a) Specifically written for that particular job
42	The application	The same	over	Two different	Two	Two different

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	letter and the resume performs	task	lapping task	task	opposite task	task
43	A summary placed at the beginning of the CV acts as a:	Statement of objectives	Preface	Synopsis	Letter of recommendation	Preface
44	The application letter is:	Description of your core strengths and suitability for the job	a summary of your qualifications and experience	a foreward	a statement of your job objective	Description of your core strengths and suitability for the job
45	The chances that an interview will be successful, if you do all of the following EXCEPT:	prepare by researching company	Learn about the process of interviewing	Wait for the interviewer to contact you with a decision	listen actively to the interviewer	Wait for the interviewer to contact you with a decision
46	All of the following are recommended in the job interview process EXCEPT:	bringing a notebook and pen	preparing a practice video of yourself and handing over to the interviewer.	bringing extra copies of resume	finding out what employees wear at organization	preparing a practice video of yourself and handing over to the interviewer.
47	A job applicant should prepare a list of questions to ask during the interview. Which of the following is an appropriate one to be asked:	Salary details	Profitability of the company	Training opportunities for employees	Casual leave details	Training opportunities for employees
48	All of the following are examples of traditional interview	Where do you see yourself in thirty years?	What have you red recently?	how do you fit to this job?	What is your greatest weakness?	Where do you see yourself in thirty years?

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	questions EXCEPT:					
49	The best time to begin discussing salary and benefits is	during the job interview	after you get the job offer	In the follow-up letter after the job interview	In the job application letter	after you get the job offer
50	If you have more than one job offer, all of the following are good questions to ask yourself EXCEPT:	Am I willing to take work home?	Am I willing to travel?	Where do I need to stay?	Will this job give me time to look for another job?	Will this job give me time to look for another job?
51	Which is NOT typical behavior of a successful interviewee?	having eye-contact with the interviewer	Using technical jargon	Asking questions about who its competitors	Personalizing the questions asked	Asking questions about who its competitors
52	Tease or stress questions are intended to judge:	the candidate's technical skill	The candidate's intelligence quotient	The candidate's stress level	How the candidate handles them	How the candidate handles them
53	In an interview, if you do not know an answer, you should:	Bluff	Keep guessing	Remain quiet	Admit you do not know the answer	Admit you do not know the answer
54	Which of the following is a good interview strategy?	Do not bring anything into the interview with you	criticize your former employer	Remember to smile often	Provide yes or no answer	Remember to smile often
55	The word interview comes from:	French	Germany	Latin	none of the above	Latin
56	The person who answers the questions in the interview is called:	Interviewer	Interviewee	Panel member	Manager	Interviewee
57	The person who	Interview	Interview	Panel member	Manager	Interviewer

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	asks the questions in the interview is called:	er	ee			
58	Which type of interview follow formal procedures:	Structure d interview	Un Structured interview	Stress interview	Appraisal interview	Structured interview
59	Which type of interview does not follow formal procedures:	Structure d interview	Un Structured interview	Stress interview	Appraisal interview	Un Structured interview
60	It is designed to place the interviewee in a stress situation:	Structure d interview	Un Structured interview	Stress interview	Appraisal interview	Stress interview