

# CAREER CRAFTING SKILLS



**THE INSTITUTE OF COST ACCOUNTANTS OF INDIA**

Statutory Body under an Act of Parliament

Behind every successful business decision, there is always a CMA



## MISSION STATEMENT

“The CMA Professionals would ethically drive enterprises globally by creating value to stakeholders in the socio-economic context through competencies drawn from the integration of strategy, management and accounting.”



## VISION STATEMENT

“The Institute of Cost Accountants of India would be the preferred source of resources and professionals for the financial leadership of enterprises globally.”

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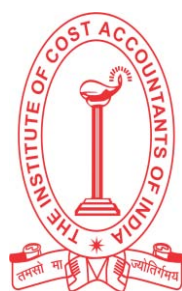
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## PREFACE

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### *Craft your career with Wisdom*

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**T**here are several ways and means of inculcating wisdom nodes from generation to generation. The instances could be drawn from mythological stories, religious preachings, historical tales, or even from one's own anecdotes. The enshrined objective is to carry forward the learnings drawn from the time tested wisdom.

Fools perceive themselves with an inflated supremacy and get stuck to their ego. Wise-men perceive themselves as humble learners and continue inventing forever. It is one's own perception, through time tested wisdom, that can make a whole lot of difference.

Assuming that two fools happen to cross each other from opposite directions on a single lane-way, each one expects the other to step aside and give him the way. In the process, they stick to their own lane and remain standstill without allowing the neither to move forward. In a situation when a fool and a wise man happen to come across, the wise one steps aside, carves out a new lane for him to stead forward, at the same time allowing the fool to continue the onward journey in the existing lane. When two wise men happen to cross each other, each one steps aside and invents two more new lanes for them to go ahead. The existing trail is left free for the commoners to continue the normal course.

The inferred moral is that foolishness halts the progress whereas wisdom multiplies the ways and means of prosperity. Every wise man acts as a teacher for the contemporary folks. It is the wise teachers who guide the current generation as also build the future generations. And that is how humanity can grow in leaps and bounds.

This compilation attempts to provide insights into a handful of Career Crafting Skills. Do craft your skills with wisdom and build your career!

## FOREWORD



**CMA Amit A. Apte**

President

The Institute of Cost Accountants of India

It is heartening to know that the Directorate of Studies of our Institute is releasing a compilation of work on “Career Crafting Skills” which is very much pertinent in the present context.

The Government of India’s vision is to make every citizen competent enough to earn their livelihood and in this respect the G.O.I. is taking initiative to make the citizen’s to become competent and skilled by taking measures through skill development.

Skill development, when we see others’ successes, what we don’t see are the countless hours they spent behind the scenes, honing their craft, and building their skills. What we see as “talent” in others is the result of their hard work where raw passion and human potential are turned into hard skills.

I compliment the Directorate of Studies of our Institute for their honest endeavour for coming out this timely issue.

I wish the initiative all the success.

A handwritten signature in blue ink, appearing to read 'A. Apte', with a horizontal line underneath.

**CMA Amit A. Apte**

## MESSAGE



**CMA Manas Kr. Thakur**

Chairman

CAT, Training & Education Facilities and Placement Committee  
The Institute of Cost Accountants of India

It gives me immense pleasure to publish this study on ***“Career Crafting Skills”***.

As a premier professional body, the Institute rededicate themselves to convert the vision of the Government of India and make the students aware about the required skills to make their career in a desired way and ultimately to contribute in the ***‘Make in India’*** movement.

Skill development is the process of identifying your skill gaps, and accordingly developing these skills. It is important because your skills determine your ability to execute your plans with success. I believe that a strategic career crafting must reflect a positive attitude and ultimately a positive outcome will emerge in future course.

People are often impressed by what others have accomplished without realizing how they went through to get there. We see their accolades and victories, and make gross assumptions about what it takes to succeed. They become rudely awakened then and also become disappointed when after ruthless attempt when find out that it’s not as easy as it seems.

I must congratulate CMA (Dr.) Sreehari Chava, a senior member of our Institute and a dedicated professional of the fraternity for helping us to carry out this essential study for the sake of the students.

Last but not the least; I must congratulate the Directorate of Studies for bringing this study for the overall skill development of the students.

This compilation attempts to provide meaningful insights to the future generations of the fraternity. Hope the students will find it as a useful one and also they will try to adopt those skills and afterwards will implement it during the course of time.



**CMA Manas Kr. Thakur**

## TABLE OF CONTENTS

Module Structure	2
Module 1: Set the Goal	3
Module 2: Whither Communication	11
Module 3: Basics in Business Correspondence	22
Module 4: Art of Public Speaking	30
Module 5: Cultivating Confidence	34
Module 6: Time Management	40
Module 7: Doing Great in the Examination	45
Module 8: Interview Tips	52
Module 9: Be the Leader	59
Module 10: Career Plan: Get, Set, Go.....	64



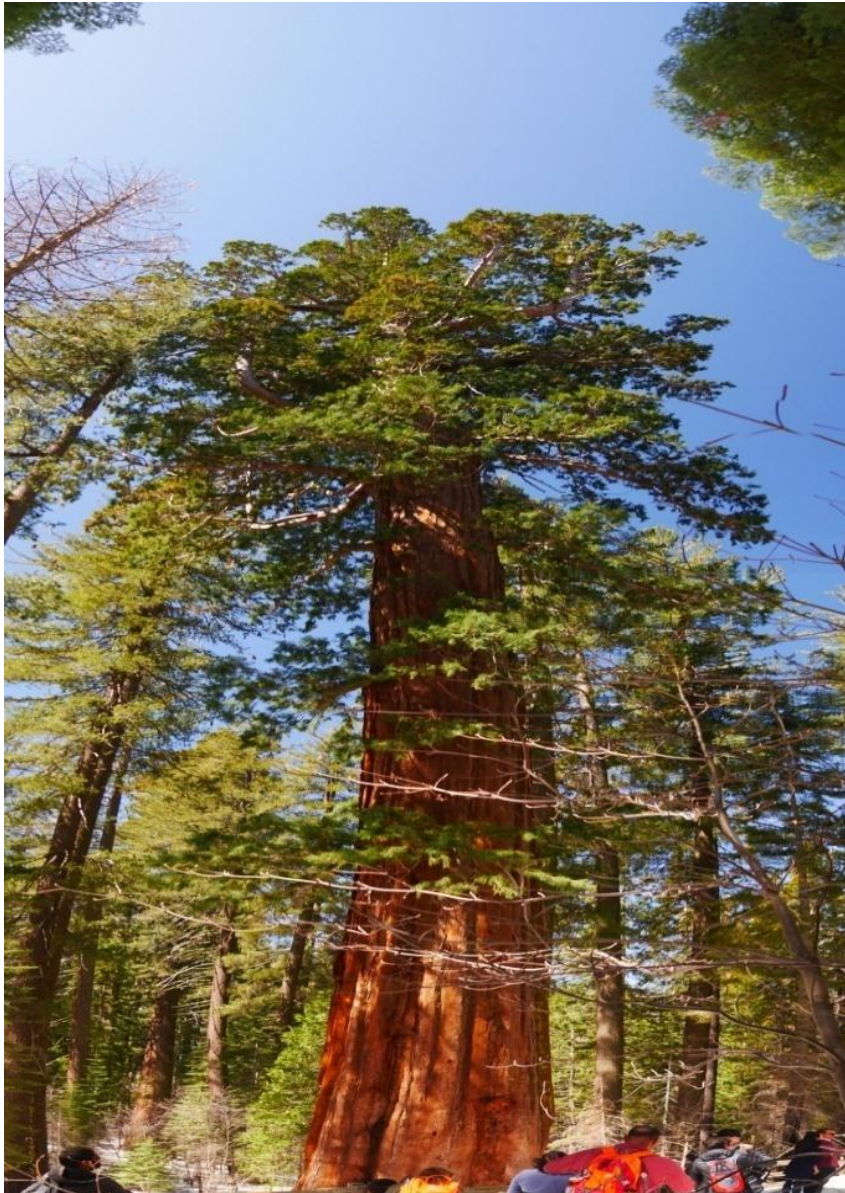


## Module Structure



## Module I

### SET THE GOAL

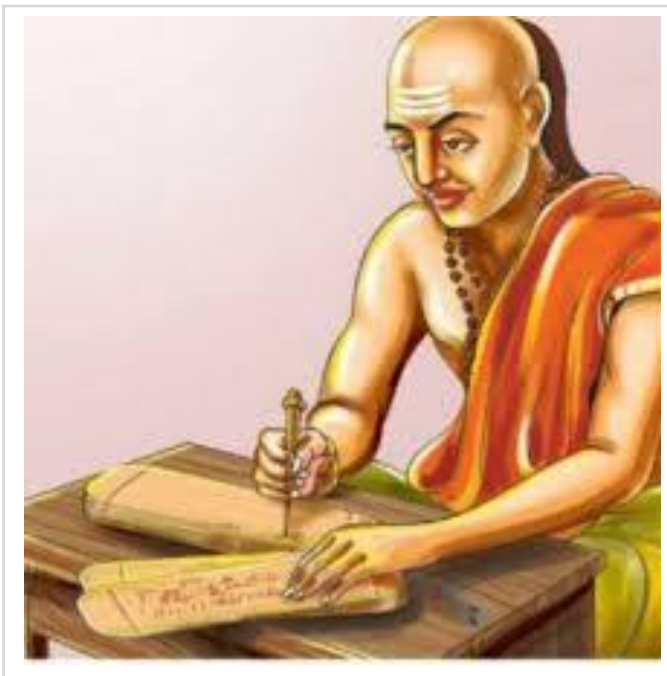


***Write down how your life is going to start changing from today. Set the Goals for the change and focus on action***

## SET THE GOAL

### 01.00 Acharya Chanakya

Over two thousand three hundred years ago, one fiery afternoon, a bare footed fuming scholar was taking long strides on a jungle road. Suddenly he was struck by a piercing thorn in his foot. The scholar dug out the thorn along with its bush, burnt it to ashes, mixed the ashes in water, and drank the water. A bewildered youngster who witnessed the entire episode greeted the scholar and sought enlightenment about the actions of the scholar. Pleased by the inquisitive youngster, the scholar explained that his actions are demonstrative as to how one should eliminate the evil powers from the surface of the mother earth.



The scholar was Acharya Chanakya and the youngster was Chandragupta Maurya. Chanakya's goal was to build an invincible empire; Chandragupta's goal was to become an invincible emperor. It was a chance meeting which laid foundations to the medieval Indian history. The moment they met, Chanakya was impressed by the young boy's personality and intelligence. He was able to sense the great military and executive abilities in Chandragupta and immediately took on the mentorship. And, Chandragupta became a willing disciple.

Chanakya was not just a teacher to Chandragupta; but also a friend, well-wisher and advisor. Chandragupta was not just a student to Chanakya; but also a perpetuator of his gurus's dreams and wishes. Chanakya inspired Chandragupta to extend Maurya Empire from Bengal in the east to Afghanistan in the west, to the Himalayas and Kashmir in the north, and to the Deccan Plateau in the south. It was the largest empire yet seen in Indian history.

Eventually Chanakya articulated Chandragupta's rise as the invincible emperor of the largest empire. The duo turned out to be an invincible combination with focused goal congruence.

### 02.00 Goal

A goal may be described as a desired result or possible outcome that a person envisions, plans and commits to achieve. It could be a personal goal or an organizational goal; It is the desired end-point for the visualized development. Many an individual do endeavor to reach goals within a finite time by setting deadlines.

There are several individuals who assume as if they're adrift in the world. They work hard, but they don't seem to get anywhere worthwhile. A key reason that they feel this way is that they haven't spent enough time thinking about what they want from life, and haven't set themselves any formal goals. After all, would you set out on a major journey with no real idea of your destination? Probably not!

Goal setting is a powerful process for thinking about your ideal future, and for motivating yourself to turn your vision of this future into reality. The process of setting goals helps you choose where you want to go in life. By knowing precisely what you want to achieve, you know where you have to concentrate your efforts. You'll also quickly spot the distractions that can, so easily, lead you astray.

### 03.00 The Need for Goals

Here goes a popular narrative that highlights the importance of goal setting. In 1979 to 1989, a study was conducted in Harvard Business School where the MBA graduates of the school were asked "Have you set clear and written goals for your future and made plans to accomplish them?"

- 3% of the graduates had written goals and a plan
- 13% had unwritten Goals
- 84% had no goals at all



Ten years later, in 1989, the researcher interviewed the respondents again and it was discovered; that the 13% who had unwritten goals were earning on an average, twice as much as the 84% of the students who had no goals; that the 3% who had clear, written goals when they left Harvard, were earning 10 times as much as the other 97% of the students.

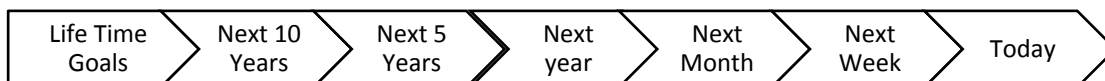
The narrative clearly throws up the competitive edge that arises from well set goals. Top-level athletes, successful business-people and achievers in all fields do all have their goals set. Setting goals gives you long-term vision and short-term motivation. It focuses your acquisition of knowledge, and helps you to organize your time and your resources so that you can make the very best of your life.

By setting sharp, clearly defined goals, you can measure and take pride in the achievement of those goals, and you'll see forward progress in what might previously have seemed a long pointless grind. You will also raise your self-confidence, as you recognize your own ability and competence in achieving the goals that you've set.

### 04.00 The Process of Setting Goals

You set your goals on a number of levels through a systematized process:

- First you create your "big picture" of what you want to do with your life - or over, say, the next 10 years-, and identify the large-scale goals that you want to achieve.
- Then, you break these down into the smaller and smaller targets for the next 5 years, next year, next month, next week and today that you must hit to reach your lifetime goals.
- Finally, once you have your plan, you start working on it to achieve these goals.



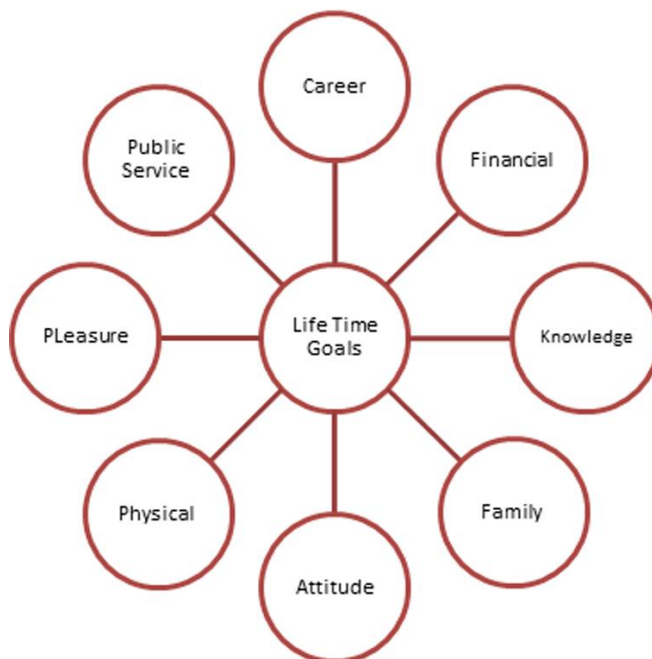


This is how we start the process of setting goals by looking at your lifetime goals. Then, we work them down to the things that you can do in, say, the next five years, then next year, next month, next week, and today, to start moving towards goals.

## 05.00 Lifetime Goals

The first step in setting personal goals is to consider what you want to achieve in your lifetime or at least, by a significant and distant age in the future. Setting lifetime goals gives you the overall perspective that shapes all other aspects of your decision making. In a way, life time goals reflect the vision of an individual.

To give a broad, balanced coverage of all important areas in your life, try to set goals in some of the following categories or in other categories of your own, as are considered important to you:



- **Career:** What level do you want to reach in your career, or what do you want to achieve?
- **Financial:** How much do you want to earn, by what stage? How is this related to your career goals?
- **Knowledge:** Is there any knowledge you want to acquire in particular? What information and skills will you need to have in order to achieve other goals?
- **Family:** What sort of partner you want? How are you going to be a good parent? How do you want to be seen by a partner or by members of your extended family?
- **Attitude:** Is any part of your mindset holding you back? Is there any part of the way that you behave that upsets you? If so, set a goal to improve your behavior or find a solution to the problem.
- **Physical:** Are there any athletic goals that you want to achieve, or do you want good health deep into old age? What steps are you going to take to achieve this?
- **Pleasure:** How do you want to enjoy yourself?
- **Public Service:** Do you want to make the world a better place? If so, how?

Spend some time brainstorming these things, and then select one or more goals in each category that best reflect what you want to do. Then consider trimming again so that you have a small number of really significant goals that you can focus on.

As you do this, make sure that the goals that you have set are ones that you genuinely want to achieve, not ones that your parents, family, or employers might want. If you have a partner, you probably want to consider what he or she wants – however, make sure that you also remain true to yourself! Crafting a personal mission statement can help bring your most important goals into sharp focus.

## 06.00 Setting Smaller Goals

Once you have set your lifetime goals, set a five-year plan of smaller goals that you need to complete if you are to reach your lifetime plan. Then create a one-year plan, six-month plan, and a one-month plan of progressively smaller goals that you should reach to achieve your lifetime goals. Each of these should be based on the previous plan. Then create a daily To-Do-List of things that you should do today to work towards your lifetime goals.

Smaller goals are reflective of mission on hand. At an early stage, your smaller goals might be to read books and gather information on the achievement of your higher-level goals. This will help you to improve the quality and feasibility of your goal setting. Finally review your plans, and make sure that they fit the way in which you want to live your life.

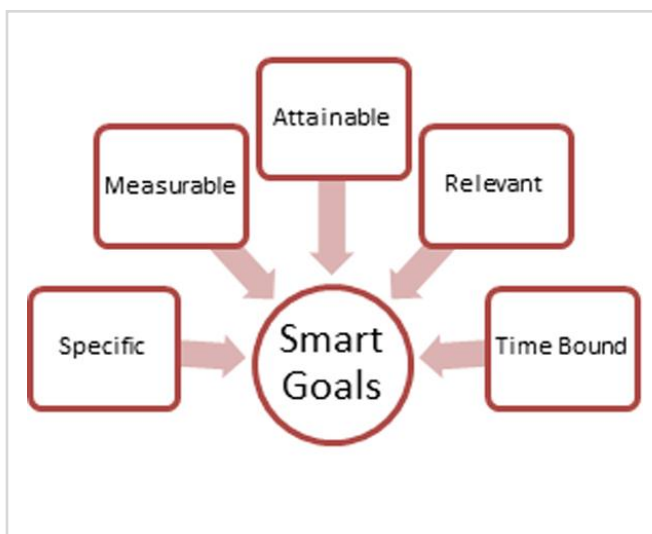
Once you've decided on your first set of goals, keep the process going by reviewing and updating your To-Do List on a daily basis. Periodically review the longer term plans, and modify them to reflect your changing priorities and experience. A good way of doing this is to schedule regular, repeating reviews using a digital diary.

## 07.00 SMART Goals

A useful way of making goals more powerful is to use the SMART mnemonic. There are many variations of what SMART stands for, but the essence is this – goals should be: Specific, Measurable, Attainable, Relevant, and Time Bound.

### 07.01 Specific Goals

Your goal must be clear and well defined. Vague or generalized goals are unhelpful because they don't provide sufficient direction. Remember, you need goals to show you the way. Make it as easy as you can to get where you want to go by defining precisely where you want to end up.



### 07.02 Measurable Goals

Include precise amounts, dates, and so on in your goals so that you can measure your degree of success. If your goal is simply defined as "To reduce expenses" how will you know when you have been successful? In one month's time if you have a 1 percent reduction or is it in two years' time when you have a 10 percent reduction? Without a way to measure your success you miss out on the celebration that comes with knowing you have actually achieved something.

### 07.03 Attainable Goals

Make sure that it's possible to achieve the goals you set. If you set a goal that you have no hope of achieving, you will only demoralize yourself and erode your confidence. However, resist the urge to set goals that are too easy. Accomplishing a goal that you didn't have to work hard for can be anticlimactic at best, and can also make you fear setting future goals that carry a risk of non-achievement. By setting realistic yet challenging goals, you hit the balance you need. These are the types of goals that require you to "raise the bar" and they bring the greatest personal satisfaction.

### 07.04 Relevant Goals

Goals should be relevant to the direction you want your life and career to take. By keeping goals aligned with this, you'll develop the focus you need to get ahead and do what you want. Set widely scattered and inconsistent goals, and you'll fritter your time – and your life – away.

### 07.05 Time-Bound Goals

Your goals must have a deadline. Again, this means that you know when you can celebrate success. When you are working on a deadline, your sense of urgency increases and achievement will come that much quicker. For example, instead of having "to sail around the world" as a goal, it's more powerful to use the SMART goal "To have completed my trip around the world by December 31, 2017." Obviously, this will only be attainable if a lot of preparation has been completed beforehand!

### 08.00 Achieving Goals

When you've achieved a goal, take the time to enjoy the satisfaction of having done so. Absorb the implications of the goal achievement, and observe the progress that you've made towards other goals. If the goal was a significant one, reward yourself appropriately. All of this helps you build the self-confidence you deserve.

With the experience of having achieved this goal, review the rest of your goal plans:

- If you achieved the goal too easily, make your next goal harder.
- If the goal took a dispiriting length of time to achieve, make the next goal a little easier.
- If you learned something that would lead you to change other goals, do so.
- If you noticed a deficit in your skills despite achieving the goal, decide whether to set goals to fix the deficit.

It is important to remember that failing to meet goals does not matter much, just as long as you learn from the experience. Feed lessons you have learned back into the process of setting your next goals. Remember too that your goals will change as time goes on. Adjust them regularly to reflect growth in your knowledge and experience, and if goals do not hold any attraction any longer, consider letting them go.

Recall the example of Thomas Alva Edison. Edison was successful because he was creative and had a strong willingness to learn new things. He had a mastermind alliance with a group of experts, to bridge his weakness. He was also persistent in whatever he does. When he failed 10,000 times to perfect the electric light bulb, he did not treat it as 10,000 failures. To Edison, he discovered 10,000 ways that do not work!

### 09.00 An Example of Personal Goal

As a New Year's Resolution, Vijay has decided to think about what he really wants to do with his life. His lifetime Career Goal is set "To be the Managing Director of the Company that I work for." Now that Vijay had set his lifetime career goal, he then breaks down each one into smaller, more manageable goals.

Let's take a closer look at as to how Vijay might break down his lifetime career goal of becoming the managing director:

- **Five-year goal:** "Become General Manager."
- **One-year goal:** "Volunteer for projects that the current Managing Director is heading up."
- **Six-month goal:** "Go back to a management school and finish the research."
- **One-month goal:** "Talk to the current managing director to determine what skills are needed to do the job."
- **One-week goal:** "Fix the meeting with the Managing Director."

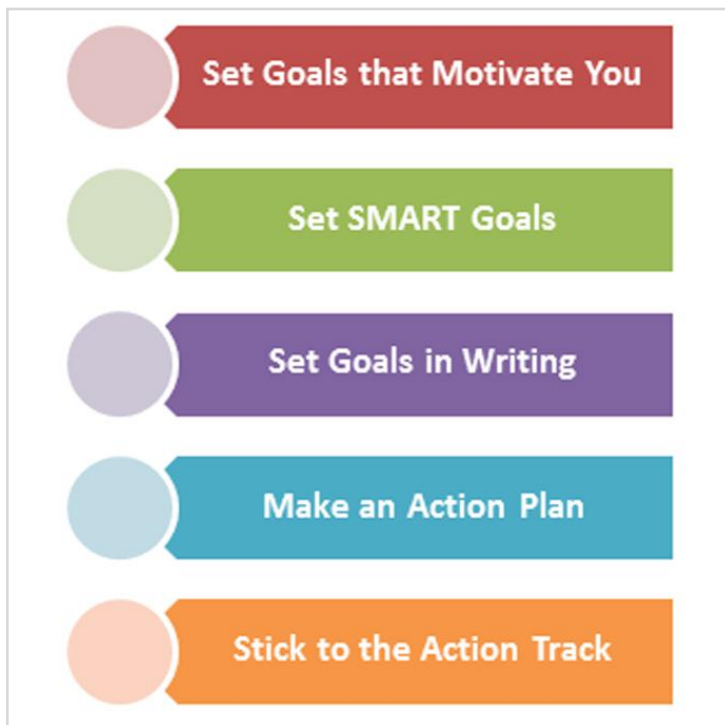
As you can see from this example, breaking big goals down into smaller, more manageable goals makes it far easier to see how the goal can get accomplished.

## 10.00 The Five Golden Rules

### 10.01 Set Goals that Motivate You

When you set goals for yourself, it is important that they motivate you: this means making sure that they are important to you, and that there is value in achieving them. If you have little interest in the outcome, or they are irrelevant given the larger picture, then the chances of you putting in the work to make them happen are slim. Motivation is key to achieving goals.

Set goals that relate to the high priorities in your life. Without this type of focus, you can end up with far too many goals, leaving you too little time to devote to each one. Goal achievement requires commitment. So to maximize the likelihood of success, you need to feel a sense of urgency and have an "I must do this" attitude. When you don't have this, you risk putting off what you need to do to make the goal a reality. This in turn leaves you feeling disappointed and frustrated with yourself, both of which are de-motivating. And you can end up in a very destructive "I can't do anything or be successful at anything" frame of mind.



### 10.02 Set SMART Goals

The simple fact is that for goals to be powerful, they should be designed to be SMART. This concept has already been discussed in one of the previous sections.

### 10.03 Set Goals in Writing

The physical act of writing down a goal makes it real and tangible. Remember the saying: "Idea is just a dream until you write it down...Then it is a goal". You have no excuse for forgetting about it. As you write, use the word "will" instead of "would like to" or "might." For example, "I will reduce my operating expenses by 10 percent this year," not "I would like to reduce my operating expenses by 10 percent this year." The first goal statement has power and you can "see" yourself reducing expenses, the second lacks passion and gives you an excuse if you get sidetracked. Post your goals in visible places to remind yourself every day of what it is you intend to do. Put them on your walls, desk, computer monitor, bathroom mirror or refrigerator as a constant reminder.

### 10.04 Make an Action Plan

This step is often missed in the process of goal setting. You get so focused on the outcome that you forget to plan all of the steps that are needed along the way. By writing out the individual steps, and then crossing each one off as you complete it, you'll realize that you are making progress towards your ultimate goal. This is especially important if your goal is big and demanding, or long-term.



### 10.05 Stick to the Action Track

Remember, goal setting is an ongoing activity and not just a means to an end. Build in reminders to keep yourself on track, and make regular time-slots available to review your goals. Your end destination may remain quite similar over the long term, but the action plan you set for yourself along the way can change significantly. Make sure the relevance, value, and necessity to remain high on your action track.

### 11.00 Key Takeaways

Goal Setting is an important method of:

- Deciding what you want to achieve in your life.
- Separating what is important from what is relevant, or a distraction.
- Motivating yourself.
- Building self-confidence, based on successful achievement of goals.

Set your life time goals first. Then, set a five-year plan of smaller goals that you need to complete if you are to achieve your life time plan. Keep the process going by regularly reviewing and updating your goals. And remember to take time to enjoy the satisfaction of achieving your goals when you do so. Adapt the Five Golden Rules as a way of life.

As you make this technique part of your life, you'll find your career accelerating as also stimulating

### 12.00 A True Inspirator

Sandeep Singh Bhinder is an Indian professional field hockey player and an ex-captain of the Indian National Team. He made his international debut in January 2004 in Sultan Azlan Shah Cup In Kuala Lumpur. He took over as the captain of the Indian national team in January 2009. At a time when he was at his peak, he was said to have the best speed in the world in drag flick (speed 145 km/h).

On 22 August 2006, Singh was seriously injured after being hit by an accidental gunshot in Shatabadi train, while on his way to join the national team due to leave for the World Cup in Germany two days later. He was almost paralyzed and on a wheelchair for two years of his life. Sandeep Singh Bhinder not only recovered from that serious injury, but also established himself again in the team.

Under his captaincy, the Indian team managed to clinch the Sultan Azlan Shah Cup in 2009 after defeating Malaysia in the finals at Ipoh. India won the title after a long wait of 13 years. Singh was also the top goal scorer of the tournament.

The India men's national Hockey team had qualified for the 2012 Summer Olympics in London after a gap of 8 years. The team had a resounding victory over France in the finals of the Olympic qualifiers by beating France 8–1. Ace drag-flicker Singh starred in the final against France by scoring five goals – including a hat-trick – all from penalty corners (19th, 26th, 38th, 49th and 51st minutes). Singh was the highest scorer of the Olympic qualifiers tournament by scoring 16 goals.

Sandeep Singh Bhinder had set his goal to become the best drag flicker; and to-date he is regarded as one of the best drag flickers of the game. A true inspiratory - indeed!

### 13.00 Set the Goals for the Change...

Close your eyes for a moment and imagine that you've just checked your lottery ticket and you have the winning numbers. It is a jackpot of Rs. 100 crore. I bet you never imagined that you'd become a crorepati. But now, after you get over the initial shock, you realize that your life is about to change forever.

Are you still sitting down? You should be jumping up and down with excitement by now. So how will you change your life from today?

You've got all the money you need to make things happen in your life: So write down how your life is going to start changing from today. Set the Goals for the change and focus on an action.

Hey budding Manager, Get up and Set Your Goal!

## Module 2

### WHITHER COMMUNICATION



***Communication is an art and also a science that can be articulated with zeal and diligence. So, Communicate, Communicate, Communicate ...***

## WHITHER COMMUNICATION

### 01.00 Communication

Communicating the right way is very important in every walk of life, be it in personal, professional or social. As living beings, we need to express and understand the expressions of others. The human society thrives on communication. Communication is, indeed, the very lubricant that makes the machinery of human relations function smoothly. Therefore, the significance of communication cannot and should not be underestimated.

Communication, in literal terms, means transfer of information from one person to another. The word 'Communication' is derived from the Latin word '*communis*', to share, participate plus the suffix - '*ion*' an act or process; thus meaning to share and transmitting data. Communication is a process that involves an exchange of information, thoughts, ideas and emotions.

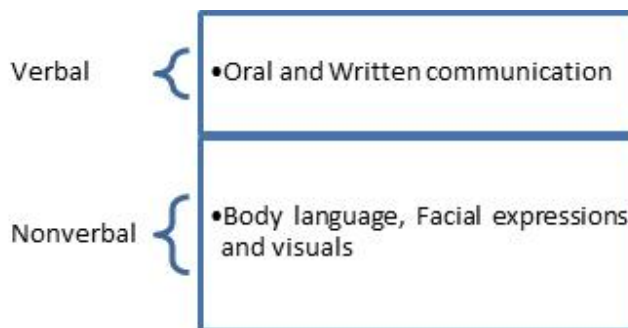
*Canon of Communication*  
**Reception = Perception**

The components of a communication process are: a sender who encodes and sends the message, the channel through which the message is sent, and the receiver who decodes the message, processes the information and sends an appropriate reply via the same channel back to the sender. Communication can occur via various processes and methods. There can be various types of communication depending on the channel used and the style adopted. However, the Canon of Communication hinges on the unique equation: Reception = Perception.

Even though the whole process of communication may seem so simple, the effectiveness of each type depends to a great extent on certain internal and external environmental factors and also the communicator's ability to send, receive, decode and send a response. This is why the field of communication has been and continues to be widely studied and is given a place of importance in every walk of life.

### 02.00 Communication Channels

Based on the channels used for communicating, the process of communication can be broadly classified as verbal communication and non-verbal communication.



#### 02.01 Verbal Communication

Verbal communication includes oral and written communication. The communication process conducted through spoken words is referred to as oral communication. In today's world, the emergence of different forms of media has led to the oral communication process to take place through different channels like telephones, teleconferences, video conferences, etc. Spoken conversations or dialogs are influenced by voice modulation, pitch, volume and even the speed and clarity of speaking. Written communication can be either via snail mail, or email. The effectiveness of written communication depends on the style of writing, vocabulary used, grammar, clarity and precision of language.



## 02.02 Nonverbal Communication

Non-verbal communication includes body language, facial expressions and visuals diagrams or pictures. Body language refers to the overall body language of the person who is speaking, which will include the body posture, the hand gestures, and the overall body movements.

Also, gestures like a handshake, a smile or a hug can independently convey emotions and do not need to be accompanied by words. Facial expressions too play a major role in communication. Even expressions on a person's face say a lot about the individual's mood. Nonverbal communication can also be in the form of pictorial representations, signboards, or even photographs, sketches and paintings.



## 03.00 Communication Styles

Based on the style of communication, there can be two broad categories: formal communication and informal communication. Both of them have their own set of characteristic features.



### 03.01 Formal Communication

Formal Communication includes all the instances where communication has to occur in a set formal format. Typically, this can include all sorts of business or corporate communication. The style of communication in this form is very formal and official. Official conferences, meetings and written memos and corporate letters are used for this form of communication.

It can also occur between two strangers when they meet for the first time. Hence, formal communication is straightforward, official and always precise and has a stringent and rigid tone to it.

### 03.02 Informal Communication

Informal communication includes instances of free and unrestrained conversation between people who share a casual rapport with each other. It requires two people to have a similar wavelength and hence occurs between friends and family. It does not have any rigid rules or guidelines. The conversations need not necessarily have boundaries of time, place or even subjects. An example is friendly chats with loved ones which can simply go on and on.

## 04.00 Importance of Communication

Could it be an avenue of Business, Workplace, Leadership or Relationship; communication plays a vital role. There is more to communication than just talk and gesture. To quote a visionary, "It is impossible to speak in such a way that you cannot be misunderstood". Faulty or incomplete communication can completely mar the purpose of

communicating and may result in damaging consequences. This is where understanding how important communication is and communicating the right way comes into picture.

#### 04.01 Communication in Business

The success of any business lies as much in networking and building sound professional relationships as it does in individual tact and business acumen. Communication is a crucial decisive factor in business relations. It is very important to say the right things at the right time and at the right place when dealing with any of the stakeholders such as promoters, managers, employees, customers, shareholders, media and even competitors.

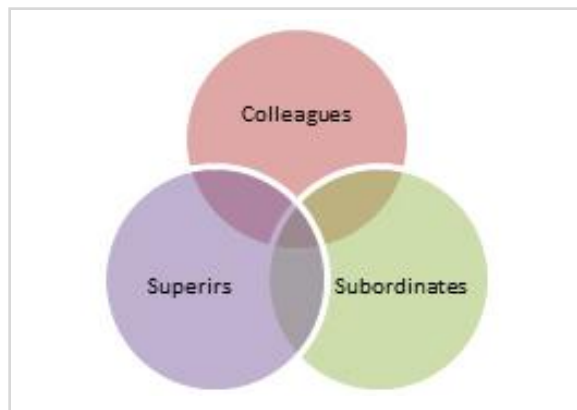


Any miscommunication or ambiguity can pour pails of cold water on your hard work and ruin your chances of survival in today's competitive business environment. Maintaining professional etiquette in oral and written business communication is of utmost importance and must not be taken lightly. Effective communication skills in business go a long way in scaling your financial success.

#### 04.02 Communication in the Workplace

The most difficult part of running an organization is managing the human resources. This is one resource which doesn't work on any isolated principle of management, economics, psychology or any other social science! This is the most random and volatile resource which must be managed with great dexterity to reach the desired organizational goals.

The salience of communication in the workplace is manifold, as it involves communication along vertical, horizontal and parallel organizational levels and such communication should always follow the hierarchy prescribed by the organization. A breach of the hierarchical channel of communication is known as a *Gang Plank* and should be avoided as much as possible.



Communication in the workplace involves interpersonal communication between colleagues, superior and subordinate and vice versa and workplace communication skills come handy in many situations. A clear understanding of the purpose of such communication, especially if it is of a vertical nature, along with the expectations of the sender and receiver are extremely important for the smooth running of an organization.

#### 04.03 Communication in Leadership

A leader is expected to represent the followers and motivate them to reach heights of success through individual and collective effort. Communication is the best equipment a leader can employ to achieve this goal. Even ideals



resting upon strong principles can fall flat and fail to motivate due to lack of effective communication skills. History is galore with examples of many national leaders who have moved the masses by their life-changing speeches and powerful writings! Abraham Lincoln and Mahatma Gandhi are prominent examples of outstanding leadership through effective communication.

*Abraham Lincoln and Mahatma Gandhi are prominent examples of outstanding leadership through effective communication.*

#### 04.04 Communication in Relationships

It is probable that we all have, sometime or the other, experienced certain roadblocks and voids in our relationships owing to lack of communication. Lack of communication in relationships result in frustrations, misunderstandings, unrealistic expectations, guilt and can create personal differences. It is difficult for people who share their lives with each other to coexist for long without having regular and smooth communication for oiling the machinery of the relationship.

*It is difficult for people who share their lives with each other to coexist for long without having regular and smooth communication for oiling the machinery of the relationship.*

Relationship communication problems can only be solved through active and effective communication.

#### 05.00 Communication Proficiency

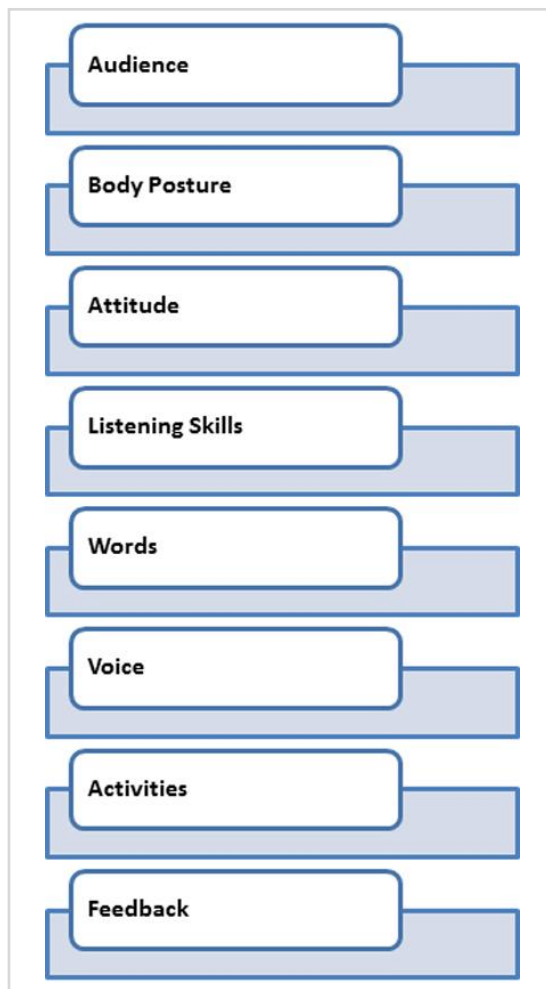
Sometimes, difficult situations in life can be resolved by just sitting down and talking it out! Similarly, most personal, professional and social disasters can be averted by maintaining clear, appropriate and unambiguous communication. Here follows a few tips on Communication Proficiency.

Possessing competent communication proficiency revolves around articulation of several aspects. Adopting proficient techniques is an essential feature of effective communication proficiency. Significant of this lot may be grouped into Audience, Body Posture, Attitude, Listening Skills, Words, Voice, Activities and Feed Back.

##### 05.01 Audience

An important point that shall never be forgotten is that 'Audience are the Customers' in any form of communication. So, in order to be able to construct a passage of proficient communication, the audience (the receiver of the information) needs to be analyzed beforehand. The following pointers may be taken into consideration:

- ❖ Attain a rough idea of the strength of the prospective audience.
- ❖ Age, sex, background and interest of the listeners should be given due attention.
- ❖ Develop interpersonal relation with the receiver.



- ❖ The audience should not be able to question your knowledge on the subject.
- ❖ Include an element of humor; it helps in connecting with the target audience.
- ❖ Do not get distracted by the activities performed by the audience like smiling, whispering, etc.
- ❖ Interact with the audience and give them a chance to put up their queries.

### 05.02 Body Posture

A Perfect **posture** sends a deep, instant **body** language message of self-confidence, self-esteem, being present, and being valuable. An audience is concurrently processing both verbal and non-verbal cues. Body agitations are not generally positive or negative in and of themselves; rather, the situation and the message determines the appraisal. Orators, incapable to exhibit apt body stance convey incongruous attitude and are ignored or kept at bay; while those efficiently equipped with them are looked upon and well respected. Few of the components of body posture are as below:

- (i) **Speak through the eyes:** Whether you are speaking or listening, indulge in visual communication with the receiver to make the interaction more thriving. Eye contact exhibits interest and urges your partner to pursue you in return.
- (ii) **Use gestures:** Gesticulation with hands and face contribute to effective communication. Let the whole body talk with appropriate actions. Soft gestures should be exhibited for individuals and small groups; more prominent ones should be used for a larger set of audience.
- (iii) **Tune the Body:** Body language can portray much more than a morsel of words. A welcoming mien with pacified arms indicates compliance, wherein hunched shoulders and crossed arms demonstrate reluctance towards striking a conversation. Often, communications cease even before they are initiated because of the inappropriate bodily gestures. Assuming a suitable posture and cordial carriage, structures an easy flow of dialog.
- (iv) **Appearance:** An individual's physical appearance and attire create a definite impact. This is because, people create an opinion about what they get to see from the physical appearance and respond in accordance with it.

### 05.03 Constructive attitude

The attitude that accompanies the discussion affects your interaction with others. Favor patience, honesty, optimism, acceptance and sincerity in respect to the audience.

### 05.04 Listening Skills

Realizing the importance of efficacious listening and practicing it is of pivotal relevance. Refrain from the impulse to hark the other in a limited and prejudiced fashion, instead pay unimpaired attention.

### 05.05 Words

Cherry pick the words. Proper usage of appropriate and apt words is of utmost importance. Some of the pointers to be summoned before starting a conversation are enunciation, pronunciation, usage and speed.

- (i) **Enunciate your words:** Speak distinctly and avoid murmuring. If people are always asking you to repeat yourself, try to do a better job of articulating yourself in a better manner.

- (ii) **Pronounce your words correctly:** Accurate pronunciation of words with due stresses wherever required must be practiced. Competency is judged through the vocabulary; thus if skeptical about a particular word, the usage should be avoided.
- (iii) **Use the right words:** Avoid using the words for which the meaning is not known. This is so that the words communicated are easily understood by the listener. Preferably, speak in a formal tone until you get acquainted with the person you are having conversation with.
- (iv) **Slow your speech down:** The speed with which the words are thrown must be such that audience can keep pace with them and are able to understand the orator. However, the speaker should be careful not to slow down to the point where the audience begins to complete the sentences just to help him finish.

#### 05.06 Voice

A piping or raucous voice is not perceived to be one of authority. Thus, the orator should be conscious of the pitch and adhere to modulation of voice. Few of the key points to bear in mind are pitch, animation and volume.

- (i) **Develop your voice:** An acute or mellow voice can make the speaker sound like a prey to an belligerent colleague or incline others not to take you seriously. Proper variation in pitch and pace of the voice improves the quality of speech.
- (ii) **Animate your voice:** Refrain from adhering to a monotone, that is, a single unvaried pitch level in speech and instead use a vigorous and animated tone. The timbre of the voice pitch should escalate and soften periodically; radio jockeys are an apt example of the same.
- (iii) **Use appropriate volume:** Speak in a subdued tone when communicating upfront in person and when you're alone and close; on the other hand, try to speak vehemently and in a high tone when addressing a large group.

#### 05.07 Activities

For kids and teenagers, some most effective ways to learn and master communication skill are games, activities and interesting exercises. Through these activities, participants improve their verbal as well as written communication along with the fun and enjoyment involved in it. Especially the games and activities that promote teamwork would automatically improve the communication. The activities should be performed in a group rather than doing it alone for fast learning.

#### 05.08 Feedback

It is one of the most common occurrences at the workplace that a colleague does exactly opposite to what you want him to do. You keep wondering, why he has done so. You keep thinking of many reasons for that. Maybe the colleague did not listen to you or maybe he did not understand what you said. But the worst possibility could be the deliberate inaction.

What do you do in that scenario? Well, you take a feedback. Without taking proper feedback, you wouldn't know the perspective of the person in front of you. Only through feedback you will know why he or she did or did not do what they were asked to do.



## 06.00 Improving Communication

Having good communication skills is really important in every walk of life. Good communication skills can help you overcome the basic complexities that you may face in certain tasks of life. For instance, they can help you to get a good job, perform better at the workplace, create a better impression about yourself, you can stand out in a crowd, and you can also improve your relationships with others. The right method of communication is, therefore, very important in whatever you do.

Communications is a trainable skill if applied with proper focus. The process of improving communication skills is really an ongoing affair. Here are ten tips to improve communication skills that can steer you towards a positive change in many aspects of your life.

### 06.01 Observe the Peers

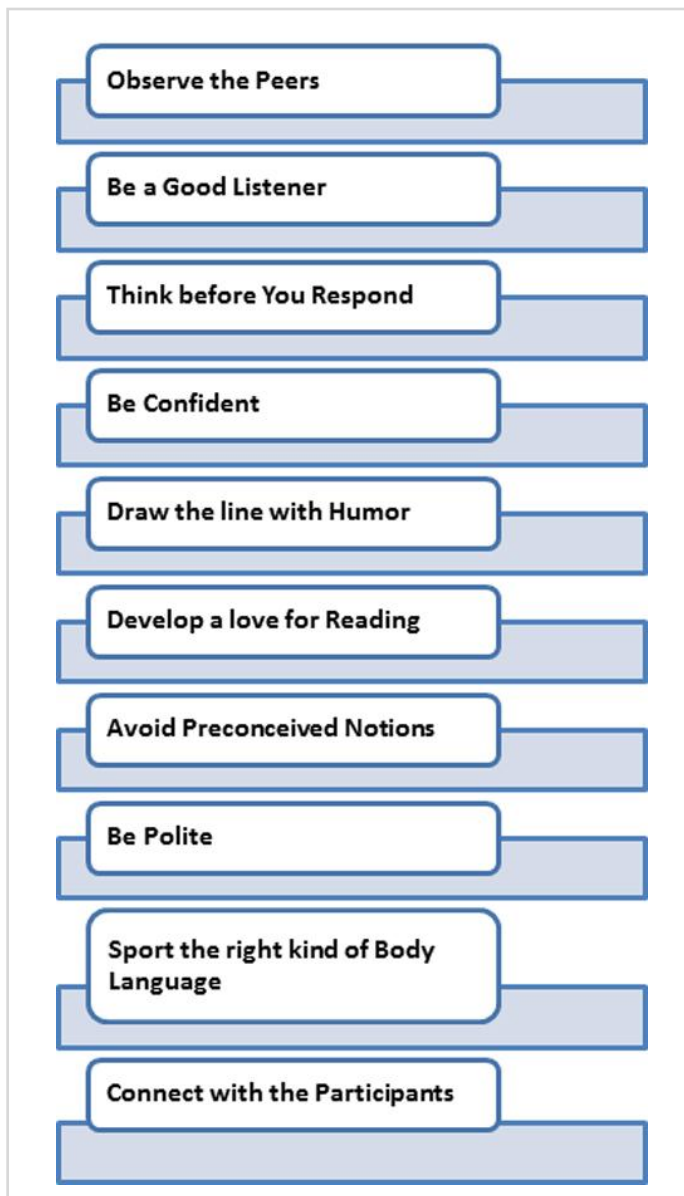
In order to improve your communications skills, you must always remember that you need to observe those people who communicate effectively. Look at and observe the people around you who make easy and effective conversations. This should give you an insight and an understanding that could open up better ways to communicate with others. A diligent observation of the peers is a perpetual practical hint towards acquiring better communication skills.

### 06.02 Be a Good Listener

Communication is not just about speaking effectively and in an impressive manner. No one likes to talk to a person who just goes on and on without ever listening to others. Remember, you also need to be a good listener. This is one factor that is so often overlooked by most people. It is important to be a good listener in order to understand what the other person is saying, and reply accordingly.

### 06.03 Think before You respond

Think twice before you speak once. When conversing with someone, remember that you need to take time to think before you react to what is being said. Impulsive reactions often bring out the wrong words, or do not convey what you actually mean. It is an excellent communication skill to take a few moments and process all the information before you respond.



#### **06.04 Be Confident**

Being confident is the key element to effective communication. Think about your positive points before you start a conversation. This will help you overcome the initial hiccups and boost your level of confidence, especially if you are going to give a speech before a very large audience.

#### **06.05 Draw the line with Humor**

Having a sense of humor helps to make any conversation light and fun to be in! Develop your sense of humor and use it. Do note one important thing in such cases - you must not hurt the sentiments of others in any possible way, and do not try to be overly funny. As a good communicator, one should know where to draw the line with humor.

#### **06.06 Develop a love for Reading**

Be it books or news-papers, develop a love for reading. A well-read person has knowledge on a variety of topics, and does not feel left out when discussing things with others. Reading makes you an intelligent individual with an improved vocabulary, which eventually boosts your confidence while talking to people.

#### **06.07 Avoid Preconceived Notions**

Preconceived notions always create an obstacle to effective communication. Avoid thinking that what you say is always right; this may create a certain barrier beforehand in any conversation. An effective communicator makes it a point to listen to the other viewpoints before speaking himself. This provides him or her with a chance to assess the situation in a better way and prevents sticking to any preconceived notions.

#### **06.08 Be Polite**

A polite manner of conversing can help you earn the respect of others and impress them as well. Rethink about the ways you are framing your sentences in order not to offend the other person. For example, at work, even if you are displeased, sometimes an effective manner of communicating can help you yield better results, rather than talking offensively.

#### **06.09 Sport the right kind of Body Language**

Sporting the right kind of body language is another important key factor in improving communication skills. Maintain eye contact as you speak; sit and stand in an erect position, and have a firm handshake; do not give wrong signals by crossing your arms and legs; avoid fidgeting excessively. Always remember that your gestures say a lot about your personality as an individual.

#### **06.10 Connect with the Participants**

It is extremely necessary to connect with the participants by keeping the conversation interesting and interactive. Remember, having good communication skills is not only about talking all the time, it is also about how you get others interested enough to participate in the conversation with you. It is better that you speak up and put your point across so as to connect with the participants and enable them to respond.

### **07.00 Effective Writing**

Speech came before writing. But writing is more unique and formal than speech. Written communication is more precise and explicit. Writing is considered as more valid and reliable than speech. It is a permanent means of

communication. Written communication is useful where record maintenance is required. In fact, written communication is the most common form of business communication.

A good writing must engage a reader. Whether it is a proposal, report, resume or a business letter, the reader must feel involved in the write-up. Effective writing involves careful choice of words, their organization in correct order in sentences formation as well as cohesive composition of sentences.

People read business memoranda in order to receive instructions or information upon which to base decisions or take action. Therefore, A straightforward, courteous tone is usually the best choice but one that may not come naturally without practice.

## 08.00 Four Takeaways from GE Practices

1. **Integrate internal communications with external communications for the most effective brand storytelling:** GE recognizes that, as a brand leader, internal changes are of interest to employees' families and friends, prospective employees, customers, suppliers and surrounding communities; So, they "want to be sure that everyone can get the information they need." It's a modern approach to recognize that what employees hear, everyone hears.

GE believes that there is "no longer a divide between internal and external communications." GE aims to communicate to its employees about big changes first, helping them understand the personal impact of any change and provide context. In doing so, they've built a culture that is open and transparent and have been able to translate that into the external domain.

2. **Deliver your messages to people where they are already seeking information:** GE has embraced LinkedIn as a publishing platform to communicate cultural changes -- going so far as to publish emails to GE employees verbatim. While it may seem obvious to anyone who regularly checks LinkedIn for news and views (me, for one), LinkedIn has a large, built-in, engaged and professional audience. Plus, as a company that is constantly recruiting, LinkedIn is also the best place for GE to communicate with potential job seekers.

While it may seem obvious, many companies are still using their own websites, blogs and intranets to communicate with their employees, missing out on the opportunity to attract and influence those beyond their walls.

3. **Use your chief executives as your primary spokespeople, and your employees as your secondary spokespeople:** Another major evolution in corporate communications strategy in the social/digital world is the opportunity for a variety of employees to be brand storytellers or spokespeople, a role traditionally reserved for very senior executives. To leverage the power of peers, GE encourages its employees to share their own stories. The company has even developed an internal tool and system for employees to submit their GE stories. Then their internal communications team -- like a real editorial team -- works with individual employees to build out the stories and distribute them.

Not surprisingly, GE has found the reaction from their own employees to be very positive. They seek to "humanize the change for employees so they understand their purpose and influence" in GE's aim to be the digital industrial world leader.

4. **When it comes to balancing transparent communications with real corporate risk, start from a place of "yes":** In today's complicated environment of many different media models and social networks, GE recognizes that you should always be telling your story, in new and creative ways with engagement from leadership and employees, before you need to tell your story. In other words, if people are hearing

consistently from you about your company's culture and strategy, this will pay dividends when you actually need their respect and trust.

Transparent, integrated communications that leverages brand storytelling is a great barometer for all corporate communicators -- whether you're communicating through massive cultural change or just telling your story, your way.

## **09.00 Communicate, Communicate, Communicate ...**

There is no other single skill as important as communication for success in corporate environment. Whether in written communications, in speaking to large groups, or in persuading a small group of internal stakeholders, communications skills are essential.

The corporate manager is often put to the test of communicating a fairly complex set of facts — for example, climate protection strategies — to emotionally charged, less-technical audiences. The ability to condense complicated topics into a relevant and cogent set of messages and present them skilfully can be the differentiator between the winners and losers.

Not everyone is equally endowed with the ability to effectively express and this is where the significance of communication skills can be truly fathomed. Effective communication skills help one to connect with others, and to build successful relationships that would create a feeling of harmony, and also increase productivity at work.

Communication is an art and also a science that can be articulated with zeal and diligence. So, Communicate, Communicate, Communicate ...

## Module 3

### BASICS IN BUSINESS CORRESPONDENCE



***The tone, tune and texture of communication in a business translate into 'Business Correspondence'***

## BASICS IN BUSINESS CORRESPONDENCE

### 01.00 Concept

Correspondence refers to any written or digital communication exchanged by two or more parties. Correspondence may take the form of letters, emails, text messages, voice mails, notes, post cards, or any such other means. Correspondence, in principle, serves the trail of events for eventual utilisation for multiple purposes.

*Business Correspondence =  
Communication of Business Information*

Business correspondence is a form of written communication used for business purposes. As such, business correspondence may simply be defined as 'Communication of Business Information'. The correspondence could be of several modes such as letters, notifications, memoranda, circulars, reports, orders, and so on.

Business correspondence is usually made between organizations, within the organization, or between clients and the organization. It could be a small request for a day's leave of absence or an elaborate application to a financial institution for grant of a loan of a thousand crores; It is all 'Business Correspondence'.

### 02.00 Broad Categories

Business Correspondence may broadly be categorised into:

- i. Internal Correspondence
- ii. External Correspondence

**Internal Correspondence:** Internal Correspondence is a written communication between the employees, units, departments, and branches of the same organization. Internal correspondence can either be formal or less formal. Routine internal correspondence is usually less formal, such as quick instructions between a supervisor and a staff, and these are normally in the form of email. There are other more formal types of internal correspondence such as flow of information from one department to the other, memorandums, circulars, formal requests for approval, etc. which ought to be in writing.

**External Correspondence:** External correspondence is a form of written communication made by a company with those who do not belong to their organization. It takes place between different organizations, or between an organization and their individual clients. External correspondence is commonly made with vendors, creditors, suppliers, prospective clients, financial institutions, government offices, law and accounting firms, business affiliates, sponsors or donors, and other offices that have either direct or indirect business relationship with the company.

Examples of external correspondence include credit recovery letters to debtors, follow up reminders to suppliers, negotiation correspondence with vendors, information brochures to distributors, communications to shareholders about corporate events, etc. A specimen credit recovery letter is enclosed hereto as an appendix.

### 03.00 Personalized Correspondence

Personalized Correspondence involves personal and emotional factors. Despite being labeled as "personalized", this type of correspondence can also be used for business purposes. Examples of personalized correspondence include letters of gratitude, letters of favours or requests, appreciation notes, letters of congratulations of commendation, and such.



This particular type of correspondence doesn't need to have a very formal tone. Though this can be done via email, writing an actual, physical letter is more preferable because it has a sense of personal touch. One may use a regular office paper for this, or perhaps a personalized note pad, or a greeting card for a certain purpose (e.g. Thank You card, Congratulations card, etc).

## **04.00 Advantages**

Business correspondence is an essential tool for the day-to-day operations of a company. It helps people within the organization to communicate with each other efficiently. It also helps an organization to transact and maintain a good professional relationship with its business associates, customers, other organizations and stakeholders.

The advantages of business correspondence include:

- i. Writing is considered as more valid and reliable than spoken words.
- ii. Written communication makes matters more precise, explicit and clear from ambiguity. It, thus, puts sender and receiver on the same wavelength which is very vital for any business transaction.
- iii. It is a permanent means of communication. Written communication is useful where record maintenance is required.
- iv. Delicate matters which cannot be expressed in person can be communicated through discreet language by means of correspondence.
- v. Business Correspondence overcomes the barriers of distance and serves as a convenient means for transaction of business information with any nook and corner of the world.

## **05.00 Good Writing**

A good writing is a prerequisite for the business correspondence to be fair and objective. A good writing must engage a reader. Whether it is a proposal, report, resume or a letter, the reader must feel involved in the write-up. Effective writing involves careful choice of words, their organization in correct order in sentences formation as well as cohesive composition of sentences.

Social networking tools -say Face Book, Twitter, etc. - have become the order of the day, at times, even for business purposes. The word of caution is that language and written gestures also can have certain negative implications while communicating certain sensitive business information. Therefore, one must exercise due care and caution while using social networking tools and sending messages through business communication.

People read business memoranda in order to receive instructions or information upon which to base decisions or take action. Therefore, A straightforward, courteous tone is usually the best choice but one that may not come naturally without practice.

## **06.00 Business Letter Writing**

### **06.01 Business Letter**

The printed business letter is still the preferred way to convey important information. A carefully crafted letter presented on an attractive letterhead can be a powerful communication tool. To make sure you are writing the most professional and effective letter possible, follow these basics in business letter-writing.

## 06.02 Professional Letterhead

A letterhead is as important as a brand, in that it represents a company and can impart a first impression to its potential customers. It should, therefore, be a unique and distinct reflection of your business entity. Once the letterhead is researched and chosen, all of the stationery that the company uses must be customized to feature it. It is important that all company stationery matches, as this will do much to reinforce not only the corporate image, but also what your business stands for. So, **select a professional letterhead design that suits your business.**

## 06.03 Standard Format

**Use a standard business letter format and template.** The most widely used format for business letters is "block style," where the text of the entire letter is justified left. The text is single spaced, except for double spaces between paragraphs. Typically margins are about 1 inch (25.4 mm) on all sides of the document, which is the default-setting for most of the word-processing programs.

Listed hereunder are standard business template fields:

- (i) *Number & Date*
- (ii) **Sender's Address**
- (iii) **Receiver's Address**
- (iv) Subject
- (v) Reference
- (vi) **Opening Salutation**
- (vii) **Body Text**
- (viii) **Call to Action**
- (ix) **Concluding Salutation**
- (x) **Signature Block**
- (xi) **Enclosures**
- (xii) **Carbon Copy**

A specimen response to credit recovery letter is enclosed hereto as appendix 1. The templates **are illustrated with the help of the specimen in appendix 2.**

## 06.04 Tone & Texture

- i. **Professional Tone: Use a professional tone.** Your printed business letter should be friendly but more professional at the same time. As a well-known author on contemporary business communication suggests, "The business writer should strive for an overall tone that is confident, courteous, and sincere; that uses emphasis and subordination appropriately; that contains non-discriminatory language; that stresses the "you" attitude." That said, be sure to sound like yourself - you don't want your letter to read as if a machine wrote it.
- ii. **Write clearly:** State your point clearly in your letter. To avoid any miscommunications, use straightforward, concise language. Skip the industry jargons. Instead choose lively, active words to hold your reader's attention.
- iii. **Organize Information: Organize your information logically.** Group related information into separate paragraphs. In a long, information-packed letter, consider organizing information into sections with subheads.



- iv. **Colour Highlighters: Use colour highlighters to emphasize words in text.** It is easy to highlight a few words in colour to draw attention to them.
- v. **Be persuasive:** Establish a positive relationship with your reader right away. If you have a connection to the reader – you have met before or have a mutual colleague, for example - mention it in your introductory paragraph. Whether you think your reader will agree with the point of your letter or not, it is important to find common ground and build your case from there.
- vi. **Understand: Understand your reader** well enough to anticipate how he or she will react while reading your letter. Address his or her needs or wishes, or a specific problem, and then outline your solution. Provide proof by way of examples and/or expert opinions to back up your point. Make sure to maintain a friendly tone.
- vii. **Call to Action: Conclude your letter with a "call to action."** State clearly what your reader needs to do or believe to achieve the desired solution and then state what you, the writer, intend to do next to follow up.
- viii. **Proofread: Proofread your letter without fail.** All your careful crafting and printing can't cover up spelling or punctuation errors, which leave a lasting negative impression.

## 07.00 Quick Take

The tone, tune and texture of communication in a business translates into 'Business Correspondence'.

### **Specimen Credit Recovery Letter**

In this specimen credit recovery letter, Krishnakant of Dreamtime Movies writes to Yojana Distributors to remind about the overdue payment of Rs.2.50 crores.

---

#### ***Dreamtime Movies Ltd***

69 Fort, Mumbai- 400 001, Tel: (022) 22345677, Email: info@dtmovies.co.in

In reply please quote No. DML/Mktg/ 282

dated 4<sup>th</sup> October 2018

Yojana Distributors Limited  
54, Civil Lines, Nagpur – 440 001  
Tel: (0712) 2234567

Reg: Overdue amount of Rs.2.50 Crores

Dear Sirs,

We believe that the payment of our invoice No. 1713 dated September 1, 2018, due for payment on 1<sup>st</sup> October 2018 appears to have escaped your attention. We would appreciate if you can transfer the money into our bank account immediately and inform us the UTR number by email. Please let us know whether the payment is being withheld for some special reasons.

Yours faithfully

*(Krishnakant)*  
Marketing Manager

---

In this specimen 'response to credit recovery letter', Ramesh Jadav of Yojana Distributors responds to Dreamtime Movies with reference to their reminder about the overdue payment of Rs.2.50 crores.

---

***Yojana Distributors Limited***

54, Civil Lines, Nagpur – 440 001, Tel: (0712) 2234567, Email: info@ydl.co.in

In reply please quote No. YDL/ Credit/ 2018-19/ 205

November 2, 2018

**Dreamtime Movies Limited**

69 Fort, Mumbai- 400 001

Tel: (022) 22345677

Subject: **Overdue amount of Rs.2.50 Crores**

Reference: **Your letter No. /Mktg/ 282 dated 4<sup>th</sup> October 2018**

Dear Mr. Krishnakant,

The payment of your invoice No. 1713 dated September 1, 2018, due for payment on 1<sup>st</sup> October 2018 was withheld **because of defective material**. The defective material having been replaced by you on 30<sup>th</sup> October, we have transferred the money through RTGS, vide UTR NO. xxxxxxxx of ABC Bank.

Kindly confirm the settlement of the account.

Yours faithfully

***(Ramash Jadav)***

Finance Manager

Encl: UTR Receipt

CC: Distribution Manager

---

**Illustration of the Templates with the help of the specimen****i. Number & Date:**

In reply please quote No. YDL/ Credit/ 2018-19/ 205

November 2, 2018

**ii. Sender's Address:**

Yojana Distributors Limited

54, Civil Lines, Nagpur – 440 001

Tel: (0712) 2234567

Email: info@ydl.co.in

*(This information is already incorporated into the letterhead)*

**iii. Receiver's Address:**

Dreamtime Movies Limited

69 Fort, Mumbai- 400 001

Tel: (022) 22345677

**iv. Subject:**

Overdue amount of Rs.2.50 Crores

**v. Reference:**

Your letter No. /Mktg/ 282 dated 4<sup>th</sup> October 2018

**vi. Opening Salutation:**

Dear Mr. Krishnakant,

**vii. Body Text:**

The payment of your invoice No. 1713 dated September 1, 2018, due for payment on 1<sup>st</sup> October 2018 was withheld **because of defective material**. The defective material having been replaced by you on 30<sup>th</sup> October, we have transferred the money through RTGS, vide UTR NO. xxxxxxxx of ABC Bank.

**viii. Call to Action:**

Kindly confirm the settlement of the account.

**ix. Concluding Salutation:**

Yours faithfully

**x. Signature Block:**

(Ramesh Yadav)

Finance Manager

**xi. Enclosures:**

Encl: UTR Receipt

**xii. Carbon Copy**

CC: Distribution Manager

## Module 4

### ART OF PUBLIC SPEAKING



***Public speaking is a cultivable Skill. You can acquire it with zeal and nurture yourself into a professional speaker with a focused goal***

## ART OF PUBLIC SPEAKING

### 01.00 Concept

Public Speaking may be referred to as the process of performing a speech to a live audience. It is a formal, face-to-face presentation of a single speaker to a group of listeners. It could be an instance of delivering an academic lecture to a group of learners, telling a story to a bunch of listeners, making a presentation before a team of professionals, elaborating a business proposition to a group of customers, or rendering a discourse to an assembly of spiritual gathering, so on so forth ...; It is all an act of Public Speaking.

When we watch celebrities, politicians, or business leaders speak on television or in public, they seem to be so at ease that we wonder many a time: are great speakers made, or are they just born that way? While it is true that some individuals are born with this gift, many effective public speakers have trained themselves to be so.

There are five basic elements, viz. the communicator, message, medium, audience and effect- that are considered vital in any act of public speaking. In short, the speaker should be answer the question "who says what in which channel to whom with what effect?" As such, the art of public speaking is an extension of effective communication skills. Indeed, it is a learnable skill.

### 02.00 Strategic Tips

The following strategic tips can help one to become a better speaker and presenter.

#### 02.01 Perception

People want to listen to someone who is interesting, relaxed, and comfortable. In the routine conversations we have every day; we have no problem of being ourselves. Yet too often, when we stand up to give a speech, something changes. We focus on the "public" at the expense of the "speaking." To become effective at public speaking, you must do just the opposite: focus on the speaking and let go of the "public."

Think of it as a conversation between you and the audience. If you can carry on a relaxed conversation with one or two people, you can deliver a great speech to the public as well. Whether your audience consists of two people or two thousand and whether you are talking about the latest scientific breakthrough or what you did today at work, be yourself; talk directly to people and make a connection with them.



#### 02.02 Planning

Planning makes the matters convenient and comfortable. Like any earnest endeavor, there is only one place to start when planning a speech and that is *with a plan*. To start with, the speaker should structure the speech with clarity taking



into consideration the purpose and the audience. An ideal speech may be divided into three parts, i.e. the Opening, Content and the Conclusion.

Beginning shall be catchy and gain the attention of audience. Recall that at the World Parliament of Religions in Chicago, way back in September 1893, Swami Vivekananda started his address with the benevolent 'Sisters and Brothers' in place of 'Ladies & Gentlemen' as did by the others. As soon as he uttered these first two words, the whole crowd rose to its feet and cheered him wildly. The Swami remained unstoppable thereafter.

The content forms the main body of the speech. It is here where the speaker discusses the topic and conveys the learning objective. Establish a theme, a central idea or a concept which gives unity, direction and coherence to the speech as a whole. List the main points to be covered and arrange them in a logical sequence. The flow of these points shall be smooth and shall reflect the depth of knowledge of the speaker.

In order to be one up, include a new piece of information in your speech. This might be a recent event that was not in the public domain, a statistic you found from an uncommon source, or an insight you have because of a particular talent you possess. Your audience should take away something they did not know before they heard you speak.

Conclusion shall facilitate absorption of the content by the audience. Every speech should have a summary. The conclusion should, also, always link back to the opening. Do leave the audience with a feeling of wanting more and more from you.

### 02.03 Practice

Like anything else in life, it takes practice to improve the public speaking skills. We, too often, take communication for granted because we speak to people every day. But when your prosperity is directly linked to how well you perform in front a group, you need to give the task the same attention as if you were a professional athlete. Remember, even world champion athletes practice every day.

If you are going to be delivering a presentation or prepared speech, create it as early as possible. The earlier you put it together, the more time you'll have to practice. Practice it plenty of times alone, using the resources you'll rely on at the event, and, as you practice, tweak your words until they flow smoothly and easily. Continue to practice until you are very familiar and comfortable with the speech.

Then, if appropriate, do a dummy run in front of a small audience. This will help you calm your jitters and make you feel more comfortable with the material. Practice is the perfect means to overcome the stage nervousness.

### 02.04 Presentation

Deliver the speech to the audience with clarity, confidence and authority. Remember the fact that you are the master and they are the listeners. Keep the audience engaged and involved throughout the speech. Stick to the time slot; do not over shoot nor shorten the contents.

Pay attention to how you're speaking. If you're nervous, you might talk quickly. This increases the chances that you'll trip over your words, or say something you don't mean. Force yourself to slow down by breathing deeply. Don't be afraid to gather your thoughts; pauses are an important part of conversation, and they make you sound confident, natural, and authentic.

Avoid reading word-for-word from your notes. Instead, make a list of important points on cue cards, or, as you get better at public speaking, try to memorize what you're going to say – you can still refer back to your cue cards when you need them.

Mind your body language: stand up straight, take deep breaths, look people in the eye, and smile. Don't lean on one leg or use gestures that feel unnatural.

Many people prefer to speak behind a podium when giving presentations. While podiums can be useful for holding notes, they put a barrier between you and the audience. They can also become a "crutch," giving you a hiding place from the dozens or hundreds of eyes that are on you. Instead of standing behind a podium, walk around and use gestures to engage the audience. This movement and energy will also come through in your voice, making it more active and passionate.

Crowds are more intimidating than individuals, so think of your speech as a conversation that you're having with one person. Although your audience may be 100 people, focus on one friendly face at a time, and talk to that person as if he or she is the only one in the room.

### 02.05 Perfection

Even the most accomplished public speaker will make a mistake at some point. Just keep in mind that it is you who will notice any mistake more than anyone in your audience. The most important thing you can do after making a mistake during a presentation is to keep going. Don't stop and—unless the mistake was truly earth shattering - never apologize to the audience for a minor slip. Unless they are reading the speech during your delivery, the audience won't know if you left out a word, said the wrong name, or skipped a page. Because "to err is human," a mistake can work for you, because it allows you to connect with your audience. People don't want to hear from someone who is "perfect;" they will relate much more easily to someone who is real. And the 'Real One' is the 'Perfect One'.

### 02.06 Personalization

Whatever be the topic, audiences respond best when the presenter can personalize their message. It's a terrific way to get intimate with large audiences. Take the opportunity to put a face on the facts of your presentation. People like to hear about other people's experiences—the triumphs, tragedies, and everyday humorous anecdotes that make up their lives.

Telling stories will give you credibility, and help your listeners engage more often. Whenever possible, insert a personal-interest element in your public speaking. This technique will not only make your listeners warm up to you, but it will also do wonders at putting you at ease by helping you overcome any unintended lingerings. After all, on what subject is your expertise greater than on the subject of yourself?

### 02.07 Professionalism

Keep learning from your experience as also from peers. Whenever possible, record your presentations and speeches. You can improve your speaking skills dramatically by watching yourself later, and then working on improving in areas that didn't go well. Your audience can also give you useful feedback, both on your material and on your performance.

As you watch, notice any verbal stalls, such as "um" or "like." Look at your body language: are you swaying, leaning on the podium, or leaning heavily on one leg? Are you looking at the audience? Did you smile? Did you speak clearly at all times? Pay attention to your gestures. Do they appear natural or forced? Make sure that people can see them, especially if you're standing behind a podium.

Last, look at how you handled interruptions, such as a sneeze or a question that you weren't prepared for. Does your face show surprise, hesitation, or annoyance? If so, practice managing interruptions like these smoothly, so that you're even better next time.

## 03.00 Quick Take

Keep reminding yourself that your goal, here, is to be an effective public speaker. Public speaking is a cultivable Skill. You can acquire it with zeal and nurture yourself into a professional speaker with a focused goal.



## Module 5

### CULTIVATING CONFIDENCE



***Self Confidence paves the way to the path of success. Start your 'Positive Self-Talk' right now. Uncover & Unleash the potential of "Aham Brahma"!***

## CULTIVATING CONFIDENCE

### 01.00 Confidence

Confidence is the term being used to describe how one feels about one's own capabilities. Confidence includes knowing what to do to steer out of difficult situations. Confidence, therefore, is also about problem solving and decision making.

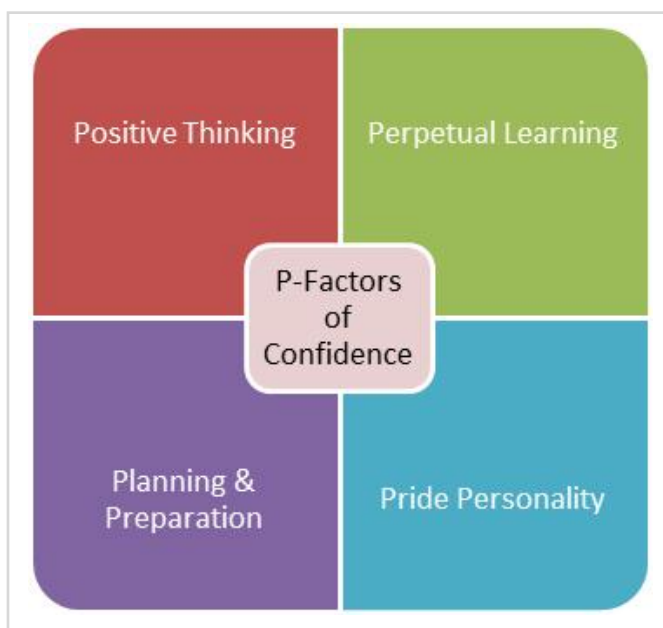
*Confidence is the booster that comes from within that emboldens you to feel, 'Yes, I Can do'.*

Confidence is not something that can be learned like a set of rules. Rather confidence is a state of mind. Confidence comes from feelings of well-being, acceptance of your body and mind and belief in your own ability, skills and experience. To put it simply, confidence is the booster that comes from within that emboldens you to feel, 'Yes, I Can do'.

From the quietly confident doctor whose advice we rely on, to the charismatic confidence of an inspiring speaker, self-confident people have qualities that everyone admires. Self-confidence is extremely important in almost every aspect of our lives. Confident people inspire confidence in others: their audience, their peers, their bosses, their customers, and their friends. And gaining the confidence of others is one of the key means by which a self-confident person finds success.

People who lack self-confidence can find it difficult to become successful. Low-confidence can be a result of many factors including: fear of the unknown, criticism, being unhappy with self-esteem, feeling unprepared, poor time-management, lack of knowledge and previous failures, and so on.

The four key factors, which we refer here as P-Factors, that can cultivate your confidence and enhance your success rate are: Positive Thinking, Perpetual Learning, Planning & Preparation and Pride Personality.



### 02.00 Positive Thinking

Positive thinking can be a very powerful way of improving confidence. The visual fact is that positive thinking fosters positive attitude thereby boosting self-confidence. The basic rules of positive thinking are to highlight your strengths and successes and learn from your weaknesses and mistakes. This is a lot easier than it sounds as we often dwell on things that we are not happy with from our past, making them into bigger issues than they need to be. These negative thoughts can be very damaging to self-confidence and your ability to achieve goals.

The following five tips are useful towards inculcating positive thinking.

- (i) **Develop Strengths & Overcome Weaknesses:** Analyze your strengths and weaknesses. Write a list of things that you are good at and things that you know need improvement. Discuss your list with

friends and family. Inevitably they will be able to add to the list. Develop and celebrate your strengths and find ways to overcome and manage your weaknesses.

- (ii) **Treat mistakes as learning opportunities:** We all make mistakes. Don't think of your mistakes as negatives; rather venture to uncover the learning opportunity hidden behind a mistake; and correct yourself.
- (iii) **Enjoy the Achievements:** When you receive a compliment from somebody else, thank them and ask for more details; what exactly did they like? Recognize your own achievements and enjoy them by rewarding yourself and telling friends and family about them.
- (iv) **Criticism is an opinion:** Everybody sees the world differently from their own perspective. What works for one person may not work for another. Criticism is just the opinion of somebody else. Be assertive when receiving criticism; don't reply in a defensive way or let criticism lower your self-esteem. Listen to the criticism and make sure that you understand what is being said. Use criticism as a way to learn and improve.
- (v) **Be Constructive:** Try to stay generally cheerful and have a positive outlook on life. Only complain or criticize when necessary and when you are to do so, do so in a constructive way. Remember to offer compliments to others and congratulate them on their successes.

### 03.00 Perpetual Learning

Learning is perpetual. Learning helps us to feel more confident about our ability to handle situations, roles and tasks. Knowing what to expect and how and why things are done will add to your awareness and generally make you feel more prepared and ultimately more confident. By doing something we have learned a lot about, we put the theory to practice which develops confidence and adds to the learning and comprehension.

*Learning gives Creativity  
Creativity leads to Thinking  
Thinking provides Knowledge  
Knowledge makes you Great*

Dr. APJ Abdul Kalam

In the workplace, training may be provided for staff to teach them how to manage or work with new systems and procedures. During a period of organizational change this is particularly important as many people will naturally resist changes. However, if those affected by the changes are given adequate information and training then such resistances can usually be minimized.

Speaking to and being around people who are confident will usually help you to feel more confident. Learn from others who are successful in fulfilling the tasks and goals that you wish to achieve - let their confidence rub off on you. As you become more confident then offer help and advice, become a role-model for somebody less confident. So, be a perpetual learner and boost up your confidence.

### 04.00 Planning and Preparation

People often feel less confident about new or potentially difficult situations. An important factor in developing confidence is planning and preparing for the unknown.

Planning refers to the process of thinking of a sequence of action steps for the purpose of achieving some specific goal. A plan is like a map. When following a plan, a person can see how much they have progressed towards their project goal and how far they are away from their destination. Preparation refers to the act of getting ready towards implementing the plan.

For example, if you are applying for a new job, you would be wise to prepare for the interview. Plan what you would want to say in the interview and think about some of the questions that you may be asked. Practice your answers with friends or colleagues and elicit their feedback. There are many other examples of planning for an interview; perhaps you should visit the hairdresser before you go. How are you going to travel to the interview, how long will the journey take? What should you wear?

Take control of unknown situations the best you can, break down the tasks into smaller sub-tasks and plan as much as you can.

## **05.00 Pride Personality**

It is your personality that makes you great, Your personality is reflected through your confidence. Think about the things that make your personality great. It can be your sense of humour, your sense of compassion, your listening skills, or your ability to cope with stress. You may not think that there's anything about your personality worth admiring, but if you dig deep, you'll realize that you have plenty of admirable qualities. Be aware of them and concentrate on them.

Everyone is good at something, so discover the things at which *you* excel, and then focus on your talents. Give yourself permission to take pride in them. Express yourself, whether it's through art, music, writing, or dance. Find something you enjoy and cultivate a talent to go with your interest.

Adding a variety of interests or hobbies to your life will not only make you more confident, but it will also increase your chances of meeting compatible friends as well. When you're following your passion, not only will it have a therapeutic effect, but you'll feel unique and accomplished, all of which can help build your self-confidence.

The beguine clue is to identify your talents and focus on them to reach a level of excellence. Believe in yourself and be Proud of your Personality!

## **07.00 Rejuvenate your confidence through Self-Talk**

### **07.01 Self Talk**

When making a good decision you have to think positively prior to being able to handle the issue effectively. Self-Talk is the act or practice of talking to oneself, either aloud or silently and mentally. Self-talk to some individuals is inner thoughts they hear daily. Positive Self-Talk is one's constant internal conversation to build up encouragement or motivation. Understanding and changing the way you talk to yourself can really take you a long way further ahead in this world.

We keep hearing favourable as also unfavourable things which our mind and our brains pick up and store them for further use on autopilot (subconsciously). In the process of self-talk our subconscious mind recalls these thoughts and makes use of them in decision making leads. Positive self-talk recapitulates favourable things whereas negative self-talk puts forth unfavourable ideas.

In order to make the best of the decisions, we need to change the way we think in such a way as to overpower the unfavourable ideas and take forward the positive ideas. Some simple thoughts could be like 'I can do this or I will manage this alone'. Keep duplicating these consistently until the subconscious quits and backs off the negativity to let your self-talk become more and more positive.

If we are thinking and doing negative things, we will never ever get anywhere in this world. Our sense of wellbeing will decrease pretty quickly since we will not be encouraged to get off our backsides. Negative thoughts take control and we blow ourselves out of the water.

With a positive mental attitude in life, you can be healthier and be successful at anything you want to be when you think positively and engage in second person constructive self-talk and first person affirmations. There are many ways you can change the way you self-talk. There are several kinds of practice exercises that create positive thinking. When you sit down and chat with yourself, for example, you can really get to know who you are and begin to feel better about your self-image.

Use whatever way you feel comfortable with as a starter to set things in motion. For instance, one of the first things you may tell yourself in self talk is in recognizing that you have choices. “My choices are huge. I have the option to make my life better if I put my mind to it. These are the thoughts you can use in self talk that can lead you into a conversation to assist you in discovering how to improve your quality of life.”

### **07.02 Mental Chatter**

Learning to control and manage your mental chatter is one of the most fundamental elements to improving your life. And awareness of your mental chatter is the foundation to managing it. Amazingly, people tend not to notice their mental chatter despite its presence nearly every waking moment of their lives, like a fish in water.

### **07.03 An Exercise**

1. Carry a notebook or a few sheets of paper for a week or two
2. A few times each day write your exact thoughts — not the general
3. Note the following
  - a. What prompts each instance
  - b. What emotions relate to it
  - c. How the instances relate to each other, what categories they fit in

Each time you write will probably take a few minutes. The whole exercise will take about an hour over a week or two.

At first writing your thoughts will feel like drinking from a fire hose. You can't write fast enough to keep up with your thoughts. Writing changes your thoughts, so you have to figure out how to write what you were thinking. Part of the reason to do the exercise over a week is to get past initial distractions to observe your mind at work.

To get more out of the exercise, write up what you've observed when you finish, especially trends in what you noted in step 3. To get yet more, do it with others and compare results.

### **07. 04 Know Yourself**

Use self-talk and positive thinking to get to know yourself much better. This will help you discover responses that have been sitting in front of you all along. Research each element of your self-talk. When you talk with yourself, pay attention as you would if you were listening to your finest pal when they talk with you.

Continue your self-talk each day so that you establish a self-talking daily routine. If you cease it will only set you back and you will have to start your self-treatment all over again to attain your goals. You can also rely on support groups, supportive family members, friends, etc. to reach your objectives. Just do it day-to-day to reach your goals.

## **08.00 Smile & Get what you want ...**

Smile is an exclusive gift bestowed on human beings. Smiling not only improves your mood, but also influences the way others assess your personality. No doubt, - a smile can get you what you want. Even if you don't feel like

smiling, do it and the rest will follow. People who are confident do not hide their faces. They stand straight, look up, and smile!

Here are some big tips for smiling:

- Allow your smile to reach your eyes. This is most appealing to others, and definitely more genuine. People trust open people. Trust from others is great for your self-confidence.
- Make eye contact when you smile. Look at the person and let them know you are smiling at them, and not just randomly at something you remembered inside your head. Make that human to human contact. Making someone else smile is a pleasant way to build confidence.
- Make sure your lips are well taken care of.
- Take care of your teeth by brushing them at least twice a day. Floss and clean your tongue too. A nice, fresh, clean mouth can make us more confident to smile. When certain things in life do not come readily to you don't be afraid to use aides to make the journey easier.

Remember to smile and make things easier on yourself and others. None of us can resist a smiling face! This confidence building activity is a relatively easy one. It builds you up by influencing the way others view you. But not only this, it makes you feel good too.

It's a win – win situation all the way.

## 09.00 The Magic of Self Confidence

Here follows an interesting story of a business executive who was deep in debt and could see no way out. Creditors were closing in on him. Suppliers were demanding payment. He sat on a park bench, head in hands, wondering if anything could save his company from bankruptcy.

Suddenly an old man appeared before him. "I can see that something is troubling you," he said. After listening to the executive's woes, the old man said, "I believe I can help you." He asked the man his name, wrote out a check, and pushed it into his hand saying, "Take this money. Meet me here exactly one year from today, and you can pay me back at that time." Then he turned and disappeared as quickly as he had come.

The business executive saw in his hand a check for \$500,000, signed by John D. Rockefeller, then one of the richest men in the world! "I can erase my money worries in an instant!" he realized. But instead, the executive decided to put the uncashed check in his safe. Just knowing it was there might give him the strength to work out a way to save his business, he thought. With renewed optimism, he negotiated better deals and extended terms of payment. He closed several big sales. Within a few months, he was out of debt and making money once again.

Exactly one year later, he returned to the park with the uncashed check. At the agreed-upon time, the old man appeared. But just as the executive was about to hand back the check and share his success story, a nurse came running up and grabbed the old man. "I'm so glad I caught him!" she cried. "I hope he hasn't been bothering you. He's always escaping from the rest home and telling people he's John D. Rockefeller." And she led the old man away by the arm.

The astonished executive just stood there, stunned. All year long he'd been wheeling and dealing, buying and selling, convinced he had half a million dollars behind him. Suddenly, he realized that it wasn't the money, real or imagined, that had turned his life around. It was his newfound self-confidence that gave him the power to achieve anything he went after.

## 08.00 Learning Wrap

Self Confidence paves the way to the path of success. Start your 'Positive Self-Talk' right now. Uncover & Unleash the potential of "Aham Brahma"!



## Module 6

### TIME MANAGEMENT



***Good time management requires an important shift in focus from activities to results***

## TIME MANAGEMENT

### 01.0 The Benevolent Bank

Imagine there is a bank that credits your account every morning with Rs. 86,400/- for consumption during the day. The basic fundamental is that the bank does not carry forward any balance from day to day. Hence, at the end of every evening the bank forfeits the unutilized balance. What would you do? Draw out every rupee and use it before the dusk, of course.

Each of one of us has such a generous bank that credits our account every morning with 86,400 seconds (1,440 minutes or 24 hours). Every evening it does forfeit the balance of TIME that can't be used during the day. If you fail to use the day's credits, it is your loss forever. There is no going back. There is no drawing against the "tomorrow". You must live in the present on today's credits.

The truth is that time is the greatest equalizer in life. No matter who you are, your age, income, gender, race or religion, you have the same amount of time as the next person. Whether you are filthy rich or dirt poor, your time is the same. It is not about how much time you have. It's about how effectively you manage your time.

### 02.00 Time Management

Yesterday is history. Tomorrow is mystery. Today is a gift. That is why it is called the present! Put this valuable gift – called time - to prudent utilization. The technique that is handy in this context is popularly known as Time Management.

"Time management" is the process of organizing and planning how to divide your time between specific activities. Good time management enables you to work smarter – not harder – so that you get more work done in less time, even when time is tight and pressures are high. Failing to manage your time damages your effectiveness and causes stress.

It seems that there is never enough time in the day. But, since we all get the same 24 hours, why is it that some people achieve so much more with their time than others? The answer lies in good time management.

### 03.00 Tools & Techniques

Time and Tide wait for none. There are several Time Management Tools & Techniques that are handy for Prudent Utilization of Time. Some of the important techniques are listed below:

#### 03.01 Time Chain Analysis

Time chain is similar to value chain. Time chain analysis is an extremely useful tool which identifies the activities that go into efficient and effective utilization of the time.

Spend seven days straight assessing how you spend the time



you do have right now. What are you doing? Record it in a journal or on your phone. Split this up into blocks of 30 minutes or an hour. What did you get done? Was it time wasted? Was it well spent? If you use the quadrant system, circle or log the quadrant that the activity was associated with. At the end of the seven days, tally up all the numbers. Where did you spend the most time? Which quadrants? The results might shock you.

Evaluate each of the activities, from moment to moment, in the chain in terms of value addition. You might notice that you are performing tasks that have absolutely no outcome and are not even important. Sometimes you might have even “created” your very own tasks that no one else is performing and that don’t need to be performed to accomplish your goals. You should try to eliminate as many of these tasks as possible, as these are simply a waste of time.

Eliminate the activities that do not add to the value. Reorganize your time log to derive the best from the value-added activities.

### 03.02 Task Prioritization

Task Prioritization refers to the art of deciding the proper order of doing the tasks. The prioritization could be based on value addition, time deadline pressure or by logical sequence.

Every task has a value. The value of tasks varies over a large range: from extremely valuable; to low value, trivial tasks. It is important to do the *high-value* tasks in favour of the *low-value* tasks. High value tasks are often not easy. High value tasks are often not pleasurable. It is a common error to do the easy, or more pleasurable things first. But you should do the most valuable things first. Do them, whether or not you find them easy or pleasurable. Keep asking, "What is the most *valuable* use of my time? "Not, "What is the easiest and most pleasurable use of my time".

Similarly, every task has to be done by some deadline which implies a deadline pressure. The deadline pressure also varies over a wide range; from long range to short range. You need to do the deadline driven tasks, before the non-deadline driven tasks. If you are not managing your time well, there is no way you are going to reach your goals at work and the life outside of it. Sure, you might make some progress. But your time management will be an uphill battle if you don't take your time seriously. For people who squander and waste the precious little time they do have, they know all too well how difficult achieving even mildly difficult goals can be.

Every task is composed of subset tasks, and these subset tasks need to be done in the correct order. It is possible to do the right things, but in the wrong order, and thus get a terrible result. The obvious question is ‘Do you put on your socks on *before* your shoes?’ Think carefully about the ideal logical sequence and order, relating to the tasks. Do things in the best logical order.

### 03.03 The 80-20 Rule

Another great time management tip is to use the 80-20 Rule, also known as the Pareto Principle. This rule states that 80% of the efforts comes from 20 percent of the results. In sales, it also means that 80 percent of the sales come from 20 percent of the customers. The trick? Identify the 20 percent of the efforts that are producing 80 percent of the results and scale that out. You can do this with meticulous tracking and analysis.

### 03.04 To Do List

Every single evening before going to bed, make a list for the next day. Look at your goals and see what you can do to help move you closer. This doesn't happen overnight. It takes time. But by making to-do lists, you're effectively setting goals for the day. Daily goals are easier to achieve while helping to move us towards the longer and bigger goals. But that happens by creating to-do lists.

### 03.05 Delegation & Monitoring

Try to delegate tasks that are mundane, unimportant but need to be done and those tasks you are not good at or lack knowledge that one of your co-workers or employees possesses. This helps you to concentrate on the important tasks and leaves you more time to accomplish these.

Monitoring helps you to find out how much time you spend for different tasks and - which is more important - it lets you realize how much time you spend with ineffective activities. You can monitor yourself by creating an activity report where you note down your activities, the time that it took and the importance of these activities. As soon as you have monitored your own behavior for a few days you can start analyzing it and if necessary reduce or eliminate unimportant activities.

### 03.06 Adherence to the Time Plan

Make specific plans of time-flow. These plans are sometimes referred to as reinforcers—rewards that you can use to propel yourself forward toward the goal. When the plan is being created, a time flow is envisioned along with constraints and resource availability. There is a considerable amount of effort invested in decomposing the constituents of the plan into manageable components and work packages.

Detailed examination of the tasks themselves is made to prepare reasonably smooth flow. Any deviation from the preset time plan is bound to upset the productivity. It is, therefore, essential to stick to the preset time plan to achieve optimum productivity.

### 03.07 Review, Revise and Reset

Periodical review enables tracking the progress in line with the changing needs. So, Review, Revise and Reset the Task List from time to time.

## 04.00 Benefits

Benefits from good time management are enormous such as:

- Greater Productivity
- Better Efficiency
- Higher Credibility
- Less Stress
- Easier Goals
- Enhanced Opportunities

## 05.00 A Demonstration

Here is a revealing demonstration by a professor that I came across on Time Management and Priority Setting. When the class began, the professor picked up a large empty jar and proceeded to fill it with rocks of about 2" diameter right to the top. He then asked the students if the jar was full? The students agreed that it was. The professor then picked up a box of pebbles and poured them into the jar.

He shook the jar lightly. The pebbles rolled into the open areas and settled down between the rocks. The students laughed. The professor asked his students again if the jar was full? They agreed that yes, it was. The professor then picked up a box of sand and poured it into the jar. The sand filled up the gaps and everything else that is empty. The students were amazed.

"Now," explained the professor, "I want you to recognize that this is your life. The rocks are the important things like your family, your health, - anything that is so important to you that if it were lost, you would be nearly destroyed. The pebbles are the other things in life that do matter, but on a smaller scale. The pebbles represent things like your job, house, or car. The sand is everything else, the small stuff.

Remember that if you put the sand or the pebbles into the jar first, there is no room for the rocks. The same holds true for your life as well. If you spend all your energy and time on the small stuff and the material things, you will never have room for the things that are truly important. Pay attention to the things that are more important in your life and spend more time on them."

### **06.00 Learning Wrap**

Good time management requires an important shift in focus from activities to results. Being busy isn't the same as being effective!



## Module 7

### DOING GREAT IN THE EXAMINATION



***Examiner is your Royal Customer; Examination is the opportunity to reap maximum benefits from this customer***



## DOING GREAT IN THE EXAMINATION

### 01.00 Examination

Examination refers to the process of evaluation of the examinee by an examiner. In relation to academics, examination is a way of assessing what a student has learnt during the academic year. Apart from this, it is also a method through which the student's learning and grasping abilities are evaluated and graded by the teacher from time to time.

It is very important for students to learn well, and achieve good scores in the exam. These good scores for the students who are on the threshold of their career create a solid foundation and prove to be the gateway for a better future and good prospects.



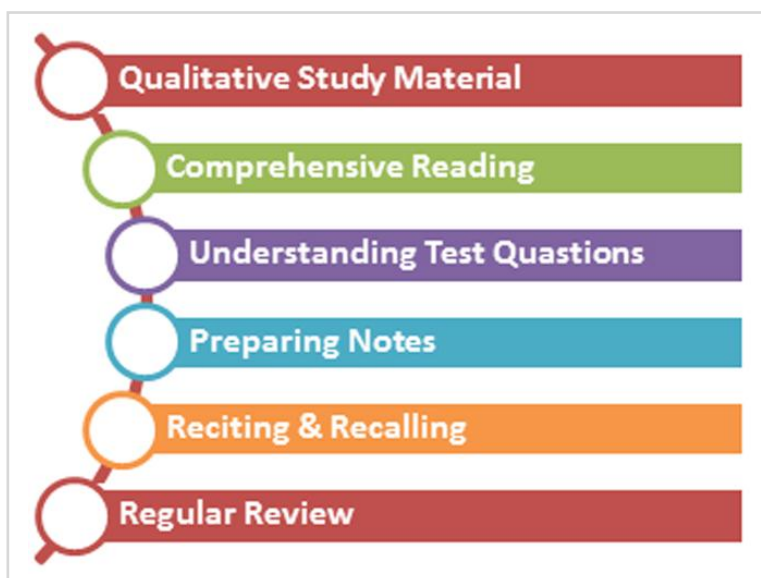
Educators and psychologists have researched over the years and evolved effective means of tackling the examinations successfully. Incidentally, some of the best related inputs come from the top universities. Effective Study, Effective Strategy and Effective Writing are considered as the best of the tools towards achieving best of the scores and grades.

### 02.00 Effective Study

Effective study is the primary prerequisite for scoring well in any of the exams. If you know how to *study* more *effectively*, you'll be able to learn more, improve your performance on tests, and can make the most of every minute you spend studying. Studying effectively is not a matter of chance; It is rather a matter of well-structured process comprising Qualitative Study Material, Comprehensive Reading, Understanding Test Questions, Preparing Notes, Reciting & Recalling, and Regular Review.

#### 02.01 Qualitative Study Material

Before you get started, it is imperative that you have all the possible study material at your disposal. It would be highly distracting and unsettling if you constantly find that you do not have all the study material with you while studying. Running in search of study material would break your rhythm and concentration and force you to take more breaks than necessary. All the other tips would be useless if you have not gathered all your study material first. Professionally collaborated study notes ensure that well begun is half done.



## 02.02 Comprehensive Reading

Read through all the materials and all the chapters, including class notes, text chapters and any handouts the professor has distributed. Read carefully, paying special attention to any underlined sections you may have marked. Do not leave any chapter because probably the question carrying the maximum marks may come from that chapter. It is also advisable to refer to a couple of other reference books too authored by seasoned authors to get all round information on the topics that you are preparing. The chance of missing out on any important point is thus completely eliminated. Try to understand the logic behind the theory and it is certain that you will not face any difficulties anymore.

## 02.03 Understanding Test Questions

Evaluate and understand the test questions of previous years. Mark and write down the most repeated questions and the marks they contain. This will give you a general idea of the most important areas that you have to cover. This will also help you come to know the mind frame of the paper setters and the pattern of questions. This will help you to give due weightage to important topics and chapters which require more consideration than rather wasting time on unnecessary topics. But that doesn't mean that you can leave other topics. Try to cover the most of the chapters as far as possible.

## 02.04 Preparing Notes

Now that you have all the material with you, start preparing your own notes. Keep preparing class notes, text notes and test notes. This will be helpful on many counts such as better insights into the topic, easy memorization, etc. Generate model questions to focus studying. Write down their answers. Remember that exam questions do not just ask you to recite back information you have learned. They often ask you indirect questions which involve understanding the multi-dimensional aspects of a topic. You have to be prepared for all possible questions in all possible forms.

## 02.05 Reciting & Recalling

The next step is reciting and recalling. This is a very important part of studying. Whenever you want to memorize as much relevant information as you can, then close the book or cover your notes and summarize the main points. Practice recalling important concepts and definitions. It is advisable to break lengthy topics into small bullet points. Thus, it becomes easier to remember and recollect topics which are lengthy and complicated. This also ensures that students do not get bogged down by lengthy and boring topics.

Keep doing this everyday so that you don't forget what you have read. At the end of the day sit in your room, close your eyes and then try to summarize what you have studied the whole day.

## 02.06 Regular Review

It's a good idea to review your class notes right after you've written them and then again, just before the next class. Make sure you understand the concepts you've illustrated. This way you will be ready with the topic and if you have any difficulty you can approach the professor right on.

Another step is going back and reviewing all the materials again, on a regular basis, covering all the topics and all-important sections. This helps you to fix the information in your long-term memory. Now, you should be able to answer all the questions you posed to yourself. If you can't, review again. Make sure you understand the concepts, don't just memorize names and details.

### 03.00 Effective Strategy

Effective Strategy enables best utilization of the resources. It is the key to achieving a sense of control over your work and a clear & calm head. In short it is the key to maximizing your exam potential. Here follow some tips towards articulating an effective examination strategy.

#### 03.01 Learn, Do Not Mug Up

One of the mistakes that many students make is that they mug up without understanding what they are studying. Students must understand that this is not the correct way of learning. Moreover, the chances of forgetting are more, when one has memorized without understanding. Hence, it is very important to first understand the concept that one is studying and then, memorizing it. In this way, you will never forget any important point. Also, you will be able to present the points in your own words, even if you do not remember the answer word to word. Understanding the concept before memorizing will actually lead to effective learning.



#### 03.02 Use Mnemonics

Mnemonics are perfect tools for memorizing long and complicated formulae and definitions. They help you remember things that you may not be able to recall otherwise, and almost everyone uses mnemonics to some extent, to aid in their exam preparation. Mnemonics is a technique wherein you take the first letter of each significant word and make a word out of them that is very easy to recall. Very long formulae and definitions are ideally memorized this way.

#### 03.03 Stick to a Timetable

Before you get started with your preparation, you must make a proper schedule, or a timetable, and plan out your studies methodically. Set short term goals for yourself, and reward yourself as and when you keep achieving these goals. Also keep in mind that you must not set unrealistic goals for yourself. All the other preparation tips for exams take a back seat as far as this step is concerned. Decide beforehand how many hours you'll study on a particular day, and stick to this plan no matter what happens. Assess yourself by subjecting yourself to short tests on the topics that you have recently prepared. This will help you evaluate the methodology that you are following for preparing for the final exams.

#### 03.04 Evolve Group Study

Studying in a group helps if all the people involved are studying for the same examination. They can help each other out if any doubts crop up, and they can keep each other motivated as well. Studying alone often gives rise to anxiety and paranoia, and this is a condition that can easily be avoided by studying in a group. Ensure that it is not a very large group as too many people can just be a hindrance to problem solving.

### 03.05 Get Enough Sleep

Out of all the preparation tips for exams, this one is often overlooked. Many people feel that by studying long hours and by sacrificing sleep in favour of studying will benefit them greatly. Lack of sleep can cause a serious drop in concentration levels and can also build up unwarranted anxiety as well. The trick here is to sleep in spurts for short periods of time. If you feel drowsy then you should not try to fight it. Instead, take it as a sign of fatigue from your body and take a small nap for some time. This small nap replenishes the lost energy to a great extent and one can feel the strength of rejuvenation.

### 03.06 Make Time to Relax

Examination time does not mean that you have to sit with your books the entire day. This actually should be avoided, and one should take regular breaks to relax and refresh one's mind. Indulge in some kind of exercises like walking, jogging or playing your favorite sport during the break. Apart from this, listening to music, talking to friends and family will also help you in relaxing during your exam time. However, it would be better to avoid watching television or browsing the Internet during this time. This is because, many students are addicted to television and Internet and one is likely to waste time on it, more than what was intended. Remember that what is needed is relaxation and not addiction.

### 03.07 Avoid Anxiety

Apart from the above tips, here are some more points that will help students to avoid the anxiety which comes with the arrival of exams.

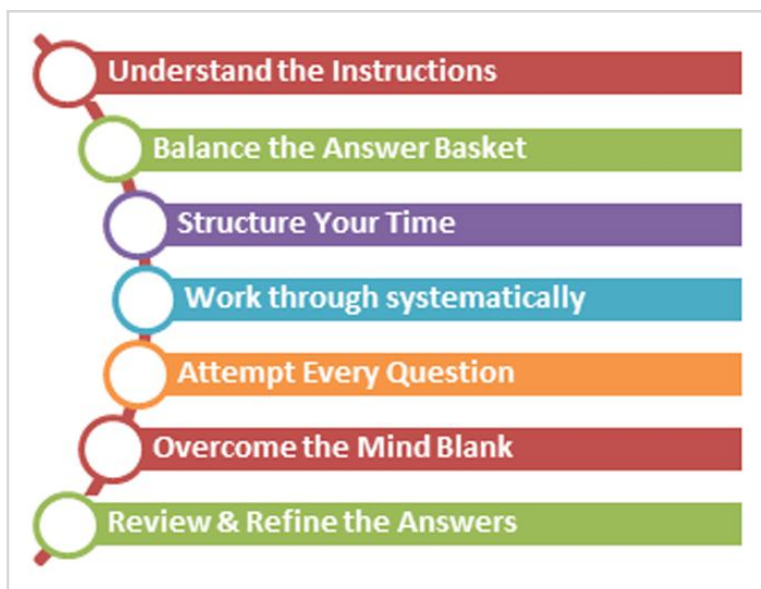
- One very important thing that the students should remember is to avoid studying anything new just before the exam. This will cause more anxiety and you may forget what you have already learned.
- It is also important to avoid having conversations with your friends about what they have studied, how much they have studied. Such comparisons can make you more tense and nervous.
- If you are feeling very tense and anxious, just before entering the examination venue, take a few deep breaths which will help you to relax.

## 04.00 Effective Writing

*Effective writing* means effective presentation of the answers to the examiner. It can be achieved or improved by a number of ways and means. Important tips, for effective writing in the examination, are discussed in the paragraphs that follow.

### 04.01 Understand the Instructions

Make sure you read and understand the instructions. This is absolutely crucial. A lot of students are keen to rush ahead and, as such, they quickly skim over the exam instructions. A while later, they do discover that they did it wrong! For example, do you have to do every question of the exam paper, or do you have to choose between multiple alternatives? Are there minimum number



of questions to be chosen from each of the sections?; Should the answer be descriptive (long answer) or a short note (brief answer)?; Is there negative marking for wrong answers?; and so on. So, before you start answering, do read and understand the instructions clearly.

#### 04.02 Balance the Answer Basket

The objective is to score the maximum. There are certain questions like practical problems and short answer questions where the marks are awarded in full if the answers are right. There are also theory questions where the examiners are known to be conservative in granting the marks. At the same time, the probability is that practical questions may draw zero marks for the wrong answers whereas theory questions are bound to fetch at least a minimum base if the answer is relevant.

So, wherever there is a choice, it would be wise to balance your selection between the practical problems, short answer questions and the theory questions so that you are assured of the minimum in any eventuality and the maximum all over.

#### 04.03 Structure Your Time

Read through the exam paper and structure your time appropriately. Reading through the exam paper is not a wasted time as reading through the questions will start to activate your memory. Make a mental note of the number of questions that are to be answered, and what is the worth of each of these questions.

Decide which questions will be easy, and which will take more time, and mentally allocate your time accordingly. Also, allow some time at the end to review what you have written, and do some corrections if you think you've made an error.

#### 04.04 Work through systematically

Start answering the questions you are thorough-with first, followed by slightly difficult questions and then more difficult questions. Work through each question systematically. Slowly read through the questions, and underline key words. Also, check to see if there are several parts to any question. Make sure you've fully understood what you're being asked to do. Try and plan your answer before you start to write.

#### 04.05 Attempt Every Question

**Attempt every question for every question matters.** It is better to do something than nothing at all. You might get a few marks for just thinking along the right lines. If you are running out of time, then resort to bullets points. You will cover more by doing that than writing complete sentences.

#### 04.06 Overcome the Mind Blank

**What if your mind goes blank?** Take a few, slow deep breaths and try your best not to panic. It is important not to let your anxiety take over. Take control of your thinking by reassuring yourself that is only temporary – and soon it will be over. Repeat true, positive thoughts like “you have worked hard and are ready”, and listen to your breathing – as it starts to slow down again.

If you get tensed or blank after seeing difficult questions skip them for the time being and attempt the questions which you find easier. Once you have completed them, go back to the difficult ones. In this way, you will surely be able to answer them confidently.

#### 04.07 Review & Refine the Answers

**Review what you have written and make corrections if they are needed.** Leave some time to go over your answers at the end; but do not change what you have written unless you are sure it is wrong. Also, look out for blank spaces, for questions you have missed, and turn over the last page – in case there's something at the end!

#### 05.00 Parent Pressure

Along with the students, even parents have the responsibility to make sure that their children do not go through any kind of tension or stress during exams. Many times, children experience fear because of the pressure that parents put on them. Although this is important, they must see to it that they do not go overboard and pressurize their children so much, that they are not able to study anything. Parents must understand that each student has certain capabilities and encouraging them to study can help them in appearing for their exams confidently.

#### 06.00 The Privileged Customer

In an examination, the examiner turns out to be the privileged customer of an examinee. As the customer has the ultimate say over the products, the examiner holds the sway over the evaluation. Further, examiner as a customer is more knowledgeable about the product that is being dealt with, than the examinee. So, therefore, please do remember that examiner is your target audience; You need to deliver what he wants and not what you hold.

#### 07.00 When King is the Customer!

One day during his visit to London in 1920, King Jai Singh of Alwar was taking a stroll in Bond Street in a casual wear. He came across a Rolls Royce showroom and stepped in with curiosity. Taking him as a trespassing poor Indian, the showroom salesmen ridiculed him and shoved him away. The king's pride was hurt badly.

The king came back to his hotel and asked his servants to call the showroom and fix a visit. After a few hours the King reached the Rolls Royce showroom again, but with his full astonishing royal retinue and costume. He was laid a red carpet and was received with full honours. The King purchased all the six cars that they had at showroom. The show room personnel were very happy to clinch a big deal.

Back in India, the King deployed all those new Rolls Royce cars for carrying around the municipal waste. The world's number one cars were put to shame to satiate the king's pride. As the news spread all over, like wild fire, the reputation of Rolls Royce was shaken badly.

Rolls Royce stepped in with all seriousness. It sent a telegram of profound apology to the king. Not only this, the king was also presented six new cars in exchange for the garbage cars. The king's pride was smoothened and the hurt customer was regained. Rolls Royce continued to rule the world brand!

#### 08.00 Learning Wrap

Realise that the examiner is your Royal Customer; Examination is the opportunity to reap maximum benefits from this customer; Start with the Effective Study; Proceed with Effective Strategy; Write Great; And do Great!



## Module 8

### INTERVIEW TIPS



***Bring forth your talent; Take on the interview with full steam; Sell yourself with ease; Be the Winner!***

## INTERVIEW TIPS

### 01.00 Interview

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 and the interviewee responds. Interviews usually take place face to face and in person, although modern communications technologies such as the internet have enabled the conversations to happen through video conferencing, etc. Job interviews are conducted for the purpose of evaluating the suitability of the interviewee for a specific position.

*With the right tips and techniques, you can become a master at sharing your value with potential employers, presenting yourself effectively at interviews, and getting the job you want.*

Interviewing for a job can be nerve-wracking. You may feel uncomfortable "selling" yourself or fielding unexpected questions. Or the prospect of having to meet and impress new people may be enough to trigger anxiety. However, interviewing is a skill you can learn. With the right tips and techniques, you can become a master at sharing your value with potential employers, presenting yourself effectively at interviews, and getting the job you want.

### 02.00 Prepare, Prepare and Prepare

You've just landed a job interview for a position you really want. Congratulations. Now, you know that you only get one chance to impress, but how exactly do you do that? Given all of the conflicting advice out there and the changing rules of getting a job, it's no wonder that job seekers are confused about how to best prepare for and perform in an interview.

Interviews range from conversations lasting a few minutes to several formal meetings, sometimes with more than one interviewer. Interviews allow you to demonstrate that you are the right candidate for the job.

Most people know they need to show up to the interview having done their homework, but the fact is, "You can never invest enough in terms of preparation". The better prepared you are, the more relaxed and comfortable you will be when the questions start coming your way.

#### 02.01 Do your research

Gather information about the company and the position available. Try to specifically relate your experience to the duties the job opportunity entails.

#### 02.02 Practice interviewing

Enlist a friend - better yet, a group of friends and colleagues - to ask you sample questions. Practice making eye contact.

#### 02.03 Practice Positive Body Language

Pay attention to body language and verbal presentation. Eliminate verbal fillers, like "uh," and "um." Practice using positive body language to signal confidence, even when you're not feeling it. Instead of tentatively entering an interview with

Do your research

Practice  
interviewing

Practice Positive  
Body Language

Handle logistics  
early

Be in touch with  
your references

your head down and eyes averted, try standing tall with your shoulders back, smiling and maintaining eye contact, and delivering a firm handshake. It will make you feel more self-confident and help to put the other person at ease.

#### **02.04 Handle logistics early**

Have your clothes, resume, and directions to the interview site ready ahead of time, to avoid any extra stress.

#### **02.05 Be in touch with your references**

Don't let your references be the last to know about your job search, or even worse, get an unexpected call from a potential employer. Many offers are withdrawn over bad references. Why take that chance? Be in touch with your references right away to seek help and to avoid surprises on either side.

A few questions that you should ponder over:

- Are your references relevant to your current job search? Who should you add or subtract?
- Are there any reference gaps? Gaps that an employer will question? What is your story about those gaps?
- Can a colleague, vendor, customer, or board member be added to replace or enhance the list?
- What is the current status of your relationship with your references?

### **03.00 Ace the first 30 seconds**

First impressions matter. John Lees, a career strategist points to psychological research that shows that people form opinions about your personality and intelligence in the first 30 seconds of the interview. "How you speak, how you enter the room, and how comfortable you look are really important," he says. People who perform best in interviews start off by speaking clearly but slowly, walk with confidence, and think through what "props" they will carry so they don't appear over-cluttered. Lees suggests rehearsing your entrance several times. You can even record yourself on video and play it back without the sound so you can see precisely how you are presenting yourself and make adjustments. The same applies to phone interviews. You need to use the first 30 seconds of the conversation to establish yourself as a confident, calm voice on the line.

### **04.00 Anticipate likely questions**

Anticipate the likely questions and be prepared with answers. The following tips might help:

- Review your research about the company and the position.
- Make a list of key attributes for your desired job.
- Write sample interview questions that are likely to uncover the attributes you identified as important.
- Create answers to the sample interview questions based on a template such as "Situation – Action – Result" with specific details from your work experience.
- Practice answering the interview questions and follow-up questions so that you are very familiar with several detailed examples/stories. Rehearse key points.

### **05.00 Ask questions during the interview**

Being prepared and asking great questions about the position and the employer shows your interest during the interview. You can't just be an effective responder. You need to assert yourself, too. By the time you reach the interviewing stage, you should be clear about what you want and what you offer to the company.

Try to be thoughtful and self-reflective in both your interview questions and your answers. Show the interviewee you know yourself—your strengths and your weaknesses. Be prepared to talk about which areas would present challenges and how you would address them. Admitting true areas of weakness is much more convincing than claiming: "I have what you need and I can do anything I put my mind to."

## 06.00 Use your EQ

Many of the interviewers tend to fall prey to unconscious biases and focus too heavily on experience rather than competence. It is your responsibility to ensure that it does not happen. It could be that it's not always the smartest person or the one with the most relevant skills that gets the job. Rather, the successful candidate is often the one who has the best "people skills", who can relate easily to others. In other words, it's the person with a high emotional quotient (EQ).

Emotional Quotient is the ability to identify, use, understand, and manage emotions in positive ways to communicate effectively and empathize with others. If you have a high EQ you are able to:

- Recognize your own emotional state and the emotional states of others.
- Engage with people in a way that draws them to you.
- Pick up on emotional cues, communicate effectively, and develop strong relationships.

One way to apply emotional awareness in an interview situation is to find common human connections with the interviewer. If you set out with the intention to discover how you and the person interviewing you are connected and what you share, you will discover commonalities much faster. And the interviewing process will be much less intimidating because of it. Here follow some clues in this context.

### 06.01 Do your research

Google every person you know you are going to meet or think you might meet in the interview, especially senior executives. Learn what might be common areas of interest in advance.

### 06.02 Listen and pay attention

If you listen during the interview and look for commonalities, they will seem omnipresent. When your interviewer mentions his or her alma mater, weekend plans, kids, or favorite restaurant, you have the chance to ask questions and find common ground. You can also take a look around the office. Do you see a book you've read, a product you want or just bought, or a photo you like? If so, you have a means to discuss commonalities.

### 06.03 Lead with your interests and passions

How you introduce yourself and talk about yourself in the interview matters. If you integrate facts and interests into your spiel about yourself, then you create opportunities to connect. After the "What do you do?" or "Tell me about yourself" query, tell your story.



#### 06.04 Find common ground in the context

Where you are meeting, your surroundings, and the purpose of your connection are all reference points. There is a reason why both of you find yourself at this unique place and time. Why are you both in this business? Do you know any of the same people? While searching for commonalities, avoid pummeling your interviewer with a series of set questions. Let the interview happen naturally, but keep an eye out for hints of commonalities. Once you do, the world will feel like a smaller, friendlier place and your anxiety over interviewing will shrink.

#### 07.00 When it's going poorly

There are times when it's clear the interview is not going well. Perhaps the interviewer is not engaged or you stumbled over answers to some important questions. Resist the temptation to agonize over what's already happened. "That's a surefire way to get lost," Lees says. Instead, focus on the moment. "Concentrate on answering the current question as if it's the first," he says. You can also redirect the conversation by acknowledging the situation. You might say something like, "I'm not sure if I'm giving you what you need" and see how the interviewer reacts. "You just have to be sure you aren't digging a deeper hole," says Lees.

#### 08.00 Common Questions and Answers

Being well prepared for an interview will help you be confident and impress the interviewer(s). The key to a successful interview is adequate preparation. Most employers ask the same basic questions, so prepare answers before an interview. Below is a list of questions frequently asked by employers, with some ideas on how you might answer.

Avoid memorizing answers, but become confident about what you will say so that you can leave a positive first impression. Find someone to coach you through the questions—a friend, someone at the employment resource center, self-reliance center, or your ward or stake employment specialist.

##### 08.01 Tell me something about yourself.

Develop a brief summary (two minutes or less) that includes positive work and volunteer habits. Use your "Me in 30 Seconds" statement along with "Power Statements" to answer.

##### 08.02 What are some of your strengths? or Why should we hire you?

Know your strengths, and use your Power Statements to prove them. Tell how you can add value to the company and how you can help make or save money.

##### 08.03 Why do you want to work for us? or What do you know about our company?

Do research before the interview in order to give an appropriate answer. Discuss how your skills would fill the needs of that company. Use a Power Statement.

##### 08.04 What are some of your weaknesses?

Explain how you have turned perceived weaknesses into strengths. For example: "Some people say that I am too nice. But I have found that by being nice I am able to serve 14 percent more customers per shift, and I have 40 percent fewer complaints than my average co-worker."

**08.05 What do you think of your present [or past] employer?**

Never criticize your last company or boss. Always use positive terms. Try using a Power Statement for your previous employer.

**08.06 What do you hope to be doing in five years?**

Indicate how you hope to make a positive contribution to the employer's company. For example: "I'd like to be working for you in a position of responsibility." Use a Power Statement to describe how you plan to benefit the company.

**08.07 What do you expect as a salary or compensation?**

Avoid mentioning a specific salary. You may respond with:

- *What do you normally pay someone with my experience?*
- *What does your budget allow for this type of position?*
- *I know that I have to make you more money than it costs you to employ me. Let me first explain how I can do that. [Use a Power Statement.]*

Or you can ask to not discuss money until you find that you and the employer are a good match. Suggest that if you both find that you want to work together, then you can agree on a salary arrangement later.

**08.08 Do you have any questions for me?**

Ask questions such as:

- *Where do you see this company in five years?*
- *What have been your experiences with this company?*
- *Why is this position open?*
- *Do you have any concerns about my abilities to do this job? Would you share them with me?*
- *What is your time frame for making a decision?*

**09.00 Interview Practice Tips**

There is nothing that replaces practice and experience. Here under are a few tips that will help prepare you to walk into any interview with a much-needed confidence.

1. There are a number of different interview settings you may encounter and it is essential to see and know how to respond in every scenario. Do one interview with a friend or colleague, where you speak to this one individual. Then answer the questions in front of five to ten friends or colleagues. And finally, answer the same questions speaking straight to the camera. Notice how each can take on a different tone, but try to keep up the trust and likeability you portray in each scenario.
2. No matter what the interview, the most common question is in reference to you and your personal traits. Practice describing yourself with language and tones that come across as confident but not cocky. Make sure you know your strengths and key characteristics you'd like your audience to know about you.
3. Ask a friend to put three random topics in a box. Pull one out at a time and practice your impromptu responses. Have the friend include one question in which you might not know the answer. It is better to rehearse how you will handle an answer you don't know before you are in a critical interview.
4. Watch a taped interview of a polished interviewee and pause the video before they give their responses to the questions. Try your hand at the answers and see how your responses differ from the actual subject. Look for differences in dialogue, eye contact, body language and expressions.



5. Your body language can often tell more to your audience than your words do. Take one of your practice videos and watch it through with the volume turned off. See what your expressions and body language is portraying to the public. Ask a friend or colleague to watch the muted video as well and see if they can interpret the mood and impressions of your interview. Try playing around with different facial and body expressions in your next test interview from the feedback you receive.
6. In many interviews, you can't control what the interviewer is going to ask you, but you often have an agenda you want to accomplish or a point you want to make. Have a friend ask you an obscure question and try to work in a natural sounding transition to incorporate the point you want to make. Politicians are experts at this. Watch a few of their interviews to see how they always work an answer in the direction they want it.
7. Try being the interviewer and ask someone else the questions. It often helps to be on the other side of the microphone. It gives us a new perspective on how to answer questions.
8. Have fun! Even when you practice, put a smile on and try to focus on the positive aspects of your answers so you always portray an affable demeanor. Your good mood can influence others so keep the positive energy coming.

Interviews can be extremely important and can be quite influential in the outcome of your career. Knowing how important an interview can be, isn't it worth putting in the time to perfect your skills? Your interest in the improvement shows you are already halfway there.

## 10.00 The Scholar's Tree

Mind boggling are the talents of various scholars. There have been innumerable scholars who are gifted with the ability to recite anything they hear just, for, once.

About four centuries ago, there was a scholar living in a remote village in the southern parts of India. He and his family used to eat their food in platters made of banyan leaves. The scholar used to collect the daily quantum of the leaves from a banyan tree located in the outskirts of the village. In course of time the scholar developed special affection and reverence for the tree.

One morning, the scholar was shocked to learn that the Sultan of the empire had ordered the tree to be cut. He requested the local representative not to cut the tree till he meets the Sultan in Delhi.

The scholar reached Delhi after a couple weeks and was resting on the banks of river Yamuna. Suddenly, he saw two vagabonds quarrelling with each other. Soon, the quarrel ensued into a bitter fight. There came the Sultan's soldiers and picked up culprits. They took along the scholar too as the lone witness.

At the court the scholar stated that the conversation of the vagabonds was in a foreign language which he could not understand, but he can repeat the conversation if so desired. At the behest of the Sultan the scholar recited the entire conversation verbatim. The culprits were proved to be spies from an enemy country.

The Sultan was astonished at the mental agility of the scholar and enquired as to what made him to come to Delhi. The scholar spoke out the story of his tree. The Sultan was so moved that he not only withdrew the orders of cutting the tree, but also granted the scholar with the ownership of the tree. The scholar was also rewarded, in appreciation of his talent, with one hundred acres of adjoining land.

Truly, an awesome gesture for an awesome talent!

## 11.00 Learning Wrap

Bring forth your talent; Take on the interview with full steam; Sell yourself with ease; Be the Winner!

## Module 9

### BE THE LEADER



***There is no bar that prevents a commoner from becoming a leader!***

## BE THE LEADER

### 01.00 Leadership

Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals. Leadership and management are the terms that are often considered synonymous. It is essential to understand that leadership is an essential part of effective management. As a crucial component of management, remarkable leadership behaviour stresses upon building an environment in which each and every employee develops and excels.

Leadership is perceived as a practical skill encompassing the ability of an individual to “lead” others. The leadership could be autocratic, participative or laissez-faire. The leadership could come as an instance of inheritance, nomination or acquisition. Princely kings are the examples for inherited leadership; bureaucratic appointments are the models for leadership by nomination; and democratically elected leaders fit into the nomenclature of acquisition. However, it is the fruitful outcome that counts for the leader to be remembered as a leader.

The leader inspires the populace, motivates and guides them towards achieving focused goals. At the functional level, the leader enables the team in implementing the planned targets.

### 02.00 Traits

Studies of leadership have produced several theories involving umpteen traits that are instrumental in carving a leader. We choose a dozen of the traits as being more important than the others. Here follow the Chosen Dozen.

#### 02.01 Vision

Great leaders have the ability to look ahead and anticipate the things-to-happen well in advance. They have the acumen to see through the future. They have a clear idea of the direction in which they are moving and as to what they intend to accomplish. Having a clear vision turns the individual into a special type of person and shores up the individual over others. This quality of vision changes a ‘transactional commoner’ into a ‘transformational leader’.

Leaders with foresight do always reap the gains of the “first mover advantage.” In the Indian context “Make in India” is an example of transformational vision.



## 02.02 Values

Many a time, a leader is known by the values he stands for. Values refer to the lasting ideals shared by a community. Values nurture and influence the human behaviour and serve as broad guidelines in all eventualities. A leader advocates the values that he believes to be good for the community irrespective of the fact that the perceptions may differ from country to country, region to region and religion to religion.

For example, Indian values are founded on joint family system whereas American values are structured on nucleus family system. Other things apart, human values propound honesty, integrity and fair attitude across the universe. The deeds and acts of a leader tend to add specific beneficial value to the community. Abraham Lincoln's anti-slavery drive and Mahatma Gandhi's nonviolence movement may be cited as value models of immense impact.

## 02.03 Inspiration

Leaders possess the ability to inspire the people to fall in line with their principles and goals. Inspiration kindles the spirit of motivation and leads to massive multiplication.

Recall the first meeting between the young Narandranath, come to be known as Swami Vivekananda later, and the sage, Ramakrishna Paramahansa. Naren was a very logical and intellectual boy with full of fire. He confronted Ramkrishna too with the same customary question that he normally put forward to the spiritual men he had met, "Have you seen God?". Ramakrishna answered, "Yes, I have seen God. I see Him as I see you here, only more intensely!" Naren was inspired and Swami Vivekannada was born. It is a historical fact, now, that Swami Vivekananda went on to inspire the whole world for generations.

## 02.04 Charisma

Charisma is a virtue of attraction endowed on the select few. At times charisma is considered as a divine bestowal. Very few leaders are known to possess the charisma. A leader, with charisma, can mesmerize the target audience with astounding magnetism. Charisma creates an invisible aura of influence thereby casting a spell bound impact on the community. Eminent personalities like John Kennedy, Pandit Jawaharlal Nehru and Atal Bihari Vajpayee are regarded for their charismatic leadership.

## 02.05 Creativity

Leaders are creative. Their thinking is incessantly 'outside the box'. Creativity is the foundation for inventions and innovations. Situations are different from time to time and are quite difficult at times. It is up to the leader to think outside the box and find a solution for a difficult situation with a quick decision which must also be a good. Henry Ford faced a situation like this when demand for his vehicles was so high that he couldn't possibly cope with. Instead of going in for the routine approach of hiring more people to produce more, he thought with creativity and developed the concept of 'assembly line of production' for a galaxy of entrepreneurs to follow suit. It is no wonder that the economic advancements achieved by USA and many of the European countries are mostly on account of the creative innovations over the last few decades.

## 02.06 Competency

Competency is a specific attribute of successful leaders. Competency is the ability to make effective use of the capabilities. Competency propels conversion of intangible capabilities into tangible end-results. Competency facilitates synergic output. Competency leads to competitive advantage. Competency is the Key Success Factor that an individual possesses in marshaling the resources on hand to achieve the ambitious goal.

A competent leader can prove to be the winning difference to an odd team. Think of Lord Rama who vanquished the mighty Lanka with the help of nomadic monkey army. Rama's competency speaks of the towering elevation that a competent captain can bring in to a team of any sorts.

### **02.07 Commitment**

Great Leaders are committed to the core. Commitment is that characteristic of leadership that elevates a leader from the general masses. Commitment is dedication for the cause. Commitment paves the way for the realizable effects. A leader is the one who sets the tone of commitment for others to emulate. Commitment generates greater respect and recognition for a leader. Mother Teresa's commitment to charitable works brought in her intercession by Pope Francis in December 2015 leading the process for her to be recognised as a saint.

### **02.08 Courage**

Among the leadership qualities, courage is the most identifiable outward trait. Courage makes a leader valiant. Courage comes to play in risky situations. Courage implies willingness to take risks towards achieving goals with no assurance of success. As human life is full of uncertainties, every action entails a risk of some kind. At times, it is the courage alone that draws the line between the leaders and others. Lokmanya Tilak declared "Freedom is my Birth Right" which eventually led to Indian Independence. And it is that exemplary courage that sets the great leaders aside.

### **02.09 Perseverance**

Leaders are known to be firm and resolute in their principles and policies. It is the quality of perseverance that enables a leader to be unwavering and determinate. Perseverance springs up from firm beliefs. The underlying theme is 'Believe in what you Do & Do what you Believe'. It is a historical fact that Shivaji's perseverance in fighting for Hindu Dharma had ultimately led to his incarnation as Chatrapati.

### **02.10 Focus**

Focus on the target is what a leader preaches and practices with concentration. Leaders always focus on the results. They focus on what must be achieved by themselves, by others, and by the team as a whole. The focus, always, is on the collective strengths of the team. The leaders have the ability to call the shots and make sure that everyone is focused and concentrated on the most valuable use of their time and efforts as are essential to achieve the targeted end results.

Focus provides a unidirectional approach to the entire team as such. The focused aim is to win the war and not the stray battles. On the individual front, it is well said that Arjuna turned out to be the best ever archer because he had the focus in letter and spirit.

### **02.11 Humility**

Humility is humbleness. The best leaders are known to be ever humble. Great leaders are those who are strong and decisive but also humble. Humility portrays the self-confidence and self-awareness that extend to recognize the value of others without having any feeling of being threatened. Humility does not mean that one is weak or unsure of oneself. It means that one is willing to admit that one could be wrong at times. It also means that one is willing to give the credit where and when it is due. Humility gets results.

Humility allows one to acknowledge one's mistakes. The leader with humility is one who passes on the credit for success to the team and takes the blame on self for the short falls. The great guru Gautama Buddha is known for compassionate humility.

## 02.12 Bonding

A leader multiplies several-fold through the means of bonding. Bonding implies sticking together through thick and thin. Bonding is that trait which enables a leader to align with masses. Bonding fosters loyalty, spreads team spirit and facilitates delegation. Bonding leads to team building. Bonding creates collective strengths. Successful corporate leaders acknowledge the trait of bonding as a significant reason for their growth.

Leaders gain the cooperation of others by making a commitment to get along well with each key person every single day. An individual always has a choice when it comes to a task: He can do it himself, or he can get someone else to do it for him. Which is it going to be? The answer is 'Bonded sticks are perpetually stronger!'

## 03.00 Learning Wrap

A manager must have traits of a leader, i.e., he must possess leadership qualities. Organizations require robust leadership and robust management for optimal organizational efficiency.

The dozen of the traits, discussed in the preceding paragraphs, are important elements that go to make a 'Leader'. The beauty of it is that these traits can be cultivated through diligent learnings and practices. The leaders, referred to in the narratives, possess all of these traits plus something more. The list is, thus, inclusive and not exclusive at all. Insights into the life sketch of these role model leaders would add to the proficiency inculcations of any common individual.

And, there is no bar that prevents a commoner from becoming a leader. So, Start up, Gear up, Raise up and Make in a Leader!



## Module 10

### CAREER PLAN: GET, SET, GO.....



***Education alone will not make you successful, although it does help.  
Edison was successful because he was creative and had a strong  
willingness to learn new things***

## CAREER PLAN: GET, SET, GO.....

### 01.00 Warm Up

The term career is used to refer to an individual's journey through learning, work and other aspects of life. Career is best understood as the progress through life. *Plan* is a set of actions that have been thought of in advance with a view to achieve something. Career Planning, thus, implies charting out your progress through life.

Career Planning implies charting out your progress through life.

Two important questions that warrant specific answers, in this context, are:

- (i) Do you have a career plan?
- (ii) Do you know where you want to be 10 years from now? 5 years? 1 year?

The reason for making decisions today about where you want to be tomorrow is to carve out a path and possess the ability to actually reach there by the target time. For that, you have to have a plan; i.e. You have to have a Career Plan.

If you don't know exactly where you want to be, you will be wandering aimlessly from position to position hoping that somehow it will all work out and will take you somewhere up the career rungs. Unfortunately, that isn't how it happens.

Think of it this way; If you want to visit a friend who has moved out of the city, you have to map it out or get directions. If you just start taking one road because it looks like the right way or another road because it seems to be pointing in the right direction, you may never get to your friend's place.

Career Planning isn't some mystical smoke and mirrors experience. It's not hard at all. Just give yourself a little time and ask yourself a few questions and you'll be on the right track. In the months and years to come, revisit your career plan and determine if it still makes sense for you or if you need to tweak it.

Yes, this is an exclusive task you have to do yourself. If you take the time to set your career goals, you will be ahead of 90% of the rest of the people out there who don't bother to plan ahead. You will be more successful than your peers in the same field because you know where you are going and how you intend to get there. You will gain more prosperity and you will be much happier. And that is because you didn't wait for destiny to step in. You took control of your life and made things happen. Remember, if you want to be successful, you need to enjoy what you do and you will enjoy it much more if you are working in a field that is right for you.

Enjoy what you Do;

Do what you Enjoy!

To get started with planning out a career, first you should look at some important career planning questions. Once you have a grasp on some questions, you can take advantage of career planning tools such as examining strengths and weaknesses right at the get go.

And while career planning and career decision-making is an important aspect of your life, do not put so much pressure on yourself that it paralyzes you from making any real choices, decisions, or plans.

Finally, career planning is an ever-changing and evolving process -- or journey -- so take it slowly and easily. To help you with your career planning, consider using the exercises discussed in the ensuing paragraphs to their fullest potential.

## 02.00 Role Model

The first thing that any aspiring professional can do is to think of a Role Model. A role model is perceived as the person whose behaviour, example, or success can be emulated by others. Especially by younger people. A role model stands for a clear set of values and is a perpetual inspirer.

A role model stands for a clear set of values and is a perpetual inspirer.

The term "role model" is credited to sociologist Robert K. Merton, who coined the phrase during his career. Merton hypothesized that individuals compare themselves with reference groups of people who occupy the social role to which the individual aspires. An example being the way young fans will idolize and imitate professional athletes or entertainment artists.

A person's chosen role models may have a considerable impact on his or her career opportunities and choices. The suitability of a role model depends, in part, on the admirer's perceived commonality with the model, who should provide an image of an ambitious yet realistic goal. For example, Benjamin Franklin served as the role model for countless nineteenth-century white businessmen, including several notables.

Parent role models also significantly influence a person's "education and training aspirations, task self-efficacy, and expectancy for an entrepreneurial career". It is well said that: "Being a role model is about being true to one self".

So, start with the analysis of the values, attitudes, behaviours, and the success factors that your role model stands for; And draw inspiration.

## 03.00 Self-Perception

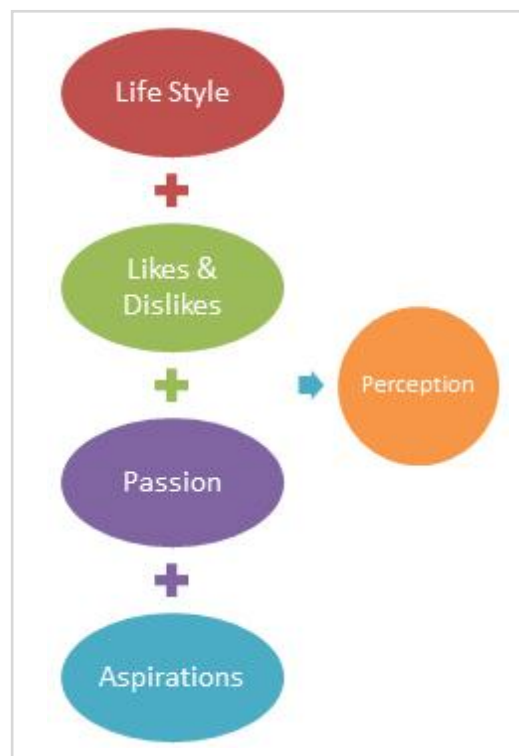
Self-Perception is the primary source for our feelings and actions. As such, our actions and reactions are a product of our own perception. Self-perception is the way you think of and understand yourself; it is a means of analyzing your inherent attributes as also the needs. Practically speaking, perception is an integrated sensor. The key elements of perception include life style, likes and dislikes, passion and aspirations. One of the obvious exercises to move forward the carrier path, therefore, is an analysis of each of the key elements of perception.

### 03.01 Life Style

Life style is the way in which a person lives.

Life style is the way in which a person lives. It reveals the standards of life of an individual. A life style typically reflects an individual's attitudes, way of life, values, or world view. Therefore, a lifestyle is a means of forging a sense of self that creates cultural symbols and resonates with personal identity.

Life style is a combination of tangible and intangible factors. Tangible factors relate specifically to demographic variables, such as an individual's education, race, religion, income level, consumption pattern, etc., whereas intangible factors concern the psychological aspects of an individual such as personal values, preferences, and outlooks.



Before carving out your onward path, be sure to identify the key characteristics of your ideal lifestyle; analyze your current and future lifestyle; and elicit answers to the three vital questions:

- Are you happy with your current lifestyle?
- Do you want to maintain it or change it?
- Does your current career path allow you the lifestyle you seek?

### 03.02 Likes & Dislikes

Like is Proposition. Dislike is Opposition. Likes reflect things one is fond of doing whereas dislikes are the things one does not want to do. Likes are reverberated by enthusiastic functioning whereas dislikes throw up repulsive working. Enthusiasm adds to efficiency whereas repulsiveness diminishes the output.

Like is Proposition. Dislike is Opposition.

We all differ in many ways. Out of them all, one major area is on account of our likes and dislikes. The difference exists owing to our family background, company of friends and climatic conditions. Our likes and dislikes, however, give us an insight into our inner-self. They are the sum and substance of our character, temperament and disposition.

An important step is carrying out an unambiguous analysis of your likes and dislikes. Find out: What kinds of activities -- both at work and at play -- do you enjoy? What kind of activities do you avoid? You can make a list of both the types of activities. Now take a close look at your current job and career path in terms of your list of likes and dislikes. Jot down the factual answer to the question: Does your current job have more likes or dislikes?

### 03.03 Passion

Passion is an intense emotion, a compelling enthusiasm or desire for something. Passion is reflected when extra energy is voluntarily infused into something than is normally warranted. It is much more than simple enthusiasm or excitement.

Passion is an intense emotion, a compelling enthusiasm or desire for something.

Passion is an ambition that is crystalized into action with heart, mind, body and soul acting together. Feelings of satisfaction and fulfillment turn the passion into a hobby. Passion leads to perpetual happiness.

You can ask friends, family members and others who know you well if they can provide clues as to what they believe are your strengths and abilities, but it is only YOU who can figure out where your passion lies.

Analyze your passion with a pragmatic approach. Reflect on the times and situations in which you feel most passionate, most energetic, most engaged - and see if you can develop a common profile of these situations. Develop a list of your passions. List out: How many of these items keep occurring while you are at work?

### 03.04 Aspirations

Aspirations reflect the ambitions.

Aspirations reflect the ambitions. One of the key elements to achieving career success is to clearly define your aspirations.

Begin the analysis of your aspirations by taking time and sitting in a quiet location and answer these questions:

- What were my original childhood career hopes and dreams?
- What are the things that are important to me in life?

- What am I good at in accomplishing at work?
- What are the things I don't enjoy?
- Three to five years from now, what would I like to be doing? What could I envision myself doing? What would I like to have achieved?
- How would I describe my perfect job?

Spend some time thinking about how you define success. What is success to you: wealth, power, control, contentment...

## 04.00 SWOT Matrix

An important thing that a career seeker should do is to draw a SWOT matrix of own personality. A SWOT matrix is a framework for analyzing individual's strengths and weaknesses as well as the opportunities and threats (challenges) that one faces. This helps an individual to focus on strengths, remedy weaknesses, take the greatest possible advantage of opportunities and counter the threats.

The SWOT matrix enables identification of gaps in an individual and helps preparation to be the best candidate for the position being aspired. Here are a few sample questions that can help formulation of the SWOT matrix for an individual.



### 04.01 Strengths

- What advantages do you have that others don't have (for example, skills, certifications, education, or connections)?
- What do you do better than anyone else?
- What personal resources can you access?
- What do other people (and your boss, in particular) see as your strengths?
- Which of your achievements are you most proud of?
- What values do you believe in that others fail to exhibit?
- Are you part of a network that no one else is involved in? If so, what connections do you have with influential people?

### 04.02 Weaknesses

- What tasks do you usually avoid because you don't feel confident doing them?
- What will the people around you see as your weaknesses?
- Are you completely confident in your education and skills training? If not, where are you the weakest?
- What are your negative work habits (for example, are you often late, are you disorganized, do you have a short temper, or are you poor at handling stress)?
- Do you have personality traits that hold you back in your field? For instance, if you have to conduct meetings on a regular basis, a fear of public speaking would be a major weakness.

### 04.03 Opportunities

- What new technology can help you? Or can you get help from others or from people via the Internet?
- Is your industry growing? If so, how can you take advantage of the current market?

- Do you have a network of strategic contacts to help you, or offer good advice?
- What trends (management or otherwise) do you see in your company, and how can you take advantage of them?
- Are any of your competitors failing to do something important? If so, can you take advantage of their mistakes?
- Is there a need in your company or industry that no one is filling?
- Do your customers or vendors complain about something in your company? If so, could you create an opportunity by offering a solution?
- Could you share some of your colleague's projects to gain experience?
- Is there any new role or project that forces you to learn new skills, like public speaking or international relations.
- Do you have specific skills (like a second language) that could help with the process of a company expansion or acquisition?

#### 04.04 Threats (Challenges)

- What obstacles do you currently face at work?
- Are any of your colleagues competing with you for projects or roles?
- Is your job (or the demand for the things you do) changing?
- Does changing technology threaten your position? Could any of your weaknesses lead to threats?

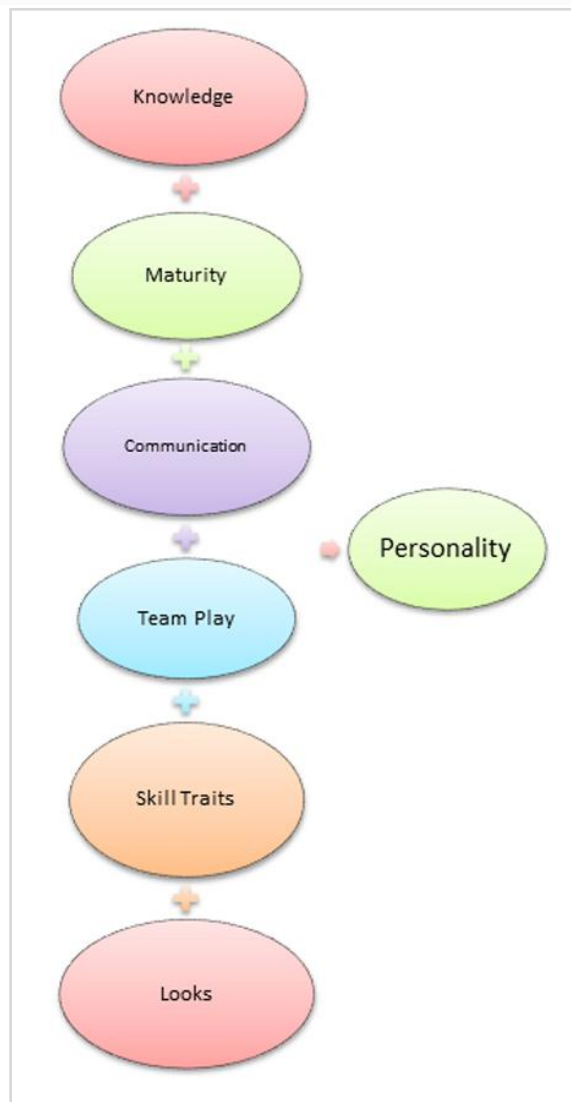
So, step back and look at yourself from the perspective of compatible employability. Choose a role model and be inspired.

Think in terms of work experience, education, training, skill development, talents and abilities, technical knowledge, and personal characteristics.

Map yourself; identify the gaps; and Pour in the fillers to build the gaps; and do reap the benefits of any chances that you may come across.

#### 05.00 Self Evaluation

Now is the stage to have a comprehensive self-evaluation of your personality. Mirror out your own evaluation in terms of a true assessment of your overall personality. Personality is the combination of characteristics or qualities that form an individual's distinctive character. Personality reflects 'Wisdom in Reality'. Personality reflectors include multi-dimensional aspects such as knowledge, maturity, communication, team play, skill traits and also the looks





### 05.01 Knowledge

Knowledge is divine; Knowledge is eternal; and Knowledge reflects the intrinsic strengths of an individual.

Knowledge refers to the exposition, facts, information, and skills acquired by a person through education and experience. Knowledge includes the theoretical aspects as also the practical understanding of a subject. Knowledge is divine; Knowledge is eternal; and Knowledge reflects the intrinsic strengths of an individual. In relation to any career planning, knowledge may be split into two parts, viz.

knowledge relating to the subject proper and knowledge relating to general topics.

### 05.02 Maturity

*Maturity* is the ability to respond to a situation in an appropriate manner. This response is generally instinctive. Maturity comes out of thoughtful application of knowledge, diligent mental balance, flexible approach towards consideration of issues, contained temperament and reasoned logic. Maturity is the attitude that can be articulated through experience and exposure. A mature person is perceived to possess the ability to keep up long-term commitments in a fair manner.

Maturity is the ability to respond to a situation in an appropriate manner.

### 05.03 Communication

Effective communication adds value to personality. Every career crafter should understand and carve out basic communication skills. Your body stance, words, and voice are the primary reflectors of your communication whereas clarity about the contents of the subject matter reveals your thoroughness.

Effective communication adds value to personality.

### 05.04 Team Play

One of the challenges facing the enterprises, all across, is to find team-oriented employees. Team Play inculcates team orientation. Team play refers to the collective efforts of the team members with mutual support to each other.

Team play refers to the collective efforts of the team members with mutual support to each other.

A team is defined as group of individuals who are committed to achieving common goals; who meet regularly to identify and solve problems; who work and interact effectively together; and who produce optimal economic and motivational results. Impact of team play is visible when a group of players with mediocre talent outperforms a team of superstars. The factors of team play include leadership, adaptability and team spirit.

### 05.05 Skill Traits

Skill Traits, in our analysis, refer to language proficiency and any special skills that you may possess over your peers. Proficient language propels oratory skills leading to an edge in your convincing power. Special skills such as knowing an additional alien language, related vocational skills, etc. provide you an added advantage on your competitors.

Skill Traits refer to language proficiency and any special skills that you may possess over your peers.

### 05.06 Looks

Recall the age old saying 'First impression is the best impression'. It is your looks that give out the first impression about you. Looks refers to your external appearance. It is a mixture of your attire, expressions and confidence.

Looks refers to your external appearance.

Attire is the dress code and refers to the clothing that you wear. Attire is to differ from occasion to occasion and from place to place. Depending on the occasion and place, the dress codes range from traditional and formal to smart casual, business casual, and casual. Expression is the manner or form in which a thing is expressed. Expressions include words and phrases as also the gestures and postures. Expressions are a part of nonverbal communication skills. Confidence is the feeling of self-assurance arising from one's appreciation about one's own capabilities. Confident people end to inspire confidence in their audience, their peers, their bosses, their customers, and their friends. And gaining the confidence of others is one of the important means in which a self-confident person carves out success.

### 05.07 Evaluation of Personality

Now is the stage to have a comprehensive self-evaluation of your personality. Mirror out your own evaluation in terms of a true assessment of your overall personality. Allot marks for each of the attributes and draw your score in comparison to the bench mark. Analyze your current situation. Before you can even do any planning, clearly and realistically identify your starting point.

The desirable assignment, to your personality stance, in a total score of 200 is 50 marks for knowledge, comprising 30 for the subject and 20 for the general; 25 for maturity at the rate of 5 being awarded to each of the constituents i.e. thoughtfulness, mental balance, flexibility, temperament and logic; 50 for communication consisting of 13 for body stance, 12 for words, 12 for voice and 13 for clarity; 25 for team play by earmarking 13 for leadership and 6 each for adaptability and team spirit; 25 for skill traits comprising 12 marks for language proficiency and 13 marks for social skills; and 25 marks for looks comprising 9 for attire, 8 for expressions and 8 for confidence.

### 06.00 SMART Goals



Once you've completed the foregoing exercises, the next step is to develop a picture of yourself and your career over the next few years, and set the goals. The topic of goal setting has been addressed in a separate module.

Countless businesses and individuals throughout the world use SMART technique for goal setting. While over the years many variations have been created, S.M.A.R.T. continues to embody sound principles for the process of creating goals.

Analyze your dream job and set a SMART Goal. Remember those papers you had to write as a kid about what you wanted to be when you grew up? Take the time to revert back to those idyllic times and brainstorm about your current dream job; be sure not to let any negative thoughts cloud your thinking. Look for ideas internally, but also make the effort to explore and research other careers or occupations that interest you. Once you've developed the mental picture, the final step is charting out the path for achieving your goal.

## 07.00 Map & Tap your Career...

Career planning is not an activity that should be done once — in high school or college — and then left behind as we move forward in our jobs and careers. Rather, career planning is an activity that is best done on a regular basis — especially given the data that the average employee tends to change careers multiple times over his or her lifetime. So, it is never too soon or too late to start your career planning. Career planning is not a hard activity, not something to be dreaded or put off, but rather an activity that should be liberating and fulfilling, providing goals to achieve in your current career or plans for beginning a transition to a new career. Career planning should be a rewarding and positive experience. Here are some tips to help you achieve successful career planning.

1. **Make Career Planning an Annual Event.** Many of us have physicals, visit the eye doctor and dentist, and do a myriad of other things on an annual basis, so why not career planning? Find a day or weekend once a year — more often if you feel the need or if you're planning a major career change — and schedule a retreat for yourself. By making career planning an annual event, you will be better prepared for the many uncertainties and difficulties that lie ahead in all of our jobs and career.
2. **Map Your Path Since Last Career Planning.** One of your first activities whenever you take on career planning is spending time mapping out your job and career path since the last time you did any sort of career planning. Once you've mapped your past, take the time to reflect on your course — and note why it looks the way it does. Are you happy with your path? Could you have done things better? What might you have done differently? What can you do differently in the future?
3. **Look Beyond Your Current Job for Transferable Skills.** Some employees get so wrapped up in their job titles that they do not see any other career possibilities for themselves. Every job requires a certain set of skills, and it is much better to categorize yourself in terms of these skill sets than be so myopic as to focus just on job titles. For example, one job-seeker who was trying to accomplish career planning found herself stuck because she identified herself as a reporter. But once she looked beyond her job title, she could see that she had this strong collection of transferable skills — such as writing, editing, researching, investigating, interviewing, juggling multiple tasks, meeting goals and deadlines, and managing time and information — skills that could easily be applied to a wide variety of jobs in many different careers.
4. **Review Career and Job Trends.** Having information about career trends is vital to long-term career planning success. A career path that is expanding today could easily shrink tomorrow — or next year. It is important to see where job growth is expected, especially in the career fields that most interest you.
5. **Explore New Education/Training Opportunities.** Never pass up chances to learn and grow more as a person and as an employee; part of career planning is going beyond passive acceptance of training opportunities to finding new ones that will help enhance or further your career. Take the time to contemplate what types of educational experiences will help you achieve your career goals. Look within your company, your professional association, your local universities

and community colleges, as well as online distance learning programs, to find potential career-enhancing opportunities — and then find a way achieve them.

Don't wait too long between career planning sessions. Career planning can have multiple benefits, from goal-setting to career change, to a more successful life. Once you begin regularly reviewing and planning your career using the above tips, you'll find yourself better prepared for whatever lies ahead in your career — and in your life.

## **08.00 Thomas Alva Edison**

Thomas Alva Edison had only three months of schooling before he was considered by his teacher, “too stupid to learn”, and was sent home. Nancy Edison – Thomas’s mother, became very mad and decided to teach Thomas herself. However, she did encourage him to be self-educated and he spent most of his time in the library reading books, especially scientific books. His mother later bought him the Dictionary of Science, and he read it all.

Before Thomas Alva Edison was ten, he had already read History of England, Decline and Fall of the Roman Empire, History of the World, Burton's Anatomy Of Melancholy, The Age of Reason and a number of works on Practical Chemistry. Likewise, when he was ten years old he set up his own chemical laboratory in the basement of his house. Life for Thomas was not an easy one. So, when he was twelve, he took up a job as a newspaper boy. He sold newspapers, candy, books, fruits, and other snacks to passengers of trains.

At fifteen, he purchased a small printing press located at the train station. His turning point came when he rescued the son of the railway stationmaster. To show his appreciation to Edison, he taught Edison the art of telegraphy. When he was seventeen, he became one of the most expert telegraph operators. This is a man that his schoolteacher wrote-off.

Edison continued to spend time and money on self-improvement, and as a result he gained the equivalent of many college degrees, although he had only three months of formal education. Edison realized his weakness and used the brains of others. He had a pool of 61 talented people, consisting of chemists, engineers, model makers, scientists, mathematicians and skilled mechanics. During his lifetime, he patented more than 1,100 inventions.

One of his inventions was the electric light bulb. He succeeded only after failing more than 10,000 times. Today, Thomas Edison invented something that changed the world and technology forever - the light bulb. Everyone accepted that Thomas was a wizard, and gave him the name "Wizard of Menlo Park".

## **09.00 Quick Take**

Education alone will not make you successful, although it does help. Edison was successful because he was creative and had a strong willingness to learn new things.

Appended hereto is a Model Career Planner that charts out the details of Mr. Anan, an illustrative character of Cost Manger. Gear yourself to Get Set GO. Here is Wishing you all the very Best!

### Model Career Planer

(Here is a Model Career Planner that charts out the details of Mr. Anan, an illustrative character of Cost Manger. Adopt it for yourself and Plan ahead.)

#### A. The Person

1	Name	Anan
2	Gender	Male
3	Date of Birth	02.07.1990
4	Address	Cost Bhavan Apartments, Pandey Layout, Khamla, Nagpur – 440 025, India
5	Contact Number	+91 (712) xxxx736
6	Email	<a href="mailto:costman@xxxmail.com">costman@xxxmail.com</a>
7	Marital Status	Single
8	Domicile	India
9	Language Skills	<div>Can Speak</div> <div>Can Write</div> <div>Can Understand</div> Marathi, Hindi, English, French, Tamil Marathi, Hindi, English, French Marathi, Hindi, English, French, Tamil, Telugu
10	Role Model	J R D Tata

J. R. D. Tata was born on 29 July 1904. As his mother was French, he spent much of his childhood in France and as a result French happened to be his first language.

He joined Tata Sons as an unpaid apprentice in 1925. In 1938, at the age of 34, JRD was elected Chairman of Tata Sons making him the head of the largest industrial group in India. He founded India's first commercial airline, Tata Airlines in 1932, which became Air India in 1946, now India's national airline. Under his chairmanship, the assets of the Tata Group grew from US\$ 100 million to over US\$ 5 billion. He started with 14 enterprises under his leadership and half a century later on 26 July 1988, when he left, Tata Sons was a conglomerate of 95 enterprises.

JRD Tata firmly believed in employee welfare and espoused the principles of an eight-hour working day, free medical aid, workers' provident scheme, and workmen's accident compensation schemes, which were later, adopted as statutory requirements in India.

JRD Tata received a number of awards. In 1992, because of his selfless humanitarian endeavors, JRD Tata was awarded India's highest civilian honour, the Bharat Ratna.

#### B. The Family

1	Father	<div>Name</div> <div>Occupation</div> Nayan Farming
2	Mother	<div>Name</div> <div>Occupation</div> Mahima House Wife

**C. Qualification**

<b>1</b>	Graduation Year Stream Percentage	June 2007 Science 72
<b>2</b>	Post Graduation Year Stream Percentage	June 2009 Management 85
<b>3</b>	Professional Year Course Stream Percentage	December 2009 ICMAI Cost Management 68

**D. Experience**

<b>1</b>	Employer Position Job Description  Period Earnings p.m. in Rs.	MA & Co, Cost Accountants Trainee <ul style="list-style-type: none"> <li>• Verification of Cost Accounts</li> <li>• Compilation of Cost Statements</li> <li>• Appraisal of Enterprise Performance</li> </ul> April 2010 to March 2013 (Three Years) Rs.6,000/-
<b>2</b>	Employer Position Job Description  Period in Years Earnings p.m. in Rs.	MA Limited; Manufacturers of ABC Power Cables; Annual turnover: 750 crores Performance Analyst <ul style="list-style-type: none"> <li>• Compilation of Daily Performance Report</li> <li>• Analysis of Monthly Performance &amp; Financial Statements</li> <li>• Fund flow Reports</li> </ul> July 2013 onwards.... (Over 5 years) Rs. 43,000/

**E. Perception**

<b>1</b>	Life Style	<ul style="list-style-type: none"> <li>• Leads the life of a semi rich urban Hindu vegetarian; Intends to be richer</li> <li>• Lives in an air-conditioned bed room in a two-room rented apartment; Intends to own an air conditioned three room apartment</li> <li>• Commutes by a two-wheeler; intends to own a four-wheeler</li> <li>• Works six days a week; Intends to have five days a week</li> <li>• Goes for monthly outings; Intends to go for weekly outings</li> </ul>
Observation: In order to catch up with my intended lifestyle, the current carrier path needs an upliftment.		
<b>2 (a)</b>	Likes	<ul style="list-style-type: none"> <li>• Appreciation of my work by seniors</li> <li>• Ethical and supportive work culture</li> <li>• Exposure to new avenues</li> <li>• Incentives and Promotions</li> </ul>



2 (b)	Dislikes	<ul style="list-style-type: none"> <li>• Being bossed over</li> <li>• Interference from colleagues in my work</li> <li>• Working on holidays</li> <li>• Monotonous work</li> </ul>
Observation: The only limitation in my current job is that of 'Working on holidays'		
3	Passion	<ul style="list-style-type: none"> <li>• Acquiring additional professional knowledge</li> <li>• Reading and writing articles on professional matters</li> <li>• Training juniors</li> <li>• Developing social contacts</li> </ul>
Observation: All the items keep recurring in my present job.		
4	Aspirations	<ul style="list-style-type: none"> <li>• To be regarded as a Cost Manager of par excellence during the next ten years</li> <li>• To be a National Council Member of my profession during the next fifteen years</li> <li>• To become a role model professional by the next twenty years</li> </ul>

#### F. SWOT Matrix

1	Strengths	<ul style="list-style-type: none"> <li>• Professional Knowledge</li> <li>• Work acumen</li> <li>• Positive thinking</li> <li>• Local domicile</li> <li>• Courage &amp; Discipline</li> <li>• Proximity to the top management</li> </ul>
2	Weaknesses	<ul style="list-style-type: none"> <li>• Goes too far for perfection</li> <li>• Short Temperament</li> <li>• Tends to conform to the wishes of seniors</li> <li>• Overconfidence at times</li> <li>• Inadequate public speaking skills</li> </ul>
3	Opportunities	<ul style="list-style-type: none"> <li>• Increasing demand for cost managers</li> <li>• Better Prospects within the organization</li> </ul>
4	Threats	<ul style="list-style-type: none"> <li>• Aging parents</li> </ul>
5	Observations	<ul style="list-style-type: none"> <li>• To focus on improvement of soft skills and overcome the weaknesses during the next two years</li> <li>• To work out a solution for proper relocation of parents as per their convenience</li> </ul>

#### G. Self-Evaluation

Serial	Item		Max. Score	Assessed Score	Rating
1	<b>Knowledge</b>				Good Good Good
	A	Subject	30	25	
	B	General	20	16	

	C	Sub Total	50	41	
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2	<b>Maturity</b>				Good Good Average Average Good Fair
	a	Thoughtfulness	5	4	
	b	Mental Balance	5	4	
	c	Flexibility	5	3	
	d	Temperament	5	3	
	e	Logic	5	4	
	f	Sub Total	25	18	

3	<b>Communication</b>				Good Good Good Good Good
	a	Body Stance	13	11	
	b	Words	12	10	
	c	Voice	12	10	
	d	Clarity	13	11	
	e	Sub Total	50	41	

4	<b>Team Play</b>				Fair Good Good Fair
	a	Leadership	13	9	
	b	Adaptability	6	5	
	c	Team Spirit	6	5	
	d	Sub Total	25	19	

5	<b>Skill Traits</b>				Good Good Good
	a	Language Proficiency	12	10	
	b	Special Skills	13	11	
	f	Sub Total	25	21	

6	<b>Looks</b>				Fair Fair Fair Fair
	a	Attire	9	7	
	b	Expressions	8	6	
	c	Confidence	8	6	
	d	Sub Total	25	19	

7	Total	200	160	Good
Rating Parameters: 95% and above = Excellent; 90% to 94% = Very Good; 80% to 89% = Good; 65% to 79% = Fair; 50% to 64% = Average				
Observation: Needs to improve the total score to 170 within two years by focusing on all the areas falling below 80% of the maximum mark allotted				

**H. Career Goals**

<b>1</b>	Ten Years hence	Position Financial Family Social	General Manager (Cost Management) Rs.25 lakhs per annum in Nagpur One kid Office Bearer of XXX Club
<b>2</b>	Five Years hence	Position Financial Family Social	Manager (Cost Management) Rs.12 lakhs per annum in Nagpur Buying a four-wheeler Active Member of XXX Club
<b>3</b>	Two Years hence	Position Financial Family Social	Manager (Cost Management) Rs.8 lakhs per annum in Nagpur Buying three room apartment; Relocation of parents to Nagpur Member of XXX Club
<b>4</b>	One Year hence	Position Financial Family Social	Dy. Manager (Cost Management) Rs.6 lakhs per annum in Nagpur Marry a working girl from Nagpur Net working for more professional friends

**I. Punch Caution**

Needs adequate care and caution about cunning peers in the accounts and production departments	
<b>Date:</b> xx / xx / 2018	<b>Signature:</b> - - - -

**Resources**

1. Researched inputs by the faculty of Shantiniketan Business School. Nagpur
2. [www.wikipedia.org](http://www.wikipedia.org)
3. [www.helpguide.org](http://www.helpguide.org)
4. [www.mindtools.com](http://www.mindtools.com)
5. 10 Inspirational & Successful People Who Did Not Let Failure Define Them, Akanksha Prabhune, [www.storypick.com](http://www.storypick.com), 12.04.2017
6. Building Confidence, [www.skillsyouneed.com](http://www.skillsyouneed.com), 29.03.2017
7. Building Self Confidence, [www.mindtools.com](http://www.mindtools.com), 30.03.2017
8. A Short Story on Self Confidence, [www.academictips.org](http://www.academictips.org), 14.04.2017
9. Stand Out in your Interview, Amy Gallo, Harvard Business Review, 26<sup>th</sup> September 2012
10. From Waiter to an IAS Officer, the story of Jayaganesh is better than any Bollywood blockbuster; Pallavi Tyagi, [www.speakingtree.in](http://www.speakingtree.in)
11. [www.skillsyouneed.com](http://www.skillsyouneed.com)
12. Interviewing Techniques and Tips, [www.helpguide.org](http://www.helpguide.org), 06.03.2017
13. 10 Practice Tips and Activities to Improve Your Interview Skills; [www.huffingtonpost.com](http://www.huffingtonpost.com); 06.06.2017
14. [www.forbes.com/sites/forbescommunicationscouncil/2017/05/01/four-corporate-communications-best-practices-to-learn-from-ge](http://www.forbes.com/sites/forbescommunicationscouncil/2017/05/01/four-corporate-communications-best-practices-to-learn-from-ge)\_06.07.2018
15. [www.speaking-tips.com](http://www.speaking-tips.com)\_01.09.2018
16. Interactions & Observations

# Notes

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## **About the Institute**

**T**he Institute of Cost Accountants of India (ICAI) is a statutory body set up under an Act of Parliament in the year 1959. The Institute as a part of its obligation, regulates the profession of Cost and Management Accountancy, enrolls students for its courses, provides coaching facilities to the students, organizes professional development programmes for the members and undertakes research programmes in the field of Cost and Management Accountancy. The Institute pursues the vision of cost competitiveness, cost management, efficient use of resources and structured approach to cost accounting as the key drivers of the profession. In today's world, the profession of conventional accounting and auditing has taken a back seat and cost and management accountants increasingly contributing towards the management of scarce resources like funds, land and apply strategic decisions. This has opened up further scope and tremendous opportunities for cost accountants in India and abroad.

After an amendment passed by Parliament of India, the Institute is now renamed as "The Institute of Cost Accountants of India" from "The Institute of Cost and Works Accountants of India". This step is aimed towards synergizing with the global management accounting bodies, sharing the best practices and it will be useful to large number of trans-national Indian companies operating from India and abroad to remain competitive. With the current emphasis on

management of resources, the specialized knowledge of evaluating operating efficiency and strategic management the professionals are known as "Cost and Management Accountants (CMAs)". The Institute is the 2<sup>nd</sup> largest Cost & Management Accounting body in the world and the largest in Asia, having approximately 5,00,000 students and 78,000 members all over the globe. The Institution operates through four regional councils at Kolkata, Delhi, Mumbai and Chennai and 98 Chapters situated at important cities in the country as well as 9 Overseas Centre headquartered at Kolkata. It is under the administrative control of Ministry of Corporate Affairs, Government of India.

Our Institute apart from being a member of International Federation of Accountants (IFAC), South-Asian Federation of Accountants (SAFA), Confederation of Asian & Pacific Accountants (CAPA), National Advisory Committee on Accounting Standards (NACAS), and National Foundation for Corporate Governance (NFCG) is also a member of Government Accounting Standards Advisory Board (GASAB).

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# THE INSTITUTE OF COST ACCOUNTANTS OF INDIA

Statutory Body under an Act of Parliament

Behind every successful business decision, there is always a CMA